



# HKU 5-YEAR MAINLAND STRATEGY

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## I. Introduction

As articulated in the document “Asia's Global University, HKU: the next decade, our vision for 2016-2025” viz. “3+1 Is”: Internationalisation, Innovation, and Interdisciplinarity converging to create Impact, “Internationalisation” is not an end in itself but a path to augment University’s core mission. Our Mainland (ML) efforts have resulted in positive outcomes in terms of access to resources, research output, student learning and recruitment, and knowledge exchange.

In developing our 5-Year ML Strategy, we first ought to recognise that ML is geographically expansive and heterogeneous and that the global higher education sector is increasingly competitive and rapidly changing. As such our strategy must be realistic, focused, and proactive with clear targets. We shall take full advantage of ML development agenda including 13-5, Road/Belt and leverage HKU’s existing competitive advantages.

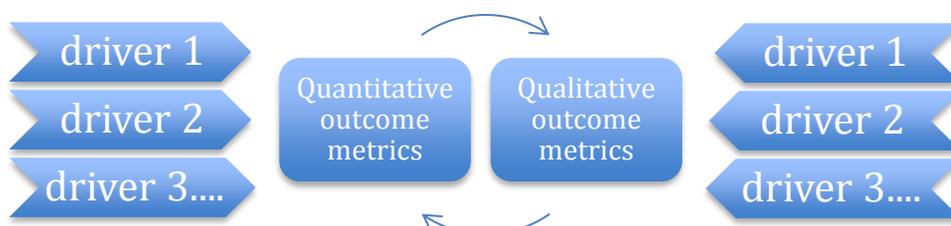
This living document serves to provide focus in terms of engagement and development, project selection and prioritisation, and resource allocation for the next 5 years.

### Motivation to augment HKU ML engagement:

1. Establish HKU as “Asia’s Global University”
2. Enhance University core mission in teaching & learning, research, and knowledge exchange
3. Leverage ML with international strengths and vice versa
4. Strengthening HKU positioning in ML and abroad

## II. Objectives & Drivers

Looking forward, multiple drivers are needed to achieve success. Success outcome must be predefined as metrics to provide targets and alignment in this University-wide effort.



- A. Establish SZH, SIRI, ZIRI, SSC as HKU's regional knowledge hubs with local and international partners around thematic areas of HKU's strengths** (i.e., Greater Bay Area: innovation, tech, health; Greater Shanghai/Hangzhou: culture, arts, commerce, urbanisation)
- a. Establish clear and flexible HKU HR policy on staff mobility
  - b. Establish mechanisms to be informed of ML policies and to navigate regulations
  - c. New KPI and effort allocation model at Faculty and Central
  - d. Realistic business and financial model
  - e. Identify key HKU PIs as content drivers and change agents
  - f. Cultivate Strategic Partnerships with ML and international universities and industry to increase facility utility
  - g. Seed funding and incentives to initiate collaborations
  - h. Diversify nature of activities including self-financing programs
  - i. Promotion and outreach
- B. Enhance HKU students' outbound activities to ML and increase the quality of ML students to HKU recognizing students are the backbone of our core mission**
- a. Diversify nature of mobility programs to ML
  - b. Enhance financial assistance for admission, inbound and outbound mobility
  - c. Cultivate strategic partnerships with key secondary and tertiary schools for recruitment
  - d. New KPI and effort allocation model
  - e. Promotion and outreach
- C. Augment trans-disciplinary teaching and research activities with ML and international partners to establish HKU's presence in ML as a knowledge node in tackling regional and global issues** (i.e., Western China: 13-5, OBOR, poverty alleviation, education)
- a. Strategic Partnerships, seed funding, diversify nature of collaboration
  - b. Engage and cultivate HKU staff clusters to leverage existing HKU strengths for collaboration
  - c. Gap-filling HKU capacity in key thematic areas with ML and international collaborators
  - d. Realistic business and financial models
  - e. New KPI and effort allocation model
- D. Enhance HKU branding and reputation as an internationally-respected institute of higher learning**
- a. Enhance ways to actively engage key alumni on specific projects
  - b. Groom HKU staff and student ambassadors to promote HKU successes
  - c. Enhance institutional goodwill
  - d. Augment presence and visibility including on-line campaign
  - e. Active engagement with private and public sectors

### III. Success Outcome Metrics

#### Qualitative Success Metrics:

reputation, visibility, teaching and research quality, societal impact

#### Quantitative Success Metrics:

- A. Expand the utility of existing ML assets (SZH, SIRI, ZIRI, SSC) with local and international partners
  - a. Number and quality (FWCI) of joint publications and grants \*
  - b. Number of engaged HKU academic staff and students \*
  - c. Number of private and/or public collaboration (including licensing)
  
- B. Increase outbound mobility of HKU students and increase the number and quality of ML students to HKU
  - a. HKU students' ML exposure to fulfill our 100% 1+1 commitment \*
  - b. Number and entrance credentials of ML applicants to HKU \*
  - c. Activity of alumni network and engagement
  
- C. Increase number of trans-disciplinary research activities with ML and international partners working on regional and global issues
  - a. Number and quality (FWCI) of joint publications and grants \*
  - b. Number of private and/or public collaboration (including licensing)
  
- D. Enhance HKU branding and reputation as an internationally-respected institute of higher education thus reinforcing Metrics A, B, and C.
  - a. Results of reputational surveys and branding exercises
  - b. Regional and international impact, reputation, and ranking

Note: \* similar metrics defined in UGC Accountability Framework: 2019-22 Triennium Planning Exercise (UGC/FIN/161/2016) and Accountability Agreement sec 4.4

### IV. Project prioritisation and development strategy

- a. Align projects with national and regional development goals (13-5, OBOR, Big Bay Area) to access resources and to enhance societal impact
- b. Further develop and utilise existing HKU assets in ML
- c. Synergistic activities that enhance HKU reputation to drive more collaborations thus creating a positive feedback loop
- d. Establish clear milestone with end-game strategy

## V. Roles

- a. Faculties and Central allocate appropriate efforts and resources to ML and international activities (“mainstreaming”)
- b. Faculties and Central identify and groom key growth thematic areas with specific projects in ML
- c. Central coordinated via VP-G provides outreach, networking, intelligence, and administrative supports for project planning and execution
- d. VP-G provides multi-unit coordination and leverages synergies with internal units, ML and international partners



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