

Panel on Education Meeting on 14 March 2011

Response from City University of Hong Kong to University Grants Committee's Report, *Aspirations for the Higher Education System in Hong Kong*

City University of Hong Kong is grateful for the opportunity to respond to the University Grants Committee's report, *Aspirations for the Higher Education System in Hong Kong*. We are pleased to attach a copy of our response to the Education Bureau for the Panel's information.



香港城市大學
City University
of Hong Kong

Way Kuo
President and
University Distinguished Professor
郭位
校長及大學傑出教授

28 February 2011

Mr Michael Suen Ming-yeung, GBS, JP
Secretary for Education
Education Bureau
8/F & 9/F, West Wing, Central Government Offices
11 Ice House Street
Central
Hong Kong

Dear Mr Suen,

Response to University Grants Committee's Report, *Aspirations for the Higher Education System in Hong Kong*

We are grateful for the opportunity to respond to the University Grants Committee's report, *Aspirations for the Higher Education System in Hong Kong*.

In general, we are pleased that many of our current and planned processes, investments and initiatives are reflected in the report's 40 recommendations. For instance, our new five-year Strategic Plan emphasizes several of these processes—a copy is attached for your reference. In addition, our recently submitted Academic Development Proposal (ADP) introduces a performance-based pay review scheme; a discovery-enriched curriculum whose objective is for each of our students to make an original discovery as part of their education; and new initiatives for promoting knowledge transfer and outreach to Hong Kong, exemplifying our philosophy that the boundaries of our campus are those of Hong Kong.

We are also pleased that a number of recommendations in the report promote internationalisation, which is another major CityU initiative, as described in our ADP. However, we are keenly aware of the shortage of student hostel space in UGC-funded universities. We hope that this shortage can be addressed.

There is one recommendation in the report for which we seek clarification. Recommendation 34 states that the operations of the Community College of City University (CCCU) should be completely separated from its parent institution, CityU, within three years of the acceptance of this recommendation. We would appreciate clarification regarding whether this separation should be physical as well as operational. If physical separation is desired, we will need the government's assistance: We support the notion of CCCU becoming a private institution at a different location, a move that would greatly relieve congestion on campus, but we need government assistance in finding an alternative site.

We would also like to comment on the far-reaching implications of Recommendation 25. While we are fully supportive of the principle of competition for research funding and resources using funds targeted for that purpose, moving existing core funds from the Block Grant that each university relies upon for basic operational support into a competitive pool may jeopardise our ability to meet our baseline objectives unless the process is done incrementally and carefully. For example, the University Grants Committee (UGC) has recently announced new initiatives for early career development for new academics, and for humanities and social sciences research, using what had been Block Grant funds for Hong Kong's higher education institutions. To the extent that such reallocations compromise basic campus operations and objectives, they are counterproductive since the infrastructure and staffing that all members of the academic institutions rely upon will be weakened. We hope that there will be a full discussion about proposed reallocations so that informed decisions can be made.

The aforementioned specific initiatives that the UGC has proposed in conjunction with Recommendation 25 should be carefully vetted, too. For example, planned investments in the work of humanists and social scientists should be viewed in the context of global trends toward interdisciplinary and international collaborations and new modes of disseminating knowledge. We would also like to comment on the management scheme and peer review process that will be used in making awards. It is important to avoid even the perception of a conflict of interest. We would advocate yet greater use of experts from outside Hong Kong for the review process, and we should strive for a management scheme and review process that meet international norms for fairness and transparency.

We hope that these comments are helpful to you and your colleagues. We look forward to working with you to strengthen higher education in Hong Kong.

Yours sincerely



Way Kuo

Encl

cc: Chairman, UGC
Council Chairman, CityU



Excellence

in Research and Professional Education

Strategic Plan 2010–2015



香港城市大學
City University
of Hong Kong



Celebrating 25th Anniversary

大隱隱於市 學研研出塵
A World-class University

Strategic Plan 2010–2015

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Foreword

This Strategic Plan covers a period when Hong Kong is likely to experience major changes arising largely from the rapid development in the Mainland, both in its economy and international status. Our emphasis in the Strategic Plan on globalisation is a considered response to these changes. We seek to provide our graduates with the best career opportunities by anticipating and training for the rapid changes that lie ahead. The Plan emphasises our commitment to excellence in research and professional education. We have strong professional schools and we take the leading professional schools in North America as models for our future development to nurture a new breed of professionals to excel and lead in our fast changing global environment.

City University of Hong Kong is a vibrant university located at the centre of Hong Kong, one of the most dynamic and cosmopolitan cities in the world. The University prides itself on its close relations with the City. It has a strong sense of social awareness and of its responsibilities to the young people of Hong Kong in providing them with a strong foundation for their future endeavours. Complementing this close relationship with the City is the University's global perspective and global connectivity reflected in both its educational and research activities. It has established itself as a leading international university and is well placed in all the international ranking tables.

The future of Hong Kong lies in identifying and establishing new niche areas and fostering new industries which will complement and respond to developments in the Mainland and the Region. Our learning and research strategies in the Plan reflect this fact. The professional education of our students and the resulting skills they develop are essential in meeting these demands. We believe that the sense of social awareness and engagement with the community inculcated in our work will enable our graduates to contribute their best for the betterment of society. We look forward to the next five years which, we believe, will be one of the most challenging and exciting periods Hong Kong has ever experienced. We are confident that City University will play a leading role in ensuring that this period will be one of the most successful and rewarding for Hong Kong.



Leung Chun-ying
Chairman of the Council



Way Kuo
President and University Distinguished Professor

Executive Summary

Excellence in Research and Professional Education

is the Strategic Plan of City University of Hong Kong for 2010 to 2015. It is a roadmap for leadership over the next five years. It is a forward-looking, action-oriented plan which positions City University as a leading global university in the Asia-Pacific region, renowned for its excellence in research and professional education and outstanding scholarship in problem-focused research. Building on the impressive success it has achieved in the past, ***Excellence in Research and Professional Education*** defines a sharper vision of the future for City University, identifying a new mission and mapping out a clear set of goals and action plans for taking City University forward to new heights of achievement.

The Plan reflects the University's strategic direction in spearheading new approaches to professional education to reflect the reality of our increasing global interdependence, and the rapid development of the Mainland and the region. The goal is to train a new breed of professional to anticipate and respond to the new challenges of the fast-changing, knowledge-driven global environment of the 21st century. This new approach to professional education emphasises the connectivity between society and knowledge, the internationalisation of curriculum design, innovative problem-driven research, and the multicultural diversity of faculty and students. It highlights City University's aspirations and its determination to become a world-class international university for professional education,

and a destination of preference for the best students, faculty, scholars and researchers from across the globe. It commits all our Colleges, Schools and Departments to undertake vigorous academic planning over the next five years to identify niche areas and new initiatives for innovative programmes to enhance City University's professional education and to support new growth points and strategic development opportunities for Hong Kong society.

The consultation for the strategic planning exercise has been the most extensive ever undertaken for such a document at City University. The process began in April 2008 when the Strategic Planning Core Group was formed. This group, chaired by the Provost, engaged in consultations with colleagues and other stakeholders at all levels. The planning was guided by five principles:

- ◆ Student success in academic achievement and career development
- ◆ Excellence in learning and research, technological innovation and knowledge transfer
- ◆ Benefit to the social and economic well-being of Hong Kong
- ◆ Accountability in the use of public resources
- ◆ Global outreach and international competitiveness

The Strategic Planning Core Group's resulting analysis culminated in the identification of a number of international benchmarks and six strategic areas which form the core of the Strategic Plan:

- ◆ A: Student Learning and Career Development
- ◆ B: Research and Technology Transfer
- ◆ C: Faculty and Staff Recruitment, Reward and Retention
- ◆ D: Campus Planning & Development
- ◆ E: Globalisation
- ◆ F: Branding, Image and Culture





For each Strategic Area, sub-groups were formed and 'buzz-group' consultation meetings were held between September 2008 and August 2009 to consider the strategic plan blueprint, and to assist with the development of principles, goals and strategies for its implementation. Invitations to the buzz-group consultations were sent to all academic faculty members in March 2009, and a total of around 300 academic colleagues attended at least one of the group meetings. Further similar group meetings were held with alumni, convocation members, employers, students, and students' union representatives. In September 2009, the Draft Plan was made available online for comments by the University community. The Draft Plan had also been discussed at the Academic Policy Committee, the Senate and the Management Board. It was also presented to the Council's Strategic Development Committee and Executive Committee where it received unanimous endorsement. On 26 November 2009, the Strategic Plan was formally approved by the University Council.

In the next stage of development, the University community throughout all units, Colleges, Schools, Departments, Institutes and Centres will be intensively involved in developing specific details, benchmarks and indicators, action steps, and proposed timelines at the unit level to achieve the targets and goals of the Strategic Plan. The implementation of the Plan will be overseen by the Provost in consultation with the Vice-Presidents and the Senate. The University community will be systematically updated on the implementation, progress, and impact of the Plan, in order to achieve the maximal success for all in the City University community.

Key Milestones for City University Strategic

	Core Activities	Meeting Dates
1.	The Strategic Planning Core Group – Formulation Process	
	<ul style="list-style-type: none"> The Strategic Planning Core Group was formed in April 2008. The Group comprised Provost, Associate Provost, Vice-Presidents, College and School Deans, Chief-of-Staff and Chief Information Officer. 	
	<ul style="list-style-type: none"> The Core Group identified six external benchmarking international institutions from the top 100 world university rankings: <ul style="list-style-type: none"> ➤ University of New South Wales, Australia; ➤ University of Texas at Austin, USA; ➤ University of Warwick, UK; ➤ University of California, San Diego, USA; ➤ University of Sheffield, UK; ➤ Nanyang Technological University, Singapore 	<ul style="list-style-type: none"> • 29 April 2008 • 23 June 2008 • 22 July 2008 • 28 August 2008
	<ul style="list-style-type: none"> Consulted with Deans and Head of Departments, the Core Group considered and endorsed a SWOT analysis through comprehensive external and internal environmental scans: <ul style="list-style-type: none"> ➤ Strategic Planning meeting with Deans and Head of Departments ➤ Strategic Planning meeting with Head of Departments 	<ul style="list-style-type: none"> • 01 September 2008 • 05 September 2008
2.	The Strategic Planning Sub-groups – Development Process	
	<ul style="list-style-type: none"> The Strategic Planning Sub-groups were formed with members drawn from different backgrounds and levels to ensure broad input into the goal settings and strategic actions of each strategic area. <ul style="list-style-type: none"> ➤ Sub-group for Research and Technology Transfer ➤ Sub-group for Student Learning and Career Development ➤ Sub-group for Globalisation ➤ Sub-group for Campus Planning and Development ➤ Sub-group for Faculty and Staff Recruitment, Reward and Retention 	<ul style="list-style-type: none"> • 18 September 2008 • 02 September 2008 • 08 September 2008 • 19 September 2008 • 19 September 2008 • 22 September 2008 • 29 September 2008 • 19 September 2008 • 24 September 2008 • 30 January 2009

Plan 2010-2015

	Core Activities	Meeting Dates
3.	Strategic Buzz Group Meetings – Consultation Process	
	<ul style="list-style-type: none"> • The drafting of the plan involved the widest consultation with faculty, employers, students' union, alumni, convocation and other stakeholders. A series of strategic buzz group meetings were held during the consultation process. <ul style="list-style-type: none"> ➤ Strategic faculty buzz group meetings (more than 300 faculty attended the meetings). ➤ A strategic planning consultation meeting with employers, representatives from students' union, alumni and convocation. • An online version of Strategic Plan was posted for consultation to the university community 	<ul style="list-style-type: none"> • 16 March 2009 • 18 March 2009 (am & pm) • 19 March 2009 • 24 March 2009 • 07 August 2009 • March to September 2009
4.	City University Committees – Approval Process	
	<ul style="list-style-type: none"> • The Strategic Plan was discussed and approved by various City University committees: <ul style="list-style-type: none"> ➤ Strategic Planning Core Group Meeting ➤ Academic Policy Committee Meeting ➤ Special Senate Meeting ➤ Management Board ➤ Strategic Development Committee (SDC) of the Council ➤ Executive Committee of the Council ➤ University Council Meeting 	<ul style="list-style-type: none"> • 20 August 2009 • 08 October 2009 • 13 October 2009 • 15 October 2009 • 30 October 2009 • 19 November 2009 • 26 November 2009

Excellence in Research and Professional

Vision

City University of Hong Kong aspires to become a leading global university, excelling in research and professional education.

Mission

To nurture and develop the talents of students and to create applicable knowledge in order to support social and economic advancement.

The Strategic Plan

The Strategic Plan reflects City University's unswerving commitment to realise its vision through academic excellence. It maps out City University's strategic direction for the next five years. It identifies principles, goals and strategies to fully exploit our distinctive academic strengths and competitive advantages, and to elevate our research and professional education programmes to a level commensurate with City University's aspirations.

The Strategic Plan is a roadmap for leadership. It articulates City University's vision of educating a new breed of professional and leaders for our knowledge-based society by creating a new approach to professional education for the new century. This new kind of professional education emphasises the connectivity between society and knowledge, the internationalisation of curriculum design, innovative problem-driven research, and the multicultural diversity of faculty and students. It reflects the reality of our increasing global interdependence and the rapid development of the Mainland. It underscores City University's aspirations



Education



and determination to become a premier international university for outstanding research and professional education in the region. It also affirms our commitment to excellence by ensuring the teaching and research that constitute our professional education will be conducted by outstanding international faculty, and distinguished by their innovation, impact, and quality.

The Strategic Plan is the outcome of numerous rounds of consultation, discussion and revision at all levels, including faculty, students, alumni, the University Council, and the employers of our graduates. City University anticipates cognate planning processes in every College and School, and in the administration of the University, to translate the high-level vision, values, principles and goals of the Strategic Plan into focused, shorter-term strategies and operational plans to implement our priorities, consistent with City University's vision of providing premier professional education and pursuing excellence in research.

Core Values

The academic capacity and vitality of City University flow from, and are nourished by, the core values which underpin the Strategic Plan, and are reflected in all City University activities.

1. Excellence

City University is committed to building excellence throughout its educational, research and outreach programmes, involving every unit of the institution and every member of the City University community. This pursuit of excellence is driven by our respect for knowledge, our passion for learning, and our concern for human well-being.

2. Honesty

Honesty and high ethical standards will inform all actions of City University as an academic enterprise dedicated to scholarship, discovery and creativity. These standards are the hallmark of our success and our excellence as a great university.

3. Freedom of Enquiry

The freedom and responsibility of all faculty and students to engage in critical enquiry, intellectual discourse and academic debate is vital to the advancement of the frontiers of knowledge and the pursuit of higher truths. Within the City University community, academic faculty should take the lead in promoting the rational debate of ideas and constructive problem-solving based on academic values and priorities.





4. Accountability

A sustained commitment to openness and accountability is critical to City University's success as a public institution of international standing. The best interests of City University are served by having in place structures which ensure accountability at all levels and a commitment to raising quality through continuous improvement.

5. Civility and Collegiality

Fostering civil dialogue, promoting collegial exchanges and cultivating mutual respect are essential to our healthy development as an increasingly diverse and robust community of students, alumni, faculty and staff. These values support a robust academic culture which nurtures our academic enterprise and intellectual life.

Environment Scanning

To identify appropriate strategies for pursuing excellence and for positioning ourselves as a leading global university for a new professional education, City University has conducted internal environment scanning and a broad ranging SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to assess the impact of external and internal factors on the operating environment of global higher education, drawing comparisons at the same time with leading global institutions. The scanning and assessment have produced the following outcomes:

A. Strengths

The principal strength of City University lies in the forward-looking vision, dedication, and outstanding quality of its faculty and leadership. The University also has the following significant academic, scientific and geographical strengths to support its vision as a global destination for premier professional education and outstanding research in the new century:

1. Academic scholarship and international recognition

City University has many dedicated and talented faculty and staff who fulfill their responsibilities to a high ethical and professional standard. The faculty and staff have contributed greatly to our impressive rise in academic stature and impact over the past decade. The University is home to many pre-eminent scholars, including ten academicians of various prestigious national and international academies (one of whom is also a Fields Medalist and Wolf Prize Winner); twelve Cheung Kong Scholars; twelve Fellows of the Institute of Electrical and Electronic Engineers (IEEE); six Fulbright Scholars and five Croucher Senior Research Fellows.

The University is also home to two State Key Laboratories under the Ministry of Science and Technology of the People's Republic of China. The State Key Laboratory of Millimeter Waves, is the first such laboratory in the engineering discipline in Hong Kong and, is emblematic of the technological strength of City University. The State Key Laboratory in Marine Pollution is another strong indication of



the importance of the University's outstanding scholarship in environmental research. In 2004, City University was awarded HK\$45M by the University Grants Committee (UGC) to set up the Centre for Marine Environmental Research and Innovative Technology (MERIT) as an area of excellence. In 2009, this Centre was further awarded sustained funding of HK\$23.6M. Currently, City University has been awarded 91 patents and there are 139 applications pending approval.

In terms of international recognition, according to the Academic Ranking of World Universities issued by Shanghai Jiao Tong University (2008), City University is among the top 50 universities in the Asia-Pacific Region. The Quacquarelli Symonds (QS) Asian University Rankings (2009) places the University 18th amongst Asian universities and the Times Higher Education Supplement and Quacquarelli Symonds World University Rankings (2009) places City University as 124th among the world's top universities. Whilst rankings are not the only measure of excellence, they do underscore the distinct upward momentum of the University. They propel us forward to further excel in professional education to serve Hong Kong society, China, and the region.

2. Partnership with Mainland institutions and international collaboration

City University has a long history of collaborative relationships with Mainland universities, industry, the Chinese government, and Mainland society at large. Several strategic platforms have been





developed to facilitate joint research, educational programmes, professional training, and knowledge transfer, including City University Research Institute (Shenzhen) Company Limited; University of Science and Technology of China – City University of Hong Kong Joint Advanced Research Centre in Suzhou Industrial Park; City University of Hong Kong and Shenzhen Guangming New Area Farmland Development Collaborative Project; and City University of Hong Kong Shanghai Liaison Office (soon to be opened). Over the years, we have developed over 400 academic links with some 290 prestigious universities spanning more than 40 different countries in the world. These partnerships and academic links are invaluable assets for City University as a leading university in the region, an intellectual gateway between China and the West, and as a catalyst for education, research and knowledge transfer partnerships around the globe.

3. Quality assurance and student learning

The University places great emphasis on the quality assurance of its academic programmes and is committed to supporting students' intellectual, personal and professional development through both formal and informal learning opportunities, supported by carefully planned student services. It has a well-established quality assurance mechanism, with responsibilities devolved to College and School Boards as primary owners of the quality assurance process. To enrich the undergraduate educational experience, City University has invested a significant amount of resources in developing internships in a wide range of organisations, cultural and language immersion schemes, international exchange programmes, and innovative service learning opportunities for the broadening of students' intellectual horizons, personal development, and professional knowledge.

4. Location

City University is an international university located at the heart of the city of Hong Kong, one of the world's most vibrant knowledge-based economies. It is literally a city within a city, being highly cosmopolitan, energetic, fast-moving, forward-thinking, and outward-looking in the creation and transmission of knowledge. It has the most accessible and convenient campus in Hong Kong, and is well-connected by trains, subways and other forms of public transport. It provides an ideal venue and has excellent facilities for hosting global forums and international conferences. It offers a stimulating campus environment for academic exchange and cross-cultural dialogue between scholars from the East and the West, facilitated by Hong Kong's proximity to China and central position in Asia and the world. It also has one of the best on-campus student housing programmes in terms of location, facilities and management.

B. Weaknesses

City University recognises the existence of a number of weaknesses and potential challenges, arising from a rapidly changing and globalising environment for higher education, which will need to be addressed in order to support the realisation of the vision of excellence embodied in this Strategic Plan:

1. Campus development

City University has outgrown its existing facilities, and consequently physical limitations now impose a real constraint on its activities and development. The expansion of the library and the creation of more open, quality spaces are urgent needs if we wish to excel as a world-class university. With the implementation of the new 3-3-4 academic



structure, with the associated increase in the undergraduate population, the congestion and traffic flow on campus will be further aggravated. Insufficient student residence spaces will also hinder our efforts to increase our international student enrolment. The lack of space does not only limit our ability to develop, it also places us at a disadvantage compared to other universities in the global competition for faculty, students, and resources. In this respect, we need to develop a campus master plan as a blueprint for aligning our physical planning with our future development.

2. Programme innovation

City University's academic programmes have served us well for the past 25 years. They are not, however, all uniformly strong or equally relevant to the preparation of graduates for a distinguished career in some of the emerging and exciting fields of professional practice, or to support the flourishing knowledge-driven global economy in the new century. There is a need to review, revise and reinvigorate our existing academic programmes and to phase out those which are relatively weak or no longer viable. Equally important is the need to create strong and academically vigorous professional programmes, especially in promising new fields, that will appeal to bright and ambitious students with an impulse for creativity and entrepreneurship, locally, nationally and globally.

3. Funding sources

As a public university, we have been relying primarily on the government block grant to fund all our activities. However it is evident that public funding will not suffice to realise our vision for in the next 5 to 10 years. In order to enhance our capacity to compete globally, nationally and locally, it is imperative that we generate more private funding from different sources to improve our facilities, and

to support innovative projects in order to attract the best and most diverse range of students, as well as to hire the quantity and quality of international faculty that will be required.

4. Student quality

The quality of our students is uneven and highly variable from programme to programme. There is a need to raise our admission standards and to enhance our input quality and diversity. In particular, the standard of spoken and written English of the students is a major cause for concern since a weak command of English can diminish the students' entire educational experience, as well as limit their future job prospects and professional career development.

5. Faculty growth

Academic faculty are the key to the pursuit of academic excellence. City University has not previously had a clearly-defined plan for faculty recruitment and retention. In order to compete globally and locally for the recruitment of outstanding faculty more successfully, it is critical for City University to define clear recruitment targets and timelines, and to improve promotion activities and outreach strategies as part of a longer-term, systematic recruitment plan for the University. The retention of good faculty and staff is also a problem, as tardy faculty and staffing growth will inevitably hinder our strategic development. City University therefore needs to build a strong body of faculty and other staff in order to create a first-class academic environment.



C. Threats

1. Organisation structure

Some of our existing structures, processes and practices are no longer adequate to support a modern university to compete and excel in the fast-moving global market of higher education. There is also a proliferation of committees and cumbersome administrative rules and regulations, which often undermine accountability and efficiency. At the same time, there are gaps in the organisational structure of City University which need to be strengthened to provide the dynamic leadership necessary for realising our strategic goals. Upgrading our planning capacities, including academic and campus planning, as well as financial and human resources, is critical for achieving excellence as a global university for professional education.

2. Financial planning

Our current budgeting and financial models have served City University well in fulfilling regulatory and gate-keeping functions to ensure our accountability as a public institution. However, if these are too conservative and restrictive, they have the negative potential to undermine efficiency and weaken competitiveness. To support our vision, there is an urgent need to adopt a financial planning model and a budgeting process which are more dynamic and facilitative to enable us to respond promptly to creative ideas and new opportunities in a fast-changing environment.

3. Human resources planning

Our Human Resources Office supported by its dedicated staff has long provided a useful service to the University community. However, the University currently lacks an academically-oriented human resources policy which is sufficiently flexible to empower and support faculty and staff in the pursuit



of excellence. City University has been using a set of personnel procedures which have been centralised and somewhat cumbersome. These cumbersome procedures are undermining our capability to compete globally for outstanding scholars who increasingly require prompt and speedy responses which need to be supported by streamlined and efficient procedures.

4. Academic planning

The development of new educational programmes and professional schools relevant to the needs of our fast-changing world is a sign of our vitality, and a guarantee of our international competitiveness as a dynamic academic institution. City University must take seriously the challenge of innovation in academic planning, which often requires a great deal of time and energy to establish appropriate management systems and oversight. The profile of UGC-funded academic programmes needs to be reviewed and refined on a regular basis. The role and provision of self-financed programmes need to be comprehensively reviewed and carefully monitored to ensure proper control and the appropriate alignment with our strategic development and the pursuit of academic excellence. Using English as a medium of instruction is important for the international competitiveness of our graduates. We need to ensure that both our students and faculty are able to demonstrate the highest possible standards of proficiency in English.

5. Campus planning

City University has been efficient and pragmatic in its approach to designing functional buildings, and managing essential facilities to cope with the critical and urgent demands thrown up by rapid and often unanticipated growth. However, it remains a fact that heavy congestion, an inadequate supply of student accommodation, a shortage of space, and the lack of an inspiring and stimulating campus environment affects the student educational experience and handicaps City University in the competition for the best students and scholars at all levels. There is an urgent need to develop a long-term campus master plan to create a sustainable campus that inspires and supports excellence.

6. Adverse publicity

City University has a history of being vulnerable to adverse publicity and this has brought with it a negative impact on the excellent work and dedication of faculty and students. If such adverse publicity is not corrected effectively, or prevented from occurring in the future, it will create a false public perception of the University in the local community, and become a burden which will limit progress, regardless of how much we advance in international standing. There is an urgent need to re-engineer and strengthen our image-building efforts, information technology policy, public engagement strategy, university promotion plan, and risk management. There is also a need for all members of the City University community to be good team players working together for the best interests of the University.

D. Opportunities

1. The new 3+3+4 academic structure

Hong Kong will implement the 3+3+4 academic structure in 2012. The transition from the existing 3-year to a 4-year degree structure has brought with it a real opportunity to introduce improvements and innovations and broaden and strengthen our academic programmes and research, to enhance our learning environment and quality assurance processes, and to bring new blood and leadership into the University.

2. The growth of China

This is a time of unprecedented growth for China, which is now the focus of world attention, not only because of its economic performance and large market, but increasingly because of its knowledge revolution, its talents, and its fast developing higher education sector. City University can make a significant contribution to China's spectacular growth, and the nurturing of new talents, through further expanding our professional education programmes, increasing our exchange links and joint research with top universities in the Mainland, and strengthening our collaboration with the industrial sector, the Chinese government, and Chinese society at large can help achieve this endeavour.

3. Globalisation

One of the outcomes of globalisation is the emergence of a global free market in higher education, resulting in the blurring of cultural, intellectual, spatial, and temporal boundaries. This provides further incentives and opportunities



for City University to develop closer cross-border, cross-national and cross-institutional collaborations to expand its academic programmes, professional schools, research, and technology transfer, to prepare its graduates to develop into well-informed citizens and leading professionals, ready to engage with the global community.

4. A new leadership

City University has a new leadership following the appointment of a new Council Chair and a new President in 2008. This new leadership has brought new aspirations, energies, and ideas to the fore. The expertise, talents and vision of the new leadership will guide the University community in making the best use of emerging opportunities to build on the impressive achievements of the past, and to advance and make City University's professional education one of the best in the region.



Planning Principles

The strategic planning process undertaken by City University has been guided by five principles:

Principle 1
Student success
in academic
achievement and
career
development

Principle 2
Excellence in
learning and research,
technological
innovation and
knowledge transfer

Principle 3
Benefit to the
social
and economic
well-being of
Hong Kong

Principle 4
Accountability
in the use of public
resources

Principle 5
Global outreach
and international
competitiveness





Strategic Areas

The strategic planning process has involved many rounds of consultation and substantial revision, based on feedback involving members of the University community and stakeholders at all levels. The full details of this process are given in the Appendix. The outcomes of these wide-ranging processes have resulted in the identification of six overarching strategic areas for action in order for City University to advance beyond today's impressive level:



A. Student Learning and Career Develop

City University is committed to providing students with the best professional education and learning experience to make the most of their university education and to achieve success in their professional careers after they graduate. They will take their place as competent leaders in society and contribute to social, cultural, economic and environmental well-being at all levels.

Goal 1: Strengthen 3+3+4 curriculum reform, enhance international perspectives, and foster outcome-focused learning to support excellence in research and professional education

Strategies

- 1.1 To embed a General Education component into our undergraduate programmes to broaden intellectual horizons and integrate the interdisciplinary learning of students to complement the specialised training they receive from their professional education at City University.
- 1.2 To develop a vigorous General Education programme to provide students with a solid intellectual foundation to prepare them for a life-time of learning, as competent, creative and reflective professionals in a fast-changing world.
- 1.3 To set up an effective infrastructure to oversee the continuous improvement, review and monitoring of General Education to ensure intellectual vigour and effective implementation, and to enhance our professional education.
- 1.4 To continuously review and refine course objectives, delivery method and learning outcomes to ensure an integrated educational experience, which is aligned with the requirements of professional bodies and prospective employers in a globalised, knowledge-driven economy.
- 1.5 To establish external Academic Review Panels comprising world renowned experts and community leaders to assist Colleges and Schools to undertake the rigorous review of their academic programmes and research agenda with a view to modernising their curricula, enhancing global focus, identifying niche areas, and sharpening research activities.





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- 1.6 To conduct internal quality audits with input from a panel of external experts to review and advise on enhancing quality assurance processes and empowering local units to assume greater responsibility for rigorous monitoring and continuous improvement of programmes and student learning, benchmarked against top universities in the world.

Goal 2: Develop forward-looking professional programmes that meet local needs with national/regional/global relevance

Strategies

- 2.1 To review and invigorate existing academic programmes and delivery methods, and streamline their titles and awards, and to benchmark these against similar programmes in world-class universities.
- 2.2 To phase out programmes which are weak in currency, vigour and quality.
- 2.3 To control our non-UGC undergraduate enrolment to ensure quality and adjust our overall undergraduate enrolment strategy to fulfill our commitments of accountability to our undergraduate students so that available resources are sufficient to provide them with an outstanding educational experience which supports their intellectual, professional and personal growth.



- 2.4 To enhance the intellectual capability of students through the broadening of the new four-year undergraduate curriculum by enriching exposure to cultural, historical and philosophical perspectives and enquiry methods.
- 2.5 To cultivate students' moral reasoning and appreciation for humanistic values to prepare them for taking their place as future leaders in society.
- 2.6 To engage our students in research activity as early as possible and instill in them the entrepreneurial spirit so as to empower and promote transfer of knowledge by students.
- 2.7 To involve every academic unit of City University in careful academic planning over the next five years to identify niche areas for expanding our professional schools and programmes into new and promising fields of practice and research where there is growing demand for top-notch researchers and professionals to contribute to social and economic betterment, locally, nationally, regionally, and internationally.
- 2.8 To establish a new School of Energy and Environment, the first in Hong Kong to lead teaching and research and to tackle two of the most pressing issues of our time, i.e. supporting economic advancement, but also improving the quality of life at all levels.
- 2.9 To develop strategic national and global partnerships with well-known universities to offer unique joint undergraduate and postgraduate programmes.

Goal 3: Improve language instruction, e-learning and library support to enhance effective learning

Strategies

- 3.1 To review the current operations and provisions of different units for English teaching at City University and empower the Department of English to take the lead in coordinating and improving our English language teaching to maximise both its effectiveness and the benefits to our students.
- 3.2 To strengthen the provision of Putonghua to enhance the language capabilities of students.
- 3.3 To implement a unified e-learning platform to deliver high quality teaching, learning, assessment, and the implementation of a more outcome-focused learning method.
- 3.4 To promote the use of e-portfolios for learning and make our information technology system accessible to those with physical and other disabilities.
- 3.5 To continuously upgrade our e-learning environment to ensure that our information technology platforms and systems are up to speed, able to keep pace with the technological competence of our students and to provide them with new models of learning to enhance effectiveness.
- 3.6 To expand the library and upgrade learning facilities to create an environment which can support diverse learning needs and stimulate student interest in pursuing creativity, discovery, entrepreneurship, and scholarship.



Goal 4: Strengthen internship, service learning, career preparation and advising

Strategies

- 4.1 To strengthen the newly established Career and Internship Office to cultivate and coordinate internal and external collaborations to promote employment opportunities and market our graduates.
- 4.2 To actively reach out to increase local and overseas internships and summer job opportunities to enhance the international experience of students. To set targets for growth over the next five years, and to gradually change curriculum requirements to make internships mandatory for all students.
- 4.3 To enhance leadership training and promote service learning to enhance students' empathetic understanding of the human condition and social awareness, and to cultivate engagement with society.
- 4.4 To upgrade student advisory services, to strengthen career preparation and to enhance the employability of students, by running innovative career education programmes, supporting participation in local and international competitions, and organising focused career talks to help students meet the demands of a global workforce and the challenge of a fast-changing job market.
- 4.5 To upgrade IT support and the use of electronic platforms, to facilitate input and access to employment-related information by both employers and students.
- 4.6 To develop a longer-term strategy to expand networks and strengthen partnerships with business, government agencies and industries both within and outside Hong Kong, to promote internships and job placements.

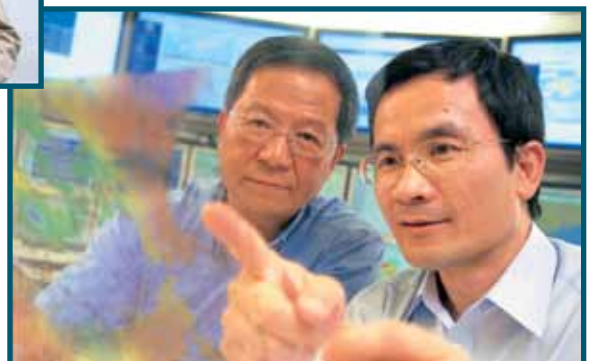
B. Research and Technology Transfer

The academic programmes at City University are designed to produce outstanding professionals and cutting-edge researchers who are able to address the challenging issues of our time. Such academic programmes are dedicated to social and technological innovation, and to combining academic excellence with an entrepreneurial spirit by enabling the transfer of laboratory research into the commercial domain, thus strengthening the links between the University and the local community, as well as benefiting the wider society.

Goal 1: Increase private and public grants and research funding

Strategies

- 1.1 To increase the size of the academic faculty to enhance City University's research capacity in competing for major research grants.
- 1.2 To recruit scholars who are active in externally-funded research as well as internationally-renowned 'Grand Masters' to lead and mentor junior faculty in pursuing cutting-edge research.
- 1.3 To set up the City University Research Foundation and establish the Research Foundation Office to strengthen infrastructural support for administering, generating, and raising research funds to support our short-term and long-term research endeavours.
- 1.4 To create incentives and a supportive policy to encourage and reward faculty members to increase grant applications and to attract sizable research funding.





- 1.5 To improve networking and communication with research funders and other external bodies.
- 1.6 To actively seek governmental and industrial research funding through collaboration with universities on the Chinese Mainland, Taiwan, and globally.

Goal 2: Expand innovative research and graduate programmes

Strategies

- 2.1 To reinforce present areas of excellence to ensure support with state-of-art facilities.
- 2.2 To target growth resources strategically by developing new professional schools and programmes in areas that create new opportunities for innovative research with the likelihood of achieving world-class distinction.
- 2.3 To increase the number of self-funded professional Masters' degree programmes and executive training programmes to support continuous learning and professional enhancement.

- 2.4 To stimulate the growth and formation of multi-disciplinary group research to undertake theme-based research to address major societal issues. Expand research infrastructure and promote academic partnership.
- 2.5 To establish a Maritime Law Centre as a new initiative to respond to growth opportunities for Hong Kong, created by rapid developments in the Mainland.
- 2.6 To promote the aggressive recruitment and careful mentoring of Post-Doctoral fellows, and to target recruitment on young faculty who are recognised as having the future potential to lead the advancement of scholarship in their fields.

Goal 3: Strengthen infrastructure to enhance technology transfer and nurture a culture of entrepreneurship

Strategies

- 3.1 To build a culture of combining academic excellence with entrepreneurship across the University to increase direct income and other benefits arising from knowledge transfer activities.
- 3.2 To re-structure the Knowledge Transfer Office as our commercial arm and bridge between the academic and commercial worlds to promote transfer.
- 3.3 To formulate a strategy for longer-term capacity-building to enhance the promotion and development of our subsidiary companies, as well as the commercialisation of research outputs and patent applications.

- 3.4 To review, revise and implement an improved set of outside practice policies and regulations to support both commercial and non-commercial knowledge transfer to benefit the community and to bring prestige to the University.
- 3.5 To establish an Advisory Group on Outside Practice and appoint a Director of Compliance to enhance the monitoring and facilitation of high-level knowledge transfer and consultancy services to the community.
- 3.6 To devise strategies for the early engagement of undergraduate students in research activities and to instill in students the entrepreneurial spirit and entrepreneurial knowhow. To provide support to the entrepreneurial activities of faculty and students in the application and commercialisation of their research results and build a strong network to advise City University on the development of new ventures.
- 3.7 To increase our involvement in non-commercial knowledge transfer activities to impact on government policies, the economy, and society, and to raise the visibility of City University.

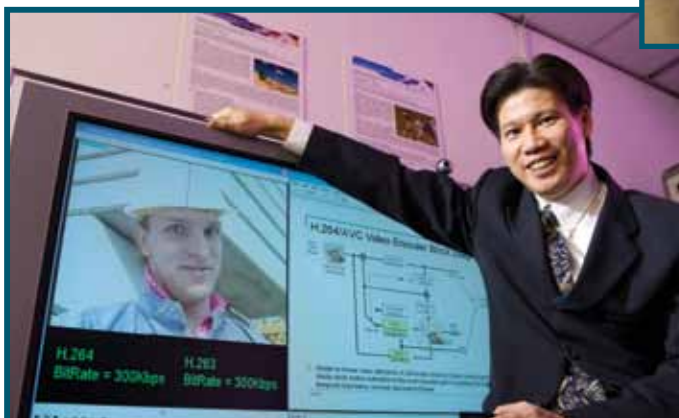
Goal 4: Build on existing close ties with Mainland and other international partners to undertake joint research and development projects of potential commercial value

Strategies

- 4.1 To construct a new building in Shenzhen Virtual University Science Park to house

the existing City University Research Institute (Shenzhen) Company Limited.

- 4.2 To expand City University's operations on the Mainland as a business unit to provide self-financed education programmes and to engage in contract research, as well as other professional services or projects of commercial value.
- 4.3 To further enhance the University of Science and Technology of China–City University Joint Advanced Research Centre in Suzhou Industrial Park to develop specialised research and graduate student training.
- 4.4 To identify and support emerging new areas and programmes which have the potential for significant corporate, foundation, or government funding.
- 4.5 To establish a Mainland China Office to cultivate institutional experience, expertise, knowledge, and networks for creating synergy and improved coordination so as to reach new heights in our Mainland China operations.



C. Faculty and Staff

Recruitment, Reward

Faculty and staff quality determines the quality of our educational programmes. City University is committed to recruiting and retaining quality faculty and enhancing support for them to concentrate on the pursuit of excellence in their teaching, research and technology transfer activities.

Goal 1: Improve operating efficiency and eliminate cumbersome personnel practices to support academic excellence

Strategies

- 1.1 To implement a set of revised personnel decision-making procedures to ensure accountability, efficiency, and fairness.
- 1.2 To review, refine and enhance the procedures for handling appeals, complaints, and grievances to support the timely resolution of disputes and promote collegiality.
- 1.3 To enhance accountability by setting benchmarks and clearly defined expectations for performance evaluation which are made known to all faculty.
- 1.4 To review business processes to reduce bureaucratic rigidity, and minimise the efforts required for each service transaction, to save faculty time and energy.

Goal 2: Strengthen performance culture and modernise pay and reward structure to enhance competitiveness

Strategies

- 2.1 To adopt an improved and more flexible pay structure and implement a modern remuneration package for academic faculty to enhance City University's competitiveness in recruitment and retention.
- 2.2 To implement a Performance-based Pay Review Scheme to promote commitment to excellence and to reward deserving faculty members. Design and introduce an Outstanding Service Award to recognise and encourage staff performance.

Goal 3: Improve the working environment and administrative support

Strategies

- 3.1 To maintain a clear definition of management responsibility and a clear line of authority to support effective administration.
- 3.2 To operate a rational, streamlined committee system to combine efficient policy development and review capabilities with adequate opportunities for meaningful input to City University's good governance.
- 3.3 To improve the leave system, laboratory facilities, office environment and the use of technology to support quality teaching, research and creative work.
- 3.4 To enhance opportunities for academic exchange and staff development.

and Retention



- 3.5 To foster a robust academic culture to promote academic values and mutual enrichment.

Goal 4: Implement a new budget process that is well-structured but flexible and dynamic to reward excellence and stimulate innovation and creativity

Strategies

- 4.1 To design a University-wide resources allocation model and implement a dynamic budget hearing process to support institutional priorities more effectively, reward innovation and nurture excellence and creativity.
- 4.2 To modernise our financial processes and procedures to enhance flexibility and responsiveness, empowering faculty to seize new, emerging opportunities for pursuing excellence.

Goal 5: Proactive search for global talents to bring in new blood to enhance internationalisation

Strategies

- 5.1 To conduct global recruitment seminars and recruitment tours throughout the year.
- 5.2 To promote City University's achievements and 'brand' at international conferences, and in journals, the media, at professional association meetings, etc. to attract global talents.
- 5.3 To promote the diversity of faculty, staff and students to maintain a vibrant intellectual landscape and a rich educational environment.



D. Campus Planning and Development

City University considers the continuous improvement of campus facilities, the relief of congestion, and the provision of inspirational and stimulating social and learning spaces to be a priority area to support our strategic vision. Resources will be invested to strengthen campus planning, enhance capital project management and improve overall sustainability.

Goal 1: Strengthen capital project management and completion to enhance efficiency and monitoring

Strategies

- 1.1 To enhance the infrastructural support for major campus project management to avoid budget over-run, to ensure timely project completion, and to support academic planning, e.g. in the case of the construction of the Multi-Media Building (MMB).
- 1.2 To create a Campus Development Steering Sub-Committee under the Campus Development Committee to oversee the monitoring, construction and management of major capital projects.
- 1.3 To renovate existing space for continuous campus improvement and to conduct an energy audit to improve energy efficiency, energy saving and to support a 'green' campus.

Goal 2: Create additional space and student residences in order to meet the 3+3+4 challenge

Strategies

- 2.1 To plan and apply for UGC funding to support the construction of a new Academic and Administration Building (AAB) to meet the shortfall for office, teaching, social, and learning space arising from the transition to the new academic structure in 2012.
- 2.2 To plan and apply for UGC funding to support the construction of two new student hostel buildings to add 700 bed spaces to the campus.
- 2.3 To closely monitor the construction of the AAB building and the student residences to ensure that there is no budget over-run and no delay in project completion.

Goal 3: Improve access, enhance safety, relieve congestion and promote rational space utilisation

Strategies

- 3.1 To build a second tunnel to connect Festival Walk with the University Circle to create a second access route from the MTR station by 2012 to relieve congestion and enhance safety.
- 3.2 To explore the feasibility of building a large, pedestrian plaza on campus to provide a grand entrance to the City



University as well as an open, quality space where students will be able to meet and socialise in an inspiring environment.

- 3.3 To commission a space utilisation study to serve as the basis for improving rational space planning, space allocation and space utilisation on campus. To design a more efficient long-term space utilisation plan, taking into account the new space created by the completion of the AAB and the MMB.

Goal 4: Develop campus master plan to enhance identity, visibility, sustainability and ambience

Strategies

- 4.1 To establish a Campus Master Plan Working Group to engage local and international consultants to develop a long-term conceptual master plan design for the campus, taking into account the strategic vision of City University.
- 4.2 To formulate a development strategy to raise private funds and increase donations to support campus enhancement and the construction of new buildings to raise the image of City University, improve the learning environment, and support strategic initiatives.



E. Globalisation

City University aspires to become a global destination for quality professional education. It will build an outstanding faculty whose teaching and research will engage with global issues and impact on the international community to enhance our academic standing and visibility. It will develop students' international perspectives and global knowledge so that they may become informed professionals and leaders in their own fields. It will promote exciting professional programmes and research initiatives which will contribute to addressing critical global issues, and engage with the global community.

Goal 1: Expand City University's global outreach and visibility

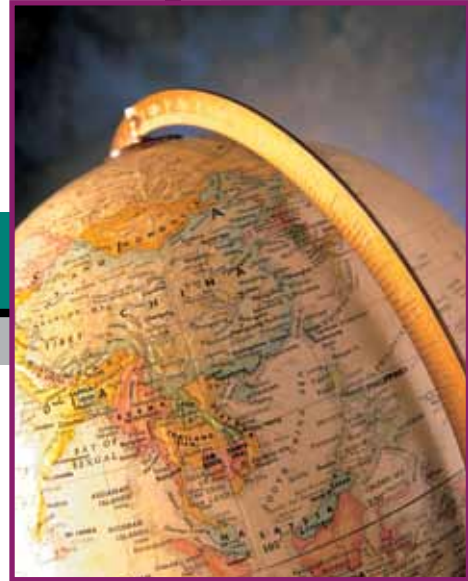
Strategies

- 1.1 To develop strategic alliances with other world-leading institutions to extend the quality, breadth and impact of City University's research and educational programmes.
- 1.2 To expand academic partnerships with premier universities for student and staff exchange, joint research and programme development.
- 1.3 To strengthen ties with international associations of higher education to market our programmes and to communicate our academic strengths to overseas students.
- 1.4 To support faculty participation in international conferences, workshops and symposiums to enhance our connectedness to external trends and needs, as well as our engagement with global partners for mutually supportive partnership.

Goal 2: Enhance students' international perspectives, global awareness and multicultural sensitivity

Strategies

- 2.1 To increase opportunities for exchanges at overseas universities to expand students' horizons.



- 2.2 To modernise our academic programmes to increase their global focus and the development of an international perspective which supports engagement with major global issues and understanding of different cultures.
- 2.3 To enhance support and advisory services to integrate international students into the student community so that they can contribute fully to campus life.

Goal 3: Promote the diversity of faculty, staff and students to support intellectual enrichment and academic excellence

Strategies

- 3.1 To enhance the diversity of the student body through an increasing proportion of international students on campus.
- 3.2 To raise more private funding to increase scholarships and attract highly talented students throughout the world to enrich the scope, vigour and intellectual excitement of our learning and scholarly activities.
- 3.3 To enhance the diversity of faculty to support the development of cross-disciplinary approaches, the cultivation of multicultural perspectives and the engagement with global issues in the spirit of academic excellence.

F. Branding, Image and Culture

City University is committed to distinguishing itself as a global institution which excels in professional education through its premier professional schools, innovative programmes and outstanding research. A carefully-considered marketing and communications strategy and a proactive public relations plan are essential to improve the recruitment of faculty and students, and to increase donations and other forms of support for the University. City University needs to sharpen its brand presence and to manage its corporate identity proactively. In particular, it needs to communicate its strengths and achievements to various stakeholders, including alumni and prospective donors, and to galvanise support for City University's aspiration to become a leading university for professional education, supported by a culture of excellence.

Goal 1: Elevate City University's visibility and reputation through creative and effective communication

Strategies

- 1.1 To promote City University's achievements and 'brand' through advertising strategies, physical branding and signage, publications, recruitment, and websites.
- 1.2 To encourage and support the involvement of faculty and staff in public and professional bodies and organisations, both local and international.
- 1.3 To build understanding and recognition with important community groups, stakeholders, and prospective donors.
- 1.4 To uphold standards of collegiality and team play within the City University community to prevent adverse publicity and to promote the University's image.

Goal 2: Invigorate our promotion and external relations to raise our public image and community support

Strategies

- 2.1 To upgrade City University's IT system and enhance alumni networking to support the development and promotion of City University.
- 2.2 To ensure our print and electronic communications adhere to high-quality design standards and convey messages in a consistent and complementary manner.
- 2.3 To ensure that City University's online interfaces are accurate, compelling, comprehensive, easy to navigate, informative, and technologically up-to-date, to achieve more effective fundraising and alumni relations.
- 2.4 To establish effective processes for the systematic identification and prudent management of risk and critical incident in all areas of City University's activities.

Goal 3: Develop a long-term marketing, communications and branding plan to support the University's strategic vision

Strategies

- 3.1 To enhance City University's image in both local and overseas schools by proactively reaching out to school administrations, teaching staff, and students and communicating our academic strengths and achievements in research and professional education.

- 3.2 To proactively strengthen the University's media networks, and engagement to create support for City University's professional schools and innovative professional programmes.
- 3.3 To sharpen the branding of City University as a global destination for professional education.
- 3.4 To reach out to professional and business groups to expand internship and career opportunities for our students and graduates, as well as to explore knowledge transfer and professional service opportunities.

Goal 4: Formulate a long-term development strategy for generating sustained support and major donations to pursue a culture of excellence

Strategies

- 4.1 To cultivate alumni and faculty and staff giving to create a caring and giving culture in the University community to support the pursuit of excellence.
- 4.2 To advance the development function of the entire University to increase private funds and expand the prospects list to non-local networks, including Taiwan and the Mainland.
- 4.3 To appoint Development Managers to provide prompt and effective support to Deans to promote and expand College or School based development work.
- 4.4 To strengthen the manpower and upgrade the professional expertise of the Development Office to enhance success in attracting major donations and in formulating a long-term strategy for implementing a sustained fund-raising campaign.





From Planning to Implementation

The Strategic Plan sets high expectations and offers a framework and guide for City University as it charts its aspirations for future excellence. Whilst the plan includes concrete goals and strategies, it does not include the details of implementation, which will be developed carefully during the implementation phase, over the course of the next year. The implementation of the plan will be overseen by the Provost in consultation with the Vice-Presidents and the Senate. The University community, throughout all units, Colleges, Schools, Departments, Institutes and Centres, will be intensively involved in developing specific action steps, benchmarks, indicators, targets, and timelines at the local level.

The results of local planning will be coordinated with the ongoing assessments of the Strategic Plan itself which will remain open to amendment and revision as required. Senior Management and Senate will implement the periodic assessment of its effectiveness and consequences, and the plan will be adjusted accordingly. If the assessments of progress indicate that the Strategic Plan needs to be amended or revised, suggested changes will be circulated to the Senate and all relevant offices for review and comment before incorporation into the plan.





The successful implementation of this forward-looking plan requires:

- ◆ The intense involvement and strong support of the entire University community, including the development of further implementation details and action plans at the unit level;
- ◆ A well thought-out process to prioritise the proposed actions and initiatives to develop a realistic timetable, and to assign the plan's specific tasks to offices or individuals responsible for overseeing or coordinating their execution;
- ◆ An analysis of the cost and the development of a cost model and implementation of strategies to secure the necessary resources for the proposed initiatives;
- ◆ The development of specific targets for each goal at the unit level as well as the University level, and a plan to systematically update the community on progress and impact.

Responding to Challenges and Spearheading Change

As a leading global university for professional education in the Asia Pacific region, City University operates in a knowledge-driven global environment in which change is lightning-fast and innovation constant. The professional schools at City University are dedicated to offering a modern and progressive professional education to respond to these challenges and to spearhead change to support the sustained development of our society.

City University's professional education is distinguished by its strong academic vigour, problem-focused research, connectivity between knowledge and society, and a deep engagement with the global community. Our graduates are educated to become versatile professionals who possess the intellectual ability and global perspective that enable them to become community leaders who are able to advance the social, cultural, economic and environmental interests of society. Our diverse international faculty are at the forefront of new and emerging areas of research and knowledge transfer which are focused on urgent local and global challenges and the important questions of our time. All our Colleges, Schools and Departments are committed to engage in vigorous academic planning over the next five years to identify niche areas and new initiatives for innovative programmes which can enhance City University's professional education and support new growth points and strategic development opportunities for Hong Kong society, in the face of keen competition from our neighbouring cities in Mainland China.





Currently, City University is offering top quality professional programmes and pursuing cutting-edge research in six major areas of study including business, creative media, energy and environment, humanities and social sciences, law and the science and engineering. The University is also actively pursuing a proposal to establish a School of Veterinary Medicine jointly with the College of Veterinary Medicine of Cornell University to further advance its strategic vision. This pioneering project, already endorsed by the Management Board and the Senate, will provide veterinary education at the highest international standard, with a view to seeking accreditation from the American Veterinary Medical Association.

There are no internationally accredited programmes in veterinary medicine in Hong Kong, the Mainland, or the region. The proposed School will position City University as the regional centre for the training of top level graduates to meet local and regional demand, as well as a centre for excellence for academic research, professional advancement, and the sustained elevation of practice standards to promote public health, animal care, food safety and food production industry in the region. The proposed School will further enhance City University's capacity to contribute to human welfare and knowledge creation through its premier professional education.

Great universities not only respond to change, they also spearhead change and improve our quality of life. City University is determined to succeed and to excel as a great university in Asia through offering world-class professional education to meet the new challenges of our time, to respond to the changing needs of our society, and to become a destination for the best students, faculty, scholars and researchers from across the globe.

Appendix

Strategic Plan 2010–2015: Planning and Consultation Process Report



1. A Robust Strategic Planning Process

‘Excellence in Research and Professional Education’, City University’s Strategic Plan for 2010-2015 builds upon the substantial progress made by City University of Hong Kong since its inception 25 years ago. The planning process, overseen by the Strategic Planning Core Group, constitutes the most substantial and detailed consultation process ever undertaken at City University with colleagues, employers, students, and other stakeholders playing a significant role in assessing risk (through comprehensive external and internal environment scans), and identifying six strategic areas (A to F) and related strategies for action. The Strategic Plan aims to ensure that we continue to adhere to our vision of a leading global university which excels in research and professional education, and that we fully adopt an evidenced-based approach to both academic and strategic planning.

2. Benchmarking for Success

The Strategic Planning Core Group was chaired by the Provost, and comprised College and School Deans, Vice-Presidents, the Associate Provost and the Chief Information Officer. Meetings were held between April and September 2008 in order to summarise the SWOT analyses as well as to identify six external benchmarking institutions. Table A1 shows the meeting dates and outcomes recommended by the Strategic Planning Core Group.

Table A1: Meeting dates of the Strategic Planning Core Group

Meeting dates	Outcomes
29th April 2008	SWOT Analysis Benchmarking International Institutions
23rd June 2008	
22nd July 2008	
28th August 2008	

The Strategic Planning Core Group received a detailed analysis of a large number of potential benchmarking institutions based on factors related to their ranking in the top 100 world universities and their similarities to City University in terms of teaching, research, size, and areas of academic focus. Having considered a large number of universities worldwide, six institutions were identified as suitable benchmarks. An important component of the selection and subsequent benchmarking processes involved a review of practices and structure, and thorough gap analyses on a range of key strategic performance indicators for each of the six. The external benchmarks are:

- University of New South Wales (UNSW), Australia;
- University of Texas at Austin, USA;
- University of Warwick, UK;
- University of California, San Diego, USA;
- University of Sheffield, UK; and
- Nanyang Technological University (NTU), Singapore.

3. The Strategic Areas for 2010-2015

As a result of the detailed gap analyses involving our identified external benchmarks and the environment scanning and SWOT process, six strategic areas (A to F), and associated Strategic Outcomes, have been identified which form the core of City University's Strategic Plan for 2010-2015:

► **A: Student Learning and Career Development**

Strategic Outcome: Improvements in the academic breadth and strength of programmes with a renewed emphasis on functioning knowledge, and academic and language quality.

► **B: Research and Technology Transfer**

Strategic Outcome: Improvements in the quality and quantity of research outputs, grant income, and knowledge transfer activity across and between all disciplines.

► **C: Faculty and Staff Recruitment, Reward and Retention**

Strategic Outcome: Equipping City University with sufficient high quality and committed faculty and staff to ensure mission success whilst strengthening capacity as a caring and accountable performance-based employer.

► **D: Campus Planning and Development**

Strategic Outcome: Establishing an integrated, ecologically aware, and organic global campus with a strong identity, capable of inspiring and sustaining future generations of students and academics.

► **E: Globalisation**

Strategic Outcome: Establishing City University of Hong Kong as a global brand allied firmly to Mainland China.

► **F: Branding, Image and Culture**

Strategic Outcome: Improving global and local brand awareness and reputation.

4. Sub-Groups, Buzz-Groups, and Online Consultation

For each Strategic Area and Strategic Outcome, sub-groups were formed, and goals, and strategic actions developed, to ensure that the implementation of the Strategic Plan. Table A2 presents the meeting dates and outcomes recommended by the sub-groups. The constitution and membership of each sub-group are presented in Annex 1.

Table A2: Meeting Dates of the Strategic Planning Sub-Groups

Meeting Dates	Sub-Groups
18th September 2008	Research and Technology Transfer
2nd September 2008	Student Learning and Career Development
8th September 2008	
19th September 2008	
19th September 2008	Globalisation
22nd September 2008	Campus Planning and Development
29th September 2008	
19th September 2008	Faculty and Staff Recruitment, Reward and Retention
24th September 2008	
30th January 2009	

A series of strategic faculty buzz-group meetings were held to consider the first blueprint of the plan, and invitations were sent to all academic faculty members in March 2009. About 300 academic colleagues, ranging from Assistant Professors to Chair Professors, attended at least one of the group meetings. These groups reviewed each priority action area in detail. Substantial additions, exclusions and amendments were subsequently made to each area. The amended second blueprint was then made available online for further consultation to take place and the feedback received was incorporated into the plan. Table A3 shows the number of participants by strategic areas in the five faculty buzz-group meetings. A detailed composition of participants is presented in Annex 2.

Table A3: No. of Participants Attending the Strategic Group Faculty Buzz-Groups

Session	No. of Participants by Strategic Areas
1st : 16th Mar 09 (14:30-16:30)	62
2nd : 18th Mar 09 (10:00-12:00)	64
3rd : 18th Mar 09 (15:00-17:00)	57
4th : 19th Mar 09 (10:00-12:00)	67
5th : 24th Mar 09 (15:00-17:00)	51
Total	301

The second blueprint was sent to sub-group Chairs in July and the revised Draft Strategic Plan was released online (internally) in mid-August 2009 with a request that people send views/comments to each sub-group Chair. The sub-group Chairs were then asked to send the consolidated views directly to the Strategic Planning Core Group Secretary for inclusion into the penultimate blueprint of the strategic plan.

To provide a wider and multi-faceted consultation platform for the strategic plan, a Strategic Planning Consultation meeting was held in the first week of August to solicit suggestions and ideas from three other groups of key stakeholders – employers, alumni and representatives from students' union.

Table A4: No. of Participants Attending the Strategic Planning Consultation Meeting

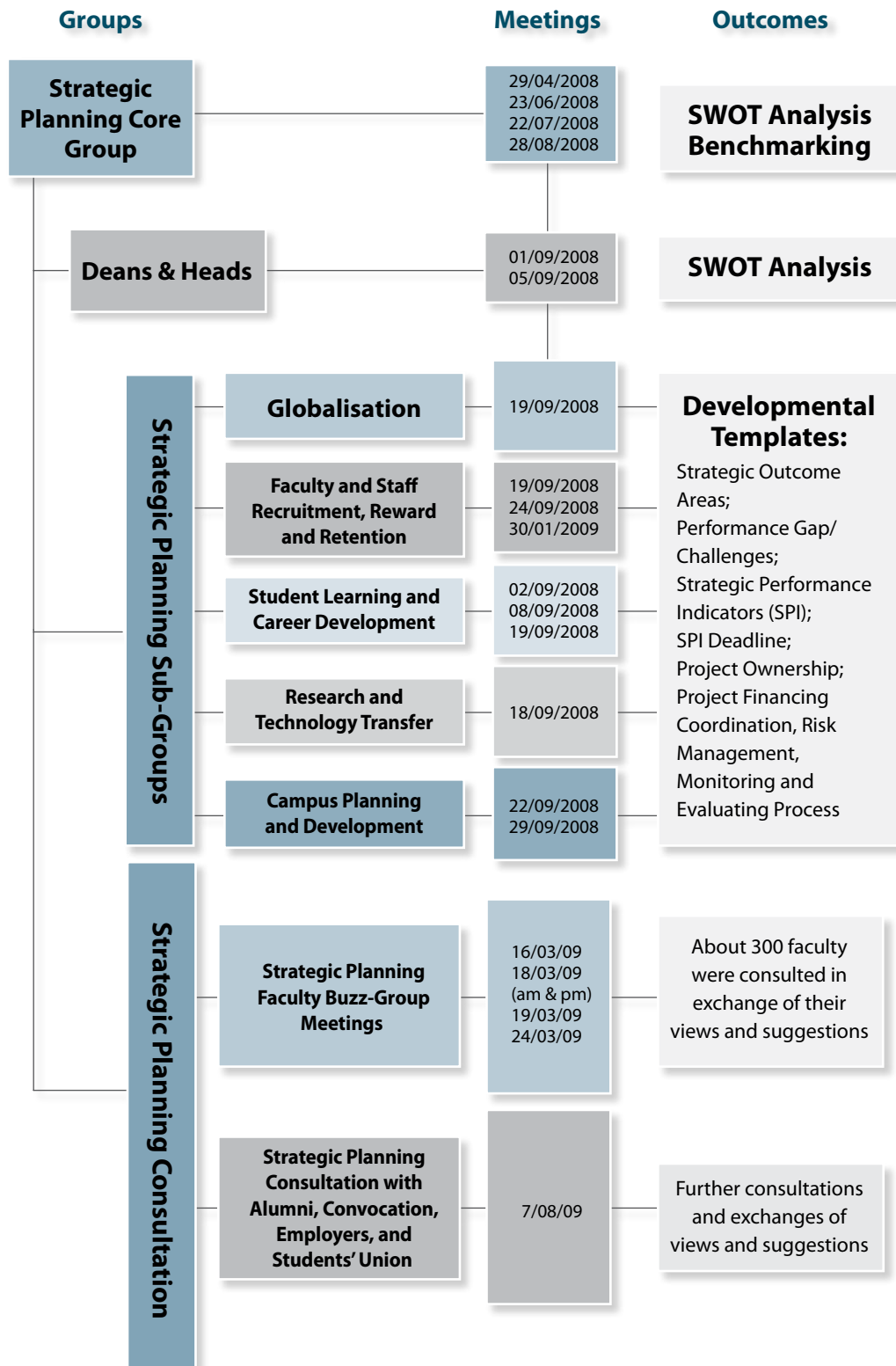
Meeting Date	Participating Groups	No. of Participants
7th August 2009	Employers	11
	Alumni and Convocation	11
	Students' Union	9
	CAIO and ARO Offices	3
	Total	34

All suggestions and ideas from this meeting were also embedded into the final draft which was discussed by the Strategic Planning Core Group in August and then progressed through the appropriate City University committees. A schedule of committee meetings is listed in Table A5 below:

Table A5: Meeting Dates of City University Committees

Meeting Dates	Committees
20th August 2009 (Thursday)	Strategic Planning Core Group Meeting
8th October 2009 (Thursday)	Academic Policy Committee Meeting
13th October 2009 (Tuesday)	Special Senate Meeting
15th October 2009 (Thursday)	Management Board
30th October 2009 (Friday)	Strategic Development Committee (SDC) of the Council
19th November 2009 (Thursday)	Executive Committee of the Council
26th November 2009 (Thursday)	Council Meeting

5. Diagrammatic Summary of Strategic Planning Process



Constitution and Membership of Strategic Planning Core Group

The Strategic Planning Core Group, chaired by Professor Richard Ho (Provost) and then Professor C H Chan (Acting Provost from July 2009), comprised the following members:

Constitution	Member	Department
Chairman	Prof Richard Ho	Provost (to July 2009)
	Prof C H Chan	Acting Provost (from July 2009)
Members	Prof Gary Feng	Associate Provost
	Dr Ellen Ko	VPFA
	Prof Paul Lam	VPSA
	Prof Julia Tao	Chief-of-Staff & Acting VPDE
	Prof K K Wei	CB
	Prof Roderick Wong	VPRT
	Dr J T Yu	CIO
Secretary	Dr Kevin Downing	Office of the Provost

Constitution and Membership of Sub-Groups

A. Student Learning and Career Development

Constitution	Member	Department
Chairman	Prof Paul Lam	VPSA
Vice-Chairman	Prof K K Wei	CB
Members	Dr S H Cheng	BCH
	Dr Chor Yung Cheung	SA
	Dr Andy Chun	CS
	Dr Surya Deva	SLW
	Mr Koy Siong Tham	MKT
	Dr Louisa Wei	SCM
Secretary	Dr Robert Davison	IS

B. Research and Technology Transfer

Constitution	Member	Department
Chairman	Prof Roderick Wong	VPRT
Vice-Chairman	Prof C H Chan	CSE
Members	Dr David Chiu	BCH
	Dr Frank He	SLW
	Prof Horace Ip	SCM
	Prof Philip J Ivanhoe	SA
	Dr Heung Fai Lam	BC
	Prof Edwin Pun	EE
	Prof Douglas Vogel	IS
Secretary	Dr Kevin Downing	Office of the Provost

C. Faculty and Staff Recruitment, Reward and Retention

Constitution	Member	Department
Chairman	Prof S H Ng*	SS
Vice-Chairman	Dr Ellen Ko	VPFA
Members	Prof C H Chan	CSE
	Prof Horace Ip	SCM
	Prof Martin Painter	CHASS
	Prof K K Wei	CB
	Prof Feng Gang	MEEM
	Dr Mary Pang	MGT
	Dr Wenyu Dou	MKT
	Mr Romesh Weeramantry	SLW
	Dr Angel Lin	EN
	Prof Dong Sun	MEEM
Secretary	Dr Kevin Downing	Office of the Provost

* Professor Ng assumed the chairmanship subsequent to the retirement of Professor Tong.

D. Campus Planning and Development

Constitution	Member	Department
Chairman	Dr Ellen Ko	VPFA
Vice-Chairman	Prof Horace Ip	SCM
Members	Mr Joseph Chan	SDS
	Dr John Ho	SLW
	Dr Daniel Lau	KTO
	Prof Robert Li	AP
	Dr Jonathan London	ALS
	Prof Julia Tao	Chief-of-Staff & Acting VPDE
	Prof Christian Wagner	IS
	Dr Eva Wong	EDO
	Dr J T Yu	CIO
Secretary	Dr Kevin Downing	Office of the Provost

E. Globalisation

Constitution	Member	Department
Chairman	Prof Richard Ho	Provost
Vice-Chairman	Dr J T Yu	CIO
Members	Prof Hon S Chan	SA
	Dr Emily Cheng	ADMO
	Mrs Mary Rose Chu	ARRO
	Dr John Ho	SLW
	Dr Yun Wah Lam	BCH
	Prof Robert Li	AP
	Dr Jonathan London	ALS
	Dr Hector Rodriguez	SCM
	Ms Charu Sharma	SLW
	Prof Lilian Vrijmoed	VPSA
	Prof Christian Wagner	IS
	Dr Eva Wong	EDO
	Dr Isabel Yan	EF
Secretary	Dr Kevin Downing	Office of the Provost

Consultation Meetings:

A. Meetings with Faculty Members

To facilitate wide consultation across the University community, five faculty buzz-group meetings were organised in March 2009 to allow all academic grades (Assistant Professor to Chair Professor) to engage in a multi-disciplinary consultation platform to solicit faculty comments and ideas for the 2010-2015 Strategic Plan. About 480 faculty staff were approached by phone invitation and the participation rate was 63%.

Profile of Participants for the Buzz-Group Meetings

1. Number of Participants by Session

Session	No. of Participants by Strategic Areas						
	A	B	C	D	E	F	Total
1st : 16th Mar 09 (14:30-16:30)	11	11	11	9	11	9	62
2nd : 18th Mar 09 (10:00-12:00)	6	12	12	11	11	12	64
3rd : 18th Mar 09 (15:00-17:00)	5	10	11	6	12	13	57
4th : 19th Mar 09 (10:00-12:00)	12	13	12	12	5	13	67
5th : 24th Mar 09 (15:00-17:00)	9	6	7	12	6	11	51
Grand Total	43	52	53	50	45	58	301

2. Number of Participants by College/School

College/School	No. of Participants by Strategic Areas						
	A	B	C	D	E	F	Total
CB	3	13	12	16	15	10	69
CHASS	13	19	14	11	8	25	90
CSE	21	15	23	17	20	20	116
SCM	1	2	-	2	-	2	7
SLW	2	2	2	-	1	1	8
Student Representatives	3	1	2	4	1	-	11
Grand Total	43	52	53	50	45	58	301

3. Number of Participants by Position

Position	No. of Participants by Strategic Areas						
	A	B	C	D	E	F	Total
Chair Professor	2	5	8	4	5	3	27
Professor	1	5	5	5	2	7	25
Associate Professor	17	25	24	19	21	25	131
Assistant Professor	20	16	14	18	16	23	107
Student Representatives	3	1	2	4	1	-	11
Grand Total	43	52	53	50	45	58	301

B. Meeting with Alumni, Convocation, Employers and Students' Union Representatives

A meeting with alumni, convocation, employers and students' union representatives was held on 7th August 2009 to solicit their views and suggestions to the strategic plan (see Table A4).

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