HKU 5-YEAR MAINLAND STRATEGY

Version: 3 March 2017

Vice-President and Pro-Vice-Chancellor (Global) Professor W. John Kao, PhD FBSE

I. Introduction

Our aspiration to become the "Asia's Global University" is an explicit goal set out in the document "Asia's Global University, HKU: the next decade, our vision for 2016-2025" under the vision of "3+1 Is" viz. Innovation, Interdisciplinarity & Internationalisation converging to create Impact. Our Mainland (ML) efforts have resulted in positive outcomes in research in terms of access to resources, output, student recruitment, and knowledge exchange.

In developing this strategy document, we first ought to recognize 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 Road/Belt and leverage HKU's existing competitive advantages.

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

II. Success Criteria and Measurable Outcomes

The first important question to address is what success looks like. These quantifiable targets provide alignment and focus in this University-wide effort.

A. Increase the utility with research and teaching activities in existing key assets (SZH, SIRI, ZIRI, SSC) with local and international partners
   a. Number of joint publications and grants through these facilities
   b. Number of throughput UG and PG students and staff
   c. Number of private and/or public partnerships
   d. Development of new KPI with target figures

B. Increase the number and quality of RPG and UG to HKU recognizing students are the backbone of our research and teaching enterprise
   a. Number of applicants to HKU from top ML universities
   b. Entrance credentials
   c. Activity of alumni network and mentors
   d. Enhance HKU students' exposure to ML to fulfill our commitment of providing 100% of our UG students an opportunity in ML by 2022
   e. Development of new KPI with target figures

C. Increase number of trans-disciplinary research activities with ML and international partners working on regional and global issues
   a. Number of joint publications and grants
   b. Citation number and journal impact scores
   c. Number of KE activities in HK and ML
   d. Number of private and/or public partnerships
   e. Development of new KPI with target figures

D. Enhance HKU branding and reputation as an internationally-recognized powerhouse thus reinforcing Criteria A, B, and C.
   a. Results of reputational surveys and branding exercises
   b. Regional and international impact, reputation, and ranking

III. Actionables to Achieve Outcome Measures as Identified

With these targets identified, the next question is what path(s) to undertake. Here are our actionables:

A. Increase the utility with research and teaching activities in existing key assets (SZH, SIRI, ZIRI, SSC) with local and international partners

    a. Establish more flexible HKU HR and financial policies on outside practices, duty leaves, promotion, adjunct professoriate appointments for non-HKU staff.

    b. Understand critical HK and ML legal regulations on taxation, HR, finance, contracts, IP by setting up a HKU "China Desk".

    c. Identify strategic ML university partners through internal consultations

    d. Augmenting joint funds between HKU Faculties, key ML universities and local government in bilateral or multi-lateral arrangements to incentivize all parties.

    e. Diversify the type of activities conducted in these locations with joint-supervisions, co-teaching, talent development, service-oriented expertise, contract research, co-localization, public/private partnerships.

    f. Promote our ML strengths, network, talent development, and best practices sharing to existing international HKU Strategic Partners and other desirable ones as identified by internal consultation.

    g. Identify and encourage HKU PIs to access ML opportunities and resources.

    h. Focus on Shenzhen and Shanghai where activities are the heaviest while judiciously exploring new regions.

    i. Develop new internal KPI with target figures.

B. Increase the number and quality of RPG and UG to HKU recognizing students are the backbone of our research enterprise

    a. Forge strategic partnerships with selected top universities (ref. Actionables A.c-e) for us to undertake active recruitment and relationship building with local ML PIs starting from joint-supervision moving towards joint PhD education or perhaps double degree.

    b. Enhance scholarship schemes targeting these students.

    c. Enhance number of opportunities for HKU students going to ML by augmenting the China Vision program and by working with the Horizon Office to fulfill our commitment of providing 100% of our UG students an opportunity in ML by 2022.

    d. Develop new internal KPI with target figures.

C. Increase number of trans-disciplinary research activities with ML and international partners working on regional and global issues

    a. ref Actionables A.c-f and B.a.

    b. Augment the number of virtual consortia tackling critical issues in HK and ML with ML and international academic, public, and private partners (ref Actionalbes A.c-f) by leveraging partner strengths while mutually gap fill with minimal hardware investment and upfront infrastructure costs. As such, comprehensive satellite campus(es) in ML offering UG and post-graduate degrees would not be needed at the moment.

    c. Increase HKU own critical mass and diversity in selected areas of research through SRT while levering existing strengths.

    d. Establish realistic business and financial models with milestones and risk analysis for on-going development projects including SIRI, ZIRI, SCC, and the SZH Translational Research Institute. Divesting should always be considered as an option when performance falls below target.

    e. Develop new internal KPI with target figures.

D. Enhance HKU branding and reputation as an internationally-recognized powerhouse

    a. Groom HKU PIs and students as ambassadors: provide assistance for HKU PIs to attend conferences and to give talks in prestigious ML universities and for HKU students to engage research and learning opportunities in ML.

    b. Cultivate institutional goodwill with selected prestigious ML and international universities via Actionables A.c-f, and B.a, and with governmental agencies.

    c. Increase online outlets and presence.

    d. Relationship cultivation with local and ML media and ranking agencies.

IV. Resources Implications

For each item listed above, a more detailed financial and business analysis would be needed to consider short-term upfront and longer-term sustainability requirement. Divesting some current activities and re-purpose existing resources should be considered in tandem specifically if milestones are not met. On-going risk-analysis should be performed particularly to consider the impact of uncontrollable external factors including political, economic, and social.

Contact us at VPglobal@hku.hk