



香港城市大學
City University of Hong Kong

Strategic Plan 2020–2025 World-class Research and Education

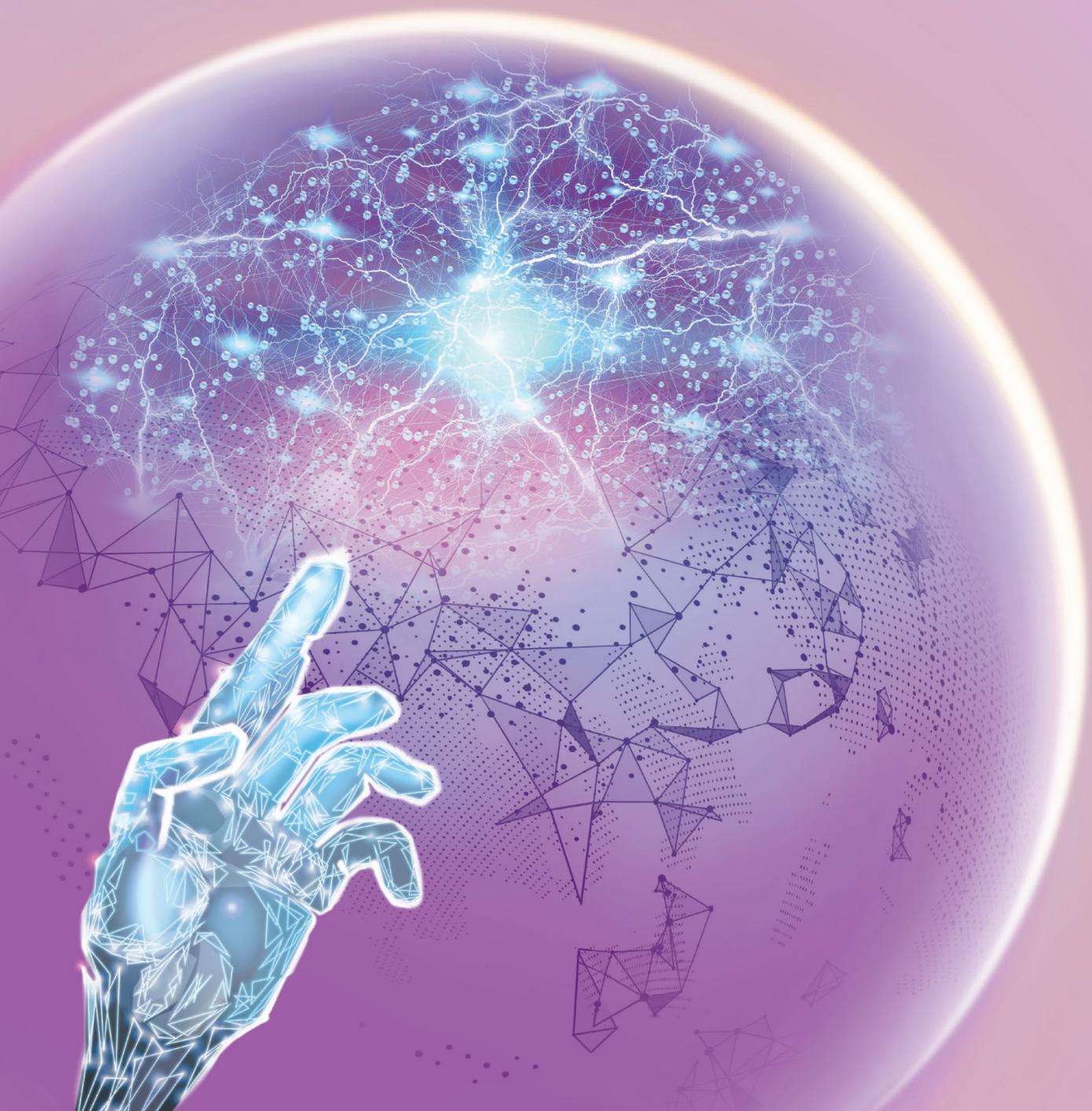


Table of Contents

ii	\ Foreword
iv	\ Executive Summary
ix	\ Glossary
	\ Chapter One:
1	Vision, Mission and Core Values
	\ Chapter Two:
3	Creating a Tangible Legacy for the Future (CityU's Roadmap to 2045)
	\ Chapter Three:
7	Strategic Plan 2015–2020 and Highlights of Major Accomplishments
	\ Chapter Four:
17	Challenges, Opportunities and Gaps in the Current Planning Environment
	\ Chapter Five:
25	Strategic Plan 2020–2025: Themes and Aims
	\ Chapter Six:
33	From Planning to Implementation to Monitoring Progress
	\ Appendix 1:
35	University Major Achievements 2015–2020
	\ Appendix 2:
48	Strategic Plan 2020–2025 Formulation Process and Timeline

Foreword

Since its establishment as a university 25 years ago, City University of Hong Kong (CityU) has developed to become one of the world's top universities, known for innovation, creativity and research aimed at improving the quality of life. In the following pages, we are proud to present our Strategic Plan for 2020–2025, **World-class Research and Education**, building upon these achievements. This Plan provides a roadmap for our future, enables us to navigate current challenges and develops our identity as a world-class university. With the support and concerted efforts of our students, faculty, staff, stakeholders, alumni, donors and friends, we have succeeded in building a university that is committed to excellence. We are excited to move forward and continue our remarkable trajectory of success over the next five years.

What will change during that time? While it is difficult to predict the future five years from now, we have identified recent developments in the economic, societal and technological landscapes that will significantly impact the higher education sector. Locally, Hong Kong is experiencing unprecedented challenges and rapid changes in its social, economic, public health and political situation, all of which pose an even greater demand for universities to be publicly accountable. Globally, technological advances are shaping society in profound ways and international divides are altering competitive dynamics and economic systems. In response to these challenges, we will develop and offer an integrated, interdisciplinary, cutting-edge curriculum, one that is designed to nurture the future generation of professionals and transform students into creative problem-solvers, effective communicators and future leaders. Focusing on five key research areas (One Health, Digital Society, Smart City, Matter and Brain) and developing applicable interdisciplinary research are essential strategies to pursue academic excellence and address global problems. Hence, CityU is dedicated to excellence in professional education and translational research in order to facilitate positive change for a better society.

What will not change in the next five years? In an ever-changing world, the common mission of universities remains the same: to advance knowledge and promote understanding. Since Professor Way Kuo took up the CityU presidency in 2008, we have embraced research as an integral part of teaching with the clear mission of becoming a leading global university, excelling in research and professional education. We remain true to these aspirations and keep our mission firmly in mind. Despite the recent social instability, we continue to treasure the autonomy of universities, holding fast to the belief that universities should not be arenas for conflicting political views, but rather, safe spaces in which research and education can flourish for the benefit of all. The importance of instilling in our students respect, understanding of alternative viewpoints and the values of good citizenship remains at the heart of everything we do. Over the next five years, we will further strengthen the teaching–research nexus to help students link their learning to the contemporary knowledge, creativity and skills needed for them to succeed in their professions now and in the future. As an attractive regional hub for higher education in the Greater China Region, we will continue to develop wider academic networks and partnerships, empowering CityU as a world-leading university that is the home of international talents with global citizenship.

The spirit of CityU is to pursue excellence for a better future. The future is now. We call for the actions and contributions of our large and supportive community of students, faculty, staff, alumni and friends to join us to achieve the ambitious goals of the Strategic Plan 2020–2025. With the unfailing support of the University community, we will continue to create our own success stories in the years to come.



Lester Garson HUANG, SBS, JP
Chairman of the Council



Way KUO
President and University Distinguished Professor

Executive Summary

The Plan

Our Strategic Plan 2020–2025: **World-class Research and Education** builds on the aspirations defined in our previous plan for 2015–2020 and includes a roadmap for the next 25 years. This roadmap will guide us in raising CityU's levels of excellence in research and education for the benefit of the world at large.

These five strategic themes will guide our development over the next five years:

- Education and Student Development
- Research and Knowledge Transfer
- Faculty and Staff Advancement
- Campus Growth and Sustainability
- Global Identity and University Advancement

Chapter 5 lists specific aims for the actions required to fulfil the 2020–2025 strategic themes, and hence to realise CityU's vision as a leading global university. In accordance with our mission statement, we will continue to nurture our students' talents and create applicable knowledge for social and economic advancement. Success in these endeavours over the next five years will allow us to further raise CityU's academic excellence, international and local standing, and societal importance along the trajectory set up to 2045.

Readiness for World-class Research and Education

The successful implementation of our Strategic Plan 2015–2020 ***Making a Difference through Excellence in Research and Professional Education*** has created a strong foundation for our next five-year planning horizon. CityU's improvement in the QS World University Rankings, from 108th in 2015 to 52nd in 2020, indicates how much the University has accomplished. Our academic excellence is also evidenced in the 2016 QAC Quality Audit Report, which noted the success of CityU's discovery-enriched curricula in enhancing the student learning experience, commended our effort in facilitating innovation among students and staff, and praised the excellent network of student services and the variety of overseas exchanges and internships promoting global engagement. Graduate employment also continued to improve. In 2018, 90% of our graduates were in full-time employment with an increased average income.

CityU's readiness to be a centre of excellence for world-class research and education is evidenced by some of the following landmarks over the 2015–2020 strategic plan period:

- establishing the Hong Kong Institute for Advanced Study in 2015;
- receiving the greatest number of US utility patents among universities in Hong Kong for three consecutive years from 2016;
- receiving major donations, such as HK\$500M from The Hong Kong Jockey Club Charities Trust in 2017 to build the One Health Tower;
- offering the first local six-year Bachelor of Veterinary Medicine programme in 2017/18;
- launching the redesigned website and unifying logos in 2019 to strengthen our institutional identity and promote the University to a wider audience; and
- signing an agreement with the Dongguan government in 2020.

Campus Autonomy

Despite the social unrest in Hong Kong in 2019, CityU will continue to maintain political neutrality. In addition, we will monitor our budget closely in view of the financial constraints caused by the social unrest in 2019 and the pandemic in 2020. Notwithstanding these restrictions, we remain committed to our core values and mission, nurturing student talent, and creating applicable knowledge for social and economic development.

Consultative Process and Implementation

The development of this strategic plan has benefited from the wisdom of the CityU community at all levels through consultation meetings and subsequent submissions from related units. The strategic plan for 2020–2025 is the outcome of three stages of campus-wide consultations that took place between May and October 2019. The process involved collecting information from all stakeholders through face-to-face in-depth interviews, focus group interviews, and online consultations, among others. Our heartfelt thanks go to all participants.

The whole of the University community supports taking action within the five strategic themes to maintain our upward trajectory in the 2020–2025 period. By meeting challenges, seizing opportunities, building on our strengths, and addressing gaps in our planning and provision, we can fulfil our mission and vision as a great university and become an even stronger force for good in the world.

概要

計劃

《2020-2025年策略性發展計劃：世界級研究與教學》承接並擴展《2015-2020年策略性發展計劃》的願景，及構建未來二十五年的規劃路線圖，以指引城大持續提升教研卓越，為世界謀福祉。

大學為今後五年的發展確立了五大主題：

- 教學與學生發展
- 研究與知識轉移
- 教職員發展
- 校園建設與可持續性
- 全球定位與大學拓展

第五章列舉為實現《2020-2025年策略性發展計劃》之具體目標，以實現城大成為國際領先大學的願景。承擔城大的使命，大學將繼續矢志培育及拓展學生才能，創造實用知識，推動社會與經濟進步。期待未來五年教研的斐然成績，推動大學沿着2045路線圖的發展方向，進一步提升學術卓越、國際與本港地位，以及對社會的重要性。

世界級研究與教學：蓄勢待發

城大成功落實以「卓越精益求精、教研並進育專才」為主題的《2015-2020年策略性發展計劃》，為下一個五年計劃的遠景打下穩固基礎。城大在QS世界大學排名由2015年的第108位躍升至2020年的第52位，印證大學在此期間取得的出色成就。大學的優異學術成績在質素保證局2016年公佈的質素核證報告中也得到確認。報告提及城大的「重探索求創新」課程成功提升學生的學習體驗，表彰大學為促進學生與教師創新所做的努力，並稱讚大學的優質學生服務網絡，以及各種促進全球參與的海外交流與實習。城大畢業生就業能力也持續提升，據2018年的紀錄，90%的城大畢業生獲全職聘用，平均薪酬不斷提升。

城大已準備就緒，銳意成為世界級卓越教研中心，而以下一些過去五年來的非凡成就就可以佐證：

- 於2015年創立香港高等研究院；
- 從2016年起連續三年在本地大學中獲得最多美國發明專利；
- 獲大額捐款，如香港賽馬會慈善信託基金2017年捐贈用於興建健康一體化大樓的五億港元；
- 於2017/18學年推出本地首個六年制獸醫學學士課程；
- 於2019年推出新設計的網頁和統一各部門的標誌，以提升大學形象識別，進一步推廣城大；及
- 於2020年與東莞市政府簽署協議。

校園自主

在2019年香港社會動盪期間，城大保持了政治中立，往後仍會貫徹始終。我們亦密切注意財政預算以應對由2019年社會動盪及2020年新冠肺炎疫情引致的財政緊絀。縱使面對各種逆境，城大仍會繼續緊守其價值觀和使命，致力培育和拓展學生才能，創造實用知識，推動社會和經濟進步。

諮詢過程及實施

大學透過系列諮詢會議及部門的書面提交，收集城大社群上下的寶貴意見，以制定此《策略性發展計劃》。《2020–2025年策略性發展計劃》是2019年5月至10月期間在全校進行三個階段諮詢後集思廣益的成果。諮詢過程包括透過面對面深度訪談、焦點小組訪談、網上諮詢，以及其它不同途徑收集各方持份者的意見。在此謹向所有參與者致以衷心感謝。

大學成員一致支持城大於2020–2025年間倍道而進，循五大策略主題繼續致力向上。為落實各目標，大學將迎接挑戰，把握機會，發揮優勢，補足差距，以實現成為世界一流大學及推動社會進步的使命及願景。

Glossary

Abbreviation	Full Name
CAS	Chinese Academy of Sciences
CityU	City University of Hong Kong
CLP	CLP Power Hong Kong Limited
CRESDA	Central Repository on Student Development Activities
HKSTP	Hong Kong Science and Technology Parks Corporation
IT	Information Technology
JUPAS	Joint University Programmes Admissions System
MOOCs	Massive Open Online Courses
NGOs	Non-governmental Organisations
PhD	Doctor of Philosophy
PPP	Public-Private Partnerships
QAC	Quality Assurance Council
QS	Quacquarelli Symonds
RGC	Research Grants Council
RMB	Renminbi
SEN	Special Educational Needs
THE	Times Higher Education
UAA	University Accountability Agreements
UGC	University Grants Committee
UTD	The University of Texas at Dallas

Vision, Mission and Core Values

1.1 Vision

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

1.2 Mission

To nurture and develop students' talents and to create applicable knowledge for social and economic advancement.

1.3 Core Values

The academic capacity and vitality of City University of Hong Kong flow from the core values of excellence, honesty, freedom of enquiry, accountability, civility and collegiality. These values, as defined on the following page, also underpin the Strategic Plan.



1. Excellence

City University of Hong Kong is committed to building excellence throughout its educational, research and outreach programmes, involving every unit of the institution and every member of the CityU 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 CityU as an academic enterprise dedicated to scholarship, discovery and creativity. These standards are the hallmark of our success as a leading university and support our commitment to excellence.

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 CityU community, academic faculty are expected to 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 CityU's success as a public institution of international standing. The best interests of CityU are served by creating and maintaining structures that ensure accountability at all levels and by 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 vigorous community of students, alumni, faculty and staff. These values support a robust academic culture, which nurtures our academic enterprise and intellectual life.

Creating a Tangible Legacy for the Future *(CityU's Roadmap to 2045)*

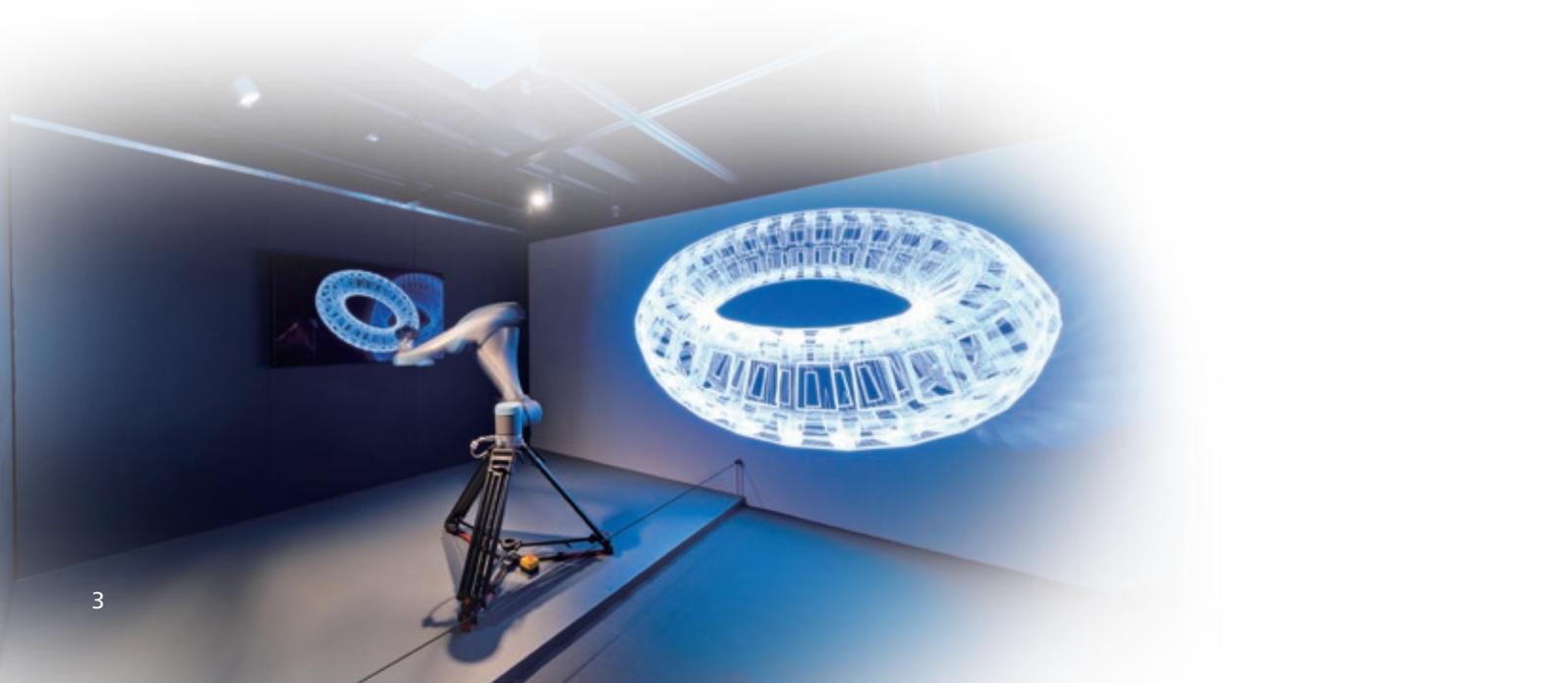
The guiding principle of CityU's plans for the next 25 years is the common mission of all great universities worldwide: that is, to advance knowledge, improve lives, sustain livelihoods, and strengthen the societies we serve. The roadmap outlined in this chapter is therefore designed to elevate CityU's excellence in professional education and research in order to benefit the world at large, and thus to maintain our dynamic trajectory towards becoming a leading global university. In order to achieve this goal, we will continue to nurture and develop the talents of our students and to create applicable knowledge for social and economic advancement, in accordance with our mission statement above.

2.1 Areas of Excellence

As further detailed in section 3.2 below, CityU has already achieved international positioning in certain areas of

excellence. Building on these achievements, our ambition for the future is to be the best university in Hong Kong and a leader in interdisciplinary research and education at both regional and global levels. Accordingly, we intend to:

- ▶ Deliver high-quality fundamental and technology-driven professional education
- ▶ Conduct high-impact research in science and technology that transforms society and the economy
- ▶ Excel in the following strategic interdisciplinary areas
 - ◆ **One Health:** Interdisciplinary, problem-based research collaborations and communications in all aspects of health-related issues involving the complex interactions and inter-dependencies of animal and human populations with each other and the environment to generate better health outcomes



- ◆ **Digital Society:** The understanding of the relationship between technology and society, informed by the humanities, natural sciences and social sciences, involving vigorous interdisciplinary research leading to substantial knowledge transfer activities
- ◆ **Smart City:** A cross-cutting theme that, among diverse disciplines and programmes leading to innovative solutions to address regional and global concerns, encompasses such challenges as sustainable energy, climate change, environmental degradation, urban planning, government regulation and the law
- ◆ **Matter:** The interdisciplinary study of matter (or materials) in its various forms, involving researchers from all the natural sciences in the collaborative development of science, engineering and technology, aims to provide an impetus to innovation through practical applications in various disciplines and fields
- ◆ **Brain:** An interdisciplinary field covering biology, neuroscience, medicine, psychology, computer science and linguistics to study the human brain and the computer brain for a deep understanding of the potential of the human-machine interface as well as creating significant improvements in productivity

2.2 Goals

1. Excellence Targets

- ▶ Top 10 in subject areas with more than 750 programmes globally and top 5 in subject areas with fewer than 750 programmes globally
- ▶ Top in Hong Kong in faculty hiring (excellence in research and teaching), student recruitment and student employability

2. Education

- ▶ Delivering innovative curricula for cross-disciplinary research and education
- ▶ Integrating all of the disciplines at CityU — business, engineering, liberal arts, social sciences, science, veterinary medicine, life sciences, creative media, data science, energy, environment and law — within one overarching interdisciplinary framework
- ▶ Equipping students with the skills required for the future professional working environment: creativity, critical and systems thinking, and adaptive learning; and helping develop students' social responsibility and contribution to the public good

3. Research

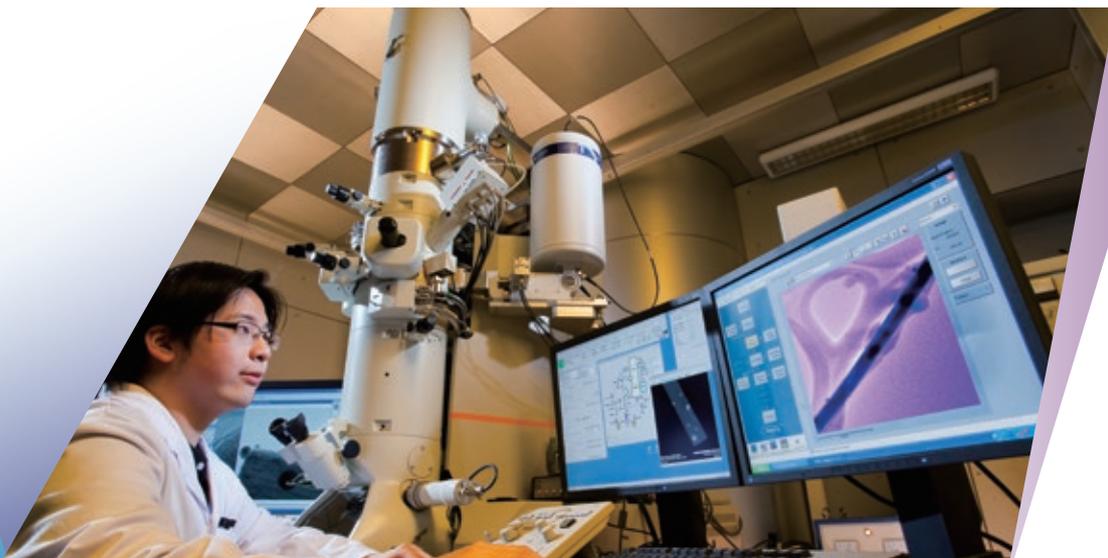
- ▶ Promoting diversity in disciplinary and methodological approaches that contribute to creating a better world
- ▶ Establishing a world-recognised high-impact dissemination platform for interdisciplinary research
- ▶ Establishing appropriate procedures to recognise and reward interdisciplinary research and education

4. Strategic Directions

- ▶ Making CityU a renowned name brand
- ▶ Success in commercialisation, especially in the Greater Bay Area
- ▶ Deep collaboration with Mainland China
- ▶ Positioning for a school for medical research

2.3 Resources

- ▶ National and local policy support and resources
- ▶ Resources in space, funding and talent in:
 - ◆ Mainland China, providing multiple locations for campus development
 - ◆ Greater Bay Area, including a school for medical research focusing on biomedical sciences, neuroscience and engineering
 - ◆ Hong Kong, including a teaching hospital, external funding and support from alumni
 - ◆ Foundations/trusts
- ▶ Internal:
 - ◆ Redefining institutional structure and collaborations
 - ◆ Sharing resources, including major facilities, and creative solutions to space constraints





- ◆ Technology and facilities to support strategic directions including development beyond Hong Kong
- ◆ Appropriate budget to facilitate advancement towards measurable goals
- ◆ Research funding gained by faculty through successful applications to government, industry and international bodies

This 25-year roadmap is designed to guide us in building on CityU's existing strengths to continue on our trajectory towards being a world-class university and to create a lasting social and economic legacy, based on scholarship and applicable knowledge, for future generations to enjoy and to further contribute to the betterment of society.

Strategic Plan 2015–2020 and Highlights of Major Accomplishments

3.1 Strategic Plan 2015–2020

In 2015, CityU issued its Strategic Plan 2015–2020 titled *Making a Difference through Excellence in Research and Professional Education*, providing a roadmap for the University to take action around five strategic themes in order to realise our aspiration to become a leading university for professional education and problem-based research in Asia:

- ▶ Deepen Discovery & Innovation in Professional Education
- ▶ Expand Interdisciplinarity and Team-based Research to Address Global Challenges
- ▶ Strengthen Internationalisation and Global Partnerships
- ▶ Enlarge Capacity for Knowledge Transfer and Entrepreneurship
- ▶ Enhance Good Governance and the CityU Brand



This Plan articulated CityU's continuing emphasis on promoting discovery and innovation as core elements in our educational enterprise, and initiating cutting-edge, high-impact, interdisciplinary research projects to address global and local challenges and to advance the quality of life.

As a result of our strategic investment in resources, dedicated teamwork and the strong support of the Council, staff, students, alumni and the wider community, CityU has shown its uniqueness and strengths to the world. Though only celebrating its 25th year as a university in 2019, CityU's colleges and schools have emerged as leaders in important fields of professional study, offering outstanding academic programmes to nurture the talents of our students, and expanding the frontiers of knowledge to advance science and engineering, and for the betterment of society.

3.2 Highlights of Major Milestones and Accomplishments

Building on our firm foundation and established track record, CityU has a well-earned regional and international reputation as an innovative hub for research and professional education addressing global issues and empowering positive change.

CityU is ranked:

- ▶ 52nd in QS World University Rankings 2020 from 108th in 2015
- ▶ 4th in QS "Top 50 under 50" 2020 from 5th in 2015
- ▶ 15th in THE Asia University Rankings 2019 from 23rd in 2015
- ▶ 90th in QS Graduate Employability Rankings 2020 from 201st+ in 2017
- ▶ 1st in THE Most International Universities 2020
- ▶ 1st in THE World University Rankings 2019 in "International Outlook"
- ▶ Computer Science: 13th in the world and 1st in Hong Kong (2020 Best Global Universities¹)
- ▶ Electrical and Electronic Engineering: 15th in the world and 1st in Hong Kong (2020 Best Global Universities)
- ▶ Engineering: 16th in the world and 1st in Hong Kong (2020 Best Global Universities)
- ▶ Business: 27th in the world and 1st in the Asia-Pacific region (UTD Top 100 Business School Research Rankings in 2019)

Our academic excellence is evidenced in the 2016 QAC Quality Audit Report. The Audit Panel found ample evidence demonstrating the success of CityU's discovery-

¹ By US News and World Report

enriched curricula in enhancing the student learning experience. The Panel also commended CityU for its effort in facilitating innovation among students and staff across various disciplines, and praised the excellent network of student services and the variety of overseas exchanges and internships promoting global engagement.

A more detailed account of CityU's Major Milestones, Accomplishments and Supporting Initiatives in Appendix 1 provides evidence of upward growth and development along the strategic areas set out in the Strategic Plan 2015–2020.

1. Deepen Discovery & Innovation in Professional Education

The CityU brand of professional education, emphasising discovery and innovation, has enabled the University to transform its curriculum and has provided all students with opportunities to make original discoveries. Students

have been encouraged to participate in competitions; many have outperformed their counterparts at other universities and have won a myriad of awards. CityU's brand of professional education has been recognised by the University Grants Committee, which presented the 2017 UGC Teaching Award to a group of CityU staff in recognition of the University's bold commitment to embedding discovery and innovation in its curriculum.

To support these curriculum changes, several new departments were created, including the Department of Infectious Diseases and Public Health, the Department of Materials Science and Engineering and the Department of Neuroscience. The first six-year Bachelor of Veterinary Medicine programme in Hong Kong was offered in 2017 in collaboration with Cornell University. The School of Data Science and the Hong Kong Institute for Data Science were established in 2018 in direct response to the increased demand for data scientists and engineers to



support future societal and economic developments, and the interdisciplinary Bachelor of Science in Data Science programme was offered from 2019/20.

Expanding our professional education and interdisciplinary research in life sciences and biomedical sciences under the One Health paradigm is a core strategic priority in the 2019–2022 triennium. CityU has increased the student numbers for biomedical engineering and biomedical sciences programmes to meet the increasing demand for highly-skilled and well-trained healthcare and biomedical professionals in Hong Kong over the next decade.

The University has devoted considerable resources to help prepare both undergraduate and postgraduate students for their future careers. Research students are required to take up Teaching Assistant duties and to attend a compulsory course to prepare them for successful university-level teaching. Our faculty play a key role in helping research students develop academic links with scholars in their fields, publish research findings, apply for academic positions, engage in knowledge transfer, launch start-ups, and connect to industry. One exciting example of such connections is the establishment of Vitargent (International) Biotechnology, which was co-founded by a CityU PhD graduate utilising award-winning technology developed at CityU and which has been acclaimed as Hong Kong's next unicorn company. With the many career preparation initiatives offered by the

University, including the signature employers' luncheon, careers festival, cultural immersion programmes, global work attachments and internship placements, our students are well prepared for the workplace. More than half of our bachelor's degree graduates have been engaged in internships and placements at organisations and companies within or outside Hong Kong.

There has been continued improvement in our graduate employment with 90% in full-time employment and having increased income, according to data collected from the Graduate Employment Survey in 2018. Our employment ranking has risen to 90th in the world and 19th in Asia in the QS Graduate Employability Rankings 2020. These improvements confirm our increased effort in enhancing students' employability.

A University-wide task force has been established to formulate and coordinate outreach and networking programmes to better prepare secondary school students for higher education and for the CityU brand of professional education. A number of initiatives have been launched with the intent of attracting the best students and nurturing their talents, including the CityU Scholarships for Hong Kong Talents and the Non-Local Student Athletes Admission Scheme.

In addition to solid training for future professions, students' other talents were nurtured. One particular

achievement was CityU students' dominance in inter-
varsity sports competitions through winning a record-
breaking 9th Grand Slam in the 2016/17 annual sports
competitions organised by The University Sports
Federation of Hong Kong, China. The University also
ran cultural and social initiatives including arts festivals,
community engagement service learning programmes,
service leadership training and culture promotion
programmes, with the aim of helping our students
develop as well-rounded, creative and caring citizens.

In line with our strategic target of significantly
increasing research degree student numbers, the 2018/19
research postgraduate student enrolment number of
1,896 increased by 13% from the previous year. In 2019,
376 research postgraduate and professional doctoral
students graduated from CityU.

2. Expand Interdisciplinarity and Team-based Research to Address Global Challenges

Three overarching themes identified in the Strategic
Plan 2015–2020 spearhead interdisciplinary research and
education: One Health, Digital Society and Smart City.
The Hong Kong Institute for Advanced Study established
in 2015 strengthens a global partnership promoting
research, education and innovation under these three
themes to contribute to solutions to pressing real-world
problems.

Evidenced by the accomplishments of our faculty
researchers, CityU has continued to nurture cutting-
edge, discipline-based and interdisciplinary research.
New discoveries and innovations, such as super alloys,
a droplet-based electricity generator and a tiny on-chip
lithium niobate modulator, have extended the frontiers
of knowledge. The work of our researchers also benefits
society. One example is the development in 2019 of
groundbreaking technology to accurately perform early



screening for cancer cells and effectively monitor disease status, allowing patients to know their risk of cancer as early as possible.

In the 2019/20 funding cycle, CityU won a total of 192 General Research Fund and Early Career Scheme grants with total funding of over \$111M, the fourth among the eight UGC-funded institutions. The University secured over HK\$50M competitive external grants for veterinary and One Health research from local and international funding schemes.

With the approval of the Ministry of Science and Technology of the People's Republic of China, CityU has established two State Key Laboratories and one Hong Kong Branch of Chinese National Engineering Research Center; meanwhile, the annual funding support from the Innovation and Technology Commission was increased to HK\$10M for each laboratory from 2019 onwards. Four CAS–CityU joint laboratories were accredited by the Chinese Academy of Sciences (CAS) in the evaluation conducted in 2018. Among these four laboratories, the Joint Laboratory of Nanomaterials and Nanomechanics, established by CityU and the Institute of Metal Research, was ranked by CAS as an “Outstanding” joint laboratory. In addition, in 2019, CityU teams secured HK\$12M from the Research Grants Council under the Joint Laboratory Funding Scheme to enhance the research infrastructure of the CAS–CityU joint laboratories in Hong Kong.

Ten of our faculty members in Engineering, Materials Science, Computer Science and in cross-field research were named Highly Cited Researchers for 2018 by Clarivate Analytics, reflecting the high academic standard of our faculty and our excellent research performance. The list acknowledged their positive impact on the research community and on society.

Through the Jockey Club College of Veterinary Medicine and Life Sciences, in collaboration with Cornell University, CityU created a unique and strategic platform for interdisciplinary research in veterinary medicine, neuroscience, cancer biology, regenerative medicine, nanomedicine, and biomedical engineering to promote the effective control and prevention of infectious diseases, sustainable development of local farms and fisheries, and the development of animal and human pharmaceuticals, biological products, and diagnostic services in Hong Kong and the region. A companion animal clinic was acquired and a veterinary diagnostic laboratory was established as subsidiaries to further advance our development of translational research under the One Health paradigm.

3. Strengthen Internationalisation and Global Partnerships

To prepare our graduates for leadership and success in the increasingly global environment of the 21st century, we have strengthened our overseas exchange

programmes through a total of over 400 student exchange partners in 45 countries and regions, as of 2019. More funding support has been provided through a variety of programmes to enable more local students to go abroad and gain international experience. More than half of our undergraduates have international experience and, on campus, one third of the students are non-local.

CityU adopts a mixed and balanced approach in the recruitment of non-local students as part of our internationalisation strategy. We have reached out to recruit students from countries and regions whose cultures are less familiar to our local students, such as the Middle East, North Africa and Central Asia. A Diversity Grant launched in 2016/17 supports students from countries less represented on the CityU campus to achieve a more balanced mix of our international student population in order to enrich learning and broaden perspectives. In 2019/20, international students from 71 countries were successfully recruited.

Conscious efforts have been made to integrate non-local students with their local peers. Examples of these efforts are the multiple student-initiated projects organised annually by student groups and funded by the University to enhance interaction, promote cooperation, and foster mutual understanding. An extensive orientation programme has been organised to help enrich non-local students' international experience at CityU, along with other programmes and activities on campus and in halls of residence, with the additional aims of strengthening integration and providing opportunities for local students to interact with their peers from around the world.

Our curriculum has been globalised through joint degree initiatives that broaden the student learning experience and expand global partnerships. Our renowned partners include Columbia University, National Taiwan University and Leuphana University. CityU started collaborating with Columbia University to offer a joint bachelor's



degree in Computing Mathematics and has extended this collaboration to other disciplines, including Computational Finance, Business Economics, Business Analysis, Computer Science, Asian and International Studies, Politics, Applied Sociology, Psychology and Applied Physics. Among the 29 graduates from this demanding programme, many are now working in multinational corporations such as Google and Goldman Sachs, or pursuing further studies.

As of January 2020, 72% of our regular faculty was non-local, contributing to the diversity of our already multicultural campus. The majority of these faculty members came from Mainland China, the United States, and the United Kingdom; others, from countries as various as South Africa, Uzbekistan, Finland, Mexico and Uruguay.

4. Enlarge Capacity for Knowledge Transfer and Entrepreneurship

To support social and economic development by nurturing innovation, facilitating knowledge transfer and promoting entrepreneurship, the University has strengthened its intellectual property management process and produced tangible results. In 2018, CityU was ranked 63rd among the Top 100 Worldwide Universities Granted US Utility Patents, and was top in Hong Kong for receiving the greatest number of US utility patents for three consecutive years, starting in 2016. Inventions of high commercialisation value were pursued for patent

filing, and in 2017/18, our invention commercialisation rate was 20%.

The University promotes all forms of knowledge transfer, including technological and non-technological transfer, and CityU faculty have forged closer links with industry, NGOs and government. In 2017/18, CityU faculty partnered with over 1,500 organisations.

In 2017, CityU launched the CLP Low Carbon Energy Education Centre in order to connect research and education to emerging industry interests within Hong Kong. This Centre, the first of its kind, brings together professional bodies, green groups, government departments and businesses to promote public education on climate change and to develop innovative solutions through cross-sectoral collaboration. CityU will make use of this unique platform to promote low-energy living for Hong Kong as a smart city ready for the challenges of climate change.

Different levels of collaboration have been undertaken to broaden our Mainland corporate partnership and strengthen institutional support for knowledge transfer and entrepreneurship and thus to drive increased innovation by our students, faculty and staff. In 2020, CityU signed an agreement with the Dongguan government to develop a multilateral and interdisciplinary platform that can strengthen collaborations contributing to the Greater Bay Area

development in education, research, technology transfer and innovation. Together with our Shenzhen Research Institute and our Chengdu Research Institute, these strategic platforms provide a springboard for CityU to enhance our participation in the Belt and Road national initiative, expand the career pathways of our graduates, and extend the global outreach of our professional education, research, and knowledge transfer activities. The CityU Research Centre on One-Belt-One-Road signed an agreement in 2016 with Tsinghua University and the United Nations Economic Commission for Europe to establish the International PPP Specialist Centre of Excellence for Public Transport Logistics.

To encourage entrepreneurship, an online collection of relevant information has been created and available for use from 2015, covering a wide range of topics from creativity to practical tips on business plan writing to fundraising from venture capital investors ([http://](http://libguides.library.cityu.edu.hk/entrep)

libguides.library.cityu.edu.hk/entrep). In partnership with Hong Kong Science and Technology Parks Corporation (HKSTP), CityU runs the CityU–HKSTP Incubator Scheme as part of a joint university incubation programme that provides financial subsidies and mentorship for selected student entrepreneurs.

5. Enhance Good Governance and the CityU Brand

Effective engagement activities and our strong performance in world rankings have substantially strengthened the CityU brand, resulting in enhanced support and donations from the community. The University received major donations including HK\$500M from The Hong Kong Jockey Club Charities Trust in 2017 to build the One Health Tower, HK\$200M from Dr Yeung Kin-man and HK\$100M from Dr and Mrs Li Dak-sum in 2015, HK\$100M from BOCHK Charitable Foundation in 2017, and HK\$120M from Dr The Honourable Lee Shau-





kee, GBM in 2018. Community support is also evidenced by alumni engagement. In 2017, over 5,000 alumni, students, staff and their families participated in the homecoming gala and campus run. Alumni events were also held outside Hong Kong in locations including Gold Coast, London, San Francisco, Shanghai, Singapore, Sydney, Toronto and Xichang.

The University is committed to excellence, good governance and accountability. Particular efforts have been made to address long-term issues in human resources. In 2018, the University implemented a one-off voluntary departure scheme, a new human resources model with some human resources operations delegated to academic units and a job rotation of eight senior administrative staff. In 2019, the long-standing complex grading structure for non-academic staff was simplified to a seven-level broad banding structure. These initiatives helped enhance the performance quality of the University and strengthened the sense of ownership of academic units, hence raising operational effectiveness and ensuring the efficiency of the search for talent, which is key to the University's strategic development. The University has continued to ensure its financial well-being as well as promoting the general well-being of the staff at work. The Staff Social Club was launched in 2015 and health/sustainability initiatives such as "Wellness For All" and "No Straw Campus @ CityU" were introduced. In 2017 and 2019, the University was awarded the prestigious international Silver Level and in 2020 the highest Gold

Level "Exercise is Medicine on Campus" recognition from the American College of Sports Medicine.

We have intensified our efforts towards institutional identity building and strengthened our image as a leading global university pursuing high levels of excellence and promoting innovation. In 2019, we launched our redesigned website, a strategic branding platform that communicates our achievements and successes. In the same year, we released the corporate identity manual on the visual identity of CityU to help build a more effective, unifying and recognisable brand for all parts of the University and all the activities the University undertakes.

At CityU, we support the vision of excelling in research and professional education through artistic, innovative, technology-rich and cross-disciplinary exhibitions, and engaging with the community. Establishing an exhibition gallery and organising the annual CityU Arts Festival are two such initiatives. Since its establishment in 2015, the CityU Exhibition Gallery, named the Indra and Harry Banga Gallery in 2019, has organised cutting-edge, technology-rich and cross-disciplinary exhibitions to enhance the integration of science and art, and to inspire innovation at CityU. One example is the award-winning "ANiMAL: Art Science Nature Society" exhibition, on show from October 2018 to January 2019, which was unique in its blending of art and science and its engagement with some of today's most urgent issues.

Challenges, Opportunities and Gaps in the Current Planning Environment

Located in the heart of Hong Kong, CityU has gained a well-earned reputation as an innovative hub for research and professional education and for addressing global issues and empowering positive change. Our University's unique features include its multinational faculty and student body and its dynamism, energy and boldness in tackling difficult problems under pressure. Our adaptability, looking outward and thinking beyond conventional boundaries was well illustrated when we promptly prepared and introduced real-time online learning, i.e. CityU-Learning, on a campus-wide scale to continue delivering teaching during the coronavirus epidemic in 2020. We broke records when the initiative went online on 7 February 2020 with more than 2,000 students attending online classes at the same time at each session on that day.

The past five years have witnessed important changes around the world, in the mindsets of Generation Z and

in the skills required for the labour market of the future, opening spaces for disruptive innovations and for new players to enter the market. We fully appreciate the need to meet the challenges common to all world-class universities, arising from technological change, the globalisation of higher education, and the impact of COVID-19. In addition, we have to map out our own unique path, taking into account specific challenges and gaps in the current planning environment. By capitalising on our strengths and taking advantage of the opportunities available, we can define our priorities and set our strategic goals for successful and sustainable development.

4.1 Challenges to Higher Education

Greater demand for public accountability

Universities in Hong Kong are now coming under more external scrutiny than ever to ensure public confidence



in society's investment. In 2019, the University Grants Committee (UGC) signed University Accountability Agreements (UAA) with all eight UGC-funded universities for the 2019–2022 triennium. In addition to setting out the duties and responsibilities associated with public funding for universities, the UAA contains performance indicators that the UGC will use for assessment. In the Research Assessment Exercise 2020, impact and environment were newly included in the assessment criteria, reflecting the government's closer scrutiny of the cost-effectiveness and social relevance of research.

Analytics-enabled transformations in higher education

The challenge faced by universities in this area will require changes in culture, policy and processes. Examples of the positive impact of analytics on student recruitment and staff productivity are available but many universities are still lagging behind in effectively incorporating analytics into institutional operations. A culture of data-driven decision-making, informed by useful and reliable evidence, relies on a good data platform managed by in-house analytical talents who are familiar with the operations needed to carry out authentic assessments.

Changed student profile

The demographic shift in Hong Kong caused by the low fertility rate has impacted the number of students entering higher education overall, resulting in a changed

student profile. With the total number of publicly-funded university places remaining the same for a shrinking population of applicants, there has been a general drop in JUPAS entrance scores across the sector and, at the same time, more local students are being admitted from the non-JUPAS stream. In general, our incoming students are from Generation Z, a generation of digital natives in a truly globalised world. Their learning preferences, expectation of instantaneous responses, beliefs in the power of working collaboratively to solve world problems, views of success and career aspirations are different from those who teach them. Social media play a significant role in shaping their opinions and behaviour. They also have their own mind-set and interpretations of how society should be managed and operated. These changes in student profile require educators to redefine their role to facilitate students' development as modern citizens in an interconnected world. Educators need to offer rich and relevant input with effective, engaging teaching methods to help develop students' resilience, adaptability, creativity, communication and collaboration skills, empathy and emotional intelligence. Above all, educators should provide students with inspiring role models to follow through supporting socially relevant scholarship, academic integrity and a commitment to teaching and learning. University's ideal graduate outcomes need to be refined to reflect the changed student profile.

Changes in skills needed for the changing workplace

Today's higher education has seen a shift in teaching and educational trends due to the advancement of new technologies and new academic frameworks. Education reforms are called for in order to keep up with all of the new technological advancements and employment opportunities that are becoming available and to anticipate those that are predicted to arise. Renewing education to make it relevant to the workplace of tomorrow has become a necessity. In particular, with the proliferation of disruptive technologies that change how systems work, new jobs requiring new skills are created daily. The pandemic in 2020 demonstrated how the job market could have changed according to the circumstances. Future professionals need to be ready for lifelong learning to respond effectively to technological and workplace changes. Strengths in critical thinking and creative problem solving are therefore essential for success; both teachers' role in education and the

approaches to education adopted by universities need to be reviewed to enable them to prepare students for the changing workplace and for a fast-changing world.

Social changes

Academic institutions have a primary mission of teaching, learning and scholarship and are not an appropriate place for resolving political differences or imposing ideologies. However, we can and should help students develop the skills needed to exchange opinions and address social and political issues as educated citizens who maintain positive relationships with the community. Universities have a duty to create and maintain an environment for students to grow as individuals, aspire to use their gifts, make new friends and think independently. Social developments and the pace of change in Hong Kong have reminded universities of the need to cultivate leadership, social entrepreneurship, empathy and respect for others among our students so as to help society deal with change constructively and effectively.



Information security and data protection

Information security is a major risk area for universities, being custodians of large amounts of digitised personal data. Universities need to constantly upgrade their resources to monitor these risks. IT infrastructure changes frequently; ensuring sound protection for data is a resource-intensive task requiring universities to update or replace obsolete systems and improve entry points that might be vulnerable. Staying vigilant against cyber threats is critical.

Growth of private higher education

Since the Hong Kong government's promotion in 2000 of its policy to increase the percentage of secondary school graduates entering further studies, there has been a drastic increase in the number of private degree providers and programmes. As of March 2020, there are 22 local degree-awarding higher education institutions. The government has also started to offer a subsidy to undergraduates pursuing full-time degrees in non-UGC-funded institutions from 2017/18.

Intense competition

The University is facing increasingly intense competition, both at the global and the local level, for the best faculty and students. We need to strengthen our global outreach to expand connections and collaboration with talent around the world; continuously enhance our research and learning environment to attract the best faculty, researchers and students; and streamline procedures through benchmarking against top global universities.

Post-crisis higher education

Universities in Hong Kong are facing consequential challenges from the damage to campus in November 2019 and the pandemic in 2020. The unfavourable environment since June 2019 has impacted not only our operations but also led to a reduction in different sources of income, on top of the costly repair bill resulting from the social unrest and the investment needed for improving campus safety and security. To operate effectively and to fulfil the role as a higher education provider after the crises, various university practices need to be reviewed including education goals, crisis management strategies, approaches to recruiting international students, mode of teaching delivery, admission and recruitment practices, outreach channels and support for graduate employment. In particular, strategies to monitor budgets, raise resources and donations for university advancement, and student activities will need to be reviewed.

4.2 Opportunities

Government priority strategic development areas

The government regards cutting-edge cross-disciplinary training as a priority strategic development area for strengthening Hong Kong's talent pool. Universities are encouraged to devise innovative and cross-disciplinary programmes that will benefit society. Support for research has been implemented through a huge increase in research funding. Universities' development directions

will need to align with those of the government in order to leverage this funding support.

Impactful research to address world issues

Many world issues — such as ageing, data protection and climate change — require cross-disciplinary research to identify effective solutions. The University can leverage our existing strengths in various disciplines and utilise our already established collaboration platforms for multi-disciplinary research to ensure that we continue to contribute meaningfully to this ongoing and vital endeavour.

Greater Bay Area opportunities

The development of the Guangdong–Hong Kong–Macao Greater Bay Area has opened up significant possibilities for all sectors. Both the Hong Kong government and the Greater Bay Area governments encourage universities

in Hong Kong to offer education services in this rapidly developing zone. Operating a campus outside Hong Kong carries risks but will also create many positive opportunities, especially in areas of collaborative innovation by students and faculty. CityU was approached by most of the cities in the Greater Bay Area about collaboration possibilities. In the end, a collaboration agreement was signed with the Dongguan government in 2020.

Collaboration with top universities

With elevated strengths in research and in strategic areas important to society, more and more collaboration opportunities with top universities around the world are available to CityU. The University can leverage such collaborations for further advancement in terms of research capability for student development, thus enhancing the career prospects of our students,



attracting high-quality faculty and undergraduate and postgraduate students and strengthening the connection between research and teaching.

New academic facilities

Strategic space planning is ongoing to fully utilise the restricted space provision at the University. Construction projects of different scales are in progress to address the University's development needs. One key example is the Jockey Club One Health Tower, which has successfully secured government approval for the relaxation of height restrictions to double the available academic facilities it can offer, and which is targeted for completion by 2023.

4.3 Gaps

Education and student development

CityU needs to be unique in terms of the education it offers and its related strengths in specific research fields in order to become a leading university at a global level. The institutional practice of teaching by senior faculty provides an excellent stimulus for undergraduate students but needs to be comprehensively implemented. Undergraduates should be provided with fundamental courses from other disciplines, rather than generic courses, to support their major studies and widen their educational experience. To strengthen work-integrated education and better prepare students for the changing workplace, the University will need to consider promoting compulsory internships and work placements

and embedding more career preparation elements within the curriculum. Curricular and co-curricular opportunities to help develop students' resilience, adaptability, empathy and positive relationships with the community should be strengthened.

Research performance and technology translation

CityU academics have performed well in competing for external research funding over past years but there is still room for improvement: more faculty should become research active and generate more external research funding in order to sustain an excellent research performance and contribute to the development and transfer of applicable knowledge. In particular, since our University champions translational research — that is, the interdisciplinary application of the findings of science and technology to promote human and planetary well-being — every effort should be made to encourage faculty to undertake such research and to continue to create institutional arrangements that will facilitate their doing so. Improving our knowledge transfer infrastructure and promotion is much needed.

Faculty and staff advancement

To ensure a smooth succession plan to maintain our education and research excellence, strengthened measures to help develop our junior faculty should be adopted. The University can benchmark its provision

against other top universities to maintain competitiveness in faculty and staff recruitment. With the continued monitoring of non-academic staff headcount, faculty members have undoubtedly experienced an increase in their administrative workload. To ameliorate this situation, improve output and enable faculty to make the best use of their talents, it is essential for the heads of academic units to streamline the division of labour and to ensure that administrative tasks are assigned in a fair and timely manner. More efficient space planning also needs to be implemented to facilitate faculty recruitment by providing a pleasant working environment.

Faculty, staff and student recruitment

Our proactive global recruitment strategy has allowed the University to successfully increase our faculty strength in the past years and the same applies to our

international student recruitment. However, recruitment is a collective task; all members of the University should participate in and contribute to the recruitment exercise to further strengthen the quality of our faculty, our staff and our student intake.

Centralised data analytics

In response to the challenge outlined in 4.1 above, improving analytics is a strategic priority. The University has taken steps in the past few years to strengthen the collection and analysis of institutional data but still needs to reinforce a culture of data-driven decision making to help deliver measurable outcomes. We need to strengthen our institutional infrastructure, with the right systems and the appropriate talent, to completely centralise and streamline data collection in order to reveal key trends and metrics, especially on aspects



related to student learning and development, research performance and financial well-being.

Campus growth

Congestion is common on campus. With various building projects in progress, campus safety needs to be guaranteed. Serious student housing shortage is a long-standing issue; meanwhile, ageing building infrastructure and maintenance issues of campus buildings, which also have cost implications, can negatively affect end users. Creative solutions to space issues are needed, especially before the new academic buildings and residence hostels for students become available at the end of the next five years.

Support for non-local students

Providing institutional support for non-local students and ensuring that they are included in local student activities is essential. This is a cross-sector issue, and is thus everyone's concern. While promoting internationalisation, the University needs to further strengthen support for non-local students and enhance their integration with local students to ensure that these ambassadors for the University return home after a memorable and positive experience of studying and living at CityU.

Public relations

Good media relations and enhancing the branding of the University are crucial to raising our reputation among our stakeholders. Our public relations and communication infrastructure needs to be considerably improved to strengthen our visibility and support the University's rise to the next level of development. It is everyone's responsibility to promote the University by exemplifying our vision and mission in their professional conduct and reflecting a positive view of the University within their network.

4.4 Moving Forward

The University aims to pursue world-class research and education, drawing on the skills and talents of every member of the University in order to meet challenges, seize opportunities, build on our strengths and address any gaps in our current provision and planning as outlined above. The University community as a whole supports actions to maintain our upward trajectory in the 2020–2025 period within the following strategic themes: education and student development; research and knowledge transfer; faculty and staff advancement; campus growth and sustainability; global identity and university advancement.

Strategic Plan 2020–2025: Themes and Aims

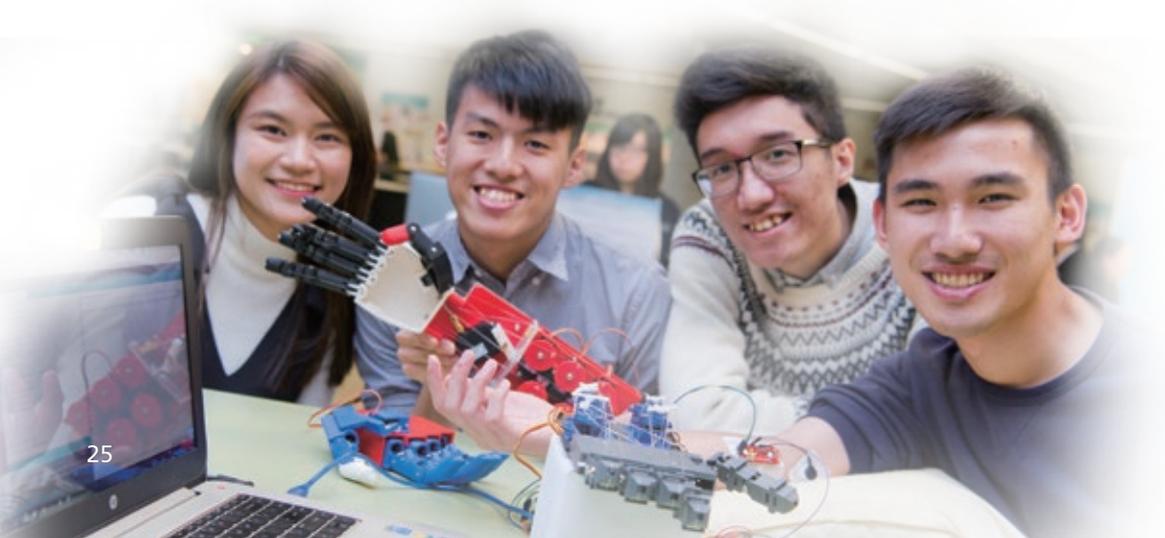
The Strategic Plan 2020–2025 is the outcome of three stages of campus-wide consultations that took place between May and October 2019. The process was conducted through face-to-face in-depth interviews, focus group interviews, online consultations and using various instruments to collect information and to solicit input from the University community and stakeholders. Appendix 2 gives details of the consultation and approval processes.

This Plan is prepared with reference to the 25-year roadmap presented in Chapter 2, input collected from

consultations, the existing directives and strategic plans, and the challenges, opportunities and gaps in the current planning environment.

Five strategic themes have been identified for 2020–2025 to guide the University’s development towards conducting and delivering world-class research and education. The action aims needed to fulfil these strategic themes, and hence to realise CityU’s vision and mission to be a leading global university, are given below. The detailed action plans are listed in a separate booklet for internal reference.

2020–2025 Strategic Plan: WORLD-CLASS RESEARCH AND EDUCATION



5.1 Education and Student Development

Creating knowledge and disseminating it through professional education for a better society and a better future are core activities of any world-class university. CityU intends to differentiate its professional education from that of other universities by making the integration of disciplines a distinctive feature. We believe that the mutual enrichment of disciplines in education is vital to achieving the University's mission to nurture future generations of professional leaders in the fast-changing, globalised world of the 21st century, and promoting the advancement of knowledge. All disciplines are branches of the same tree of knowledge, mutually reinforcing and deeply connected. A holistic learning experience that integrates different disciplines better prepares students to meet the challenges and opportunities of the future. Interdisciplinary teaching is encouraged to provide students with a diverse and intellectually stimulating and challenging educational experience. The curricula will be fine-tuned in order to transform students into creative problem-solvers, effective communicators and future leaders in order to help society deal with change constructively and effectively.

Teaching and research are bound together and cutting-edge research inspires students to learn. The University will further strengthen the teaching–research nexus by implementing a more challenging curriculum that

incorporates problem-based learning and research elements to equip students with the tools to find creative solutions to real-world problems. Students will be provided with a learning experience that involves tackling problems from a research perspective and offers rich opportunities to participate in and conduct innovative research in faculty-led projects through collaborations such as CityU's InnoHK Laboratories and other research laboratories. In the digital age, emerging technologies such as artificial intelligence are reshaping the social and economic landscape. The University will keep the curriculum contemporary, leverage advances in technology and deliver a portfolio of innovative technology-enriched programmes to prepare students for careers of the future. With global competition for talented students, it is imperative for us to attract, admit and add value to high-quality, motivated students who will benefit from our interdisciplinary and technology-enriched curriculum and research opportunities.

- Aim 1. Develop integrated, interdisciplinary, cutting-edge programmes
- Aim 2. Continue to strengthen the research–teaching nexus
- Aim 3. Develop a contemporary technology-enriched curriculum
- Aim 4. Improve overall quality of admissions and placement, and develop students' talents

5.2 Research and Knowledge Transfer

CityU is home to some notable scholars in various disciplines from around the world. While ensuring excellence in disciplines as a foundation, the University promotes interdisciplinary research to extend the frontiers of knowledge within and beyond existing research disciplines in order to contribute to solutions to real-world problems and critical global challenges. It is essential to build sufficient critical mass and familiarity so that in time interdisciplinary work will develop a life of its own. While this needs to be a 'ground up' effort for sustainability, leadership/convenorship at University level at the initial stage is essential.

In response to global challenges, we will combine our collective research expertise to develop translational research under the following five areas:

One Health: One Health will develop and integrate interdisciplinary, problem-based research collaborations and communications in all aspects of health-related issues, such as policy, delivery systems, and services related to healthcare; public health efficiency; food nexus; and management operations, biocompatible materials/coating, transport in biosystems, and systems engineering. This research area involves the complex interactions and inter-dependencies of animal and human populations with each other and the environment to generate better health outcomes.

Digital Society: The potential impact of the digital age is enormous, entailing the use of technological development (such as new materials for computing, batteries, and sensors) to advance our economy,



culture and society. A thorough understanding of the relationship between technology and society, informed by the humanities, natural sciences and social sciences, will be generated by vigorous interdisciplinary research leading to substantial knowledge transfer activities.

Smart City: Smart City provides a cross-cutting research initiative among diverse disciplines and programmes leading to innovative solutions to address regional and global concerns about sustainable economic development, high quality of life, and harmony of the built environment with nature. This initiative encompasses such challenges as sustainable energy, climate change, environmental degradation, urban planning, government regulation and the law.

Matter: The study of matter (or materials) is one of the three pillars on which the modern civilisation is built, with the study of energy and information as the other two. The study of matter in its various forms brings together researchers from all the natural sciences in the collaborative development of science, engineering and technology. This interdisciplinary research initiative aims to provide an impetus to innovation through practical applications in various disciplines

and fields. It therefore covers different aspects of research, including the theoretical, numerical and experimental study of matter from synthesis to processing and fabrication, from properties evaluation to modification, and from design to applications. Other focuses include the integration of advanced materials, nanotechnology and computer science to address major contemporary challenges in ageing and health, new energy sources and storage, environmental hazards, future information and communication technology, and additive manufacturing routes such as 3D/4D printing.

Brain: Research topics related to the human brain and the computer brain — that is, neuroscience and artificial intelligence — provide a deep understanding of the potential of the human-machine interface as well as creating significant improvements in productivity, thus driving the advancement of human intelligence and society as a whole. The understanding of the brain and the understanding of the mind are inseparable. Cognitive science is based on the assumption that human cognition can be modelled as computation. With the help of brain imaging, in combination with extensive health records, clinical data and genetic data, interdisciplinary collaborative

efforts covering biology, neuroscience, medicine, psychology, computer science and linguistics can help us better understand the structure and functions of the brain, study the pathology and genetic predisposition of neurological disorders, and contribute to developing diagnostic tools and treatments for disease. This area of study therefore connects with the first research area — One Health — and suggests that collaboration between the areas we have identified, as well as within them, could be productive.

To directly benefit Hong Kong and beyond, CityU supports technology and non-technology knowledge transfer and actively engages in global research collaborations to help solve real-world problems. In pursuing research in specific interdisciplinary areas, as outlined above, we therefore aim to:

Aim 5. Achieve global leadership in science, engineering and life sciences

Aim 6. Develop translational research within five interdisciplinary focal areas (One Health, Digital Society, Smart City, Matter, Brain)

Aim 7. Improve knowledge transfer infrastructure and promotion

Aim 8. Lead global research networks to create positive social impact

5.3 Faculty and Staff Advancement

CityU's most important asset is its human capital: students, faculty and staff. The remarkable achievements of our community over the past decades have made CityU one of the world's outstanding universities. In order to continue our upward trajectory, it is of the utmost importance that we continue to attract talented people and motivate them to grow with us.

To achieve this aim, we need to cultivate an inclusive workplace that embraces greater diversity, promotes



care and love for one another, respects differences, and nurtures individual talent. We must set priorities to recruit talented people with diverse backgrounds from around the world and support them to become stars in their field. In the current circumstances, creative approaches are needed to instil confidence among overseas talents to work in Hong Kong. We will also strengthen our management model further to improve accountability and efficiency, through appropriate delegation and vigilant streamlining of structures and processes. Our existing human resources policies provide the framework to reward performance and we will continue to refine these policies to respond to the rapidly changing external environment.

Aim 9. Further improve number, quality, diversity and retention of high-performing faculty and staff

Aim 10. Maintain faculty and staff well-being and promote organisational inclusion

Aim 11. Enhance knowledge generation and recognise faculty output

Aim 12. Strengthen the accountability of unit heads for effective unit management

5.4 Campus Growth and Sustainability

Hong Kong is a vibrant but crowded city: these two

factors are exemplified in our city campus. Despite a comprehensive and ambitious campus plan providing significant additional buildings for students and faculty, space remains at a premium. Improvements to space allocation methodology, adoption of smart campus initiatives and the use of effective initiatives including data analytics-based decision making will help to ensure we make the best use of our existing provision. However, the rapid development of the Greater Bay Area on the Mainland, in addition to other potential offshore sites, provides a timely opportunity to take advantage of preferential terms for strategic expansion. Therefore, the provision of new space away from the main campus to facilitate growth in our key areas is a pressing demand over the period of this and successive strategic plans.

The University places top priority on campus safety and security for faculty and students to conduct academic activities freely. Also, whilst expansion is necessary, this must be achieved in a sustainable and effective way to ensure that the University can continue to attract the very best talents in terms of faculty and students. Our world faces significant environmental, economic and social challenges, from inequality to climate change, food security and water shortages. Universities must take the lead in acting now to create a world that can support generations to come. CityU already has a strong strategy for sustainability, incorporating social,

economic and environmental principles that have been in place for a decade or more. The development and operation of effective self-sustaining campuses, utilising the latest developments in green technology, will ensure we continue to take a leading role in these global endeavours.

- Aim 13. Maintain a safe and harmonious campus environment
- Aim 14. Operate self-sustaining campuses on the Mainland and elsewhere to focus on physical science, engineering and life sciences
- Aim 15. Manage each campus through efficient planning and effective implementation
- Aim 16. Synergise data analytics systems centrally to aid decision making
- Aim 17. Continue to promote a sustainable green campus

5.5 Global Identity and University Advancement

CityU is very much embedded in the Greater China Region and has become a regional hub for higher education. The University looks outward and thinks beyond conventional boundaries to educate the future generation of professionals who will work in a range of cultures. Our internationalised education system underscores the importance of equipping students with an international horizon and nurturing global citizenship. The enormous efforts already made towards CityU's internationalisation agenda have been well recognised internationally. CityU is ranked 1st in THE World University Rankings 2019 in "International Outlook" and in THE Most International Universities 2020. The University is ready to devote more energy and resources to expanding its global partnership with overseas institutions in order to provide a diverse menu of overseas learning opportunities and learning





experiences. The University will continue to develop networks around the world through partnerships with industry and with universities and other institutions that empower CityU as an international reference brand.

CityU's global reputation largely stems from its world-class research and professional education. The University has become known for academically rigorous research in several fields, identifying and addressing grand challenges that impact the development of society and the future. Building upon past achievements, the University will reinforce areas in which we already have expertise and strength. As we look to the future, the University will identify and develop areas of internationally recognised research expertise as well as identify new areas with the potential to engage stakeholders and supporters directly and society more generally. CityU is committed to developing global excellence in a broader range of fields of science and engineering, not simply in a few niche areas. To increase our global reputation, we will promote our achievements and high-impact research in a more coherent, targeted manner and highlight our value to a wider range of stakeholders, including scholars, students, employers, government agencies, professional bodies, international organisations, donors and alumni. Through a review of our public relations strategy and publicity activities, the University will take a proactive approach to improving the effectiveness of communications and promotions.

Aim 18. Expand global outreach, promote diversity and foster an inclusive, multicultural environment

Aim 19. Develop global excellence in more areas and fields to increase recognition of the University's accomplishments

Aim 20. Attract further community support for University advancement

Aim 21. Promote proactive approaches to public relations

From Planning to Implementation to Monitoring Progress

The Strategic Plan 2020–2025 builds upon and extends the aspirations defined in the University’s Strategic Plan for 2015–2020. It identifies aims under five strategic themes to guide the University’s development over the next five-year period, along the trajectory set for the next 25 years. Our overall goal is to further elevate the academic excellence, international and local standing, and societal importance of CityU.

The development of this Strategic Plan has benefited from the wisdom of the CityU community at all levels through consultation meetings and subsequent submissions from related units, as outlined in Appendix 2. We are committed to putting into action the aims identified: all academic and non-academic units will be involved in developing their specific action plans, including objectives, performance indicators and





timelines, in a manner that aligns with the aims identified as well as with reference to the standards and practice of leading institutions and the key performance indicators set by the University. Our purpose is to integrate the implementation of these plans into the daily operations of the University, with all units working together to meet their targets. The annual planning and budgeting process will provide the framework for making the Strategic Plan operational at the unit levels of the University. Vice-Presidents and equivalent, who will be the owners of action plan items related to their areas of responsibility, will monitor progress through annual reports from the units that they line manage. They will report on implementation progress annually to the President's Cabinet and a review of the 2020–2023 progress of these action plans will be conducted by the President's Cabinet prior to preparation for the next Strategic Plan.

In the light of the fast-changing landscape and rapid developments in global higher education and the local social situation, this Strategic Plan should be treated as a living document, adaptable and open to new and unexpected opportunities, while working towards the long-term goals outlined in Chapter 2. As a great university, we seek not only to respond to change, but to anticipate it and, when required, to help facilitate it.

University Major Achievements 2015–2020

The Strategic Plan 2015–2020 has positioned CityU as a progressive global university, and has mapped out a clear set of goals and action plans for nurturing a new breed of professionals with creative skills and an innovative mind-set to respond to the challenges and opportunities of the fast-changing, knowledge-driven global environment.

This document takes stock of the major milestones, accomplishments and initiatives of the University in 2015–2020, which have significantly put CityU on an upward trajectory towards becoming a leading global university, excelling in research and professional education while serving the citizens of Hong Kong and ensuring our students are well prepared professionally for the fast-changing global environment of the 21st century. It provides a basis for considering how we should strategically invest our resources and successfully implement innovations. Only by doing this will we enable the University to reach the next level of excellence in interdisciplinary, applicable research and in technology-driven professional education.

“Milestones”, “Accomplishments” and “Supporting Initiatives”

In this document, the term “Milestones” is used to refer to major events, markers of the progress attained by the University relative to the academic aspirations and strategic goals set forth in the Strategic Plan 2015–2020. The term “Accomplishments” refers to significant campus achievements that have contributed to progress in the five overarching strategic themes. “Supporting Initiatives” are capacity-building or enhancement measures introduced to underpin the implementation of the Strategic Plan on campus within the past five years.

The data and information in Appendix 1 were extracted from CityU’s NewsCentre, University Announcements and other publicly accessible information. Among the many accomplishments reported in these sources, only the more significant are listed here. Similarly, for events or initiatives that were organised repeatedly, only the first or the more significant ones are listed.



a. Major Milestones

Deepen Discovery & Innovation in Professional Education

CityU established the School of Data Science and the Hong Kong Institute for Data Science in 2018 to directly respond to the increased demand for data scientists and engineers who will support future societal and economic developments, while the interdisciplinary Bachelor of Science in Data Science programme was offered from 2019/20.

CityU's College of Science and Engineering was restructured in 2018/19 into the College of Science and the College of Engineering to enable both colleges to move forward in their respective fields with a clear focus through targeted and strategic allocation of resources. Also in 2018/19, for the same reasons, the Department of Biomedical and Mechanical Engineering was restructured into two departments. To better reflect their strengths, the Department of Biology and Chemistry and the Department of Physics and Materials Science were retitled in 2017 as the Department of Chemistry and the Department of Physics respectively.

CityU established two new departments under the Jockey Club College of Veterinary Medicine and Life Sciences. The Department of Infectious Diseases and Public Health was set up in 2017 to train veterinary professionals and to undertake state-of-the-art research on public health and animal health-related issues. The Department of Neuroscience commenced operations in 2019 to create a modern neuroscience curriculum, to attract innovative scientists in this field and to encourage interdisciplinary research endeavours that draw on the existing strengths of CityU in biological sciences, veterinary medicine, engineering and computational science.

The Department of Materials Science and Engineering was established in 2017 to develop internationally competitive and leading-edge research and provide a professional education curriculum that can contribute to Hong Kong, Greater China, and the whole world in materials science, engineering and related sectors.

CityU, in collaboration with Cornell University, offered the first six-year bachelor of veterinary medicine programme in 2017/18 to promote One Health and sustainable development, and to expand educational choice and career paths for our youth. Since 2019/20, the programme has been UGC-funded.

CityU set up CityU-Learning, a university-wide real-time online learning system, within a few days during the coronavirus epidemic in early 2020 for over 1,000 academic staff and all local and non-local students by customising and integrating various tools. It was record-breaking when the initiative went online on 7 February 2020 with more than 2,000 students attending online classes at the same time at each session on that day.

Deepen Discovery & Innovation in Professional Education

CityU launched a set of distinctive massive open online courses (MOOCs) in 2015/16, highlighting the University's expertise in entrepreneurship, Chinese culture, and media art. These MOOCs have been broadcast on several international platforms, including Futurelearn in the UK and CNMOOC in China.

CityU sports teams extended their dominance in inter-varsity sports competitions by winning a record-breaking 9th Grand Slam in the 2016/17 annual sports competitions, organised by The University Sports Federation of Hong Kong, China.

Expand Interdisciplinarity and Team-based Research to Address Global Challenges

In 2015, CityU established the Hong Kong Institute for Advanced Study, an international centre of excellence for the advancement of technology and innovation, bringing together an interdisciplinary team of world-renowned scholars and researchers, including Nobel laureates and academicians, to contribute to solutions for pressing real-world problems.

CityU established the Hong Kong Branch of National Precious Metals Material Engineering Research Center in 2015 to promote research and applications of precious metal elements and nanomaterial engineering technology, professional training and academic exchange, as approved by Ministry of Science and Technology of the People's Republic of China.

On top of having two state key laboratories on campus, with the approval of the Ministry of Science and Technology of the People's Republic of China, CityU established the Hong Kong Branch of Chinese National Engineering Research Center in 2015.

CityU acquired the Peace Avenue Veterinary Clinic (now named CityU Veterinary Medical Centre), a leading companion animal clinic in Hong Kong, in 2016 as a strategic investment for the University and for veterinary medicine and animal welfare in Hong Kong.

CityU established the CityU Veterinary Diagnostic Laboratory in 2017, a subsidiary to provide the most comprehensive and advanced veterinary diagnostic laboratory services in Asia, and to identify, track and address emerging animal diseases and public health issues.

Strengthen Internationalisation and Global Partnerships

CityU established partnerships with world-renowned universities, including Columbia University, National Taiwan University and Leuphana University, to offer a variety of joint bachelor's degree programmes in the 2015–2020 period.

CityU launched the “Diversity Grant” in 2016/17 to increase the diversity of the non-local student population and successfully recruited international students from 71 countries in 2019/20.

Enlarge Capacity for Knowledge Transfer and Entrepreneurship

CityU ranked 63rd among the Top 100 Worldwide Universities Granted US Utility Patents in 2018 and was top in Hong Kong in the period 2016–2018 for receiving the highest number of US utility patents.

CityU launched the CLP Low Carbon Energy Education Centre in 2017, the first of its kind, to bring together professional bodies, green groups, government departments and businesses to promote public education on climate change and to develop innovative solutions through cross-sectoral collaboration.

CityU signed an agreement with the Dongguan government in 2020 to develop a multilateral and interdisciplinary platform to strengthen collaborations in education, research, technology transfer and innovation.

Enhance Good Governance and the CityU Brand

CityU was ranked 49th in the world in QS World University Rankings 2018 and ranked 1st in Hong Kong among the indicators of citations per faculty and international faculty.

CityU Exhibition Gallery, renamed as the Indra and Harry Banga Gallery in 2019, was set up and held its first exhibition in 2015 to support the University's vision of excelling in research and professional education through artistic, innovative, technology-rich and cross-disciplinary exhibitions that engage with the community.

In 2016, the CityU community chose the Brazil Bougainvillea as the University Flower, expressing the dynamic, colourful and resilient CityU spirit.

CityU received a HK\$500M donation from The Hong Kong Jockey Club Charities Trust in 2017 to help build a high quality facility for One Health in Hong Kong.

In 2019, CityU launched the Broad Band Structure for Non-academic Staff to simplify the old structure from over 50 staff grades to seven. The new structure integrates housing benefits into a total package for easy administration, allows a broad latitude on pay enhancing flexibility to attract talented staff, and supports pay adjustment for performance management.

Also in 2019, CityU launched its redesigned website, adopting a modern, vibrant and easy-to-use navigation interface to deliver a dynamic and coherent branding message, one that encourages content discovery and enhances the user experience. In addition, the corporate identity manual on the visual identity of CityU was released to help build a more effective, unifying and recognisable brand for all parts of the University and all the activities the University undertakes.

b. Major Accomplishments

Deepen Discovery & Innovation in Professional Education

A CityU team received the 2017 Team Award for Teaching Excellence from the University Grants Committee (UGC) for our groundbreaking Discovery-enriched Curriculum.

CityU students' urban media artworks were exhibited on the 77,000-square-metre façade of the International Commerce Centre, the largest urban display screen in the world, in 2015.

CityU students, along with students from another local university, were awarded a cash prize of HK\$100,000 from a panel of respected banking and technology experts in the Student Category of the HSBC Safeguard App Competition 2017 for their proposal for an easy-to-navigate interface for users to monitor and maintain their account security.

A CityU PhD student in the Department of Mechanical and Biomedical Engineering, competing with roughly 130 contestants from 12 countries and regions, was awarded First Prize in the International Bionic Innovation Competition 2017 by the International Society of Bionic Engineering.

In 2018, a CityU student team won the First Prize in the ICC International Commercial Mediation Competition — Hong Kong, beating 15 other teams from universities in Hong Kong and the Asia Pacific Region, including countries along the Belt & Road.

In 2018, CityU PhD students from the Department of Media and Communication and Department of Social and Behavioural Sciences were awarded the Fulbright-RGC Hong Kong Research Scholar Award Programme funded by the US government.

In 2019, a CityU student team outperformed more than 150 other teams in the KPMG Business Administration Paper organised by the Hong Kong Federation of Business Students to win the championship for their system that helps property management companies control energy consumption in order to create a better and smarter society.

CityU student teams from the "Jockey Club Enhancing Youth Empathy Project through Immersive Visualisation" won the prestigious Hong Kong ICT Awards 2019 for innovative projects that aim to improve the quality of life for people with disabilities. One team beat 400 other student teams to win the Student Innovation Grand Award and the Student Innovation (Post-Secondary and Undergraduate) Gold Award. The other team won the Student Innovation (Post-Secondary and Undergraduate) Silver Award.

A CityU alumnus won the Best New Director award at the 53rd Taipei Golden Horse Awards and the Best Director at the 23rd Hong Kong Film Critics Society Awards in 2016 for his first feature film.

Another CityU alumnus was a member of an animation team that won an Oscar in 2018 for Best Animated Feature.

Six outstanding local CityU undergraduate students were awarded HSBC Overseas Scholarships in 2016–2020 to study at universities abroad for one semester or more to maximise their exposure and equip them with real-world experience.

Expand Interdisciplinarity and Team-based Research to Address Global Challenges

In 2020, a CityU-led research team developed a new form of a droplet-based electricity generator with a drop of water lighting up 100 small LED bulbs. It features a field-effect transistor (FET)-like structure that allows for high energy-conversion efficiency, and its instantaneous power density is increased by thousands of times compared to its counterparts without FET-like structure. This groundbreaking achievement can help to advance scientific research into water energy generation and tackle the energy crisis.

In 2019, a CityU biomedical research team developed a groundbreaking technology that can accurately perform early screening for cancer cells and effectively monitor disease status. With an accuracy rate of over 90%, the new technology can detect cancer cells with as little as 4 ml of blood in no more than five minutes, allowing a patient to know his or her risk of cancer as soon as possible. The new technology can also monitor the effectiveness of drugs used for medical treatment.

In 2019, a CityU-led research team, including members from Harvard University and renowned information technologies laboratory Nokia Bell Labs, has successfully fabricated a tiny on-chip lithium niobate modulator, an electro-optic modulator which is more efficient, with faster data transmission and lower costs for the 5G communication.

In 2019, CityU researchers developed technology that can optimise mobile network design and reduce the energy consumption of the base stations by a minimum of 4.5%.

In 2019, a CityU-led research team from the Department of Biomedical Engineering and Department of Biomedical Sciences, with Harvard Medical School, found a shortcut to develop new drugs, speeding up the discovery process and saving costs.

In 2018, a CityU-led research team developed new super alloys that are extremely strong, yet ductile and flexible, paving the way for developing equipment that can operate at extremely low temperatures and in aerospace systems that operate at extremely high temperatures.

In 2018, a CityU-led research team discovered that diamonds can undergo ultra-large, fully reversible elastic deformation at nanoscale, paving the way for diamond's practical applications in nano-mechanical engineering, biomedical engineering, photonics, optoelectronics, and ultra-strength materials.

Ten CityU faculty members were named by Clarivate Analytics as Highly Cited Researchers for 2018, reflecting the high academic standard of our faculty and our excellent research performance.

CityU co-established the Joint Laboratory on Neutron Scattering, which was officially opened in 2019 with the Institute of High Energy Physics under the Chinese Academy of Sciences, enhancing Hong Kong's role in developing science and technology in the Greater Bay Area.

Expand Interdisciplinarity and Team-based Research to Address Global Challenges

Four CAS–CityU joint laboratories (of nanomaterials and nanomechanics, for robotics, for functional materials and devices, and on neutron scattering science and technology) were accredited by the Chinese Academy of Sciences (CAS) in the evaluation conducted in 2018. Among them, the Joint Laboratory of Nanomaterials and Nanomechanics was ranked by CAS as an “Outstanding” joint laboratory; and the Joint Laboratory on Neutron Scattering Science and Technology was ranked 1st among five new joint laboratories. In addition, in 2019, CityU teams secured HK\$12M from the Research Grants Council under the Joint Laboratory Funding Scheme to enhance the research infrastructure of the CAS–CityU joint laboratories in Hong Kong.

CityU research teams were awarded RMB66.2M in funding for research projects in 2016 through the CityU Shenzhen Research Institute, representing a jump of 66% compared to funding in the previous year.

A CityU research team was awarded more than HK\$40M in funding in 2016 from the Research Grants Council to develop a platform of tools to improve safety and dependability of high speed rail and metro systems.

CityU research teams were awarded about HK\$35M in funding in 2019 by the Agriculture, Fisheries and Conservation Department for three research projects to enhance the sustainability, health and production of local pig farms, poultry farms and fisheries.

A CityU-led international research team was awarded HK\$28M in funding in 2016 by the Theme-based Research Scheme of the Research Grants Council for the design of a compact and affordable terahertz system that can be used to detect contaminants in food and drugs, and also cancerous cells and tumours.

CityU research teams were awarded HK\$25M in funding under the Collaborative Research Fund Scheme of the Research Grants Council in the 2016/17 exercise to advance research into crucial tumour features, multidimensional big data analysis, threats to coral ecosystems and memory formation.

For the two state key laboratories and the Hong Kong Branch of Chinese National Engineering Research Center on campus, the annual funding support from the Innovation and Technology Commission for the laboratories was increased to HK\$10M each from 2019 onwards.

A CityU faculty member won the Silver Medal Award from the Journal of International Business Studies, a leading publication in the international business field, for his substantive research contributions.

A company founded by CityU alumni, Vitargent (International) Biotechnology Limited, won the Grand Prix of the 43rd International Exhibition of Inventions of Geneva in 2015 for its first-in-the-world “transgenic medaka” and “zebrafish fish” embryo toxicity testing technologies to enhance global product safety testing standards.

Strengthen Internationalisation and Global Partnerships

A CityU student project to promote internationalisation, with students from diverse backgrounds, was selected by the University Grants Committee in 2015 as the best sector-wide student-initiated project for encouraging multicultural integration.

CityU had 416 student exchange partners in 45 countries and regions in 2019.

Over 50% of CityU undergraduates had international experience in 2019 lasting from one to several months, providing multicultural exposure for our students.

CityU's non-local students constituted about one-third of the total student population in 2019 with students coming from Europe, Central and South America and Africa, as well as Asia.

Enlarge Capacity for Knowledge Transfer and Entrepreneurship

CityU was a co-creator in a HK\$216M project funded by The Hong Kong Jockey Club Charities Trust in 2016 to promote computational thinking and coding skills in primary schools.

CityU received over HK\$15M funding from The Hong Kong Jockey Club Charities Trust in 2017 to promote youth empathy through immersive visualisation.

CityU achieved an invention commercialisation rate of 20.1% in 2017/18 with a well-established administrative framework and policy protecting the intellectual property generated from research activities.

CityU had over 1,500 partnerships in 2018 with companies, NGOs and government organisations on various knowledge transfer activities and collaborations.

CityU's groundbreaking wireless charging technology contributed to society and, in 2018, attracted the highest-ever license fee revenues received by the University for an invention.

In 2019, the CityU-led "Jockey Club Enhancing Youth Empathy Project through Immersive Visualisation" co-organised, with the Hong Kong Science Museum, the first-ever cetacean-themed exhibition in Hong Kong titled "CSI of the Cetaceans: Hope of Solutions".

Enhance Good Governance and the CityU Brand

CityU received a HK\$200M donation from Dr Yeung Kin-man in 2015 to support the veterinary medicine school, students' overseas exchanges, and the strategic development of the University.

CityU received a donation of HK\$100M from BOCHK Charitable Foundation in 2017 to support development of veterinary medicine and students' overseas exchanges and internships.

CityU received HK\$100M from Dr and Mrs Li Dak-sum in 2015 to support development of veterinary medicine.

CityU received a donation of HK\$120M from Dr The Honourable Lee Shau-kee, GBM in 2018 to support the long-term development of the University and to provide funding for the setting up of named chair professorships and student scholarships to promote academic advancement and student awards.

CityU celebrated the 20th anniversary in 2016 of the annual programme series "Wellness March", which plays an important role in promoting a healthy campus for the CityU community through a series of competitions, exhibitions, workshops, talks and physical activities.

In 2016, CityU Students' Union resumed its 20-year-long tradition of running the CityU Banquet, attended by about 1,000 Council members, faculty, staff, students and alumni.

CityU was awarded Hong Kong's FuturArc Green Leadership Award 2015, recognising its leadership in promoting sustainable architecture in the Lau Ming Wai Academic Building.

CityU received the Distinguished Family-Friendly Employers Award, the Family-Friendly Employers Award, and the Award for Breastfeeding Support from the Home Affairs Bureau and the Family Council in 2016, for our commitment to promoting a healthy and productive campus with a sound work-life balance and family-friendly policies.

CityU won FoodEver Award Diamond Class in 2016/17 and WasteWi\$e certificate Excellence Level for 17 years consecutively since 2002 for taking a lead to influence our community to reduce food waste.

CityU was awarded second place in the Best Career Services Satisfaction Award and third place in the Best University Brand Perception Award, among more than 2,000 universities worldwide, in the Universum Talent 2018 Survey.

CityU has formed teams participating in the Hong Kong Marathon since 2008. The number of participants rose from 260 in 2008 to 1,100 in 2019 including students, alumni, staff and family members, along with students and teachers of special needs schools.

CityU was recognised with the "Silver Level Campus" award in both 2017 and 2019 and then the highest award "Gold Level Campus" in early 2020 from the American College of Sports Medicine for campus involvement and engagement in physical activity, aligning with the "Exercise is Medicine" principles and goals.

CityU won in the category "Onsite Digital Experience" at the Alliance of American Museums Convention in 2019 for the "ANiMAL: Art Science Nature Society" exhibition that combined the strengths of the School of Creative Media at CityU and the National Palace Museum in Taipei.

c. Major Supporting Initiatives

Deepen Discovery & Innovation in Professional Education

CityU established the Center for Business Analytics in 2015 with IBM to support the University's curriculum and talent development, and build a healthy eco-system between the University and the industry in big data and analytics.

CityU hosted its first Employers' Luncheon in 2015 to strengthen connections with global and local businesses, and showcase exceptional student achievements to prospective employers.

CityU launched the Golden Key Club in 2015 to strengthen the competitiveness of graduates in their career development. It provides a platform for scholarship recipients, past and present, to share information and experience.

CityU has been organising the CityU Arts Festival since 2015 to connect CityU students with professional artists. Partnerships with performers from music departments of Mainland and overseas institutions (e.g. from Poland) enable our students to acquire professional music and stage performance experience.

CityU launched the Executive Mentorship Program in 2016 to enhance students' understanding of the real-world environment, help them build social networks and obtain advice for career and personal development through professional coaching and interaction with successful business executives.

CityU sent more than 80 students to participate in 2016 summer overseas internships, lasting between 8 and 12 weeks, in six international cities through the Global Work Attachment Programme.

CityU launched the CityU Scholarships for Hong Kong Talents in 2016 to attract high-performing local students to apply for CityU's UGC-funded undergraduate programmes.

CityU launched the Servant Leadership Training Programme in 2016 to develop a positive attitude and a service-driven mindset in students.

CityU launched CRESDA, a unique mobile-friendly platform to keep track of students' activities, skills development and awards, and to promote students' self-development and enhance their career planning and employability, in 2016.

CityU launched a series of SPECIAL Hall Night Talks in student residences in 2016 by engaging distinguished speakers, company directors and celebrities to share their stories on "Serve the world", "Passion", "Entrepreneurship", "Coding", "Aspiration" and "Life & care" with student residents.

CityU commenced the development of the Jockey Club One Health Tower in 2017 to provide new space for strategic initiatives such as the Jockey Club College of Veterinary Medicine and Life Sciences, a new auditorium to host international conferences and an enhanced sports centre.

CityU organised the CityU Career Festival 2017, participated in by 87 reputable companies, to help students prepare for their future careers and provide them with a valuable opportunity to connect with employers and industry practitioners.

Deepen Discovery & Innovation in Professional Education

CityU has provided support services for students with special educational needs (SEN) since 2017 and has strengthened its networks with industry, NGOs and government to expand SEN students' opportunities for work-related experience and foster knowledge transfer activities.

CityU received a HK\$3M donation from Tin Ka Ping Foundation in 2018 to fund three programmes to promote Chinese culture - "Teaching & Learning Development Programmes and Historical and Cultural Study Tours", the "City•Cultural Space" programme, and the "Tracing the Roots of Hakka Culture and Exploring the Origins of the One Belt, One Road Initiative" programme.

CityU developed a pilot scheme for University-reserved off-campus accommodation options in 2019 for full-time government-funded undergraduate students and year-long inbound exchange students who need housing.

CityU launched the Community Engagement Programme in 2019 to provide a platform to link CityU students with the community, engaging them in a variety of extra-curricular service-learning experiences.

CityU provided real-time, interactive career counselling sessions and career training workshops to both undergraduate and postgraduate students in order to deliver the much-needed career service during the coronavirus epidemic in 2020.

Expand Interdisciplinarity and Team-based Research to Address Global Challenges

CityU acquired a site in Lam Tsuen, Tai Po to build a teaching farm in 2018 to benefit the students and researchers working in the Jockey Club College of Veterinary Medicine and Life Sciences, and to enhance our vision for One Health and food safety in Hong Kong and beyond.

CityU opened the Research Centre for Sustainable Hong Kong in 2017 for the analysis and development of solutions to critical sustainability issues in Hong Kong.

Strengthen Internationalisation and Global Partnerships

CityU launched a Yoga Day in student residences, engaging the Indian Consulate and Indian community in Hong Kong for three consecutive years since 2015.

CityU, in collaboration with the National Palace Museum in Taipei, presented "Rebuilding the Tong-an Ships New Media Art Exhibition" in 2015, a new media art exhibition that brought ancient ships and seafaring culture to life.

CityU, in collaboration with the National Palace Museum in Taipei, presented the "Giuseppe Castiglione — Lang Shining New Media Art Exhibition" in 2016, using 4G mobile technology to enable a virtual and physical presentation of the artwork of Castiglione, an artist at the imperial court of three Qing emperors.

CityU launched the Non-Local Student Athletes Admission Scheme in 2017 to attract high-performing international athletes to CityU and further enhance the performance of our sports teams.

CityU has held the Dialogue Series with Consuls General since 2017 to provide opportunities for CityU students and faculty members to communicate with diplomats.

Strengthen Internationalisation and Global Partnerships

CityU, in collaboration with Le French May, presented “The Roofs of Paris Exhibition” and “The Cabinets of Curiosities. From the Natural Sciences to the Art of Nature. Collections from France and Hong Kong” at CityU Exhibition Gallery in 2017 and 2018 respectively.

CityU became a founding member of the Blockchain consortium in 2018 and developed Blockchain software in 2019 to share academic credentials in a safe and secure IT environment.

CityU, in collaboration with the General Consulate of France in Hong Kong and Macau, presented “Art Deco. The France–China Connection” at CityU Exhibition Gallery in 2019.

CityU, in collaboration with the Veneranda Biblioteca Ambrosiana, Milan, presented “Leonardo da Vinci: Art & Science. Then & Now” in 2019 that featured for the first time in Hong Kong 12 original da Vinci drawings and showcased his machine models and a replica of one of his famous paintings.

Enlarge Capacity for Knowledge Transfer and Entrepreneurship

CityU established a complete innovation and entrepreneurial ecosystem in 2015 to offer comprehensive support at all stages of an entrepreneurial pursuit, from skills enhancement and physical space for start-ups to financial support worth at least HK\$6.5M in total per year, plus additional investment capital for mature enterprises.

An online collection of information related to entrepreneurship has been created and available for use from 2015, covering a wide range of topics from creativity to practical tips on business plan writing to fundraising from venture capital investors (<http://libguides.library.cityu.edu.hk/entrep>).

CityU Industrial and Business Leaders Circle was established in 2016 as a platform for strengthening communications with industry and business leaders and for sharing experiences and soliciting support for University advancement.

CityU Research Centre on One-Belt-One-Road signed an agreement in 2016 with Tsinghua University and the United Nations Economic Commission for Europe to establish the International PPP Specialist Centre of Excellence for Public Transport Logistics.

CityU inaugurated the CityU Chengdu Research Institute in May 2017, jointly developed with the Shuangliu District’s Government of Chengdu, to focus on applied research and industry service, targeting demand for societal development and industry advancement on the Mainland.

CityU partnered with Hong Kong Science and Technology Parks Corporation (HKSTP) in 2017 to launch a joint university incubation programme. Student participants can enjoy the facilities and benefits of HKSTP’s own incubation programme at Science Park in Shatin and those of the CityU–HKSTP Incubator Scheme housed in InnoCentre, next to our campus.

CityU’s research and professional education establishment in Shenzhen, Innovation Commons (Shenzhen) (香港城市大學創新創業中心(深圳)) was set up in 2018 to serve as another incubator for the technology startups of our students, staff members and alumni.

CityU signed a collaborative agreement with Changsha Municipal People’s Government in 2019 to strengthen communication on collaboration between the two organisations, promote the establishment of the Changsha–Hong Kong–Macau Innovation Entrepreneurship Industrial Park, set up new research and technology organisations and enhance technology and knowledge transfer, while nurturing talent for innovation and entrepreneurship.

Enhance Good Governance and the CityU Brand

CityU installed Electric Vehicle Chargers on campus in 2016/17 in support of sustainability.

CityU Scholars, a research hub of excellence, was launched in 2017 to promote the awards of faculty members, facilitate reporting information to the government, enhance the efficiency of internal reporting, and eliminate duplication.

CityU launched the Staff Social Club in 2015, with over 9,000 hours of work-life balance and family-friendly activities conducted per annum.

Over 5,000 CityU alumni, students, staff and their families joined the "CityU Homecoming Gala cum Campus Run 2017".

CityU cultivated a herb garden in the student residences and recycled usable household items at a mass donation to the needy in the vicinity via NGOs in 2017.

CityU implemented a one-off voluntary departure scheme, a new human resources model with some human resources operations delegated to academic units and a job rotation of eight senior administrative staff in 2018.

CityU has offered since 2018 a "Wellness For All" campaign, which plays an important role in promoting a healthy campus for the CityU community throughout the year with a series of competitions, exhibitions, workshops, talks and physical activities.

In 2018, CityU installed new Water Dispenser Systems to promote a no-bottled-water campus.

CityU has implemented a water conservation scheme since 2018 to recycle 2,176 cubic metres of grey water for irrigation per annum.

CityU launched the on-going "No Straw Campus @ CityU" campaign in 2019.

Strategic Plan 2020–2025 Formulation Process and Timeline

A working group was formed to coordinate the preparation of the 2020–2025 strategic plan and the process to formulate the strategic plan started on 15 May 2019, following its endorsement by senior management.

The first stage of consultation with senior officers in University Administration and some senior staff, based on a discussion guide, was held in May and June 2019 with 13 meetings to collect their views in order to formulate the overall framework of the Strategic Plan. A retreat on strategic planning involving Council Members was held in July 2019. The second stage of consultation was held in August and September 2019 with 15 meetings to solicit input from Deans, Heads of academic and non-academic units, student and alumni representatives, donors/supporters, and employers. To seek wider consultation among the University community, open invitations were sent to staff, students and alumni to invite their input through an online platform in October 2019. Details of meeting dates and formulation timeline are presented in Table A. Submissions from related offices were also collected during the consultation stage.

The Strategic Plan 2020–2025 was formulated on the basis of these consultations to guide the University's development in the next five-year period, so as to realise its vision and mission and to excel in research and professional education.

Table A: Meeting Dates and Formulation Timeline

May 2019	Working group formed and senior management endorsed the planning process for the strategic plan 2020–2025	
May – July 2019	Consultation (Stage 1) – Meetings with senior officers in University Administration and Council, and other staff	
	Provost and Associate Provosts	17 May 2019
	President	20 May 2019
	Vice-President (Student Affairs) Director of Student Development Services Director of Student Residence Office	20 May 2019
	Vice-President (Administration) Chief Information Officer Director of Campus Development Director of Facilities Management Director of Human Resources	21 May 2019
	Vice-President (Development and External Relations) Associate Vice-President (Development & Alumni Relations)	29 May 2019
	Vice-President (Research and Technology) Associate Dean (School of Graduate Studies) Acting Director of Knowledge Transfer Director of Research Grants & Contracts	30 May 2019
	Chief-of-Staff	30 May 2019
	Director of Finance Deputy Director of Finance	11 June 2019
	Executive Director (Hong Kong Institute for Advanced Study)	11 June 2019
	Chief Information Officer Director of Computing Services Director of Enterprise Solutions Office	12 June 2019

**August –
September 2019**

Academicians and Visiting Professors	21 June 2019
Academicians	25 June 2019
Associate Provost (Institutional Initiatives) Director of Campus Development	26 June 2019
<i>(Strategic Planning Retreat)</i> Council Chairman and Executive Committee of the Council University Administration and senior staff	31 July 2019
Consultation (Stage 2) – Meetings with Deans, Academic Heads, Non-academic Heads and other key stakeholders	
College/School Deans and Academic Heads	
Acting Dean and Heads, College of Business	27 August 2019
Dean and Heads, College of Engineering	10 September 2019
Dean and Heads, College of Science	10 September 2019
Acting Dean and Associate Dean, School of Data Science Dean and Associate Dean, School of Law	10 September 2019
Dean and Heads, College of Liberal Arts and Social Sciences	11 September 2019
Acting Dean and Heads, Jockey Club College of Veterinary Medicine and Life Sciences	13 September 2019
Dean and Associate Dean, School of Creative Media Dean and Associate Deans, School of Energy and Environment	13 September 2019
Non-academic Heads	
Director of Academic Regulations and Records Office Director of Admissions Office Director of Education Development and Gateway Education Director of Global Engagement Office	9 September 2019

Director of Alumni Relations Office	9 September 2019
Acting Director of Communications and Public Relations	
Director of Development Office	
Acting Director of Knowledge Transfer	
Director of School of Continuing and Professional Education	

Director of CityU Press	10 September 2019
Head of In-House Legal Counsel	
Director of Internal Audit	
Acting Librarian	
Director of Indra and Harry Banga Gallery (<i>written submission</i>)	

Other Key Stakeholders

Former Dean of Students and postgraduate students	27 August 2019
Supporters and donors	9 September 2019
Dean of Students and undergraduate students	16 September 2019
Employers	16 September 2019
Convocation and alumni	18 September 2019

9-31 October 2019 Consultation (Stage 3) – Campus-wide Online Consultation
(to all staff, students and alumni)

30 December 2019 Strategic Plan 2020–2025 Endorsed by senior management

14 January 2020 Strategic Plan 2020–2025 Endorsed by Senate

16 March 2020 Strategic Plan 2020–2025 Endorsed by the Executive Committee of the Council

26 March 2020 Strategic Plan 2020–2025 Approved by the Council

