





Chairmen's Messages

Throughout its history, The Hang Seng University of Hong Kong (HSUHK) has demonstrated determination, ambition and creativity.

Its commitment to nurturing well-rounded future leaders has driven the continuous enhancement of teaching and research standards. It has set high targets and achieved them – not least of which is growing from a school to a college to a leading private university. In the face of uncertainties, the University has embodied and encouraged a positive, forward-looking approach that has enabled it to successfully overcome challenges.

As our Strategic Plan 2018-2023 draws to a close, I am delighted to report that these characteristics have enabled HSUHK to accomplish many of its goals despite the unprecedented conditions created by the global pandemic.

This new five-year Strategic Plan, covering 2023-2028, takes into consideration the lessons we have learned and our vision for the future. While the past several years placed new pressures on people and institutions around the world, they also redefined and extended the boundaries of what we believed was possible. Through innovation and working together, we found creative solutions to problems and opened up exciting new possibilities. HSUHK will embrace this energy in pursuing its objectives over the next five years.

Our achievements to date have only been possible due to the tremendous contributions of the entire HSUHK community – from the Governors and Council Members to the faculty, staff, students, alumni and other supporters. I offer my deepest thanks to everyone for ensuring we keep moving forward and continue to deliver on our promise as a leading local university and deeply connected member of Hong Kong society.

Diana CESAR, JP Chairman of the Board of Governors



Chairmen's Messages

As Chairman of the Council and the Strategic Planning Group of The Hang Seng University of Hong Kong (HSUHK), it is my great honour and pleasure to present the new five-year Strategic Plan (2023-2028). The process was by no means simple, because formulating goals and defining the course of their attainment is always a challenge that requires careful consideration that is inclusive of discussions and the concerted efforts of all parties concerned. With the dedication of all of our involved colleagues and stakeholders, we now have a blueprint with elements to address the post-pandemic world and guide our guest for excellence as a university of choice in the coming years.

Amidst the fast-evolving environment and the changing expectations of the community, we have identified an additional strategic focus area and a total of six focus areas, that capture the essence of HSUHK's aspirations while taking into account the particular circumstances and strengths of the University. Given the accelerating ties and intensifying competition in the international arena, it is paramount for the University to find its position in the global higher education landscape to truly generate impact and value for both the current and future generations.

In a world where technology and innovation transcend time and space, going global is irresistible and indispensable today. It does not mean only recruiting more overseas students, but also attracting world-class faculty members and talent, forging strategic partnerships across borders, launching joint multi-discipline programmes and research projects, as well as exploring international exchange, internship, and service-learning opportunities. Just within the campus, we can already incorporate global elements and perspectives into the classroom, organise forums and activities that broaden our community's horizons, and foster a caring culture that embraces diversity and differences. All these are conducive for students and colleagues to genuinely develop global vision and capacity, connect to the world, and eventually drive the future advancement of the University while promoting the wellbeing of the city, the nation, and the global village.

It is in this context that HSUHK strives to augment its brand identity and live up to its raison d'être – to be an acclaimed pioneering university. By constructing an encouraging environment where state-of-the-art facilities and space are accessible, and advancing our unique "Liberal + Professional" education to create transformations, the University will be able to expand its development potential while instilling in its people a touch of agility, integration, prescience, and care. I believe that these are the attributes that will cultivate a sense of pride and belonging in our university community, and ultimately empower HSUHK to truly become the university of choice in every aspect.

I would like to take this opportunity to express my sincere gratitude to our members and friends for their unwavering support over the years, and for standing by us from era to era. Because of your commitment and generosity, I am confident that HSUHK has what it takes to grow bigger and stronger in the many years to come.



Executive Summary

On the verge of its 5th anniversary, The Hang Seng University of Hong Kong (HSUHK) is dedicated to continue furthering its vision to be a regional leading private university by leveraging its uniqueness in contributing to higher education. Themed 'University of Choice – Advancing "Liberal + Professional" Education', the HSUHK Strategic Plan for 2023-2028 (the Plan) encapsulates in essence, the competitive strengths and responsive aspirations of HSUHK for its sustainable development in the coming five years.

The formulation of the Plan has taken into consideration HSUHK's long-standing goodwill, incremental growth, and the firm belief in the value of quality education, all of which are essential to nurture and develop the future talent for Hong Kong and beyond. The meticulously selected strategic goals in the Plan present an entrepreneurial approach to HSUHK's elevating contribution and impact. These approach will be achieved through our unique "Liberal + Professional" education model, enhanced local and regional contribution, as well as innovative programmes and initiatives that accentuate global citizenship whilst optimising HSUHK's strengths for the best educational outcomes. In doing so, HSUHK will become a university of choice for students, employers and relevant stakeholders.

The Plan spans across six strategic focus areas, namely:



1. Programme Development and Admissions



2. Research, Scholarly Work and Knowledge Exchange



3. Learning and Student Experiences



4. Globalisation and Regional Development



5. Stakeholder Engagement and University Social Responsibility

6. Resources Management and Institutional Advancement



The **aspiration statements** of the six strategic focus areas are:

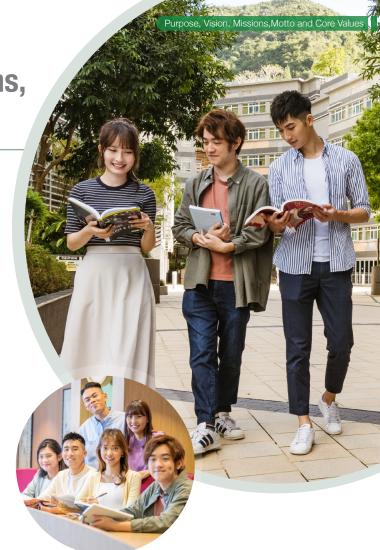
	Strategic Focus Area	Aspiration Statement
1	Programme Development and Admissions	To provide top-notch undergraduate and postgraduate programmes that prepare young people from diverse backgrounds for life-long personal enrichment and career development.
2	Research, Scholarly Work and Knowledge Exchange	To facilitate research excellence through academic contribution, translate research outcomes into societal and academic impact solutions, and encourage research-enhanced teaching.
3	Learning and Student Experiences	To nurture responsible and contributive future leaders through dynamic learning and enriching experiences at HSUHK that groom students with transferrable competencies that are essential to advance humankind and tackle local and global challenges in the future.
4	Globalisation and Regional Development	To establish more strategic platforms and partnerships that create synergy and drive innovation that will further enhance the University's global competitiveness and impact, with a primary focus on the Greater Bay Area (GBA), mainland China, as well as North and Southeast Asia.
5	Stakeholder Engagement and University Social Responsibility	To accentuate HSUHK's values and brand identity, to strengthen engagement with internal and external stakeholders, and to sustain the University's social responsibility.
6	Resources Management and Institutional Advancement	To build a sustainable university environment where existing resources are optimised, while new resources are judiciously developed through fundraising and other efforts, hence creating a fulfilling teaching and learning experience.

In this Strategic Plan, a number of **new strategies and novel initiatives** have been identified. Relevant indicators, timelines and responsible parties have been delineated internally. Some of these strategies and initiatives are highlighted here:

- 1 Drive strong collaborations among HSUHK's unique programmes and those of internationally known universities.
- 2 Offer an enhanced and uncommon Common Core Curriculum, that delivers a well-rounded transformative liberal arts and science foundation to students.
- Set up the "HSUHK Cloud Innovation School" in partnership with Amazon Web Services (and other major system houses in future) to enrich our unique "Liberal + Professional" education, strengthen our students' information and communication technologies (ICT-especially Al and data analytics) literacy, and nurture professional talent for the industries.
- 4 Reinforce HSUHK's reputation as the leading institution in the region in terms of teaching and research related to business ethics, sustainability, and stakeholder value.
- Addressing pressing issues under the United Nations (UN)'s Sustainable Development Goals (SDGs), thereby cultivating global citizenship; and align the University with international sustainability standards with socially responsible campus services, procurement and other operations.
- 6 Develop an international alliance of Honours Academies or Honorary Colleges with selected universities to nurture more global leaders, and actively participate in the regional network of Residential College Systems, thereby optimising the power of residential education.
- 7 | Seek commitment from consuls-general of targeted regions in Hong Kong to attend annual or biennial roundtable forums at HSUHK, and secure their support in HSUHK's non-local student recruitment / selection.
- 8 Leverage HSUHK's footholds in the GBA and overseas to deepen cross-border collaborations and build an active international alumni network.
- **9** Establish a "cultural think tank" at HSUHK to enhance cross-sector policy research in art, culture and heritage, and regional / international co-operation.
- Further consolidate HSUHK's status as a smart university that leverages new technologies and resources to support unconventional teaching, learning and services.

Purpose, Vision, Missions, **Motto and Core Values**

During the course of this strategic planning process, our Purpose, Vision, Missions, Motto and Core Values were revisited with a view to more accurately reflecting our aspirations for the future. The following intend to provide clear differentiation between HSUHK and other tertiary institutions:



PURPOSE

Creating and transferring knowledge; grooming socially responsible and contributive leaders.

VISION

Aspiring to be a regional leading private liberal-arts-oriented university, recognised for excellence in teaching, learning and research, and for contributions that advance society and the world.

MISSIONS

- To provide students with an all-round transformational and empowering educational experience through our "Liberal + Professional" education model;
- To advance knowledge and be committed to free enquiry and responsible scholarship; and
- To nurture responsible global citizens and leaders with critical thinking, innovative minds, caring attitudes, moral values and social responsibility.

MOTTO

Erudition and Perseverance

CORE VALUES

Mutual Trust, Value-adding, Innovativeness, Caring Attitude, Responsibility



The HSUHK's "Liberal + Professional" Education Model and Desired Graduate Attributes Framework

"Liberal + Professional" Education Model

Adopting the unique "Liberal + Professional" education model, The Hang Seng University of Hong Kong (HSUHK) places its highest priorities on quality teaching and students' all-round development. HSUHK believes in the transformative power of this educational model, as well as its effectiveness in facilitating students' realisation of their full potential.

"Liberal" means a broad-based cross-disciplinary approach to connect knowledge domains, facilitate thinking, and solve problems. The University believes that the purpose of undergraduate education is not solely to help students acquire more knowledge and better job prospects after graduation, but also to cultivate their personal values, interests and transferrable core competencies, thus enabling them to become well-rounded, responsible and contributive individuals, who can meet future work and life challenges with confidence.

"Professional" means that although HSUHK's educational approach is broad-based and cross-disciplinary, given the fact that most university graduates in Hong Kong seek full-time jobs right after obtaining their first degree, many of HSUHK's major programmes incorporate professional subject elements to equip students with transferrable knowledge and skills required to enter into chosen professions. Despite students' professional inclinations, subjects such as business, management and information technology are essentially treated as liberal arts disciplines, centred on human values.

As a self-financing institution, the University finds strength in its autonomy, flexibility and responsiveness to meet community and market needs by developing new and innovative programmes, many of which are the first of their kind in Hong Kong.

In our programme design, there is a good balance of major studies, Common Core Curriculum and free electives; whereas ample development opportunities / activities form an integral part of students' holistic educational experience. These valuable opportunities / activities include residential college, internship, service-learning, leadership, global exchange and independent research experiences among other opportunities. Students actively engage in different learning opportunities to get to know themselves better, broaden their global horizons, engage in further learning, boost their self-confidence, and realise their potential. Our aim is to nurture young talent with critical thinking, encourage innovative minds, foster caring attitudes, enhance moral values and establish social responsibility as part of our teaching.

HSUHK adopts many **core liberal arts' education elements** in its education process. Some distinctive features include:

- · A primary focus on undergraduate education.
- Platinum award-winning campus facilities with extensive bamboo features.
- Innovative degree programmes.
- A cross-disciplinary Common Core Curriculum.
- A Residential College System that combines living and learning in an academic community.
- Interactive small-class teaching.
- · Close student-teacher relationships.
- Teachers' guidance and mentorship for individual students in and outside classroom.
- An Honours Academy, the first of its kind in Hong Kong, dedicated to the incubation of future public leaders.
- Extensively outreaching and experiential learning opportunities, including service-learning, internships, international exchanges and independent research.
- Scholarships and bursaries amounting to approximately HK\$20 million per year.
- The "One Student One Internship" scheme.
- Students' full-time employment rate of close to 80% within four months of graduating, with very positive feedback from their employers.



Desired Graduate Attributes (iGPS)

The University aims to nurture students possessing the following "desired graduate attributes-iGPS":



Intellectual Competence (i)

A solid foundation in relevant academic disciplines, and the ability to think critically, to proactively solve problems analytically, and to engage in life-long learning.

Generic Skills (G)

Mastery of skills in:

- Both English and Chinese (Cantonese and Putonghua) languages.
- Using information technology and data analysis tools.
- Interpersonal communications.
- Teamwork and leadership.

Personal Development (P)

Development of self-awareness, ethical values, emotions management, effectiveness, work attitude and character.

Social Engagement (S)

Willingness to serve the community and possess commitment to act for the betterment of society.

The acronym "iGPS" also carries the symbolic meaning of "I" and the "GPS"; with "I" referring to the individual student, and "GPS" taking on the metaphor of "Global Positioning System", which can guide the development of students through their diverse educational experiences at HSUHK.

Strategic Focus Areas, Strategic Goals and Initiatives



1. Programme Development and **Admissions**



2. Research, Scholarly Work and **Knowledge Exchange**



3. Learning and Student Experiences



4. Globalisation and **Regional Development**



5. Stakeholder Engagement and **University Social Responsibility**



6. Resources Management and **Institutional Advancement**



Strategic Focus Area 1 Programme Development and Admissions

Aspiration Statement

To provide top-notch undergraduate and postgraduate programmes that prepare young people from diverse backgrounds for life-long personal enrichment and career development.





Review and consolidate existing programmes for the development of interdisciplinary programmes, the enhancement of learning experiences and outcomes, and the efficient utilisation of resources

- a. Establish a more effective mechanism to introduce new programmes as well as restructure / revamp some existing programmes that answer market needs (especially in the areas of generative AI, entrepreneurship, sustainability and ESG).
- b. Review and streamline the academic structure to facilitate inter-departmental and inter-school collaboration in new programme development.
- c. Offer an enhanced and uncommon Common Core Curriculum, that delivers a well-rounded transformative liberal arts and science foundation to students.
- d. Set up the "HSUHK Cloud Innovation School" in partnership with Amazon Web Services (and other major system houses in future) to enrich our unique "Liberal + Professional" education, strengthen our students' ICT (especially Al and data analytics) literacy, and nurture professional talent for the industries.

GOAL 2

Develop postgraduate and executive development programmes that are financially viable and in accordance with **HSUHK's** positioning and competitive advantages

- a. Establish a Graduate School to manage the development and operation of postgraduate programmes.
- b. Launch unique professional doctorate programmes to nurture future scholar-practitioners.
- c. Offer extensive continuing education and executive development programmes to cater for the life-long learning goals of executives and professionals.

© GOAL 3

Partner with selected non-local institutions to develop joint and dual degree programmes

- a. Establish and develop a Global Affairs Office to identify potential partners, form partnerships, and recruit international students.
- b. Drive strong collaborations among HSUHK's unique programmes and those of internationally known universities.
- c. Step up outreach efforts with a focus on the North and Southeast Asia regions.

GOAL 4

Maintain and facilitate an optimal mix of first-year and senior-year entrants, as well as local and non-local (mainland and international) students

- a. Attract more students from diverse cultural backgrounds.
- b. Build a multicultural campus.
- c. Enhance HSUHK's hardware, soft power and other amenities, including teaching support residential facilities, to meet development needs and cater for a more diverse student base.





Strategic Focus Area 2 Research, Scholarly Work and **Knowledge Exchange**



Aspiration Statement

To facilitate research excellence through academic contribution, translate research outcomes into societal and academic impact solutions, and encourage research-enhanced teaching.

Emphasise on impactful research relevant to the University's missions

- a. Review, identify and support areas of academic excellence.
- b. Identify new focused areas of applied research and scholarly work while encouraging multidisciplinary collaboration.
- c. Enhance research leadership through recruitment of more senior academics.
- d. Review and refine a recognition and reward framework for quality applied research and policy studies.

GOAL 2

Enhance teaching and learning through impactful research

- a. Further support the integration of relevant impactful research into teaching through strategic allocation of funds and other resources.
- b. Further promote and support pedagogical leadership using research-enhanced outputs.





Build up students' research potential and enhance their participation and experience in research

- a Support more undergraduate students to conduct independent research projects through provision of independent research grants and faculty guidance.
- b. Include more research elements such as independent research projects or dissertations in taught postgraduate programmes.

GOAL 4

Maximise the research impact on the community and industry through knowledge exchange and proactive outreach efforts

- a. Reinforce HSUHK's reputation as the leading institution in the region in terms of teaching and research related to business ethics, sustainability, and stakeholder value.
- b. Explore and establish more strategic partnerships with businesses to connect academia and industries.
- c. Lead and engage in more business consultancy, policy studies and executive training to transfer knowledge and expertise to the industrial, commercial and public sectors.



Strategic Focus Area 3 Learning and Student Experiences

Aspiration Statement

To nurture responsible and contributive future leaders through dynamic learning and enriching experiences at HSUHK that groom students with transferrable competencies that are essential to advance humankind and tackle local and global challenges in the future.



Foster students' sense of belonging and promote a supportive and inclusive learning environment



Enhance students'

contribution

characteristics

build a culture of care and

community

towards

and

strengths

that

the

- a. Identify different learning and development needs of students from diverse backgrounds, of different years of study, and with or without special needs, as well as designing more inclusive teaching and learning strategies to cater for their needs with more comprehension.
- b. Enhance campus facilities and support services for students, while better utilising the campus space to create common areas that facilitate communication within the University community.
- c. Steer institutional efforts and engage more student / alumni participation to solidify a supportive learning environment, so that the University community can better embrace diversity and inclusiveness.
- d. Review and boost the Personal Tutor scheme to enhance communication between students and tutors with periodic meetings and more engaging activities.
- participation e. Open more opportunities across university-wide committees to the general student population instead of focusing on the President or offices of the Students' Union.

- a. Enhance students' physical, intellectual and mental resilience and wellness.
- b. Foster a positive image of intellectualism and integrity among **HSUHK** students to enhance their self-confidence.
- c. Cultivate students' malleability through life education and co-creation, thereby inspiring them to discover their own potential and realise self-driven visions.
- d. Promote and encourage social innovation projects in both local and offshore communities initiated by students, thereby helping them apply their knowledge in real-world situations as they fulfil their social responsibilities.

Prepare students with integrated capabilities to face the fast-changing world

- a. Further consolidate students' basic skills in terms of language, digital and numerical literacy that facilitate interdisciplinary learning.
- b. Prepare students to become the employees of choice both locally and globally by equipping them with market-driven knowledge and problem-solving abilities, alongside a growth mindset, an adventurous spirit, and transferrable skills that enable them to tackle future challenges.
- c. Enhance students' all-round capacity beyond their chosen disciplines and outside the classroom through, for example, cultural development, creative activities, and internships.
- d. Develop an international alliance of Honours Academies or Honorary Colleges with selected universities to nurture more global leaders, and actively participate in the regional network of Residential College Systems, thereby optimising the power of residential education.
- e. Offer quality education to students by adopting innovative, creative, collaborative and inclusive teaching and learning pedagogy with the help of emerging technologies.
- f. Strengthen support to students who are interested in start-ups and establish an "Entrepreneurship Development Framework" via the University's Centre for Innovation and Entrepreneurship.





Enable students to further understand and develop self-identity citizenship nationally and internationally

- a. Expand collaboration with talent and partners in the GBA and ASEAN countries, thereby engaging students in innovative and entrepreneurial activities in the region and beyond.
- b. Shape HSUHK's students into global leaders according to the framework of UN's Sustainable Development Goals and other international standards, and build students' interest in addressing relevant issues, thereby cultivating global citizenship.
- c. Encourage students to form links with national and international communities, thus redefining their identity, role and give them an edge from relevant perspectives.



Strategic Focus Area 4 Globalisation and Regional Development



Aspiration Statement

establish strategic platforms more To and partnerships that create synergy and innovation that will further enhance the University's global competitiveness and impact, with a primary focus on the GBA, mainland China, as well as North and Southeast Asia.





Participate / Lead

extensively and visibly in

international / regional

networks, alliances

and projects

- a. Develop new programmes / academic units with an emphasis on global studies and perspectives on top of the existing BBA in Global Business Management programme and BSocSc in Asian Studies programme.
- b. Set up a consul-general and student dialogue programme covering all target countries and focusing on educational, cultural, economic and career development aspects.
- c. Develop / embed some modules featuring global themes with international perspectives and sensitivity into the HSUHK curriculum (especially the Common Core Curriculum), thus promoting responsible global citizenship.
- d. Launch the "GBA/ North & Southeast Asia Funding Scheme" to "HSUHK short-term initiatives (e.g., Summer Academy@GBA/ N & SEA") encouraging student and faculty outreach to the GBA/ North and Southeast Asia.
- e. Establish a "cultural think tank" at HSUHK to enhance cross-sector policy research in art, culture and heritage, and regional / international co-operation.

- a. Step up outreach efforts and kickstart more collaborations with selected international academic, business and non-governmental organisations, thereby encouraging these organisations to establish bases at HSUHK.
- b. Leverage the resources of our established Global Humanities Initiative (GHI), which enjoys strong connections with the International Council for Philosophy and Human Sciences (CIPSH), the Asian New Humanities Net (ANHN) and United Nations Educational, Scientific and Cultural Organisation (UNESCO).
- c. Leverage the HSUHK's footholds in the GBA and overseas to deepen cross-border learning and research collaborations and alliances.
- d. Develop a mechanism that supports Schools / Departments / Units to participate in more international and Asian alliances / networks such as UN Global Compact, UN Principles of Responsible Management Education, and more.

Collaborate closely with more global / regional university partners by offering joint degree programmes and conducting research

- a. Develop double / joint degree and executive programmes and joint research ventures through strategic partnership with globally known universities.
- b. Establish an active central database and maintain close ties with international faculty members, including former HSUHK members who have relocated, to support our services and initiatives.

€ GOAL 5

Build active alumni networks mainland China and overseas to strengthen ties and contribution to the University

- a. Set up active alumni bases in the GBA and selected overseas locations.
- b. Leverage international alumni networks and resources to provide more opportunities for the advancement of students, alumni and the University.

GOAL 6

Enhance global / regional mutual understandings, trust and exchanges to address pressing global sustainable development issues

- a. Leverage the University's capacity for research efforts and achievements to proactively pursue joint or collaborative studies in global ethics, stakeholder value and sustainability issues, with impact on the wider global community.
- b. Draw on the input from the wider regional and global communities and publicise HSUHK's activities and research efforts, thereby enhancing the University's visibility and leadership in global sustainable development and relevant studies.
- c. Enhance students' engagement and their understanding of pressing global issues related to the UN's Sustainable Development Goals.



Strategic Focus Area 5 Stakeholder Engagement and **University Social Responsibility**



**** GOAL 1

Accentuate the University's value proposition and brand identity

- a. Succinctly articulate HSUHK's values and aspirations, that is, what HSUHK education stands for, and what it aims to instil in graduates, through strong and effective internal and external communications.
- b. Internally, cascade the essence of HSUHK's brand identity to all aspects of the University experience to create shared knowledge, understanding and culture. Externally, promote and communicate the University's unique brand identity and its achievements to a much wider audience locally, regionally and globally.

GOAL 2

Customise engagement measures for internal and external stakeholders to highlight the core values of HSUHK education

- a. For students prioritise students' personal growth and altruistic aspirations through placing an emphasis on engagement and communication activities which also facilitate the nurturing of global citizens.
- For staff facilitate and empower staff members to become active co-creators of students' education experience and the University's overall contribution to higher education.
- c. For alumni proactively engage alumni of all generations both locally and overseas to foster mutual support and contribution towards the University's development in different ways, for example, appointing young graduates as "Graduate Mentors" for current students.
- d. For supporters rekindle and strengthen constructive relationships with supporters including inter alia, Governors, Council Members, donors, employers and parents, through pertinent communications and activities, thereby driving sustainable institutional growth.





Align the development of the University with key social responsibilities that impact the region and the world

- a. On sustainability and climate change, the University would extend its efforts and influence through strategic planning, resource allocation, education and advocacy, especially via more collaboration with NGOs and social enterprises.
- b. On diversity and inclusion, the University would further embrace diversity as its long-standing mission to promote acceptance, understanding, and interflow of individuals and communities, irrespective of their backgrounds.
- c. On ESG education and communication, HSUHK would play an active role in sensitising the University community and the public, and align the University with international sustainability standards with socially responsible campus services, procurement and other operations.

GOAL 4

Promote mental and physical wellness, resilience and adaptability in the University community in face of constant change

- a. Prioritise institutional and individual wellness through dedicated on-going initiatives in order for HSUHK to become a university and employer of choice.
- b. Curate a development pathway for students and staff to unleash their potential by building resilience and being adaptable.

© GOAL 5

Broaden the network and enhance the experience of stakeholders at the University

- a. Continue to generate public awareness of the University's core values through existing signature public engagement events, as well as new initiatives.
- b. Instil a stronger sense of belonging in students from the beginning of their university experience.
- c. Strengthen the involvement of stakeholders from business sectors in different ways, for example, by inviting donors to take up advisory roles or collaborating in talent and career development programmes.





Strategic Focus Area 6 Resources Management and Institutional Advancement

Aspiration Statement

To build a sustainable university environment where existing resources are optimised, while new resources are judiciously developed through fundraising and other efforts, hence creating a fulfilling teaching and learning experience.





Financial Resources Enhance effective judicious resource stewardship explore additional and funding

- a. Diversify revenue sources and develop additional funding sources to support continuous and sustainable operations and growth.
- b. Regularly review the current practice of stewardship to streamline resource utilisation.

GOAL 2

Space Allocation, Operations Management and Sustainability – Revamp and optimise campus facilities to advance experiential teaching and learning while **sustainability** addressing challenges

- a. Expedite space generation through consolidation / revamp measures as well as exploration / development of external spaces, including additional land spaces adjacent to the existing campus.
- b. Review and devise strategic and optimal utilisation of campus facilities and resources.
- c. Devise a plan to decarbonise with a timeline and specific strategies.

Human Resources – Devise competitive staff employment and development plans conducive to the enhancement of organisational efficiency and employee experience

- a. Continue to review, enhance, and devise monetary and non-monetary measures to ensure that employment packages and conditions are competitive for staff attraction and retention.
- b. Further develop and enhance staff competencies to support the University's strategic advancement through staff attachment with external partner institutions, as well as structured staff training and development schemes.
- c. Enhance organisational efficiency and employee experience by improving internal communication and collaboration.
- d. Employ smart recruitment and retention strategies to achieve greater effectiveness.

GOAL 4

IT, Data and Smart
Technologies – Facilitate the
University's transition towards a
smart, integrated and sustainable
platform instrumental in driving
effective teaching, learning
and research

- a. Further consolidate HSUHK's status as a smart university that leverages new technologies and resources to support unconventional teaching, learning and services.
- b. Identify process improvement opportunities, develop applications to automate operational workflows and processes, as well as make well-informed decisions based on smart data analytics.
- c. Employ mobile / smart technologies to enhance classroom teaching and student learning, to further cultivate positive learning attitudes in students and empowering them with life-long learning skills.





ℰGOAL 5

Fundraising and Advancement -**Proactively** unlock new opportunities from institutional and individual prospects, and enhance public recognition through brand building and public engagement

- a. Mobilise academic departments to conduct impactful research projects which could solicit strong interest and funding sources from the private sector.
- b. Retain and expand donor networks and attract institutional donors by enhancing engagement efforts, soliciting credible testimonies, and leveraging the connections and influence of HSUHK's Governors and Council Members.



Epilogue from the President

The HSUHK Strategic Plan 2023-2028 themed 'University of Choice — Advancing "Liberal + Professional" Education' (the Plan) was developed with collaborative efforts across the University community. Thanks to the active participation of staff, students, alumni, parents, employers, supporters and members of the Board of Governors, Council and Committees at various consultation sessions held from March to May 2023, valuable insights and suggestions were received, reviewed and incorporated into the draft Plan. The draft Plan was subsequently supported by the Academic Board and the Senior Management Committee, endorsed by the Council, and finally, approved by the Board of Governors.

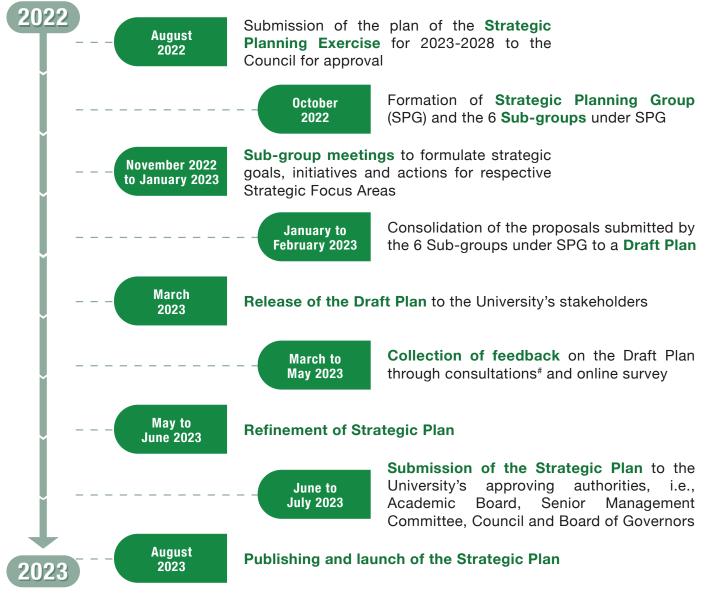
I would like to extend my deepest gratitude to all our stakeholders who have contributed to the formulation of the Plan, which will serve as a roadmap to guide the University towards achieving its aspirations as outlined under the six strategic focus areas in the coming five years.

The Plan encompasses a number of new strategies and novel initiatives that will help us propel towards achieving our vision. As we move towards the implementation stage of the Plan, challenges and new opportunities will arise, and Management will respond to and accommodate these new changes as needed. Ultimately, we look forward to seeing all our goals realised.

The launch of the Plan marks an important chapter of HSUHK. By drawing on our strength in adopting the unique "Liberal + Professional" education model, and with our shared vision and collective efforts, I am confident that HSUHK will scale new heights in the coming years and become the University of Choice for students, staff members, employers and other stakeholders, recognised for its excellence in teaching, learning and research, and for its contribution to serving and advancing not only our society, but the world.

Simon HO Shun Man President

Appendix I: Formulation Process



*A total number of 8 consultation sessions were organised for staff, students, Board of Governors / Council and Committees under Board and Council, alumni, parents and employers.



Appendix II: **Membership of Strategic Planning Group** and Strategic Planning Sub-groups

Strategic Planning Group

Chairman

· Dr the Hon Moses CHENG Mo Chi Vice-Chairman of Board of Governors & Chairman of Council

Members

- · Professor Michael HUI King Man Governor
- Dr Patrick POON Sun Cheong Governor
- Mrs Patricia WONG LAM Sze Wan Governor
- Mr James S. TSIEN Vice-Chairman of Council
- Dr Jacky CHEUNG Wah Keung Member of Council
- Professor NYAW Mee Kau Member of Council
- Professor Simon HO Shun Man President
- Professor HUI Yer Van Provost & Vice-President (Academic & Research)
- Professor Hon S. CHAN Vice-President (Learning and Student Experience) (until 31 January 2023)
- · Professor Jeanne FU Ho Ying Acting Vice-President (Learning and Student Experience) (from 1 February 2023)
- Ms Antonia YEUNG Yu Hung Associate Vice-President (Development and Campus Services)
- Professor CHAN Wai Sum Dean of School of Decision Sciences

Member & Secretary

· Dr Tom FONG Wing Ho Vice-President (Organisational Development)

Under Secretary

· Ms Tammy CHAN Ka Mei Head of Secretariat

Strategic Planning Sub-group 1: Programme Development and Admissions

Co-Conveners

- Professor Michael HUI King Man Governor
- Professor CHAN Wai Sum Dean of School of Decision Sciences

Members

- Professor HUI Yer Van Provost & Vice-President (Academic & Research)
- Dr Fanny CHAN Fong Yee Member of Admissions Committee
- Dr Shelby CHAN Kar Yan Member of Academic Planning and **Development Committee**
- Mr Ted CHUCK Tat Man Senior Programme Manager, Registry
- Professor Scarlet TSO Hung Dean of School of Communication
- Dr WONG Muk Yan Associate Director (Common Core Curriculum) of Centre for Teaching and Learning
- Dr Brossa WONG Yeuk Ha Registrar
- Miss Catherine LAM President of HSUHK Students' Union (until 31 January 2023)

Secretary

· Ms Doris WAN Wai Nga Senior Academic Manager (School of Decision Sciences)

Strategic Planning Sub-group 2: Research, Scholarly Work and **Knowledge Exchange**

Co-Conveners

- Professor NYAW Mee Kau Member of Council
- Professor HUI Yer Van Provost & Vice-President (Academic & Research)

Members

- Professor Bradley R. BARNES Dean of School of Business
- Professor Louis CHENG Tsz Wan Director of Research Institute for Business & Director of Research Centre for ESG
- · Professor CHOY Siu Kai Associate Dean (Research) of School of **Decision Sciences**
- Dr George HO To Sum Associate Director (E-learning) of Centre for Teaching and Learning & Director of Big Data Intelligence Centre
- Dr Fred LUK Koon Yung Senior Lecturer of School of Communication
- · Dr SIU Sai Cheong Associate Professor of School of Translation and Foreign Languages
- Professor TAM Kwok Kan Dean of School of Humanities and Social Science

Secretary

· Ms Ritz HO Lok Yan Assistant to Provost & Vice-President (Academic & Research)

Strategic Planning Sub-group 3: **Learning and Student Experiences**

Co-Conveners

- Dr Jacky CHEUNG Wah Keung Member of Council
- · Professor Hon S. CHAN Vice-President (Learning and Student Experience) (until 31 January 2023)
- · Professor Jeanne FU Ho Ying Acting Vice-President (Learning and Student Experience) (from 1 February 2023)

Members

- Dr HO Tzu Leung Governor
- Mr CHENG Kam Por Member of Council
- Dr Tom FONG Wing Ho Vice-President (Organisational Development)
- · Dr Ben CHENG Ka Ming Director of Centre for Teaching and Learning
- Professor Jeanne FU Ho Ying Head of Honours Academy (until 31 January 2023)
- Dr Paul FUNG Kai Yeung Residential College Master (S H Ho Wellness College)
- Professor Desmond HUI Cheuk Kuen Member of Honours Academy Board
- · Ms Esther LEE Tak Fun Director of Student Affairs
- Dr Jacky LEUNG King Tai Member of Student Affairs Committee
- · Dr Brossa WONG Yeuk Ha Registrar
- · Miss Catherine LAM President of HSUHK Students' Union (until 31 January 2023)

Secretary

 Ms Lancy HO Assistant to Vice-President (Learning and Student Experience)

Strategic Planning Sub-group 4: **Globalisation and Regional Development**

Co-Conveners

- Mr James S. TSIEN Vice-Chairman of Council
- Professor Simon HO Shun Man President

Members

- Dr Eric LI Ka Cheung Governor
- · Mr Dannie CHEUNG Kong Ting Member of Council
- Professor HUI Yer Van Provost & Vice-President (Academic & Research)
- Professor Hon S. CHAN Vice-President (Learning and Student Experience) (until 31 January 2023)
- Professor Jeanne FU Ho Ying Acting Vice-President (Learning and Student Experience) (from 1 February 2023)
- Ms Antonia YEUNG Yu Hung Associate Vice-President (Development and Campus Services)
- Professor Bradley R. BARNES Dean of School of Business
- · Professor Gilbert FONG Chee Fun Dean of School of Translation and Foreign Languages
- Dr Tony KOO Chun Kwong Head of Global Development
- Mr Johnny LEE Ying Cheung Director of Finance
- Mr Terric LEUNG Chun Ming Director of Human Resources

Secretary

 Ms Ellen CHENG Yuk Yi Assistant to President

Strategic Planning Sub-group 5: Stakeholder Engagement and **University Social Responsibility**

Co-Conveners

- Mrs Patricia WONG LAM Sze Wan Governor
- Ms Antonia YEUNG Yu Hung Associate Vice-President (Development and Campus Services)

Members

- Ms Betty LAW Shuk Man Governor
- · Mr Thomas LIANG Cheung Biu Governor
- Mr Benedict SIN Nga Yan Member of Council
- Dr Tom FONG Wing Ho Vice-President (Organisational Development)
- Ms Elisa CHAN Man Wai Director of Advancement and Alumni Affairs
- Dr Eden CHOW Yi Hang Chairman of Alumni Affairs Committee
- Mr FUNG Man Sang Director of Communications and Public Affairs
- Mr Dickv YUEN President of HSUHK Alumni Association
- Miss Kerri CHAN External Vice-President of HSUHK Students' Union

Secretary

 Ms Alison LAM Ying Lim Assistant Manager of President's Office

Strategic Planning Sub-group 6: Resources Management and Institutional Advancement

Co-Conveners

- Dr Patrick POON Sun Cheong Governor
- Dr Tom FONG Wing Ho Vice-President (Organisational Development)

Members

- Mr Martin TAM Tin Fong Governor
- Mr Philip LI Wing Kuen Member of Council
- Ms Elisa CHAN Man Wai Director of Advancement and Alumni Affairs
- Dr Eva HUNG Po Wah Member of Campus Facilities and Management Committee
- Mr Johnny LEE Ying Cheung Director of Finance
- Mr Terric LEUNG Chun Ming Director of Human Resources
- Ir Kelvin LIN Chun Ming Director of Campus Development and Management
- Professor TAM Kwok Kan Dean of School of Humanities and Social Science
- Professor WONG Po Choi Director of Information Technology

Secretary

· Ms Betty TO Ka Yue Manager of Advancement and Alumni Affairs Office



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