

A Centenary VISION

Work-in-progress



*In its first one hundred years, The University of Hong Kong has made major contributions to the development of the region and is now recognised as a leading higher international education institution. To celebrate our centenary and to lay the foundation for the next one hundred years, I have been assembling a **Centenary Vision** for the University's advancement with the Senior Management Team. This, quite rightly, should be considered a work-in-progress, since all such plans must continually evolve, but it represents our present thinking on the way ahead for The University of Hong Kong in the next decade. HKU is undoubtedly a world-class institution of higher learning, but given the unique opportunities presented to us and a clear vision for the future, I have no doubt that it will soon become an even greater university than it is now. I am taking this opportunity of presenting the **Centenary Vision** to you, alumni, friends, colleagues and students, in anticipation of receiving your advice and comments in shaping the future of HKU. Your input is important - **The Centenary Vision is as much YOURS as it is mine.***



Professor Lap-Chee Tsui
Vice-Chancellor



Heads of the world's leading universities and Consuls General celebrated HKU's internationalisation at the recent opening of the Global Lounge, an international centre for students. There are now over 3,000 international students on campus who come from more than 50 countries around the world.

REFLECTIONS ON THE PAST, THOUGHTS ON THE FUTURE

HKU is dear to the hearts of so many. There is little doubt that its contributions to Hong Kong, the Chinese Mainland and the rest of the world through the academic, social, economic and political achievements of its members and alumni during more than 90 years support its position as the “first and foremost” university in the territory. We have developed an international reputation as China’s premier English-speaking university and as an institution which bridges the cultures of East and West. Our history puts us in a unique and enviable position, and provides a foundation upon which we can achieve our future ambitions.

In 2011, we will celebrate HKU’s 100th birthday, and as the second century approaches, we can reflect upon and celebrate our achievements. It is also an opportune time to ask ourselves, “What might the University be like in the future?” and “How can we build on our past successes?”

For several years we have held the vision that a world-class city like Hong Kong deserves a world-class university. We believe that HKU is that university and that it should become one of the world’s elite centres of higher learning. With this in mind, during the last few years following the release of the “*Strategic Plan 2003-2008*”, the Senior Management Team (SMT) has been putting together a **Centenary Vision** that is intended to form the basis for HKU’s future development.

The substance of the **Vision** was first released to a group of alumni leaders in July 2005. Subsequently, a series of management-sharing sessions have been arranged on campus, and will continue until February 2006. We have always regarded our collegial and participatory management style as something dear to HKU and with wider debate, discussion and input from the University Family, we hope that the **Vision** will



HKU has a target of 20% international students in its undergraduate population within a decade.

soon develop into more definite and focussed plans that will carry HKU, already a premier institution in Asia, to even greater heights.

THE CHALLENGE

The growth of the “knowledge society” and the rapid globalisation of the world economy have between them created an increased expectation that universities take a leadership role in a complex internationalised society. In addition, the recent spectacular economic and social development of China has also provided Hong Kong, and hence HKU, with an unsurpassed opportunity to bring together China and the international community. Lastly, the evolution of Hong Kong society itself has posed new challenges to the University. The University of Hong Kong, with its experience, history and international standing is well placed to take up these unprecedented challenges.

In order to achieve success in this endeavour, the SMT and I feel that there are five key areas which should underpin planning for the next ten years. These are:

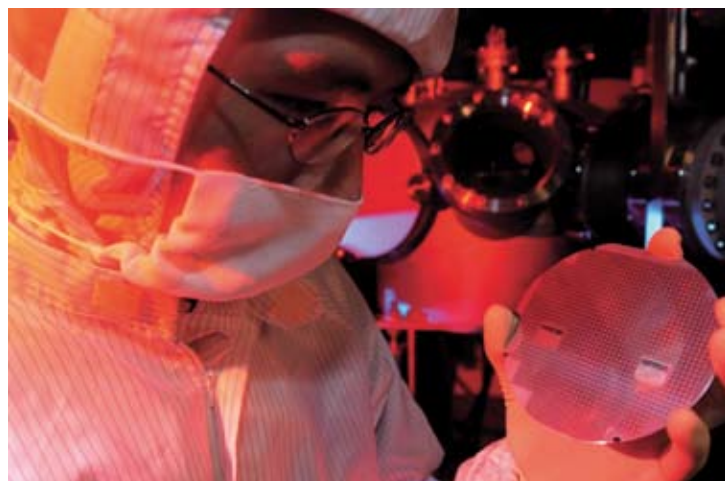
- Strengthening Academic Excellence
- Reforming the Curriculum
- Advancing Internationalisation
- Partnering with Society
- Developing the Centennial Campus

Strengthening Academic Excellence

To realise its ambition to be among the very best universities in the world, HKU must increase its staff-student ratio and further encourage interdisciplinary cooperation and team approaches in its scholarly activities. The aim is to enhance both teaching and research capabilities to provide the best educational experience for our growing student population and to create a globally recognised reputation for academic enquiry.



It has become increasingly clear that HKU needs to focus more closely on research of both international significance **and** local relevance, and integrate its research with the needs of China's economic growth, particularly in the rapidly-developing Pearl River Delta region of which Hong Kong is a part. In this way HKU will be able to play the leading role in academic research in the region that many of our stakeholders expect of us. We therefore intend to focus our efforts in eight selected areas of



strategic interdisciplinary research of particular significance to Hong Kong and China, where we think we can achieve important synergies. Within these eight strategic areas (listed below) we have identified 21 themes, in some of which we have already achieved a global reputation. We will also provide the research environment for new and important niche areas of research to emerge.

- Biotechnology and drug development
- Built and natural environments
- China studies
- Communications
- Computer science and technology
- Human health and development
- Nanoscience and nanotechnology
- Public law and public policy



Opening ceremony of two State Key Laboratories: "Emerging Infectious Diseases" and "Brain and Cognitive Sciences" - each is first of its kind outside the Mainland.

The enhancement of research excellence should be accompanied by an investment in human resources and manpower for research and at the same time the inculcation of an elevated research culture. To accomplish this end, some important targets include the:

- Recruitment of **200** additional professoriate members internationally by 2012
- Increase in the proportion of **full professors** to a minimum of 30% of the academic staff, with funding for at least **50 endowed professorships**
- Increase in **postdoctoral fellowships** (from 100 to 300) and **research postgraduate studentships** (from 1,500 to 3,600) as both a research productive complement and as an investment in the future.

We consider that these targets, if achieved, will not only result in a quantum leap in our research capabilities, but will also reflect positively on the learning experience of our students.

Reforming the Curriculum

We are all aware of the upcoming territory-wide reform of the secondary and postsecondary education structure, commonly referred to as "3-3-4". In 2012, when the first cohort of students who have benefited from the new secondary curriculum enters university, HKU will see an addition of more than 3,000 (35-40%) undergraduate students.

The SMT and I hope that most students will say as they graduate from HKU, "I really got out of the university what I came here for". Therefore, we believe that the new four-year undergraduate curriculum should provide a diversity of learning experiences to enable students to construct knowledge, to develop critical thinking skills and to cultivate social and moral values as responsible citizens. In designing the new curriculum, we have an unprecedented opportunity to consider new pedagogies, new learning methodologies,

and increased flexibility and student choice. We hope that there will be ample room for students to interact with the community and the workplace, to participate in the research experience and to expose themselves to a diversity of cultures, especially through international exchange. We would like to see HKU considered a learning community and not simply a campus of the young.

Advancing Internationalisation

HKU has become one of the most international institutions of higher learning in Asia. We have academic staff and students from more than 50 countries and agreements with many prestigious universities overseas, including a very successful worldwide student exchange programme. It is clear to all of us that there are numerous advantages to be gained in building upon this strong tradition and an important part of our vision is that we consciously pursue our ambitions to:

- Prepare graduates who are internationally knowledgeable and cross-culturally sensitive;



Competition for places at HKU is fierce. More than 4,800 top students from the Mainland scrambled for 250 fee-paying places this year.



The Endowed Professorships Scheme upholds a proud tradition of excellence, with perpetual endowments in support of teaching and research in designated disciplines. It is also an act of community endorsement.

- Enhance our international presence through academic leadership and promotion of Hong Kong as Asia's world city;
- Increase the international undergraduate student population from 600 to 2,500 in the next ten years; and
- Create a more diversified learning environment by attracting the best students locally and from abroad.

Furthermore, and perhaps more profoundly, HKU staff and graduates have a role to play beyond Hong Kong and China in helping the world to understand this part of Asia, and helping Asia understand the rest of the world.

Partnering with Society

I am very proud of the fact that The University of Hong Kong has such a strong commitment to serve the community. Our wish is to see this commitment grow even further as we form the core of a "University District" on Hong Kong Island. However, more important still is the advancement of HKU as the intellectual hub that brings the University Family together in an effort to contribute to the region and the world. We are all very aware of how active our professoriate

is in providing policy and planning advice to the Government and private sectors.

We must ensure that our expertise is sought internationally, not only in the academic world but also from the corporate community, as well as cultural and non-governmental organisations. We need to develop close collaborations and form dynamic partnerships with society as a whole. In this respect, the 80,000-strong HKU alumni body also plays a critical role. Many of our alumni are leaders and pioneers in various sectors of the community both here and overseas, and are in the best position to advise the University in its leadership role in society.

HKU SPACE clearly holds pole position in our efforts to provide opportunities for lifelong learning to the community. With more than 275 award-bearing academic programmes and an enrolment in excess of 105,000, it is one of the leading continuing education providers in the world. Through the coordination of development strategies to enhance the strengths of both the University and HKU SPACE, we will provide a "continuum of education" so crucial for Hong Kong society.

Developing the Centennial Campus

The University of Hong Kong has occupied sites in Western District for almost 100 years. Some of our buildings are recognised architectural treasures. The “University Building” was designed by Alfred Bryer in 1910, and the latest addition to the list of academic structures is the new medical complex on Sassoon Road. The campuses have grown to keep pace with academic requirements with notable phases of development in the 1970s and 1990s. To accomplish our **Centenary Vision**, the University obviously has to further develop its physical estate. Under the Centennial Campus Development Plan we will revitalise the main campus as well as build new state-of-the-art facilities in an extension to the west. We visualise that the proposed “Centennial Campus” will offer Hong Kong and the University the possibility of:

- A green oasis in Western District, including plenty of trees, with public access, open spaces and, most importantly, more lifelong learning opportunities and facilities for community interaction in a new “university district”;
- Improved access by public transport, via a new MTR station on the West Island Line;
- A 21st century campus with a learning commons, university plaza, lecture theatres, study rooms and state-of-the-art facilities, providing a new academic environment; and
- A strategic location with well-designed academic buildings, that will enhance the integration of the whole University, and provide improved student access.

Master planning concepts and design models are being developed for the Centennial Campus and should be available in early 2006. We hope that these will inspire the University Family and help us raise supporting funds from the Government



The University will develop its physical campus westward with a 30% increase in size.

and private sources. We anticipate that, subject to consultation with stakeholders and funding support, construction work should start between end 2006 and early 2007.

OUR ASPIRATION

I believe that The University of Hong Kong has a truly enviable past. Our responsibility is to give it an even greater future, one that the people of Hong Kong will further celebrate with pride in the next 100 years. The University was established in the early 20th century as an institution *in Hong Kong for China*. It has become one of the foremost universities *in China* and, with vision, we can make it a leading university *in the world*. Our vision is entirely realistic given the rise of Asia on the global scene, as long as we plan pragmatically and seize the opportunities afforded us. ■

Views and Vision

The **Centenary Vision** is a work-in-progress. It aims to provide Hong Kong, a “world-class city”, with a “world-class university”. Everyone in the HKU Family, and indeed in the Hong Kong community, is invited to help us perfect it.

Mr Poon Kai-tik 潘啓迪 (BA 1975):

“If Hong Kong continues to be the world city of Asia, then HKU should also be the world university of Asia.”

Mr Albert Lai 黎廣德 (BScEng 1980, MSocSc 1984):

“Whilst it is a noble aim to turn HKU into a GREAT university, this leads to one big question: How can this mission be made RELEVANT to Hong Kong, China and its neighbours? In particular, how can we demonstrate our commitment to the community in searching for solutions to the many challenges we face?”

“All in all, can HKU strive to be GREAT and RELEVANT at the same time?”

Mr Chong Chan-yau 莊陳有 (BA 1981):

“HKU should position itself among top

academic institutions which demonstrate the ability to contribute to finding solutions for the pressing issues facing humanity, namely global poverty, natural resources management, sustainable development, peace and conflict. We have Harvard, LSE, Columbia and many others all engaging in conversation on headline issues. HKU’s aspiration is to be a world-class university, not world-class technical institute.”



At a Convocation forum

Starting Spring 2006, together with the alumni leaders, the University will launch a series of forums over the next six months as a basis for wider consultation.

Play a part in shaping the future of HKU. Share your views and suggestions: vision@hku.hk

Email to: vision@hku.hk or Fax to: 2517 6351

My View/Suggestion: _____

Please include me in your mailing list for :

Forums/Seminars Exhibition News update

My email address: _____

My correspondence address: _____

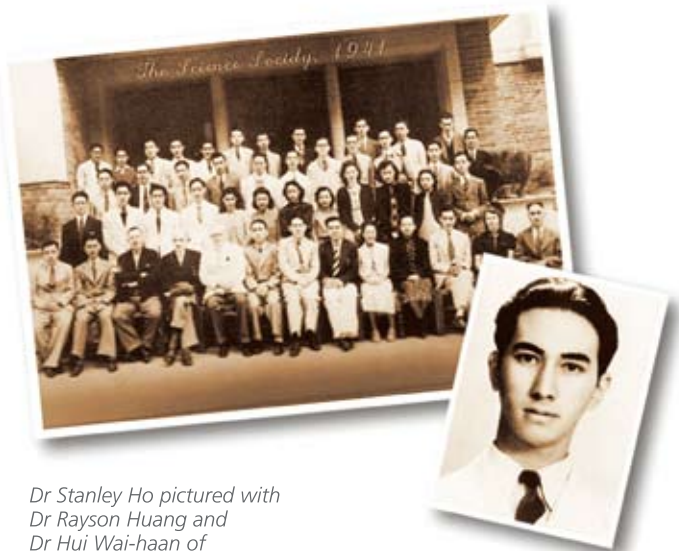
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One Heart, One Family

Stanley Ho Alumni Challenge

The recent Government Matching Grant Schemes have changed the philanthropic culture of Hong Kong. To sustain the momentum of Giving, the Vice-Chancellor has been actively seeking different sources of matching funds.

On November 11, 2005, Dr Stanley Ho announced a pledge of \$500 million to his *alma mater* to inspire alumni and students to support the University. Under the “**Stanley Ho Alumni Challenge**” scheme, every dollar donated by the alumni will be matched dollar for dollar up to \$100 million a year for the next five years. This means that if an alumnus donates \$100 to a department at the University, the department will receive a total of \$200.



Dr Stanley Ho pictured with Dr Rayson Huang and Dr Hui Wai-haan of The Science Society, 1941

Stanley Ho as student, 1940

“I want to join my fellow alumni in developing a spirit of giving. I hope that, come the Centenary in the year 2011, we will come up with a birthday gift of at least \$1 billion for our Alma Mater.”

*Dr Stanley Ho
Science student 1939-1941, HonDSocSc 1987*

Making TWICE the Difference

The Vice-Chancellor was delighted by this philanthropic challenge and dubbed it “one of the most exciting opportunities ever presented to our University.”

“There is something appealing about doubling the impact of your gift and I hope this challenge will capture the imagination of our alumni,” he added.

This exceptional gift is the toughest challenge ever to be put to our alumni. To achieve the maximum match of \$500 million, we need 50,000 alumni to each donate \$10,000. Alternatively, it means 50,000 alumni each giving \$2,000 a year for five consecutive years.



Some of HKU's newest graduates take up the spirit of early giving by setting up graduating class funds. The participation rate of the class of 2003 and 2004 was 5% and 20% respectively.



"One Heart, One Family" - alumni representatives of various classes came forth to pledge their support at the launch of the Challenge.



Starting with the Class of 1971, the Silver Jubilee Class Celebrations have established a remarkable Alumni Giving tradition.

Calling on All Alumni

Compared with our counterparts in the US, the tradition of alumni giving in Asia is still young. At HKU we already benefit from the generous support of many alumni, including the Silver Jubilee Class Reunions and the recent graduating classes. But to meet this Challenge we need the involvement of all alumni.

The Government's recurrent grant for HKU is over \$2 billion per year. The University cannot rely solely on government funding if it wants to excel. We need support from the University Family, our alumni, staff, students and the community. Let us join hands to attain our shared goals! 🟩

www.hku.hk/alumnichallenge