



Unlocking the future: Strategic Plan to enhance competitiveness

Our positioning

The Plan states that PolyU aspires to be the leading university in the region that is dedicated to excellence in education and scholarship in a professional context by the year 2007.

In the HKSAR, we will build our leadership in four Strategic Focus Areas based on existing strengths. These four areas are: Health Enhancement; Product Design, Development and Marketing; Professional and Executive Development on the Chinese mainland; and Urban Sustainable Development.

We will have multi-disciplinary research centres and feature a large number of multi-skills, multi-disciplinary programmes such as those in transport, management and environment. We will position ourselves to be a leader for part-time undergraduate and postgraduate studies. We will be the most enterprising university reputed for enterprise-university partnership and collaboration as well as scholarship in application and integration.

In the region, we will position ourselves to be the leader and the preferred partner in education and research in at least four disciplines or professions. We will be a key player in research, development, transfer and commercialisation of knowledge and technology in the region; while playing a major role in supporting mainland institutions in the R&D of technology and innovative products for the global market.

To realise our vision and positioning, the University will take a series of actions to achieve the strategic objectives in the Plan, as summarised in the table which follows.

PolyU got off to a good start in the 21st Century with the recent unveiling of its second Strategic Plan. Entitled “Creating a Competitive Edge for our Students and the Community”, the Plan sets the direction for the University’s development in the two triennia from 1 July 2001 to 30 June 2007.

The document is the fruit of an extensive planning exercise led by the Senior Management and co-ordinated by the Strategic Planning Committee. Chaired by the Deputy President Mr Alexander Tzang, the Committee has membership comprising the President, the Vice Presidents, Faculty Deans and members from both academic and non-academic departments. The Plan draws on inputs from a large number of staff members, students, alumni, as well as the University Council and Court.

PolyU first initiated its long-term strategic planning exercise in 1994. This gave birth to the first Strategic Plan “Vision 2001”, covering the two triennia from 1995/96 to 2000/01. The new Strategic Plan, endorsed by the Council in March, will be revisited and further revised if necessary to cater for changes arising.

Strategic Objective

1. To enhance the all-round development of students, particularly in the areas of global outlook, critical and creative thinking, social and national responsibility, cultural appreciation, life-long learning, biliteracy and trilingualism, entrepreneurship and leadership.

Action

- Academic departments and relevant centres to strengthen curricula, teaching and assessment methods. Each programme must contain elements that would enhance students’ all-round development.
- Establish an intensive training programme to enhance the leadership skills of students to boost their employability.
- Provide opportunities to a substantial portion of our full-time students for at least one learning experience on the Chinese mainland during their period of study at PolyU.
- Implement regular student exchange programmes.
- Expand ‘Preferred Graduate’ Development Programme to provide more students with workplace learning experience locally, on the mainland and in overseas countries.

Strategic Objective

2. To substantially enhance our academic strength and raise the profile of research and postgraduate studies.

3. To align programmes and research with the needs of the HKSAR, the Chinese mainland and the Southeast Asian region; emphasise applied research and development that could elevate the quality of life and create wealth; and further strengthen our partnership with industry and selected institutions.

4. To develop management excellence; and to strengthen a sense of belonging, quality culture, innovation and creativity, commitment to strive for excellence, and forward-looking mentality in the entire PolyU community.

5. To expand our student base and to become the leading provider of professional continuing education programmes in a professional context in the HKSAR.

6. To enhance image building, marketing, alumni development, and development of external funding sources.

7. To promote the internationalisation of the PolyU.

Action

- Phase out non-core programmes with low student and market demand and weak departments of insignificant or no strategic value.
- Enhance integration and collaboration across departments and faculties through multi-disciplinary programmes. Each faculty should have at least one double degree programme by the end of 2003/04.
- Actively support the development of University Strategic Focus Areas and Areas of Strategic Development based on existing strength and market demand by recruiting and developing world-class scholars.
- Build 'China Business' to become a specialism of regional or world prominence.
- Further enhance the quality and quantity of research outputs, including high-level consultancy, patentable research output, innovative technology and products of high value-addedness.
- Significantly increase both the number of taught postgraduate students, mainly through self-financed programmes, as well as the number of research degree students.

- Develop 10 corporate partnerships with business and industry in R&D and management/executive development under the framework of the Institute for Enterprise (IÆ), through strategic partnerships with business and universities in the HKSAR and on the mainland.
- Expand Teaching Company Scheme and assure our leadership in this activity.
- Encourage initiation of innovative ideas at all levels. Facilitate the establishment of spin-off companies through the IÆ and the Entrepreneurship Support Programme. Implement the Innovation and Technology Incubation Programme.

- Facilitate the adaptability and operational competence of middle and senior management through training and on-the-job development.
- Recognise and reward outstanding achievements, contributions and innovative initiatives. Identify and publicize models.
- Further inculcate a service culture and commitment to reduce bureaucracy in non-academic departments. Re-engineer selected departments and units.

- Establish more PolyU Outposts on the Chinese mainland.
- Increase self-financed part-time PolyU programmes leading to awards. Aggressively develop the School of Professional Education and Executive Development (SPEED) and IÆ and develop franchised programmes of high market demand.
- Actively develop The Hong Kong CyberU in partnership with Pacific Century CyberWorks.

- Aggressively develop IÆ activities in consultancy, commercialisation of innovative technology and products, and contract research.
- Strengthen marketing strategy by motivating all staff and students to promote a strong and positive image of PolyU.
- Build stronger links with alumni.
- Solicit more research funding from external sources and develop funding sources outside Hong Kong.

- Promote recruitment of non-local students at undergraduate level. Offer a number of scholarships to cover full or partial (half) financial support. ❖

Building named after *Dr Stanley Ho*



Dr Ho presents a donation cheque to Sir Gordon (left) and President Prof. Poon (right).



Dr Ho and Mrs Ho perform the unveiling as Prof. Poon looks on.

The University has recently named a wing of its teaching block after Dr Stanley Ho in recognition of his generous donation of \$15 million to support its future development.

At a ceremony held on campus, Dr Stanley Ho, Group Executive Chairman of Shun Tak Holdings Limited and Founding Member of the PolyU Court, presented a donation cheque of \$15 million to Dr Sir Gordon Wu, University Council Chairman, and President Prof. Poon Chung-kwong.

Speaking at the ceremony, Sir Gordon said the University was both grateful and honoured to receive such generous benefaction from Dr Ho. He said, "PolyU needs the support of community leaders like Dr Ho to help realise its series of plans for the 21st century."

In his speech, Dr Ho commented, ***"Education affects not only the personal development of an individual, but also the development of the community as a whole, including its economy, culture and social atmosphere. Upon the return of Hong Kong to China, under the principle of 'Hong Kong people governing Hong Kong', the cultivation of local talents is of paramount importance."***



Members of the Ho family and guests pictured on the ceremonial occasion.

"With my firm belief in the importance of knowledge and in the noble mission of education, I hope that I can play a part in contributing towards Hong Kong's education. I expect Hong Kong's graduates to be lifelong learners, able to equip themselves with a host of tasks and skills, and contribute to the prosperity and stability of Hong Kong," Dr Ho also said.

According to Prof. Poon, Dr Ho's generous donation will provide a strong boost to the long-term development of the University, including the provision of all-round education to students, further advancement of continuing education, and development of professional services to business and industry. PolyU will continue to implement its Strategic Plan, aiming to become a 'preferred university', offering 'preferred programmes' and nurturing 'preferred graduates'.

"We earnestly need the input and support from the community, business and industrial organisations in many of our endeavours. These include our programme planning, collaborative research, upgrading of student facilities and services. This is also a mutually beneficial relationship – the graduates and research results produced by PolyU will in return make substantial contribution to the community, and help increase Hong Kong's competitiveness in the international arena," said Prof. Poon.

PolyU has in recent years devoted much effort to improve the University's learning and research environment. After the completion of the Jockey Club Auditorium for promoting cultural activities last year, the new student hostel will be completed by early 2002. ❖

New members of University Council and Court



Mr Gilbert Lau Wai-kwong



Mr Joseph Lo



Mr James Lu Shien-hwai



Mrs Katherine Ngan Ng Yu-ying



Dr Kenneth Wang Kuk-kei



The Hon. Henry Wu King-cheong

Mr Lawrence Lam Yin-ming, who has served on Council since April 1993, has been appointed Deputy Chairman of Council for a term from 1 April 2001 to 31 March 2002.

The University welcomes the following new Council members:

- **Mr Gilbert Lau Wai-kwong** (劉偉光), *Managing Director, Oriental Logistics Co. Ltd* from 1 April 2001 to 31 March 2002.
- **Mr Joseph Lo** (勞建青), *Partner, Deloitte Touche Tohmatsu, Certified Public Accountants* from 1 April 2001 to 31 March 2003.
- **Mr James Lu Shien-hwai** (呂尚懷), *Executive Director, Hong Kong Hotels Association* from 1 January 2001 to 31 March 2003.
- **Mrs Katherine Ngan Ng Yu-ying** (顏吳餘英), *Executive Director, May Cheong Toy Products Fty Ltd* from 1 April 2001 to 31 March 2002.
- **Dr Kenneth Wang Kuk-kei** (王克繼), *Managing Director, Sterling Products Ltd* from 1 January 2001 to 31 March 2003.
- **The Hon. Henry Wu King-cheong** (胡經昌), *Executive Director, Lee Cheong Gold Dealers Ltd* from 21 April 2001 to 31 March 2004
- **Dr Susie Lum** (林崇綴), *Senior Executive Manager (Nursing), Hospital Authority* from 1 April 2001 to 31 March 2003.



Dr Susie Lum

Mr Tung Chee-chen has been re-appointed as Court Chairman for a further term up to 31 December 2002.

The University welcomes the following new Court members:

- **Ms Katherine Hung Siu-lin** (洪小蓮), *Director, Li Ka Shing Foundation* from 23 March 2001 to 31 December 2002.
- **Mr Peter Wang** (汪建中), *Chairman and CEO, Tristate Holdings Ltd* from 23 March 2001 to 31 December 2002.
- **Dr Allan Wong Chi-yun** (黃子欣), *Chairman, VTech Holdings Ltd* from 23 March 2001 to 31 December 2002.
- **Dr Charles Yeung** (楊釗), *Chairman, The Glorious Sun Holdings Ltd* from 23 March 2001 to 31 December 2002.



Ms Katherine Hung Siu-lin



Dr Allan WONG Chi-yun



Mr Peter Wang



Dr Charles Yeung