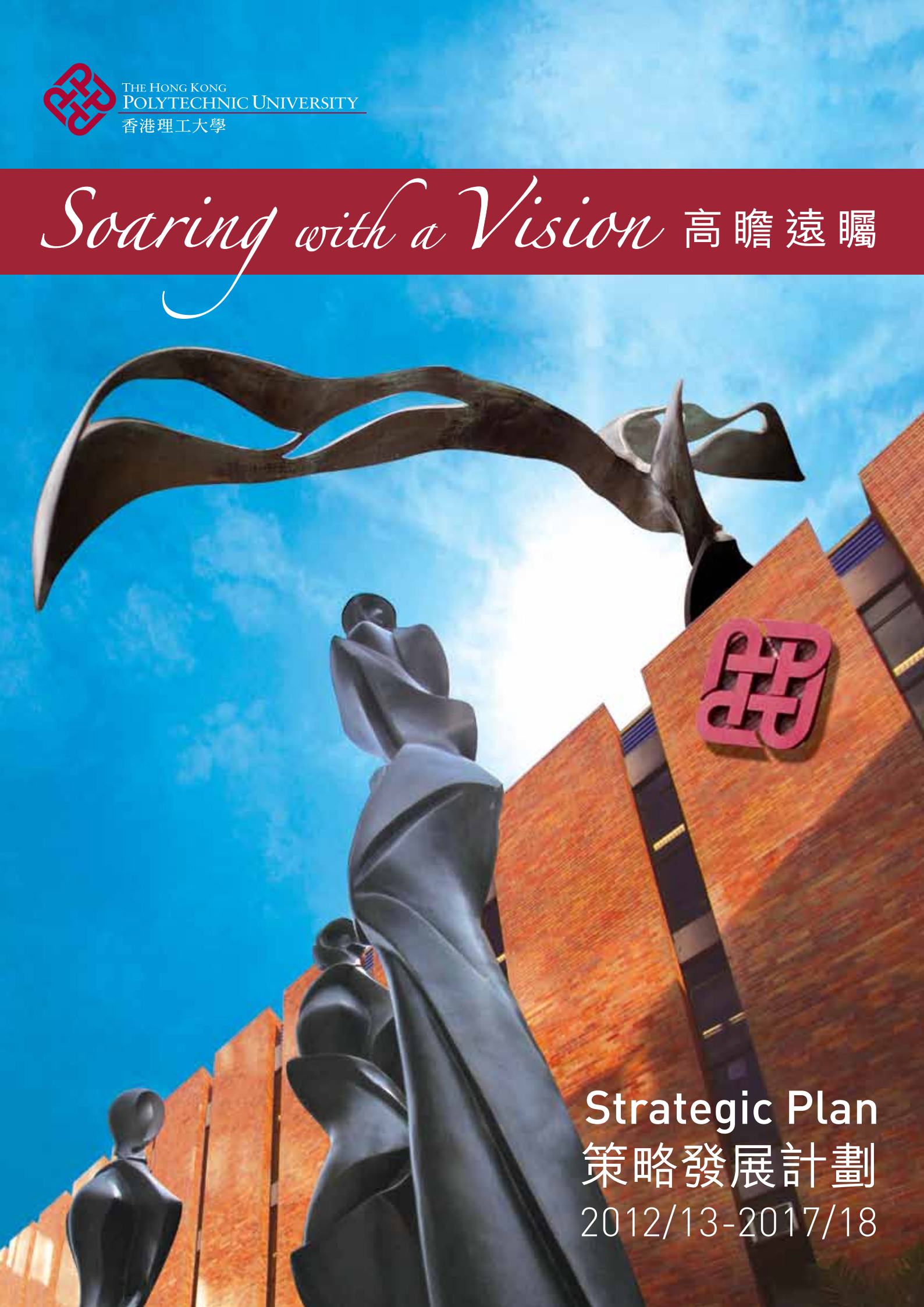
THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學

Soaring with a Vision 高瞻遠矚



Strategic Plan
策略發展計劃
2012/13-2017/18

THE HONG KONG
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The cover design comprises a collage of two landmark campus sculptures, which were created and donated to PolyU by renowned artist Prof. Norman Ko Wah-man. Entitled "Soaring"[1] and "Vision"[2], they embody his wish for PolyU to continually aspire to and attain new heights through inspirational foresight, echoing the theme of this Strategic Plan—Soaring with a Vision.

封面設計拼合了校內兩座由著名藝術家高華文教授捐贈予理大的雕塑作品。它們分別名為「翱翔」[1]及「遠瞻」[2]，代表高教授對理大的祝願，希望理大懷著遠大願景繼續展翅翱翔，攀上高峰，正好配合此策略發展計劃的主題——高瞻遠矚。

1

2

Our Motto **校訓**

To learn and
to apply,
for the benefit
of mankind.

開物成務
勵學利民

PolyU Logo **理大校徽**

The University logo is developed from the well-established emblem designed in the early 1970s for the then Hong Kong Polytechnic. The round shapes at each corner intertwine to symbolize "P" for Polytechnic and "U" for University. The image of "T" that stands for technical excellence in the past logo is retained, and the open perimeter represents increased interaction between the University and the world.

理大校徽以七十年代初香港理工學院的校徽設計為藍本。校徽的圓角代表理工英文拼寫的"P"及大學英文拼寫的"U"，而前校徽內的字母"T"代表卓越科技，亦予以保留；而周邊開口的設計則代表大學與世界作更緊密的聯繫。

Our Vision

Be a leading university that excels in professional education, applied research and partnership for the betterment of Hong Kong, the nation and the world.

願景

成為一所在專業教育、應用研究及夥伴協作方面表現卓越的大學，為香港、國家及世界作出貢獻。

Our Mission

- To nurture graduates who are critical thinkers, effective communicators, innovative problem solvers, lifelong learners and ethical leaders.
- To advance knowledge and the frontiers of technology to meet the changing needs of society.
- To support a University community in which all members can excel through education and scholarship.

使命

- **培育敏於思辨、善於溝通、富於創見、精於解難、樂於學習、立於仁德的領導人才。**
- **推動知識創新，拓展科技前沿，以回應不斷變化的社會需求。**
- **營造優良的大學環境，讓員生透過教育及學術追求卓越。**

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Foreword
前言

Message from the Council Chairman
校董會主席的話

2012 is a special year for PolyU and the local higher education sector as it marks both the 75th anniversary of the University and the implementation of the four-year undergraduate curriculum in Hong Kong. On the one hand, we take pride in celebrating the solid foundation laid by our predecessors while, on the other hand, we are well aware of the challenges and opportunities ahead.

"Direction determines destination." I strongly believe that it is only with the right direction that one can head towards the target destination. In this regard, I am pleased to note that PolyU has formulated its new Strategic Plan to guide it through the coming two triennia.

As a result of rounds of meetings of the Strategic Planning Task Force and the seven Working Groups, together with extensive consultation with different stakeholders, the Strategic Plan represents the University's collective wisdom and joint efforts in devising the key goals and approaches for its further development.

I believe that the University's ultimate goal is well reflected by the theme "Soaring with a Vision". I sincerely hope that PolyU will continue to enjoy strong support from various sectors of the community. With shared vision and commitment to the implementation plan, PolyU will soar to new heights in nurturing talents for society and in advancing the frontiers of knowledge for the betterment of Hong Kong, our nation and the world. Undoubtedly, the management team, fully supported by the Council, is committed to working with staff members, students and other stakeholders to deliver such vision, further living up to the University's motto "To learn and to apply, for the benefit of mankind".

I would like to take this opportunity to thank everyone who has helped develop this Strategic Plan.

Marjorie Yang, *JP*
Chairman of Council

September 2012

二零一二年對理大及香港高等教育界來說，都是特別的一年，因為它標誌著理大建校七十五周年及香港的大學推行四年制本科課程。我們一方面為前人奠下的堅實基礎感到自豪，另一方面亦深知前路充滿挑戰。

「方向決定目標」，我深信只有朝著正確的方向，才能到達目的地。因此，我喜見理大制訂新的策略發展計劃，指引大學今後兩個三年期的工作。

此計劃經過策略發展計劃專責小組及其下七個工作小組多輪會議討論，並廣泛徵詢不同持份者然後制訂，它代表理大同寅集思廣益、齊心協力，為大學進一步發展訂定目標及方向。

此計劃的主題是「高瞻遠矚」，從中可反映大學最終希望達致的目標。我衷心希望理大繼續獲得社會各界的大力支持。憑著共同的願景及推行計劃的決心，理大定能再上層樓，為社會培育人才，推動知識創新，為香港、國家及世界作出貢獻。我深信，在校董會的全力支持下，理大管理團隊將與教職員、學生及其他持份者一起致力實踐願景，進一步發揮校訓「開物成務 勵學利民」的精神。

藉此機會，謹向所有協助制訂策略發展計劃的人士致以衷心的謝意。

校董會主席
楊敏德, *JP*

二零一二年九月

Message from the President
校長的話

The PolyU's long-term strategic planning exercise, which aims at paving the way for the further advancement of the University, was initiated in 1994. Following the three Strategic Plans covering the periods 1995/96 to 2000/01, 2001/02 to 2007/08, 2008/09 to 2011/12, I am pleased to present to you the latest edition of PolyU's Strategic Plan which will guide our development in the coming two triennia — 2012/13 to 2017/18.

In the years ahead, we face the challenges brought about by the implementation of the four-year university curriculum, the ongoing development of a knowledge-based economy, increasing globalization, and the closer integration of Hong Kong and the Chinese mainland. To chart the course for the University in this critical phase of its institutional advancement, I am pleased to note that the Strategic Planning Task Force has brought together different Working Groups and formulated this Plan based on inputs provided by our staff, student and alumni bodies, Council and Court members as well as various advisory committees.

This Strategic Plan reiterates the importance of the University's two primary core functions — Learning and Teaching, and Research, which are supported by the five strategic areas, namely, Knowledge Transfer, Entrepreneurship and Service to Community; Internationalization, Branding and Marketing; Engaging the Nation; Campus Development; and Recruitment and Retention.

These core functions and strategic areas all point towards the same goals, which are shared by all members of the PolyU family — to enhance the holistic development of students who can serve well our community, our nation and the world, and to advance innovative research which can bring benefits to mankind.

I call on the continued support from our colleagues, students and alumni, friends and partners, which is vitally important for PolyU to achieve its goals and forge ahead in the coming years. I also take this opportunity to thank all those involved in the planning process, especially members of the Strategic Planning Task Force and the seven Working Groups, for their inputs.

Timothy W. Tong, *Ph.D.*
President

September 2012

理大一九九四年開始進行長遠的策略發展工作，旨在為大學的進一步發展訂定綱領。繼之前三個分別涵蓋一九九五/九六至二零零零/零一、二零零一/零二至二零零七/零八及二零零八/零九至二零一一/一二的策略發展計劃後，我很高興向大家介紹理大最新的策略發展計劃，它將為本校未來兩個三年期，即二零一二/一三至二零一七/一八的發展提供指引。

未來幾年，四年制大學課程的推行、知識經濟的持續發展、全球化的擴張，以及香港與中國內地更緊密的融合，將為理大帶來種種挑戰。在這個重要時刻，我喜見策略發展計劃專責小組聯同不同的工作小組，根據教職員、學生、校友、校董會、大學顧問委員會，以及多個顧問委員會的意見，為大學的長遠發展制訂路向。

策略發展計劃强化大學兩項核心功能——學與教、研究——的重要性，這兩項核心功能由五個策略範疇提供支援，即知識轉移、企業精神及服務社會；國際化、品牌建立；參與國家發展；校園發展；以及延攬人才。

這些核心功能及策略範疇旨在達致相同的、亦是理大全體同寅共同奮鬥的目標——促進學生的全人發展，使他們更好地服務社會、國家及世界；並推動創新研究，造福人類。

我呼籲各位同事、同學及校友，各界友好及夥伴繼續支持理大，這對我們實現目標及向前邁進非常重要。我亦要藉此機會感謝所有參與制訂計劃的人士，尤其感謝策略發展計劃專責小組及七個工作小組提供寶貴的意見。

校長
唐偉章, *Ph.D.*

二零一二年九月

Message from the Chairman of the Strategic Planning Task Force
策略發展計劃專責小組主席的話

The University has recently reshaped its vision and mission to better reflect our institutional aspirations. The Strategic Plan is a document designed to guide us through the next two triennia in the realization of our revised vision and mission. It defines the institutional priorities for the coming six years, and articulates these in terms of strategic goals. In recognition of the University's core functions of learning, teaching and research, the strategic goals for each of these are presented first. The strategic goals for the remaining five areas are then presented in support of those core functions.

The involvement of various sectors of the University community in the formulation of the Strategic Plan has been vital. We have engaged as many stakeholders as practicable at different stages of the planning process through various channels including, in particular, the internet and open forums. The wide spectrum of stakeholders consulted includes staff, students, alumni, advisory committees, as well as Council and Court members.

In formulating the Plan, we acknowledge the University's 75-year heritage through the four stages of development. While our heritage and close ties with the community form a strong foundation for the University's next stage of development, our close links and strong partnerships with various sectors of the community will continue to be the platforms for the realization of our strategic goals.

I would like to take this opportunity to offer my sincere gratitude to all those who were involved in and contributed to the various stages of the formulation of this Strategic Plan. To translate the Plan into reality will however require continued commitment from the entire University community.

Let us move forward together.

Philip C.H. Chan
Deputy President and Provost
Chairman of Strategic Planning Task Force

September 2012

理大最近修訂了願景及使命，以便更清晰地反映大學的抱負。此策略發展計劃旨在為大學未來兩個三年期提供指引，實踐我們新的願景和使命。計劃確定本校未來六年須重點發展的範疇，並為每個範疇訂立策略目標。理大的核心功能是學與教及研究，因此計劃分別闡述其策略目標，然後列出支援核心功能的其他五大範疇的策略目標。

要制訂策略發展計劃，大學各方群策群力，積極參與至為重要。我們在各個籌劃階段，均在可行範圍透過各種途徑邀請持份者表達意見，包括互聯網及公開論壇。我們諮詢的對象廣泛，包括教職員、學生、校友、顧問委員會，以及校董會與大學顧問委員會的成員。

在制訂計劃時，我們時刻緊記理大過去四個發展階段七十五年的優良傳統。理大的傳承及與社會的緊密聯繫，為未來的發展奠下了堅實的基礎，而我們與社會各界緊密的連繫及合作夥伴關係，則繼續成為本校實踐各個策略目標的台階。

我要衷心感謝不同階段參與制訂此策略發展計劃的人士。將計劃付諸實行，更有賴全體同寅一起的努力。

就讓我們並肩攜手，向前邁進！

常務及學務副校長
策略發展計劃專責小組主席
陳正豪

二零一二年九月

PolyU — History and Development
香港理工大學 — 歷史與發展

The year 2012 marks the 75th anniversary of The Hong Kong Polytechnic University. Reflecting on its development at this important milestone, the PolyU family takes pride in noting that we have become an internationally known university which emphasizes education and research with strong application value and social relevance, reflecting and realizing our motto "To learn and to apply, for the benefit of mankind."

香港理工大學於二零一二年慶祝建校七十五周年。在這個重要的里程回顧院校的發展，我們深感自豪，理大已成為一所以應用教育與研究享譽國際的大學，充分體現校訓「開物成務　勵學利民」的精神。

Our uniqueness — strong linkage with the community

Over the years, PolyU has been highly commended for its commitment to nurturing professionals and leaders for society, engaging in research that has impact and practical value, and fostering partnerships with academia, government, business and industry. PolyU has undoubtedly played an important role in the different stages of social and economic development of our community, helping to propel progress in Hong Kong, the Chinese mainland and the world.

我們的獨特性 — 與社會息息相關

多年來，理大致力為社會培育專業和領導人才、從事具影響力和實用價值的研究，以及與學術界、政府和工商界建立夥伴關係，一直備受讚揚。無疑，理大在社會及經濟發展的不同階段中，扮演著重要的角色，有助推動香港，中國內地和世界的進步。

Our history — answering to the call of the times

Always ready to meet the changing needs of the times, our institution's progress over the last seven decades has also reflected the social and economic changes in the Hong Kong community.

The development of local technical education can be traced back to 1937, when the **Government Trade School** was opened in Wood Road, Wanchai. It was the first publicly-funded, post-secondary technical institution in Hong Kong, and was the forefather of PolyU. Initially there were about 70 full-time students enrolled in classes run by three departments, offering courses that included marine wireless operating, mechanical engineering and building construction.

The provision of technical education continued in a small scale during World War II. After the War, the Government Trade School was renamed **Hong Kong Technical College** in 1947. With the inflow of immigrants, entrepreneurs and capital from the Chinese mainland in the 1950s, Hong Kong experienced a population explosion and accelerating industrialization. This led to a great demand for trained technicians and professionals. Against this background, the College moved to its new premises in Hung Hom in 1957, signifying a new chapter in the provision of industrial education in Hong Kong.

我們的歷史 — 回應時代的需要

理大一直積極回應時代不斷變化的需求，過去七十多年，本校的發展也反映了本港社會和經濟的轉變。

本港工業教育的發展可追溯到一九三七年，當時**香港官立高級工業學院**成立，校舍位於灣仔活道。它是香港第一所由政府資助、提供專上程度工科教育的院校，也是理大的起源。學院有三個學系，開辦的課程包括航海無線電操作、機械工程及建築工程等，取錄約七十名全日制學生。

第二次世界大戰期間，本港的工業教育以一個較小的規模繼續進行。戰後，香港官立高級工業學院於一九四七年易名為**香港工業專門學院**。及至五十年代，隨著內地移民、企業家及資金的流入，香港的人口急劇膨脹，而工業亦迅速發展。因此，社會對技術人員和專業人士的需求大增。在這背景下，學院於一九五七年遷往紅磡新校舍，為香港的工業教育展開新一頁。

In 1965, Dr the Honourable Chung Sze-yuen addressed the Legislative Council suggesting that the Government should consider setting up a "polytechnic-type institution". He also worked closely with Dr the Honourable Tang Ping-yuan on the Polytechnic Planning Committee. Eventually, the **Hong Kong Polytechnic** was formally established in 1972, with the mandate to provide application-oriented education to meet the community's need for professional manpower.

There were about 1,600 full-time and 10,000 part-time students enrolled in classes run by eight teaching departments in the first academic year. The range of courses in the early years covered engineering, commerce and management, mathematics and science, nautical studies and textiles.

In 1994, the institution, assuming full university status after gaining approval from the University and Polytechnic Grants Committee for self-accreditation of degree programmes, changed its name to "**The Hong Kong Polytechnic University**".

一九六五年，鍾士元博士在立法局致詞時表示，政府應考慮成立理工學院類型的院校。他亦與唐炳源博士緊密合作，一同參與理工學院籌備委員會的事務。其後，**香港理工學院**於一九七二年正式成立，秉承開辦應用教育的使命，回應社會對專業人才的需求。

當時學院有八個學系，首學年取錄約一千六百名全日制及一萬名兼讀制學生。早期課程包括工程、商管、數理、航海及紡織。

一九九四年，學院獲大學及理工教育資助委員會頒授自我評審資格，正式取得大學地位，並正名為**香港理工大學**。

Faculties and Schools 院系架構

Faculty of Applied Science and Textiles 應用科學及紡織學院
Department of Applied Biology and Chemical Technology
應用生物及化學科技學系
Department of Applied Mathematics 應用數學系
Department of Applied Physics 應用物理學系
Institute of Textiles and Clothing 紡織及製衣學系

Faculty of Business 工商管理學院
School of Accounting and Finance 會計及金融學院
Department of Logistics and Maritime Studies 物流及航運學系
Department of Management and Marketing 管理及市場學系

Faculty of Construction and Environment 建設及環境學院
Department of Building and Real Estate 建築及房地產學系
Department of Building Services Engineering 屋宇設備工程學系
Department of Civil and Environmental Engineering 土木及環境工程學系
Department of Land Surveying and Geo-Informatics
土地測量及地理資訊學系

Faculty of Engineering 工程學院
Department of Computing 電子計算學系
Department of Electrical Engineering 電機工程學系
Department of Electronic and Information Engineering
電子及資訊工程學系
Department of Industrial and Systems Engineering
工業及系統工程學系
Department of Mechanical Engineering 機械工程學系
Interdisciplinary Division of Biomedical Engineering
生物醫學工程跨領域學部

Faculty of Health and Social Sciences 醫療及社會科學院
Department of Applied Social Sciences 應用社會科學系
Department of Health Technology and Informatics
醫療科技及資訊學系
Department of Rehabilitation Sciences 康復治療科學系
School of Nursing 護理學院
School of Optometry 眼科視光學院

Faculty of Humanities 人文學院
Department of Chinese and Bilingual Studies 中文及雙語學系
Department of Chinese Culture 中國文化學系
Department of English 英文系
English Language Centre 英語教學中心
General Education Centre 通識教育中心

School of Design 設計學院

School of Hotel and Tourism Management
酒店及旅遊業管理學院

PolyU today — innovation and application for the future

It has only been 18 years since the institution was granted full university status, and members of PolyU take pride in the remarkable progress it has achieved as a young university.

Today, PolyU comprises a family of 3,500 staff members, 30,000 students, and 310,000 graduates. There are 27 academic departments and units grouped under six faculties and two schools, offering a total of more than 180 programmes ranging from research and taught postgraduate to undergraduate and sub-degree levels, including a number of programmes that are unique in Hong Kong.

The University strives to nurture professionals and society leaders for the knowledge-based global economy. Our vast pool of graduates has become a strong force working in different areas of business and industry, and many have also become influential leaders in their professions, making important contributions to the economic prosperity and social well-being of Hong Kong.

In addition, PolyU prides itself as an institution where innovation meets application. Our research and innovation are meant to meet the practical needs of our community, our country and our world. Currently,

今日理大 — 凝聚智慧 創建未來

理大正名為大學至今只有短短十八年，但在各方面都取得長足的發展，理大同寅深以為傲。

現時，理大約有三千五百名教職員、三萬名學生及三十一萬名畢業生；二十七個教學部門及單位，分別隸屬六個學院，另有兩個學院，它們共提供逾一百八十項課程，包括研究式深造、授課式深造、學士學位及非學位課程，其中多項是全港獨有的課程。

理大致力培育專業人士和社會領袖，以配合全球知識型經濟的發展。本校的畢業生遍佈工商各界，不少更是行內具影響力的領袖，為香港的經濟繁榮及社會發展作出重要貢獻。

理大是一所強調創新與應用的院校。我們的研究及創新項目講求實用性，配合社會、國家及世界的實際需要。理大現正進行的研究項目約二千五百項，涵蓋範圍廣泛，由貼近人們日常生活的項目以至對人類發展影響深遠的太空項目，都屬於我們的研究範疇。

about 2,500 research projects are ongoing, ranging from "down-to-earth" projects that touch on people's daily lives, to "up-to-space" innovations that are expected to have far-reaching impact on the development of mankind.

The strategic foci of research are sustainable development, safety, personalized healthcare, and transportation. The diverse range of research activities include: environmental protection and sustainable urban development, energy efficiency and conservation, electric vehicle, solar power, air pollution, wastewater treatment, urban simulation and modeling, food safety, mega-structure diagnostic and prognostic system, treatment for myopia, sport medicine and rehabilitation, multi-potent anti-cancer drugs, Chinese medicine, optical sensor technology for use on nation-wide high-speed rail, geospatial information and technology, ultra-precision machining technology, nanotechnology, space tools for Lunar and Mars explorations, business, corporate governance, fashion and textiles, linguistics and Chinese culture, hotel and tourism management, design, and many more.

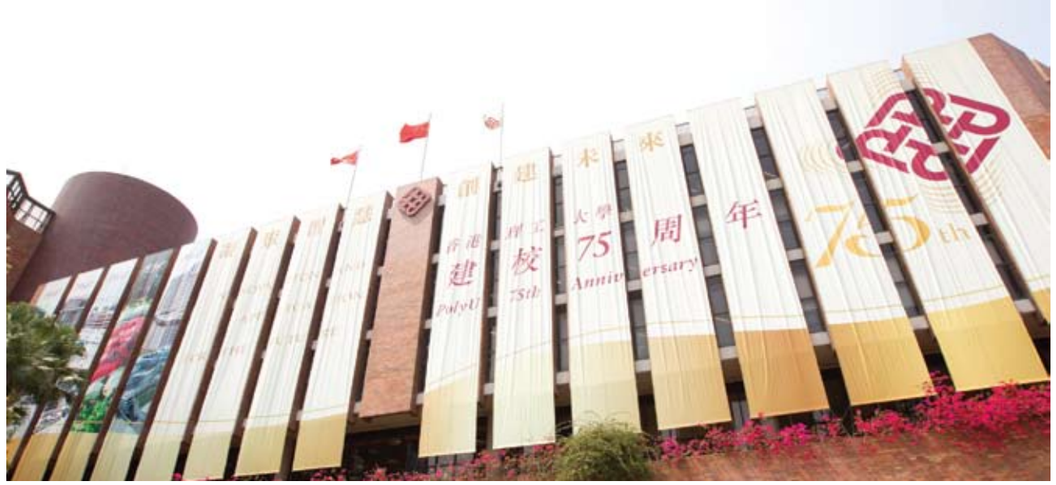
Through our education, research and knowledge transfer efforts, PolyU's presence has been further extended to the wider world, with the University fostering partnerships with more than 530 institutions in about 45 countries and regions, and strong collaboration with the Chinese mainland.

The local higher education sector is undergoing major reforms. Building on the solid foundation laid by our predecessors, PolyU stands ready to rise to the challenges and make the most of the upcoming opportunities. We aspire to excel in our primary core – Learning and Teaching, and Research – with a view to nurturing graduates who are critical thinkers, effective communicators, innovative problem solvers, lifelong learners and ethical leaders, and advancing knowledge and the frontiers of technology to meet the changing needs of society.

理大的策略研究重點包括可持續發展、安全、個人醫療護理和交通運輸。研究項目的範疇廣泛，包括：環保及城市可持續發展、能源效益及節能、電動車、太陽能、空氣污染、污水處理、城市模擬和建模、食物安全、大型結構診斷與預測系統、近視治療、運動醫學和康復、多功能抗癌藥物、中藥、用於全國高鐵的光纖光柵監測技術、地理空間資訊技術、超精密加工技術、納米技術、用於探月工程和探索火星任務的太空儀器、商業、企業管治、時裝和紡織、語言學和中國文化、酒店和旅遊業管理、設計等等。

理大透過教育、科研和知識轉移，把其影響力伸延至世界各地。本校已與約四十五個國家及地區超過五百三十間院校建立了合作夥伴關係，亦在中國內地建立了強大的網絡。

本港高等教育界正經歷重大改革。理大在前人建立的穩固基礎下，已作好準備迎接挑戰，善用機遇，矢志在核心工作——學與教及研究方面——精益求精，力臻完善，一方面培育敏於思辨、善於溝通、富於創見、精於解難、樂於學習、立於仁德的領導人才，另一方面，亦致力推動知識創新，拓展科技前沿，以回應不斷變化的社會需求。



Figures at a glance 統計數字概覽

Year of establishment 成立年份	**1937**				
No. of students 學生人數 (2011/12)	Level of study 修課程度	Full-time 全日制		Part-time 兼讀制	
		Govt-funded 政府資助	Self-financed 自資	Govt-funded 政府資助	Self-financed 自資
	Sub-degree 非學位	3,331	-	612	-
	Bachelor's degree 學士學位	10,139	1,342	-	4,124
	Taught Postgraduate 授課式深造	11	1,904	12	6,521
	Research Postgraduate 研究式深造	587	354	10	296
	Sub-total 小計	14,068	3,600	634	10,941
	Total 總數	**29,243** Government-funded 政府資助 : 14,702 Self-financed 自資 : 14,541			
No. of staff (full-time permanent) (as at July 2012) 教職員人數 (全職長期制) (截至2012年7月)	**3,520** Academic 教學 : 1,187 Non-academic 非教學 : 2,333				
No. of graduates (since 1937) 畢業生人數(自1937年以來)	**310,000+**				
No. of taught programmes 授課式課程數目(2011/12)	**184** Sub-degree 非學位課程 : 23 Bachelor's degree 學士課程 : 80 Master's level 碩士課程 : 76 Doctoral level 博士課程 : 5				
No. of state-approved programmes on the Chinese mainland 獲國家教育部認可之中國內地課程數目	**20** (PolyU is taking the lead among Hong Kong and overseas universities) (數目居香港及海外大學之冠)				
No. of research projects underway 正在進行之研究項目 (2011/12)	**2,457** (worth HK$1,138.5 million supported by research grants and external funds) (由科研撥款及外界資金資助共11億3,850萬港元)				
No. of partner/collaboration institutions 夥伴/協作院校數目	Overseas 海外：**530+** (spanning countries and regions 遍佈國家及地區：**45**) Chinese mainland 中國內地：**350**				
No. of establishments on the Chinese mainland 在中國內地發展基地數目	**5** (in Shenzhen, Chengdu, Hangzhou, Xi'an and Beijing) (位於深圳、成都、杭州、西安及北京)				
Campus 校園	Centrally located on a 9.46-hectare site in Hung Hom, Kowloon Several capital projects are underway 主要位於九龍紅磡，佔地九萬四千六百平方米。數項大型校園發展計劃正在進行				
Student hostel places 學生宿舍宿位	Hung Hom Halls of Residence 紅磡學生宿舍 : **3,004** Homantin Halls of Residence 何文田學生宿舍 : **1,650**				

The Engagement Process
制訂策略發展計劃的過程

Formation of the Task Force and Working Groups

The President appointed a Strategic Planning Task Force in early January 2012 to: assist him in the development of the University's Strategic Plan 2012/13 – 2017/18; conduct consultation exercises; and collect views from various stakeholders of the University. Seven Working Groups were set up to focus the discussion on the following strategic issues: (i) Learning and Teaching; (ii) Research; (iii) Knowledge Transfer, Entrepreneurship and Service to Community; (iv) Internationalization, Branding and Marketing; (v) Engaging the Nation; (vi) Campus Development; and (vii) Recruitment and Retention. The Task Force and Working Groups comprised members from different sectors of the PolyU community, including staff, student representatives, alumni representatives, Council and Court members, external members and advisors. The terms of reference and membership of the Task Force and the Working Groups are shown in *Appendix 1*.

成立專責小組及工作小組

校長於二零一二年一月初委任策略發展計劃專責小組，協助擬訂二零一二/一三至二零一七/一八年度策略發展計劃；舉辦諮詢活動；以及向大學各持份者徵集意見。此外，成立七個工作小組，專注探討以下的策略事項：(i) 學與教(ii) 研究 (iii) 知識轉移、企業精神及服務社會 (iv) 國際化、品牌建立 (v) 參與國家發展 (vi) 校園發展及(vii) 延攬人才。專責小組及工作小組的成員來自校內不同界別，包括教職員、學生代表、校友代表、校董會、大學顧問委員會成員、校外成員及顧問。專責小組及工作小組的職權範圍及成員名單列載於*附錄一*。

Consultation

Consultation was conducted through different channels, including formal meeting discussion, face-to-face exchanges at Open Forums, on-line feedback, as well as solicitation of inputs through the respective Working Groups. The scope of consultation was wide, covering staff, students (including those of the self-financing arm of the University), Council and Court members, and alumni and advisory committee members.

諮詢工作

我們透過不同渠道進行諮詢，包括正式會議討論、公開論壇、網上留言板以及各個工作小組。諮詢對象的層面廣泛，涵蓋教職員、學生(包括自負盈虧課程的學生)、校董會及大學顧問委員會成員、校友及顧問委員會成員。

A dedicated website was set up for the Strategic Planning exercise to enable all stakeholders to express their views at different stages of the process. The consultation exercise consisted of two stages, one leading to the initial recommendations and the other leading to the final recommendations. The guided questions which helped solicit inputs are set out in *Appendix 2*. A total of 42 responses were received electronically through the website in the first round of consultation, and another 20 responses in the second round. The inputs were deliberated upon in detail by the Working Groups concerned.

All views gathered culminated in the initial recommendations of the Task Force, which were presented at the first Open Forum held at the end of March. About 90 colleagues participated in this Forum which marked the start of the second round of consultation. In light of the feedback gathered from the first Open Forum and further inputs submitted on-line, the Task Force and its seven Working Groups further deliberated and refined their recommendations. After another series of meetings, the Task Force, with the assistance of the Working Groups, formulated its final recommendations. The second Open Forum held in mid-May provided colleagues with another opportunity for an exchange of views. A total of 76 colleagues/students attended this Forum. The Task Force subsequently once more reviewed the feedback collected, and then finalized its recommendations in early June. A total of 32 Task Force and Working Group meetings were held, involving 71 members, over the course of the whole strategic planning process.

Approval process

Senate members reviewed the draft Strategic Plan at the end of May 2012, and the plan was then endorsed by the Executive Committee of Council, and approved by Council in late June 2012.

大學特別就這項工作建立專用網站，供所有持份者在不同階段表達意見。諮詢工作共分兩階段，首階段所得意見用作編寫初步建議，次階段所得的意見則用作編寫最後建議。收集意見的指引問題列載於*附錄二*。網站在首個諮詢階段收共四十二項意見，次階段收到二十項意見。所有意見均由有關工作小組詳細討論。

專責小組根據收集所得的各項意見，編寫初步建議，並於三月底舉行的首次公開論壇上發表。首次公開論壇約有九十位教職員參與，為第二輪諮詢工作揭開序幕。專責小組及七個工作小組根據首次公開論壇及網上蒐集的意見進行研究、並修訂建議、然後再三開會討論，才編訂最後建議。為了提供機會讓教職員交換意見，大學於五月中舉行第二次公開論壇，共有七十六位教職員/學生出席參與。專責小組就所得意見進行最後討論，於六月初為建議定稿。在制訂策略發展計劃的整個過程中，專責小組及工作小組合共舉行三十二次會議，共有七十一位成員參與。

審閱通過

教務委員會於二零一二年五月底審閱策略發展計劃初稿，再由校董會常務委員會確認，並由校董會於二零一二年六月底通過。

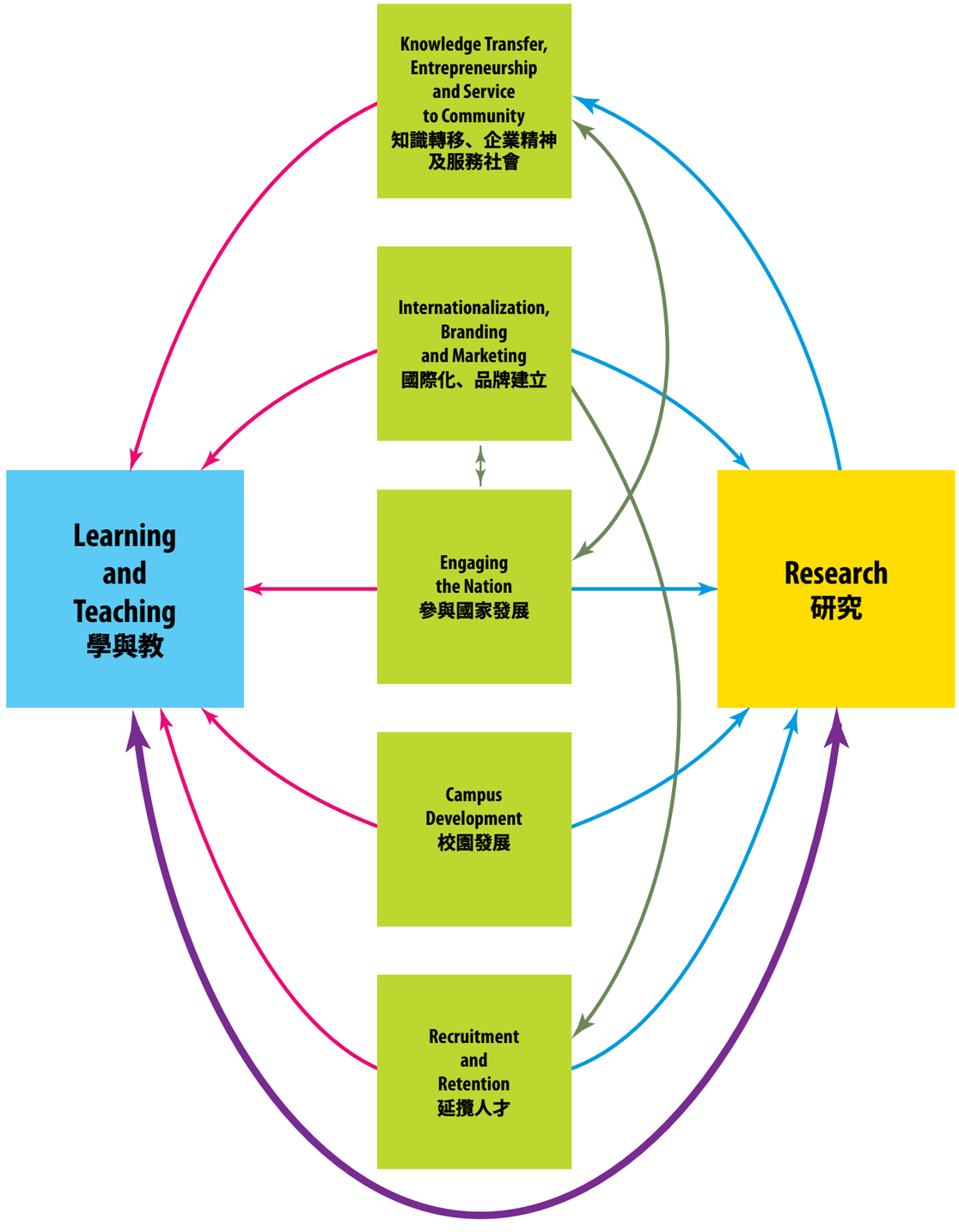
The University's Core Functions
大學的核心功能

I Learning and Teaching
學與教

II Research
研究

The Strategic Plan is driven by the University Mission, and guided by its Vision. This Plan also takes into account the heritage of the University through its four stages of development. The Plan following the figure sets out the strategic goals to be achieved through the core functions of learning, teaching and research, with the support of five strategic areas: (i) Knowledge Transfer, Entrepreneurship and Service to Community; (ii) Internationalization, Branding and Marketing; (iii) Engaging the Nation; (iv) Campus Development; and (v) Recruitment and Retention.

本策略發展計劃是以大學的使命及願景為依歸，並考慮了大學過去四個發展階段的傳統。下圖及之後的篇章闡述大學期望透過學與教及研究的核心功能，並在五大策略範疇 (i) 知識轉移、企業精神及服務社會；(ii) 國際化、品牌建立；(iii) 參與國家發展；(iv) 校園發展及 (v) 延攬人才的支援下，達致一系列的策略目標。



I Learning and Teaching
學與教

Philosophy
To put the students at the centre

理念
以學生為中心

Overarching Aim

To provide students with a high quality, effective and rewarding learning experience that equips them with the wisdom, skills and attributes necessary to demonstrate knowledge and integrity, to progress in their career, to adapt to change, and to become responsible global citizens who make meaningful contributions to their profession and the community

總體目標

為學生提供優質而有成效、豐富而多元的學習經驗，讓他們具備智慧、技能和素質，得以掌握知識、富有操守，在工作上發揮所長，善於適應各種轉變，從而成為負責任的世界公民，為其專業及對社會作出正面貢獻

KEY GOAL 1 主要目的 1

To provide students with a caring and supportive learning environment and a culture in which to develop the desired knowledge, skills and attributes. This includes:

為學生提供一個體現關懷及協作的學習環境和文化，讓他們培養適當的知識、技能和素質。該學習環境包括：

a. A student body that is diverse in culture, ethnicity, and socio-economic background

b. An academic staff body that is similarly diverse, is of balanced gender mix, and that adheres to the highest standards of scholarly behaviour

c. Physical and virtual environments that provide the space, facilities and technological support systems for effective learning and personal development

d. A learning culture that meets student needs, enhances confidence, builds respect for self and others, provides support, motivates students to learn, encourages students to form effective student-teacher relationships, and creates a sense of belonging to the University community

a. 學生群體 — 來自不同文化、種族與社會經濟背景

b. 學術人員群體 — 同樣多元化、男女性別比例均衡，並展現最高學術水平

c. 實體及虛擬校園 — 可為學生提供空間、設施與科技支援，以促進其學習及個人發展

d. 學習文化 — 能夠配合學生需要、增強信心、鼓勵自重及尊重他人、提供支援、推動學習、倡導和諧的師生關係及培養對大學的歸屬感

Strategies

a. To devise and implement an effective student outreach and recruitment programme for local secondary schools (catering to different social and economic backgrounds) and local international schools and, by means of a scholarship scheme, recruit able students from disadvantaged backgrounds and ethnic minorities in Hong Kong

b. To recruit academic staff with international experience and adopt a fair and transparent policy to recruit staff of diverse international and cultural background and balanced gender mix

c. To design, reconfigure, upgrade and update the organization, facilities and technological support in all learning spaces (lecture halls, classrooms and teaching laboratories), and to enhance and expand common areas, sport and recreation facilities, and catering provision for students and staff, and provide every student with the opportunity for at least one year of residential experience in university accommodation

d. To implement teaching methods and a student advisement system that actively involve and support students in the enhancement of their confidence, motivation, communication skills, knowledge base, problem solving abilities, and sense of responsibility as members of PolyU and the wider community

策略

a. 在本地中學（包括學生來自不同社會及經濟背景的學校）及國際學校推行有效外展及收生計劃；透過獎學金計劃，取錄本地家境比較貧乏或少數族裔的優秀學生

b. 聘請具有國際經驗的學術人員；採用公平及透明的政策聘請不同國籍、文化背景及性別的教研人員

c. 為所有學習場地（演講廳、課室及教學實驗室）的編配、設施及科技支援，重新設計及規劃、提升水平及進行更新；優化並擴大師生的公共空間、運動和康樂設施、餐飲食堂；為所有學生提供最少一年住宿機會，讓學生體驗舍堂生活

d. 推行加強及協助學生參與的教學方法及學生輔導系統，使學生提升自信、自發學習精神、溝通技巧、知識基礎、解難能力以及對理大和社會的責任感

KEY GOAL 2 主要目的 2

To provide students with a curriculum that :

為學生提供的課程必須：

a. Aligns with the University Vision and Mission, developing students' knowledge, communication skills and professional competence, promotes ethical behaviour and social responsibility, embeds practical experience, and is informed and underpinned by research

b. Encourages students to participate actively in research and in their own learning

a. 與大學的願景及使命一致 — 向學生傳授知識、提升他們的溝通技巧和專業才能，培養其道德操守和社會責任感，使其具備實際經驗，並以研究為知識基礎

b. 鼓勵學生積極參與研究及自我學習

Strategies

a. To ensure that mandatory practical, research, work-integrated and service learning experience is included within each programme, and that each programme curriculum is fit for purpose, relevant, academically validated to international standards, and supported by adequate up-to-date equipment, facilities, support staff and industrial/community partnerships

b. To actively elicit student feedback and involvement in the monitoring and planning of programme content, and the planning and execution of learning and teaching activities

策略

a. 確保每項課程均包含實用、研究、專業訓練及服務學習的元素；所有課程內容均切合目標、有實用意義、符合國際學術水平，學生可以享用最新設備和設施，並得到教職員的支持，及受惠於業界/社會夥伴的協作關係

b. 積極收集學生對課程的意見，鼓勵學生參與監察及策劃課程內容，協助規劃及推行學與教的活動

KEY GOAL 主要目的 3

To enrich the students' learning experience by :

豐富學生的學習體驗：

a. Encouraging active learning, the use of innovative teaching approaches and technology, and promoting the adoption of flexible and varied teaching delivery methods

b. Providing useful and interesting interdisciplinary programmes of study

Strategies

a. To make best use of innovative and technology-assisted approaches and other methods of delivery to employ a balanced and effective mix of different modes of teaching and subject/programme delivery that actively involve students

b. To offer interdisciplinary subjects, minors and programmes of interest and value to students

策略

a. 鼓勵學生主動學習，採用創新的教學方法及技術，提倡靈活多變的授課方式

b. 為學生提供實用而有趣的跨學科課程

策略

a. 善用創新及科技輔助的方法，加上其他授課模式，均衡混合各項具成效的教學方法，令學生積極投入學習

b. 為學生提供跨學科科目、副修課程以及有趣而有價值的課程

KEY GOAL 主要目的 4

To provide every student with an opportunity for :

為每一位學生提供機會，使他們：

a. International experience within the programme of study with a view to promoting cross-cultural understanding

b. Enhancement of understanding of China

Strategies

a. To create and invest in new partnerships/ agreements with overseas universities and universities in the rest of China in order to expand incoming and outgoing exchange opportunities outside of Hong Kong

b. To actively encourage and support every PolyU student to have at least one month of learning experience outside of Hong Kong

a. 從修讀的課程中獲取國際經驗，促進跨文化的了解

b. 加深對中國的認識

策略

a. 與海外大學及中國內地大學建立夥伴關係、簽訂協議，增加外地學生來港及本校學生到外地交流的機會

b. 積極鼓勵及支持所有理大學生到香港以外地區作最少一個月的學習體驗

KEY GOAL 主要目的 5

To recognize and reward high quality teaching in our staff retention and promotion system and to provide support for staff development and evaluation efforts to enhance the quality of teaching

在挽留及晉升教學人員的制度上，表揚及獎勵優質教學，並為教學人員的發展及評審提供支援，以提升教學素質

Strategy

a. To more explicitly require, support the development of, and recognize high quality teaching in recruitment, retention and promotion of academic staff

策略

a. 在聘任、挽留及擢升學術人員的過程上，對優質教學有更明確的要求，並支持優質教學的發展及表揚優質教學

The University's Core Functions
大學的核心功能

II Research
研究

Philosophy
In pursuit of research excellence

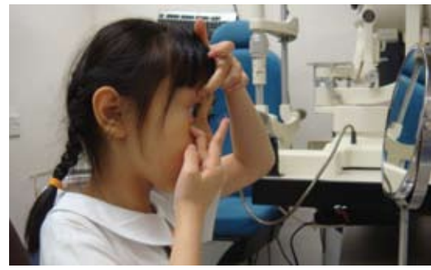
理念
追求卓越

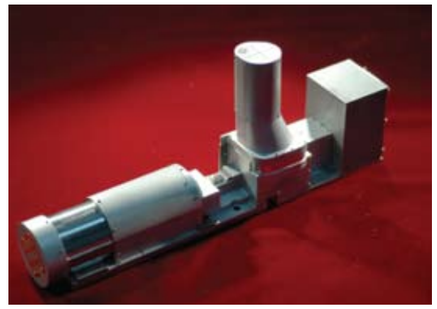
Overarching Aim

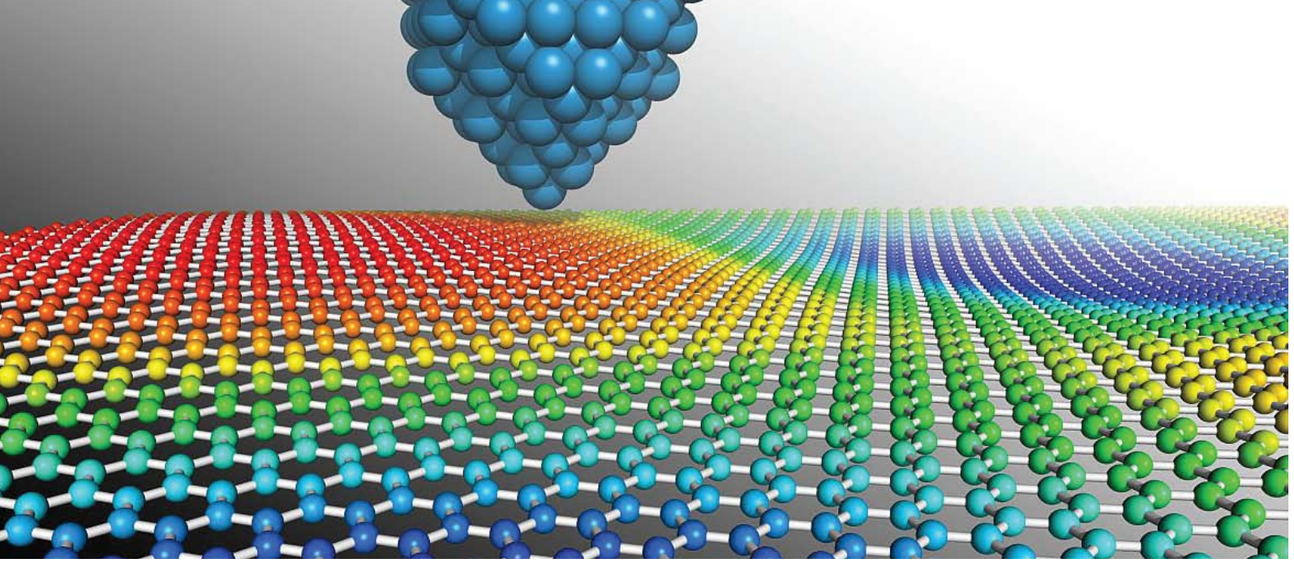
To foster a culture and environment in which research can thrive and excel

總體目標

營造適當的研究文化與環境，讓研究工作可以蓬勃發展，並成就卓越







KEY GOAL 主要目的 1

To identify, develop, and support emerging areas of research excellence that have a significant impact on the professions, the community and the nation, and to build teams of excellent researchers

探求、發展及支持對專業、社會及國家具重大影響，而理大具有優勢的研究領域，並建立卓越研究人員團隊

Strategies

a. To encourage the formation of research institutes through the co-operation and integration of current research centres

b. To encourage colleagues to keep current in the professions, the community and the nation with a view to identifying new niche areas

c. To introduce policies to reward outstanding researchers

d. To review policies on sabbatical leave

e. To be involved in large-scale national research projects to help drive the technology development in the Chinese mainland

策略

a. 鼓勵現行研究中心進行合作與合併，成立研究所

b. 鼓勵同事緊貼專業、社會及國家的發展趨勢，建立新的專長領域

c. 推行獎勵傑出研究人員的政策

d. 檢討研修假期的政策

e. 參與國家的大型研究項目，協助推動中國內地的科技發展

KEY GOAL 主要目的 2

To cultivate a mutually supportive, sharing, inter-disciplinary and forward-thinking research culture

培養互相支持、樂於交流、跨學科及具前瞻性的研究文化

Strategies

a. To enhance communication networks within the University to facilitate exchange of information on research development and achievements, to allow easy exploration on collaboration opportunities, and to foster healthy competition for greater achievements

b. To reward and recognize collaborative research effort/achievements

c. To develop a holistic set of assessment criteria on research performance that will place a greater emphasis on its impact on teaching and the community, among other factors

d. To encourage knowledge transfer that helps the advancement of the community

e. To involve undergraduate students in research activities

策略

a. 加強校內的溝通網絡，促進有關研究發展與成果的資訊交流，協助學術人員尋找合作機會，推動良性競爭，以爭取更大的研究成果

b. 獎勵及表揚合作研究的努力/成果

c. 制訂全面評核研究表現的準則，在各項因素中，著重研究成果對教學和社會的影響

d. 鼓勵知識轉移，促進社會發展

e. 安排本科生參與研究活動

KEY GOAL 主要目的 3

To form partnerships with other universities, the professions and community organizations with a view to driving high-impact collaborative research and technology development

與其他大學、專業及社會團體結成夥伴，推動具重大影響力的合作研究及科技發展

Strategies

a. To encourage and facilitate staff attachments and exchanges

b. To strengthen existing partnership through dual PhD programmes and joint supervision arrangements, and develop new mainland and overseas partnerships

c. To forge new partnerships through implementing research activities that have a direct impact on the professions and the community

策略

a. 鼓勵及協助學術人員與校外機構合作交流

b. 透過開辦雙博士學位課程及聯合指導研究生的安排，加強現行的夥伴關係，並尋找新的國內外合作夥伴機構

c. 透過推行對專業及社會有直接影響的研究活動，建立新的夥伴關係

KEY GOAL 4 主要目的 4

To recruit, develop, support and retain faculty members with high scholarly ability

招聘、培養、支援及挽留具卓越學術能力的教研人員

Strategies

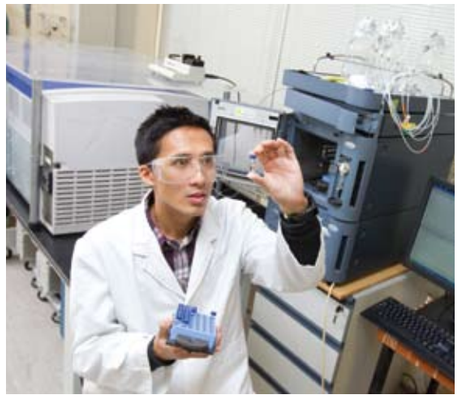
a. To establish a university-wide reward scheme to recognize academics with outstanding research achievements

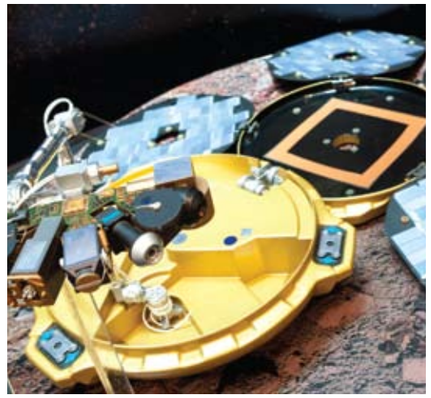
b. To provide competitive packages for attracting world-leading scholars to serve as mentors and role models for both staff and students

策略

a. 設立適用於全大學的獎勵計劃，表揚取得傑出研究成就的學術人員

b. 提供具競爭力的薪酬福利，吸引國際知名學者加入理大，擔任教職員及學生的導師及模範





KEY GOAL 5 主要目的 5

To raise and attract more research funding from various sources including governmental and non-governmental bodies as well as industries in Hong Kong and the Chinese mainland

向香港及中國內地的政府與非政府機構和業界等籌募更多研究經費

Strategies

a. To leverage the establishment of the Shenzhen Base to seek opportunities for securing research funding from sources provided by the mainland government

b. To identify and pursue new sources of funding for research and scholarly activities

策略

a. 善用理大深圳產學研基地，尋求內地政府提供研究撥款的機會

b. 發掘新經費來源，資助研究與學術活動

KEY GOAL 6 主要目的 6

To enhance the physical environment and provide more facilities and support for high quality research

改善環境，提供更多的設施，支援優質研究活動

Strategy

a. To establish appropriate central research facilities to support research of strategic importance

策略

a. 設立中央研究設施，支援具策略性的研究

KEY GOAL 7 主要目的 7

To recruit research postgraduate students from different cultures, ethnicities and socio-economic backgrounds, and to strengthen and enrich their learning and research experience

取錄來自不同文化、種族及社會經濟背景的研究生，加強及豐富他們的研究與學習體驗

Strategies

a. To actively conduct promotion drives in different countries

b. To develop and implement outcome-based research postgraduate programmes

策略

a. 積極在不同的國家進行招生活動

b. 策劃及開辦成果為本的研究式深造課程

Five Strategic Areas
五大策略範疇

1 Knowledge Transfer, Entrepreneurship and Service to Community
知識轉移、企業精神及服務社會

Philosophy
To do well and do good

理念
創造財富，造福社會

Overarching Aim

To govern responsible knowledge transfer and to promote entrepreneurial thinking, while contributing to the sustainable development of PolyU and the community

總體目標

妥善管理知識轉移，提倡企業精神，推動理大及社會的可持續發展

KEY GOAL 1 主要目的 1

To implement knowledge transfer with enhanced governance, discipline and recognition, in furthering the principles of the current knowledge transfer policy

落實知識轉移政策的原則，有效地管理、規範和表揚知識轉移

Strategies

a. To revamp the licensing practice for optimal impact of the intellectual properties on both the licensee and society at large

b. To uphold high-impact, high level consultancy to the community's satisfaction

c. To enforce disciplined practice in the formation of and exit from spin-off companies or joint ventures

d. To facilitate and foster student-driven start-ups using PolyU knowledge and technologies

策略

a. 修訂現行的授權方式，使獲授權者及整體社會更能充分使用知識產權

b. 進行具高度影響力及高層次的顧問研究項目，切合社會需要

c. 推行規範程序，用於成立或退出衍生公司或合資公司

d. 協助學生善用理大的知識及科技創業

KEY GOAL 2 主要目的 2

To leverage participation from global business and community networks to enhance the impact of PolyU's effort

借助與國際商界和社會的聯繫，加強理大科研成果的影響力

Strategies

a. To develop closer partnerships with universities, businesses and organizations in the region for joint knowledge transfer and entrepreneurship education by leveraging established institutional platforms

b. To develop closer partnerships with incubation intermediaries both locally and regionally

策略

a. 善用現有平台，與區內的大學、商界及各個組織發展更緊密的夥伴關係，合作推行知識轉移及創業培訓

b. 與本地及區內培育創業的機構發展更緊密的夥伴關係

KEY GOAL 主要目的 3

To create an ambience that values innovation, entrepreneurship and community service, and motivates collaboration and sharing of best practices

建立重視創新、企業精神及社會服務的文化，推動合作及分享成功案例

Strategies

a. To provide early-stage innovation and start-up training for students and graduates

b. To support knowledge transfer activities in the Chinese mainland utilizing PolyU's Shenzhen Base as a hub

c. To set up a seed fund to pool resources from interested bodies in selected areas for knowledge transfer start-ups

d. To organize and support student, on-campus, out-of-classroom innovation and entrepreneurial activities to complement the four-year undergraduate curriculum

策略

a. 為學生及校友提供創新和創業的初期培訓

b. 以理大深圳產學研基地為中心，支援在中國內地的知識轉移活動

c. 滙聚有興趣參與的機構的資源，成立種子基金，揀選適當的範疇創業，進行知識轉移

d. 安排及支援學生在校內進行課堂以外的創新及創業活動，充實四年制的本科課程

KEY GOAL 主要目的 4

To provide continuing and lifelong learning through the College of Professional and Continuing Education (CPCE), the Institute of Advanced Executive Education and the Institute for Entrepreneurship in fulfilling the strategic needs of the community

透過專業及持續教育學院、高級管理深造學院及企業發展院提供終身學習課程，切合社會的策略需要

Strategies

a. To provide advanced short-term, award-bearing, executive, professional and targeted theme-based training for different sectors of the community

b. To facilitate the transfer of self-financed undergraduate degree programmes from departments to CPCE

策略

a. 為社會各界提供短期、頒授學銜、管理、專業及有特定主題的培訓課程

b. 協助學系將自負盈虧的本科課程轉由專業及持續教育學院承辦

KEY GOAL 主要目的 5

To advocate social and ethical values in delivering entrepreneurship programmes, service learning and knowledge transfer

在創業培訓、服務學習及知識轉移時，一併倡導社會責任和道德價值觀

Strategy

a. To partner with organizations active in community service for "do well and do good" activities involving our students and staff, with service learning and social entrepreneurship elements

策略

a. 與積極參與社會服務的組織合作，安排學生及教職員參與具有服務學習、社會企業元素及「創造財富，造福社會」的活動

Five Strategic Areas
五大策略範疇

2 Internationalization, Branding and Marketing
國際化、品牌建立

Philosophy
Pivoting on China, to reach out to the world

理念
立足中國，放眼世界

Overarching Aim

To imbue the University's education and research with international perspectives to achieve global impact

總體目標

加強教研國際元素，以期發揮國際影響力

KEY GOAL 1 主要目的

Internationalization 國際化

To create a global environment conducive to the development of increasingly diverse student and faculty communities

營造國際化的教學環境，促進日趨多元化的學生及學術人員的發展

Strategies

a. **International mix of faculty members and students**
To enhance the international mix of faculty members and students at undergraduate, taught postgraduate and research postgraduate levels through focused and impactful recruitment strategies

b. **Global citizens**
To reinforce a global perspective in our curricula and thus better equip our students to be global citizens through increasing opportunities for international exchange and internships

c. **Impact of our programmes**
To advance the recognition of our programmes globally through strengthened efforts in seeking global accreditation and recognition from professional associations and institutes

d. **Programmes and support for international students**
To strengthen the attractiveness of our curricula for international students, and to enhance support and services for our international students, enabling them to make meaningful contributions to the PolyU community and beyond

策略

a. **師生的國際化比例**
透過有效的招聘及收生策略，提升本科課程、授課式深造課程及研究式深造課程的師生國際化比例

b. **國際公民**
加強課程的國際視野，提供更多國際交流與實習機會，培養學生成為國際公民

c. **課程的影響力**
致力為課程取得國際的認證，以及各專業機構的認可，提升課程在全球的認受性

d. **為海外學生提供的課程與支援**
加強課程對海外學生的吸引力；為他們提供更多的支援和服務，使他們在校內外均能作出有意義的貢獻

PolyU has set up a high-level International Advisory Board, comprising prominent leaders from the academia, professional communities and the business sector, to further promote internationalization

理大獲得在學術界、專業界和商界舉足輕重的領袖襄助，成立了一個高層次的國際顧問委員會，以進一步推動大學國際化

e. **International partnerships**
To forge effective and strategic partnerships with other leading universities in the world and to develop global partnerships with overseas professional associations and institutes, overseas employers and other key overseas stakeholders, in order to achieve higher impact for our research and education, expanding PolyU's global outreach and elevating its international standing

f. **Campus ambience and activities**
To nurture an inclusive and multi-cultural campus ambience, and develop activities that facilitate integration of students from different backgrounds, cultures and countries

g. **English as medium of instruction**
To reinforce the policy of English as the medium of instruction in the classroom

h. **English as medium of communication**
To strengthen the use of English as a medium of communication on campus towards achieving bilingualism

e. **國際夥伴**
與國際知名大學建立具成效及策略性的夥伴關係，並與海外專業機構、僱主及其他重要持份者發展國際夥伴關係，以提高理大的教研影響力，擴濶和深化理大的國際聯繫，提升其國際地位

f. **校園氛圍與活動**
營造體現包融及多元化的校園氛圍，舉辦相關的活動，促進來自不同背景、文化和國家的學生互相融合

g. **英語作為授課語言**
加強推行英語為授課語言的政策

h. **英語作為溝通語言**
加強在校內使用英語作溝通，促進中英雙語並用

KEY GOAL 2 主要目的

Branding and Marketing 品牌建立

To promote PolyU as a unique brand locally and globally

在本地及海外建立理大的獨特品牌

Strategies

a. **Positioning PolyU as a unique brand**
To capitalize on PolyU's pivotal position at the interface between China and the world by leveraging our achievements in applied research, excellence in professional education, long-standing and strong industry partnerships, and the support of our 300,000 strong alumni community in Hong Kong, the Chinese mainland and the wider world

b. **Adopting a social media strategy**
To develop a comprehensive social media strategy to engage with stakeholders

c. **Establishing a centralized branding and marketing function**
To establish a centralized branding and marketing function at the university level to promote PolyU in Hong Kong, regionally and globally

d. **Leveraging alumni network**
To strengthen local and global alumni networks and engage them in promoting the PolyU brand

策略

a. **建立獨特品牌**
善用理大的優勢，包括應用研究成就、卓越的專業教育、與業界悠久堅實的夥伴關係，以及在香港、中國內地及全球三十多萬名校友的支持，發揮理大作為中國與世界之間的橋樑角色

b. **制定社交媒體策略**
制定全面的社交媒體策略，與持份者緊密聯繫和溝通

c. **設立中央統籌的品牌及推廣職能**
成立在大學層面的品牌及推廣職能，在香港、區內及全球推廣理大

d. **借助校友網絡**
加強本地與全球的校友網絡，凝聚校友的力量推廣理大品牌

3 Engaging the Nation
參與國家發展

Philosophy
To leverage our networks in the Chinese mainland, take part in national development and achieve global excellence

理念
善用理大在中國內地的網絡，參與國家發展，提升大學在國際間的優勢

Overarching Aim

To advance PolyU as a leading university that excels in education and research through leveraging our strengths and assets in the Chinese mainland

總體目標

善用理大在中國內地的優勢與資源，使理大成為一所在教學與研究方面均表現卓越的國際大學

KEY GOAL 1 主要目的

To provide a wide range of excellent learning opportunities to enhance students' understanding of the nation so as to equip them with adequate knowledge, skills and abilities to thrive in their future developments and to make valuable contributions to society

提供多元化學習機會，使學生深入認識國家，並具備足夠知識、技巧與能力，日後可以發展所長，貢獻社會

Strategies

a. To develop and offer placement and research opportunities in the Chinese mainland to enhance students' professional competency

b. To develop and offer community service learning opportunities in the Chinese mainland to nurture students as educated global citizens with a passion to serve the community

c. To develop and offer leadership training and general education programmes in the Chinese mainland to advance students' leadership potential and all-round abilities

d. To develop and offer entrepreneurship education programmes in the Chinese mainland to enhance students' entrepreneurial and innovative spirit and to equip them with skills necessary for business ventures

e. To leverage our alumni and industrial networks in the Chinese mainland to enhance the learning and career opportunities of our students

策略

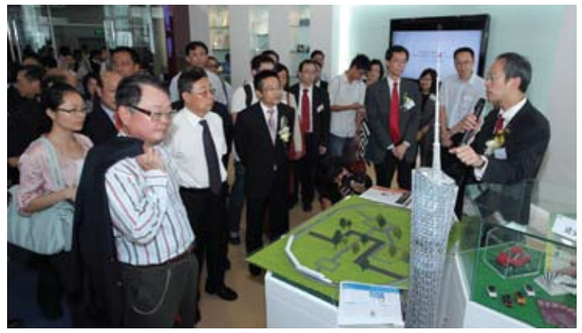
a. 發掘及提供在中國內地進行實習及研究的機會，提升學生的專業能力

b. 發掘及提供在中國內地進行社會服務學習的機會，培養學生成為有學識、熱心服務社會的國際公民

c. 於中國內地開辦領袖培訓和通識教育課程，提升學生的領袖才能及促進全面發展

d. 於中國內地開辦創業課程，培養學生勇於創業和創新精神，使他們具備創業及營商所需的技巧

e. 善用理大在中國內地的校友及工商界網絡，為學生提供更多學習及發展事業的機會



KEY GOAL 2 主要目的

To develop and enhance high quality and high impact research and knowledge transfer activities, contributing to the research advancement of the nation and the world

發展高水平、高質素及深具影響力的研究及知識轉移活動，為國家及全球的科研發展作出貢獻

Strategies

a. To establish a PolyU China Research and Development Institute to coordinate and support all research and development activities in the Chinese mainland

b. To expand PhD and post-doctorate programmes in collaboration with leading universities in the Chinese mainland and overseas

c. To facilitate high impact research and knowledge transfer activities of the nation with a focus on the Pearl River Delta

d. To support and facilitate faculty members in securing the nation's funding for cutting-edge research programmes and in contributing to the research advancement of the nation and the world

策略

a. 設立一所理大中國研究發展院，負責統籌及支援所有理大在中國內地進行的研究及發展

b. 與中國內地及海外的知名大學合作，開辦更多的博士及博士後課程

c. 促進對國家具重大影響力的研究及知識轉移活動，並以珠三角地區為重心

d. 鼓勵及支援校內科研人員申請國家的研究經費，以進行尖端研究計劃，為國家及全球的科研發展作出貢獻

KEY GOAL 3 主要目的3

To develop a global network to facilitate academic exchange among PolyU and its partners in the Chinese mainland and overseas, and to make PolyU an international hub for education and research in the nation

發展全球網絡，促進理大與中國內地及國際夥伴的學術交流；使理大成為國家教育及研究的國際樞紐

Strategies

a. leverage existing networks in the Chinese mainland and overseas for the development of a dynamic global network which will support PolyU's strategic developments and strengthen PolyU's global presence

b. To actively engage faculty members in the transformation of our Outposts in the Chinese mainland into Regional Centres of Excellence with specialized focuses, and to provide a global platform for academic exchange among PolyU and its partners around the globe

策略

a. 善用現有的中國內地及海外網絡，搭建一個互動的國際平台，支持理大的策略性發展及提升理大在國際上的學術地位

b. 打造理大各區域中心成為卓越及具特色的研究發展基地；同時亦成為國際的交流平台，方便理大與世界各地的夥伴機構進行學術交流

c. To develop and consolidate advanced professional programmes with a global focus through collaboration with our partners in the Chinese mainland and overseas

c. 透過與中國內地及國際夥伴的合作，發展及強化具有國際視野的高端專業課程

KEY GOAL 4 主要目的4

To leverage relationships with our alumni, business and industrial partners, and government bodies to support PolyU's engagement in the strategic developments of the nation

善用與校友、工商業界夥伴以及政府機構的夥伴關係，支持理大參與國家的策略發展

Strategies

a. To consolidate our ties with alumni from the Chinese mainland and overseas, and build an international alumni network to support PolyU's strategic developments

b. To deepen collaboration with business and industrial partners in the Chinese mainland to support PolyU's strategic developments

c. To further strengthen our relationships with various government bodies in the Chinese mainland to support PolyU's strategic developments

策略

a. 加強與中國內地及海外校友的聯繫，建立一個強大的國際校友網絡，支持理大的策略發展

b. 深化與中國內地工商業界夥伴的合作，支持理大的策略發展

c. 加強與中國內地各政府機構的關係，支持理大的策略發展

KEY GOAL 5 主要目的5

To review and develop institutional policies to support PolyU's engagement in the strategic developments of the nation

檢討及制訂大學政策，支持理大參與國家的策略發展

Strategies

a. To develop a centralized financial model and governing structure for effective operation of our activities in the Chinese mainland

b. To review and consolidate all programmes being offered in the Chinese mainland with a view to enhancing the impact of our advanced professional programmes

c. To develop a mechanism to encourage proactive involvement of PolyU's stakeholders in its strategic developments in the Chinese mainland

策略

a. 制訂一個中央統籌的財務模式及管治架構，確保理大在中國內地所進行的活動能有效運作

b. 檢討及整合理大在中國內地開辦的所有課程，以進一步提升理大高端專業課程的成效

c. 制訂一套完善的機制，以鼓勵大學的持份者積極參與理大在中國內地的策略發展

Five Strategic Areas
五大策略範疇

4 Campus Development
校園發展

Philosophy
To serve and complement

理念
竭誠服務，支援互補

Overarching Aim

To develop and maintain a functional, attractive, sustainable and community-linked campus in support of the University's core mission in learning, teaching and research.

總體目標

建設及發展功能齊全、環境優美、可持續發展及與社區聯結的校園，支持大學履行教學和研究的核心使命

KEY GOAL 主要目的 1

To plan and complete campus development projects in parallel with the evolving requirements of learning, teaching and research

規劃及完成校園發展計劃，配合教學和研究方面不斷轉變的需求

Strategies

a. To complete all committed projects as planned and to explore new opportunities for campus expansion/enhancement at Hung Hom and beyond

b. To review and improve the current configuration/design of general and specialist teaching rooms and laboratories to meet the changing needs of academic programmes and research

c. To conduct regular reviews of the campus master plan for the next three years

策略

a. 按計劃完成所有工程項目，探索在紅磡及以外地區擴建/優化校園的可能性

b. 檢討及改進一般及專用課室、實驗室的配置/設計，配合教學和研究方面不斷轉變的需求

c. 定期檢討未來三年的校園發展藍圖

KEY GOAL 主要目的 2

To enhance the connectivity between the campuses and neighbouring areas with a view to making PolyU a hub serving the community

加強校園與毗鄰地區的聯繫，使理大成為服務社區的樞紐

Strategies

a. To engage in studies to address safe pedestrian connectivity to nearby communities, and to improve both vehicular and pedestrian traffic to and within the campuses

b. To enhance the accessibility, connectivity and ambience of routes to exhibition areas, auditoriums and other communal facilities to attract public participation

策略

a. 就理大與鄰近社區的連接進行研究，改善車輛與行人安全進出校園及在校園內的情況

b. 改善前往理大的交通及周圍環境，吸引公眾前來理大參觀展覽、觀賞表演及使用公共設施

KEY GOAL 主要目的 3

To gain and optimize campus space innovatively in facilitating prompt implementation of the space audit's recommendations

以創新的方法增加及優化校園空間，加快落實校園空間審核報告的建議

Strategies

a. To evaluate and optimize residual campus development potential to support future growth

b. To develop strategies and a timetable for the consolidation of dispersed departments with a view to improving operational efficiency and imparting a stronger sense of identity

c. To identify permanent decanting accommodation for the ongoing rationalization and re-organization exercise

d. To advocate and adopt space saving technologies

e. To advocate and adopt centralized facilities for teaching and research

f. To explore the implementation of an effective space charging system

策略

a. 評估及優化校園尚可發展的空間，支持未來發展

b. 制訂策略及時間表整合現在分散各處的部門，以提高工作效率及增加歸屬感

c. 為持續的佈局重整工作，尋求中轉空間

d. 提倡及採用節省空間的技術

e. 提倡及採用中央設施進行教學和研究

f. 研究如何落實有效的空間使用收費系統

KEY GOAL 4 主要目的

To advocate green architecture and sustainable development for achieving a healthy and resource-efficient campus environment

提倡綠化建築及可持續發展，以期有效運用資源、建設健康的校園環境

Strategies

a. To take advantage of PolyU research findings and to promulgate guidelines for incorporating sustainable development principles in all new and improvement works

b. To attain HK BEAM (Building Environmental Assessment Method) plus standard for all new capital projects and major alteration and addition works

c. To maintain good indoor air quality and regularly monitor outdoor air quality

d. To review the campus landscaping master plan to increase areas of natural greenery, including vertical and roof greening

e. To explore renewable energy saving technology

策略

a. 善用理大的研究結果，為所有新建及修建工程訂立體現可持續發展原則的指引

b. 所有新建築物及大型的改建和加建工程應達到香港建築環境評審法所訂的標準以上

c. 保持良好的室內空氣質素，定期監察室外空氣質素

d. 檢討校園景觀規劃藍圖，擴大自然綠化的面積，包括垂直及屋頂綠化

e. 探索可節省再生能源的科技

KEY GOAL 5 主要目的

To create and improve communal spaces in providing a balanced ambience for the well-being of all PolyU stakeholders

增加及改善公共空間，提供適切的環境，照顧所有理大持份者的需要

Strategies

a. To increase/renovate not less than 10% of communal space

b. To conduct a comprehensive review of campus sports facilities and recommend medium and long-term development projects

c. To conduct a comprehensive review of the adequacy of catering facilities

d. To establish an art gallery and a sculpture garden on campus

策略

a. 增加/修建不少於百分之十的公共空間

b. 全面檢討校園內的體育設施，提出中長期的發展計劃

c. 全面檢討餐飲設施是否足夠

d. 在校園內建設一座藝術展館及一個雕塑花園

Five Strategic Areas
五大策略範疇

5 Recruitment and Retention
延攬人才

Philosophy
To tap the best to deliver the best

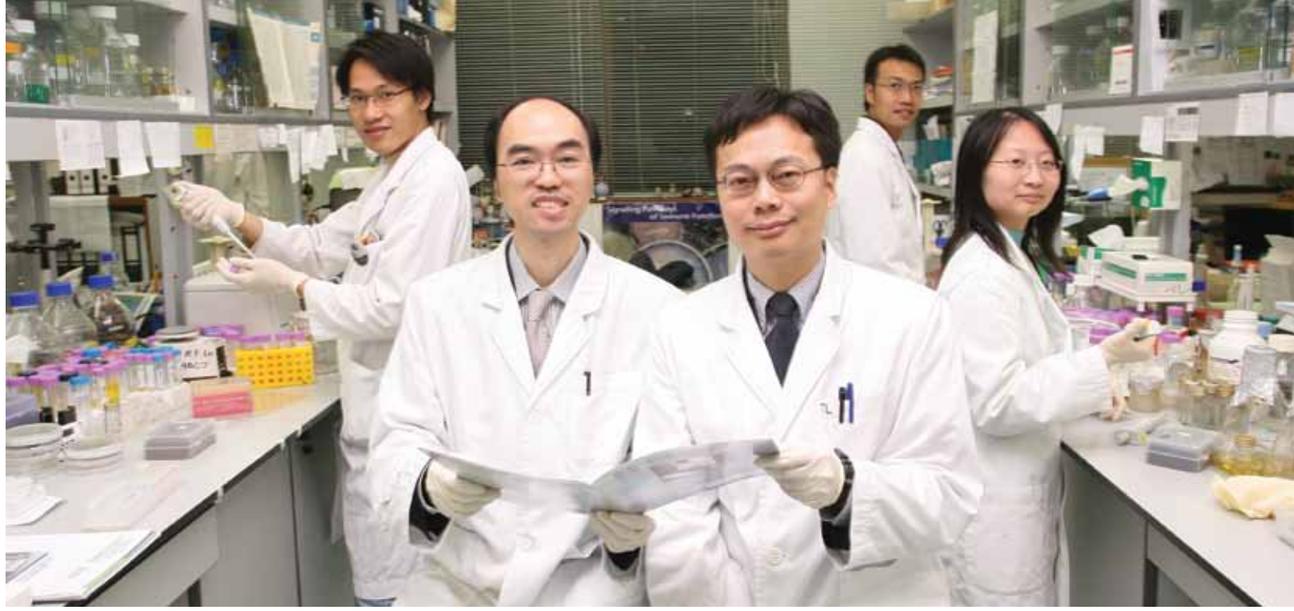
理念
唯才是用，力臻完善

Overarching Aim

To recruit, develop, retain and reward staff in pursuit of excellence in teaching, research and service

總體目標

招聘、培養、挽留及獎勵在教學、研究及服務方面表現卓越的人員



KEY GOAL 1 主要目的 1

To attract quality staff
吸納優秀人才

Strategies

a. To review and benchmark remuneration packages against those of target market sectors, including sister institutions, in a holistic manner to ensure comparability and competitiveness

b. To introduce flexibility and adjustment in remuneration packages, and to respond to the competitive markets for high-quality staff

c. To introduce the Endowed Professorship Scheme to recognize faculty members with outstanding achievements in their areas of study

d. To devise a long-term plan to meet the accommodation needs of new staff

策略

a. 全面檢討理大的薪酬福利制度，並與目標市場，包括同類學院進行對比，確保理大的薪酬福利符合市場水平及具競爭力

b. 訂立具彈性及可調整的薪酬福利制度，使理大在人才渴求的人力市場上具競爭力

c. 設立「勵學教授」冠名計劃，以表揚在研究領域取得傑出成就的學術人員

d. 制訂長遠的計劃，配合新聘任教職員的住宿需要

KEY GOAL 2 主要目的 2

To enhance support for appointment and further appointment processes
改善新聘及續聘程序

Strategies

a. To conduct periodic reviews of the processes for appointment and re-appointment to enhance transparency, efficiency and effectiveness

b. To take a proactive approach to compete for high-quality staff

c. To streamline the current procedures for extending appointment beyond retirement age to retain high-quality staff

策略

a. 定期檢討新聘及續聘程序，提高透明度、效率及成效

b. 採取積極的方法，聘任卓越人才

c. 簡化現行續聘已屆退休年齡的職員的程序，以挽留卓越人才

KEY GOAL 3 主要目的 3

To enhance the international mix of academic staff
增聘來自世界各地的學術人員

Strategies

a. To introduce the Distinguished Chair Professor Scheme for the recruitment of very high-quality staff internationally

b. To encourage departments to engage prominent international scholars as visiting professors, and to develop an indicator on the international mix of academic staff

c. To encourage faculty members to give recruitment talks at overseas conferences so as to increase the visibility of the University abroad

策略

a. 推行卓越講座教授計劃，在世界各地招聘頂尖人才

b. 鼓勵學系邀請國際知名學者擔任客座教授，就學術人員的國際化比率制訂指標

c. 鼓勵學術人員參與海外會議時舉行招聘講座，增加大學的知名度

KEY GOAL 主要目的 4 To boost staff performance 提升教職員表現

Strategies

a. To introduce a Performance-based Salary Increase system to motivate staff to perform to their best

b. To introduce a Performance-based Reward system to reward staff who contribute to the achievements of the University's or the unit's mission and goals

策略

a. 訂立工作表現為本的加薪計劃，鼓勵教職員力臻完善

b. 訂立工作表現為本的獎勵計劃，獎勵為大學取得成就或為部門達成使命及目標作出貢獻的教職員

KEY GOAL 主要目的 5 To provide a career track focusing on teaching 為教學專業制定事業階梯

Strategy

a. To develop a teaching/clinical track for academic staff to promote and recognize the importance of teaching

策略

a. 為學術人員訂定以教學/臨床為主的事業階梯，以表揚及肯定教學的重要性

KEY GOAL 主要目的 6 To groom young academics 培養年輕學術人員

Strategies

a. To provide support for young academics in developing their careers

b. To improve the remuneration conditions of all Assistant Professors by providing them with housing benefits

策略

a. 支援年輕學術人員發展事業

b. 提供房屋津貼，以改善所有助理教授的待遇

KEY GOAL 主要目的 7 To formulate and implement effective development policy for academic staff 為學術人員制訂及推行有效的進修政策

Strategies

a. To provide a well-structured sabbatical leave system to enable faculty members to further develop their career

b. To introduce professional leave to enhance faculty development opportunities for research/learning and teaching

策略

a. 提供完善研修假期制度，協助學術人員進一步發展事業

b. 推行專業休假，讓學術人員發展研究/教學

KEY GOAL 主要目的 8 To develop a promotion path for non-academic staff 訂立非學術人員晉升進程

Strategy

a. To restructure the career path of non-academic staff to enhance promotion prospects in the long term

策略

a. 重新規劃非學術人員的晉升進程，長遠而言，改善他們的晉升前景

The above plan will provide guidance to the University in various initiatives in support of its Mission and role in education and research and to provide an environment for members of the University community that will better enable them to excel through educational and scholarly pursuits, in the coming six years from 2012/13 to 2017/18.

上述計劃為大學未來六年（二零一二/一三至二零一七/一八年度）的各項舉措訂立指引，協助大學履行其在教育和研究的使命及角色，並為教職員營造優秀的環境，使他們在教育及學術工作上追求卓越。

Moving Ahead
邁步向前

Through the strategic planning process, we have charted the strategic directions, and defined the strategic goals for the coming six years. As we move forward, we will formulate implementation plans to translate the goals into manageable actions with the involvement of parties concerned at different levels. The plan will consist of short-term goals for the first triennium, and longer-term ones for the second triennium. Details of the implementation plan will be contingent upon resources availability. Resources allocation decisions will align with the Strategic Plan. To ensure that the defined strategic goals address parameters that will change due to various internal and external factors, a mid-plan review will be conducted to fine-tune the implementation plan. For monitoring and evaluation of the progress of implementation, mechanisms will be developed and put in place.

透過制訂策略發展計劃，理大為未來六年訂立策略發展方向和目標。之後會與各級的相關持份者制訂執行計劃，將目標轉化為各項可行方案。執行計劃包括第一個三年期希望達致的短期目標，及第二個三年期的較長遠目標。執行計劃的具體細節會視乎資源而定，而大學則會根據策略發展計劃來落實資源的分配。為確保既訂的策略目標會顧及校內外各種因素的轉變，大學將進行中期計劃檢討，調整執行計劃，並會設立機制監察及評估計劃的進展。

Strategic Planning Task Force 策略發展計劃專責小組

Terms of Reference 職權範圍

1. To assist the President in the development of the University's Strategic Plan 2012/13 – 2017/18.
2. To conduct consultation exercises and collect views from various stakeholders of the University.
3. To put forward recommendations on a Strategic Plan to the President.
4. To prepare a draft Strategic Plan for Council's consideration and endorsement at its June 2012 meeting.

1. 協助校長制訂大學二零一二/一三至二零一七/一八年度大學策略發展計劃。
2. 向大學各持份者進行諮詢，徵集意見。
3. 向校長提交有關策略發展計劃的建議。
4. 向校董會提交策略發展計劃草擬稿，供校董會於二零一二年六月開會審議通過。

Composition 成員名單

Chairman
Prof. Philip C.H. CHAN
Deputy President and Provost

Co-chairman
Mr Nicholas YANG
Executive Vice President

Members
Two Council members
- *Mr Billy LAM*
- *Mr Alex LUI*

Two Court members
- *Prof. Roy CHUNG*
- *Prof. LIU Sing-cheong*

All Vice Presidents
- *Prof. Walter W. YUEN*
  Vice President (Academic Development)
- *Prof. Angelina YUEN*
  Vice President (Institutional Advancement and Partnership)
- *Prof. Judy TSUI*
  Vice President (International and Executive Education)
- *Ir. Prof. Alex WAI*
  Vice President (Research Development)

All Faculty Deans, School Deans and Dean(PCE)
- *Prof. K.Y. WONG*
  Dean, Faculty of Applied Science and Textiles
- *Prof. Edwin T.C. CHENG*
  Dean, Faculty of Business
- *Ir. Prof. TENG Jin-guang*
  Dean, Faculty of Construction and Environment
- *Prof. Charles SURYA*
  Acting Dean, Faculty of Engineering
- *Prof. Maurice K.H. YAP*
  Dean, Faculty of Health and Social Sciences
- *Prof. HUANG Chu-ren*
  Dean, Faculty of Humanities
- *Prof. Cees DE BONT*
  Dean, School of Design
- *Prof. Kaye CHON*
  Dean, School of Hotel and Tourism Management
- *Prof. Peter P. YUEN*
  Dean, College of Professional and Continuing Education (PCE)

Senior academic staff members
- *Prof. WONG Wing-tak*
  Head, Department of Applied Biology and Chemical Technology
  Faculty of Applied Science and Textiles
- *Prof. Xu HUANG*
  Head, Department of Management and Marketing
  Faculty of Business
- *Prof. Geoffrey Q. P. SHEN*
  Head, Department of Building and Real Estate
  Faculty of Construction and Environment
- *Prof. Michael TSE*
  Head, Department of Electronic and Information Engineering
  Faculty of Engineering
- *Prof. CHU Hung-lam*
  Head, Department of Chinese Culture
  Faculty of Humanities
- *Prof. Iris BENZIE*
  Chair Professor, Department of Health Technology and Informatics
  Faculty of Health and Social Sciences
- *Prof. LEE Tak-chi*
  Associate Dean, School of Design
- *Prof. Bob MCKERCHER*
  Professor, School of Hotel and Tourism Management

Director of Finance
- *Mr Louis HEUNG*

A nominee of The Hong Kong Polytechnic University Staff Association
- *Dr CHAN Chun-wah*

President of Federation of PolyU Alumni Associations
- *Ir. Prof. Johnny FAN*

President of The Hong Kong Polytechnic University Students' Union
- *Mr Andy CHAN (effective from 1 March 2012)*
  Mr Frank HUNG (up to 29 February 2012)

President of The Hong Kong Polytechnic University Postgraduate Association
- *Miss Phyllis CHEUNG*

Secretary
Miss Eva CHEUNG
Senior Officer, Management Information and Support Office

主席
常務及學務副校長
陳正豪教授

聯合主席
行政副校長
楊偉雄先生

成員
兩位校董會成員
- *林中麟先生*
- *雷震寰先生*

兩位大學顧問委員會成員
- *鍾志平教授*
- *廖勝昌教授*

所有副校長
- 副校長（學術發展）
  阮偉華教授
- 副校長（學院發展及合作）
  阮曾媛琪教授
- 副校長（國際事務及行政教育）
  徐林倩麗教授
- 副校長（科研發展）
  衛炳江教授、工程師

所有院長
- 應用科學及紡織學院院長
  黃國賢教授
- 工商管理學院院長
  鄭大昭教授
- 建設及環境學院院長
  滕錦光教授、工程師
- 署理工程學院院長
  徐星全教授
- 醫療及社會科學院院長
  葉健雄教授
- 人文學院院長
  黃居仁教授
- 設計學院院長
  方啟思教授
- 酒店及旅遊業管理學院院長
  田桂成教授
- 專業及持續教育學院院長
  阮博文教授

高級教職員
- 應用科學及紡織學院
  應用生物及化學科技學系系主任
  黃永德教授
- 工商管理學院
  管理及市場學系系主任
  黃旭教授
- 建設及環境學院
  建築及房地產學系系主任
  沈岐平教授
- 工程學院
  電子及資訊工程學系系主任
  謝志剛教授
- 人文學院
  中國文化學系系主任
  朱鴻林教授
- 醫療及社會科學院
  醫療科技及資訊學系講座教授
  Prof. Iris BENZIE
- 設計學院副院長
  李德志教授
- 酒店及旅遊業管理學院教授
  麥樂文教授

財務總監
- *香世傑先生*

香港理工大學教職員協會代表
- *陳振華博士*

香港理工大學校友會聯會會長
- *樊紹基教授、工程師*

香港理工大學學生會會長
- *陳文燁先生（任期由二零一二年三月一日開始）*
  洪銘先生（任期至二零一二年二月廿九日）

香港理工大學研究生會會長
- *張珮瑩小姐*

秘書
管理信息及支援處高級主任
張婉琴小姐

Membership of Working Groups 工作小組成員名單

Learning and Teaching 學與教

Convenor
Prof. Walter W. YUEN
Vice President (Academic Development)

Co-convenor
Prof. Iris BENZIE
Chair Professor, Department of Health Technology and Informatics

Members
- *Prof. CHU Hung-lam*
  Head, Department of Chinese Culture
- *Prof. Bob MCKERCHER*
  Professor, School of Hotel and Tourism Management
- *Dr CHAN Chun-wah*
  Visiting Fellow, Department of Applied Mathematics
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  President of The Hong Kong Polytechnic University Postgraduate Association
- *Prof. Michael TSE*
  Head, Department of Electronic and Information Engineering

Co-opted members
- *Dr Angela HO*
  Director of Educational Development
- *Mr Peter DUFFY*
  Educational Development Officer, Educational Development Centre
- *Mrs Dorinda FUNG*
  Director of Student Affairs
- *Dr Grace NGAI*
  Associate Professor, Department of Computing

Secretary
Miss Yvonne CHEUNG
Senior Personal Secretary to Vice President (Academic Development)

召集人
副校長（學術發展）
阮偉華教授

聯合召集人
醫療科技及資訊學系講座教授
Prof. Iris BENZIE

成員
- 中國文化學系系主任
  朱鴻林教授
- 酒店及旅遊業管理學院教授
  麥樂文教授
- 應用數學系訪問學人
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Appendix 2 附錄二

Guiding questions for solicitation of input from stakeholders 向持份者徵集意見的指引問題

Learning and Teaching 學與教

1. How to improve quality of student intake?
2. How to advance active e-learning?
3. How to enhance outside classroom learning experience?
4. How to develop students with good ethical standards?
5. Other suggestions

1. 如何能提升收生質素？
2. 如何推行積極的電子學習？
3. 如何能加強課外學習體驗？
4. 如何帶領學生培養良好的道德標準？
5. 其他建議

Research 研究

1. How to create an environment conducive to high caliber research?
2. What are the ways to increase resources to support research?
3. How to groom research leadership?
4. Other suggestions

1. 如何建立有利於進行高質素研究的環境？
2. 有甚麼途徑可增加資源支持研究工作？
3. 如何培養人才領導研究工作？
4. 其他建議

Knowledge Transfer (KT), Entrepreneurship and Service to Community 知識轉移、企業精神及服務社會

1. What are your comments on the value and positioning of KT in PolyU?
2. Each department should establish a mechanism to review the nature and scope of KT activities appropriate for its discipline and unique performance indicators appropriate for the department and its staff. What do you think?
3. Should KT achievements be identified as distinct assessment criterion for staff performance appraisal and promotion?
4. How to develop a culture of entrepreneurship and entrepreneurial thinking outside classrooms and labs?
5. How to encourage service to community involving staff, student, and community stakeholders for enhancement of PolyU's education?

1. 你對理大在知識轉移的價值和定位有甚麼意見？
2. 每一學系應訂立機制，檢討適合其學系領域的知識轉移活動的性質與範圍，以及適用於其學系及教職員的表現指標。你對此有甚麼意見？
3. 知識轉移所得的成果應否作為教職員表現評核及晉升的一個專項評核準則？
4. 如何在課室及實驗室以外培養企業精神及企業思維的文化？
5. 如何鼓勵教職員、學生及社會持份者參與社會服務，以提升理大的教育？

Internationalization, Branding and Marketing 國際化、品牌建立

1. How can we do better in recruiting international students at undergraduate, taught postgraduate and research postgraduate levels?
2. How can we do better in achieving an international mix of staff?
3. How can our curricula better incorporate international dimension?
4. How can we create an ambience on campus that embraces internationalization in spirit and promotes integration of local, mainland and international students?
5. Do you have suggestions on how to brand and promote PolyU in HK, the Chinese mainland and overseas, especially through social media?

1. 我們如何在本科生課程、授課式深造課程及研究式深造課程招收國際學生方面做得更好？
2. 我們如何在教職員國際化比例方面做得更好？
3. 我們如何更好地在課程內容加入國際元素？
4. 我們如何在校園內營造氛圍，可以體現國際化精神，提倡本地、內地及國際學生融合？
5. 對於為理大在香港、內地及海外建立品牌、推廣形象，特別是通過社交媒體方面，你有甚麼提議？

Engaging the Nation 參與國家發展

1. How to consolidate PolyU's existing networks and outposts in the Chinese mainland to support research and education?
2. How to leverage PolyU's mainland connections to facilitate its becoming an international leader in selected areas of research? What are your views?
3. How to enhance the China experience of PolyU's students including international students?
4. How to establish a strategic relationship with leading universities in the Chinese mainland and overseas?
5. The University should use its mainland networks to enhance attractiveness to stakeholders like students, scholars and employers, etc. What do you feel?

1. 如何整合理大現行在中國內地的網絡和區域中心，以支持研究及教學？
2. 如何借助理大與中國內地的聯繫，促進理大在個別的研究範疇在國際間扮演領導的角色？你有甚麼意見？
3. 如何加強理大學生(包括國際生)的中國體驗？
4. 如何與中國內地及海外的知名大學建立策略夥伴關係？
5. 理大應善用其內地網絡，加　對學生、學者及僱主等持份者的吸引力。你覺得怎樣？

Campus Development 校園發展

1. A culture of more efficient and sustainable space usage should be promoted. What do you think?
2. Technology (e.g. cloud servers and shared printing) and open office layout should be used to enhance better space utilization, while promoting an environmental friendly and sustainable campus. What are your views?
3. How to encourage departments to share facilities and return under-utilized space to central?
4. The University will actively explore measures to increase space, e.g. renovate existing space, find more land for expansion, secure satellite campus and rent/buy office/factory buildings. Any other suggestions?
5. What do you think are the strengths and weaknesses of our existing campus and what are the most important facilities/improvements to be considered in our future campus development?

1. 應提倡更有效率和可持續發展地運用空間的文化。你覺得怎樣？
2. 應運用科技(例如雲端伺服器及共用打印)以及開放式辦公室設計，以加　空間的使用，並提倡環保及可持續發展的校園。你覺得怎樣？
3. 如何鼓勵學系/部門共用設施以及將未盡使用的空間退還中央？
4. 大學將積極探討增加空間的措施，例如改裝現有空間、爭取土地擴建校園、設立衛星校園以及租用/購置商業/工業大　。你有甚麼其他建議？
5. 你覺得我們現有的校園有甚麼優點和缺點？還有，未來的校園發展最需要考慮的設施/改建是哪一項？

Recruitment and Retention 延攬人才

1. The University should develop a competitive remuneration package to attract and retain top talents. What do you think?
2. Remuneration packages should include incentive scheme, salary increment and bonus. Any views?
3. Other suggestions

1. 大學應訂立具競爭力的薪酬福利，以吸引及挽留卓越人才。你覺得怎樣？
2. 薪酬福利應包括獎勵計劃、加薪及花紅。你有甚麼意見？
3. 其他建議

The Hong Kong Polytechnic University 香港理工大學

Strategic Plan 策略發展計劃

2012/13-2017/18

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