



# MASTERMIND

## 出謀劃策

## V Financial Health and Institutional Sustainability

### 財務健康與機構可持續性

#### Objective 目的

To innovate and integrate for institutional advancement  
透過不斷創新和整合，以促使大學向前邁進



#### Overarching goal

To sustain financial health and enhance our infrastructure and people capabilities to support the strategic development of the University. Provide an ambience that is conducive for students, staff and the University to excel

#### 總體目標

維持財務穩健，完善基礎設施，並強化教職員的實力以支援大學的策略發展。營造有利的氛圍，鼓勵學生、教職員及大學追求卓越

#### Financial health

#### 財務健康

Strategic priority  
策略重點

**1** Sustain financial health through rigorous financial planning, prudent management and proper control of the University's budget based on value analysis  
實行嚴謹的財務計劃、審慎的管理和根據價值分析，對大學的預算案作合適的管控，以維持財務穩健

#### Strategic actions

- Continue to practise prudent financial management
- Achieve a recurrent budget balance and/or surplus from 2020
- Enhance the resources allocation model based on the Balanced Scorecard and value- and information-based planning; review the mechanism in order to steer and prioritise initiatives and assure performance and sustainability with regard to the goals and objectives of the University

#### 策略行動

- 繼續實行審慎的財務管理
- 自2020年起，實現經常性的預算平衡和/或盈餘
- 根據平衡計分卡與基於價值及按實際資料所作的規劃，完善資源分配模型；檢討機制，確保是根據大學的目標及宗旨作為導向和訂定計劃的優先次序，並確保取得成果及維持可持續性

Strategic priority  
策略重點

**2** Diversify income sources and ensure efficient use of resources to support the strategic development of the University

讓收益來源多元化，並確保妥善運用資源，以支援大學的策略發展

#### Strategic actions

- Maintain steady income streams from our CPCE and Hotel ICON operations
- Review the investment strategies and policies to maximise returns but with prudent investment management. Consider investing in the University's entrepreneurship endeavours, with a view to creating long-term income streams in support of ongoing KT activities and the University's operations
- Raise donation income through donor engagement and fund-raising activities
- Enhance administrative efficiency through business process reviews and re-engineering

#### 策略行動

- 確保來自專業及持續教育學院和唯港薈營運的收益維持穩定
- 檢討投資策略與政策以獲得最大收益，並且嚴謹地管理投資。考慮投資大學新創公司，以期創造長期收益來支持持續的知識轉移活動及大學營運
- 連繫捐助者，並透過籌款活動以增加捐款收入
- 透過檢討與重整工作流程，提升行政效率





Institutional sustainability - infrastructure development

機構可持續性－基礎設施發展

Campus development and IT as enabler

校園發展及以資訊科技作為推動力

Strategic  
priority  
策略重點

3 Complete committed capital projects, review the Campus Development Plan and formulate an implementation strategy, considering resources, opportunities and facilities in Hong Kong, Shenzhen and Lok Ma Chau Loop (LMCL)  
完成既定的基建項目，考量香港、深圳和落馬洲河套區的資源、契機及設施，檢討校園發展計劃，以及擬訂實施策略

Strategic actions

- a. Complete committed capital projects to support the evolving needs of learning, teaching and research
- b. Review and formulate an implementation plan for the Master Campus Development Plan 2014
- c. Optimise use of the Shenzhen Base by setting up strategic research laboratories and entrepreneurship facilities
- d. Continue to pursue additional sites with Government for campus and hostel expansion. Maintain an adequate supply of off-campus accommodation for non-local students
- e. Engage in the LMCL project to advance academic/ research development and knowledge transfer

策略行動

- a. 完成既定的基建項目，以支援在學習、教學和研究方面不斷演變的需求
- b. 檢討2014年校園整體發展規劃，並制訂實施計劃
- c. 善用深圳基地，設立策略研究實驗室與創業設施
- d. 繼續向政府爭取用地以擴展校園及宿舍，為非本地學生提供足夠的校外宿舍
- e. 參與落馬洲河套區的項目，以促進學術/科研發展與知識轉移

Strategic  
priority  
策略重點

4 Optimise and modernise the campus to enhance collaborative learning, teaching and research capabilities, internationalisation and communal needs  
優化校園並使其現代化，以促進協作學習、提升教學及研究實力、推動國際化及滿足社區需要

Strategic actions

- a. Devise and implement a policy that ensures greater accountability in the allocation and efficient use of space
- b. Centralise research and computer laboratories and promote interdisciplinary usage
- c. Formulate a modernisation plan for the campus, including the replacement/upgrading of aged facilities and the renovation of communal space to improve the ambience and cater for informal learning and stakeholder needs

策略行動

- a. 制訂並實施政策，確保加強空間分配和有效使用方面的問責性
- b. 將研究和電腦實驗室中央化，鼓勵跨學科應用
- c. 擬訂校園現代化計劃，包括更換/優化老舊的設施和翻新公用空間，藉此完善校園氛圍，配合非正規學習及持分者的需要

Strategic  
priority  
策略重點

5 Leverage information technology innovations to create a smart campus and work practices in a secure, environmentally-friendly and sustainable manner  
善用創新資訊科技，以安全、環保及可持續發展的方式創造一個智能校園及工作模式

Strategic actions

- a. Adopt best-practice technologies such as cloud computing, Internet of Things (IoT) and IT-sharing services to support learning, teaching and research, and administration services
- b. Provide students and staff with seamless access to digital services and resources in a secure manner, and enhance their utilisation
- c. Incorporate sustainability principles into building projects and operations. Regularly review and assess the campus' environmental performance

策略行動

- a. 應用最佳的科技，例如雲端運算、物聯網與資訊科技分享服務，支援學習、教學、研究和行政工作
- b. 為學生和教職員提供隨時隨地可安全獲取的數碼服務與資源，並鼓勵他們多加使用
- c. 將可持續發展的原則納入建築項目和營運當中，定期檢討和評估校園的環保表現



Institutional sustainability – organisation, people and culture

機構可持續性－組織、員工和文化

Process review and re-engineering

流程檢討與重整

Strategic  
priority  
策略重點

6 Enhance the value, efficiency and effectiveness of administrative functions and processes through business process reviews and re-engineering, and related human resources planning and management  
透過檢討與重整工作流程，提升人力資源的規劃與管理，令行政功能和流程更具意義、更有效率和效能

Strategic actions

- a. Conduct process reviews and re-engineering of key administration functions in academic and non-academic units to streamline processes, rationalise/consolidate overlapping roles/functions and the related review-and-approval mechanisms for greater efficiency and effectiveness. Ensure processes are agile and fit for purpose, while providing assurance of compliance
- b. Enhance headcount management to align with organisational reviews and re-engineering, and advocate re-prioritisation as a means of pursuing new initiatives

策略行動

- a. 為提升效率和效能，針對學術和非學術單位的主要行政功能而進行檢討和重整流程，以期精簡程序並調整/鞏固重複的職責/功能與相關審查和審批機制。確保流程靈活適切，並同時符合要求
- b. 完善人手編制的管理，以配合架構的檢討與流程重整，並倡議重訂優次以開展新項目

Talent development and succession planning

人才培訓及更替計劃

Strategic  
priority  
策略重點

7 Strengthen leadership capabilities, talent development and succession planning  
強化領導能力、人才培訓及更替計劃

Strategic actions

- a. Recruit outstanding senior academics and young academic talent to build a critical mass of top-notch faculty members
- b. Enhance succession planning and talent development through a structured process to fill key positions, to be driven and enforced by management
- c. Strengthen the leadership skills of management staff in academic and non-academic units through strategic hires, leadership programmes and sharing sessions

策略行動

- a. 招聘傑出的資深及青年學者，建立一個頂尖的學術團隊
- b. 完善人才更替及培訓計劃，並按既定程序去填補重要職位空缺，有關工作由管理層推動和執行
- c. 透過有策略地招聘人才、培訓領導才能的計劃及分享會，加強學術及非學術部門管理人員的領導能力

Organisational culture

機構文化

Strategic  
priority  
策略重點

8 Foster a culture of strive-for-excellence, cohesiveness, diversity inclusiveness, and environmental and social responsibility  
推動追求卓越、團結、多元兼容、環保及承擔社會責任的文化

Strategic actions

- a. Reinforce a performance culture through institutional/departmental KPIs, merit-based salary reviews and recognition programmes
- b. Foster an inclusive and diverse culture, and instil a sense of social and environmental responsibility among staff, students and stakeholders, including alumni

策略行動

- a. 採用大學/學系關鍵績效指標、績效薪酬檢討及表揚計劃，鞏固績效文化
- b. 推動兼容多元的文化，並培養教職員、學生、持分者及校友對社會和環境的責任感

Institutional sustainability – governance

機構可持續性－管治

Strategic  
priority  
策略重點

9 Formulate and implement policies and programmes to enhance University governance from the enterprise to the data levels  
制訂政策並實施計劃，從企業管治到數據管理著手提升大學管治能力

Strategic actions

- a. Formalise and implement the Code of Practice on Governance of the University
- b. Formulate and implement the Enterprise Risk Management framework, including the creation of a risk register, assessment of key risks, identification of risk owners, formulation of risk mitigation plans, conduct of regular reviews, and monitoring of the key risks and related measures

策略行動

- a. 正式確立並執行大學管治實踐守則
- b. 制訂並實施企業風險管理框架，包括建立風險數據庫、評估主要風險、識別風險承擔人、制訂減低風險計劃、進行定期檢討，以及監測主要風險和相關措施