

SHAPING THE FUTURE

成就未來

Strategic Plan
策略發展計劃
2019/20 – 2024/25

Motto 校訓

To learn and to apply,
for the benefit of mankind
開物成務 勵學利民

Vision 願景

Be a leading university that advances and transfers knowledge, and provides the best holistic education for the benefit of Hong Kong, the nation and the world.

矢志成為一所在開拓及轉移知識、提供優質全人教育方面均領先的大學，為香港、國家及世界作出貢獻。

Mission 使命

To pursue impactful research that benefits the world.

致力富有影響、造福世界的研究。

To nurture critical thinkers, effective communicators, innovative problem solvers and socially responsible global citizens.

培育敏於思辨、善於溝通、富於創見、精於解難，且勇於承擔社會責任的世界公民。

To foster a University community in which all members can excel in their aspirations with a strong sense of belonging and pride.

營造讓員生志存高遠、心有歸屬、樂於以大學為榮的環境。

Our Promise for
Education and Research
教研承諾

Opening Minds · Shaping the Future
啟迪思維 · 成就未來



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As the world evolves, new social, economic and environmental challenges will arise, with increasingly demanding expectations being placed on tertiary institutions.

隨著世界演變，社會、經濟及環境的新挑戰接踵而至，全球對高等院校的期望亦不斷提升。

”

Message from the Council Chairman 校董會主席的話

With the current Strategic Plan ending in June 2018, PolyU commenced the planning for its future development in early 2017. We conducted a series of strategic planning exercises to outline our direction and priorities for the University's further advancement over the coming two triennia, 2019/20 – 2024/25.

During the planning process, we reaffirmed our aspiration of becoming one of the region's top universities for teaching and learning, research and knowledge transfer. As the world evolves, new social, economic and environmental challenges will arise, with increasingly demanding expectations being placed on tertiary institutions. We remain committed to providing an outstanding educational experience for our students and to answering the call of the times.

While devising this Strategic Plan, we listened to opinions and pooled ideas from different stakeholders in order to agree on priorities, set measurable goals and formulate actions. Council Members were closely involved in the process through participation in the Strategic Planning Task Force and Working Group meetings. I personally participated in several rounds of discussion, and I was greatly impressed by the passion and very constructive perspectives of colleagues and students. The Council subsequently approved the Strategic Plan in September 2017.

The theme of the Strategic Plan – Shaping the Future – will inspire us to take the University to the next level of excellence. Speaking on behalf of the PolyU Council, I would like to assure the University management and staff that we will fully support implementation of this Plan.

Finally, let me take this opportunity to express my heartfelt thanks to everyone who contributed their time, effort and resources to develop this, a Strategic Plan of such importance for our future.

Chan Tze-ching, BBS, JP
Chairman of Council

May 2018

理大的2012/13 – 2017/18策略發展計劃迄至2018年6月為止，大學亦早於2017年初開始擬定未來的發展計劃。經過一輪籌劃工作，我們制訂了大學2019/20 – 2024/25年的策略發展方向及重點工作，帶領大學再闢高峰。

理大的願景是致力在教學、科研和知識轉移方面成為區內頂尖大學之一。隨著世界演變，社會、經濟及環境的新挑戰接踵而至，全球對高等院校的期望亦不斷提升。我們承諾為學生提供最優良的學習體驗，並積極回應社會需要。

在擬訂策略發展計劃的過程中，我們用心聆聽持分者的意見，集合各方的建議，以達成對重點工作的共識，並制訂目標和行動方案。校董會成員積極參與整個過程，包括參加策略發展計劃專責組及其轄下小組的工作。我親身參與了幾輪討論，同事和同學的全情投入，以及他們極具建設性的觀點，都令我印象深刻。校董會及後於2017年9月正式通過這份策略發展計劃。

以「成就未來」為主題的策略發展計劃，將帶領理大精益求精，更上層樓。我謹代表校董會承諾全力支持大學管理層和教職員將計劃付諸實行。

新的策略發展計劃對我們的未來發展至關重要，讓我藉此機會衷心感謝為制訂此計劃付出時間、心力以及貢獻智慧的每一位同仁。

校董會主席
陳子政, BBS, JP

2018年5月



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Universities are becoming mindful of the roles that they ought to fulfill in transforming lives and changing the world. PolyU is a pioneer in this aspect.

大學愈來愈意識到它們在改善生活和改變世界方面所承擔的角色。理大是這方面的先驅。

”

Message from the President

校長的話

Education is a force for change. Universities are becoming increasingly mindful of the roles that they ought to fulfill in transforming lives and changing the world. PolyU is a pioneer in this aspect. We have long been making significant contribution to the social and economic well-being of the community, our nation and the world through our innovative teaching, research and knowledge transfer endeavours.

While conducting the strategic planning exercise for 2019/20 – 2024/25, we have taken the opportunity to revisit and refine PolyU's mission and vision statements, which will steer us in the right direction as we move forward. We also align the strategic areas with the University Accountability Agreement framework of the University Grants Committee.

The Plan outlines all aspects of PolyU's education and research that are crucial for us to achieve success as a world-class university. Our teaching and learning will meet the needs of students, developing in them an international outlook for the world beyond. Our research will deliver sustainable benefits to society and provide innovative solutions for global problems. In the face of the growing complexity of socio-economic issues, our interdisciplinary research collaboration, industry partnership and community engagement initiatives will bring hope to the world.

Thanks to the support from all members of the PolyU family, in the Plan's development, I am sure our collective efforts will help write many exciting chapters in PolyU's history.

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

May 2018

教育為改變的原動力。大學愈來愈意識到它們在改善生活和改變世界方面所承擔的角色。理大是這方面的先驅。一直以來，我們透過在創新教學、研究及知識轉移方面的努力，為社區、國家和全球的社會及經濟福祉作出了重要貢獻。

我們藉著制訂2019/20至2024/25年度大學策略發展計劃的機會，重新審視並進一步完善理大的使命和願景，以引領我們朝著正確的方向邁進。在釐訂策略發展領域同時，亦以大學教育資助委員會的大學問責框架為依據。

此計劃概述了理大這所世界級大學要取得成就所涉及的各個教育和科研範疇的工作。我們的教與學將滿足學生所需，讓他們具備國際視野，能夠面對未來的挑戰。我們的研究將為社會帶來可持續的效益，並為全球問題提供創新的解決方案。隨著社會和經濟議題日趨複雜，我們的跨學科研究協作、業界夥伴計劃，以及社區參與活動將為世界帶來新希望。

我衷心感謝理大社群所有成員的鼎力支持，一起制訂這份計劃。我深信大家的共同努力，將有助理大在其發展歷史上寫下更多光輝的篇章。

校長
唐偉章

2018年5月



“

I hope this document will convey to all stakeholders our exciting roadmap for making a difference in the world.

我希望這份計劃能讓持分者了解我們致力為世界帶來改變的發展藍圖。

”

Message from the Chairman of the Strategic Planning Task Force

策略發展計劃專責小組主席的話

Since 1994 when we achieved University status, we have formulated a strategic plan every six years to guide our development. This is an intensive exercise involving all key stakeholders, including students, colleagues, alumni as well as Council and Court members. We scan the environment, review our achievements and performance, revisit the vision and mission statements before we set the goals and priorities for the following six years.

The current Strategic Plan is valid until 2017/18. I am very pleased to report that we have been closely following the strategies outlined in the plan and have achieved many of the key goals set down in 2011/12. In 2017, we embarked on another journey to develop a new Strategic Plan. To align with the University Grants Committee planning cycle, the next Strategic Plan will cover two triennia from 2019/20 to 2024/25. The academic year 2018/19 will be a gap year, in which preparatory work for key strategic initiatives will be launched.

In the process of formulating this Strategic Plan, the Strategic Planning Task Force held extensive consultations and open forums among various stakeholders of the University to solicit their valuable input. We welcomed constructive arguments and embraced diversity, hoping to bring in novel ways of delivering the best quality of education and thoughtful plans for achieving research excellence and effective knowledge transfer, thus creating even greater societal impact at home and abroad.

I would like to express my sincere gratitude to all those involved in charting the Strategic Plan. I hope this document will convey to all stakeholders our exciting roadmap for making a difference in the world. With the continued support of the University community, I look forward to joining hands with colleagues in implementing the Plan and realising our vision.

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

May 2018

自1994年正名以來，理大每六年便制訂一次策略發展計劃，為未來發展作出指引。我們邀請所有主要持分者參與，包括學生、教職員、校友、大學校董會及顧問委員會成員，討論過程相當深入，大家仔細審視社會環境、過往成就和表現，以及大學的願景及使命，才制訂未來六年的目標及重點工作。

現時的策略發展計劃將於2017/18年度完結。我很高興向大家匯報，大學一直嚴格遵守計劃中的各項發展策略，並已達成當中許多在2011/12年度所訂立的主要目標。2017年，我們又展開工作，籌劃新一份策略發展計劃。為配合大學教育資助委員會的規劃周期，新一份策略發展計劃將涵蓋兩個三年期，即2019/20至2024/25年度。2018/19年度將為空檔年，以開展主要策略計劃的籌備工作。

在制訂新的策略發展計劃期間，策略發展計劃專責小組積極進行諮詢及舉辦公開論壇，收集不同持分者的寶貴意見。我們歡迎有建設性的討論，且廣納各方建言，盼能開拓嶄新模式以提供最優質的教育，亦期望引進周全計劃以成就卓越科研、並有效推動知識轉移，為香港以至世界作出更大的貢獻。

我由衷感謝所有參與制訂策略發展計劃的人士，並希望這份計劃能讓持分者了解我們致力為世界帶來改變的發展藍圖。我懇切期望繼續得到大學社群的支持，並與同事攜手落實此計劃，成就我們的願景。

常務及學務副校長
策略發展計劃專責小組主席
陳正豪, *BBS*

2018年5月

REFLECT

繼往開來

Historical Development 歷史發展

1937



Government Trade School 香港官立高級工業學院

The first publicly-funded post-secondary technical institution in Hong Kong was set up, with some 70 students and three departments offering courses in marine wireless operating, mechanical engineering and building construction. 香港第一所由政府資助、提供專上程度工科教育的院校正式成立，設有三個學系、有約七十名學生，提供的課程包括航海無線電操作、機械工程及建築工程。

1947



Hong Kong Technical College 香港工業專門學院

The college offered both full- and part-time courses and later expanded to meet the soaring demand for trained technicians and professionals. 學院提供全日制及兼讀制課程，及後逐步擴展以滿足社會對受訓技術人員和專業人才的大量需求。

1972



Hong Kong Polytechnic 香港理工學院

With the provision of application-oriented education to meet the need for professional manpower, early Polytechnic courses covered engineering, commerce, management, mathematics, science, nautical studies and textiles. 學院提供應用為本的教育，回應對專業人力資源的需求。早期課程包括工程、商管、數理、科學、航海及紡織範疇。

1994



The Hong Kong Polytechnic University 香港理工大學

After gaining approval for the self-accreditation of degree programmes, the institution assumed full university status and changed its name to The Hong Kong Polytechnic University. 學院獲頒授自我評審資格及取得大學地位，並正名為香港理工大學。



PolyU Today 今日理大

Training tomorrow's leaders 培育明日領袖

Over the past 80 years, the institution has developed into one of the top universities in Asia and the world. We have borne the seeds of generations of scholars, professionals and entrepreneurs capable of contributing to the world on different fronts.

PolyU's approach to education ensures students' whole-person development while honing their leadership skills and entrepreneurial spirit so they can create innovative solutions to problems. The University's programmes meet the demand for professional talent, while the Work-Integrated Education opportunities offered in 30 overseas countries and 10 cities in mainland China ensure that students are competent and prepared to enter the workforce.

The University's pioneering Service-Learning programme integrates academic study with community service, inspiring students to apply professional knowledge and skills to serve the underprivileged and give back to society. To date, nearly 13,000 students have spent more than 510,000 hours providing services for over 68,000 needy people in Hong Kong, the Chinese mainland and overseas.

八十年來，我們發展至今成為亞洲以至世界頂尖大學之一，孕育了一代又一代的學者、專才與創業家，讓他們在不同崗位貢獻世界。

理大的教育模式推動學生的全人發展，並培育他們的領導才能和創業家精神，裝備他們以創新方案解決難題。大學的課程切合社會對專才的需求，其中校企協作教育為學生提供機會，於三十個海外國家及中國內地十個城市中實習，確保學生為投身工作而做好準備。

大學亦開創服務學習的先河，將學習知識及社會服務結合起來，讓學生善用專業知識和技能，服務弱勢社群，回饋社會。至今已有近一萬三千名學生為香港、中國內地及海外逾六萬八千名有需要人士投入超過五十一萬小時的服務。

Breaking new ground
科研開天闢地

Recognised and acclaimed throughout the world, PolyU's research has produced an abundance of innovations, from world-changing discoveries to business and industrial solutions and inventions for social good. The world-class research centres and facilities of the University have led to many ground-breaking, cross-disciplinary collaborations and research outcomes.

Together with governmental, academic, business and industry partners around the globe, PolyU's contributions make a lasting difference and have a far-reaching impact. Among these are the following innovations:



Novel drugs to provide a cure for liver and other cancers
可治療肝癌及多種癌症的嶄新藥物



Robotic arms that reassemble inside human body to assist surgeons in single-incision or incision-less surgery
可在人體內重組以輔助外科醫生進行單切口或無切口手術的機械臂



A model with 3D printed blood vessels and aortic valves for cardiologists to simulate surgery
支援心臟科醫生模擬手術的系統，設有三維打印血管及主動脈瓣



A radiation-free device to accurately screen scoliosis using 3D ultrasound imaging techniques
一套採用三維超聲成像技術的設備，無輻射且精確地測量脊柱側彎



Defocus incorporated contact and spectacle lenses that retard myopia
延緩近視加深的「光學離焦」隱形眼鏡及鏡片



A camera pointing system to help capturing images on the moon
在月面幫助拍攝影像的相機指向機構系統



Fibre optic sensing technologies to allow continuous rail surveillance and rapid maintenance
持續監控鐵路運作和提升維修效率的光纖傳感技術



Automation equipment to enhance the efficiency and operation of aircraft repair and maintenance
可以促進飛機維修保養工程效率和改善運作的自動化器械



Software approach to achieve record-breaking optical communication speed in data centres
以軟件方案刷新數據中心的光纖通訊速度

Facts and figures 資料及數據

Year of establishment 成立年份	1937
No. of students 學生人數 (2016/17)	28,000+
No. of full-time staff (incl. academic, research, administrative/ support staff) 全職制職員人數 (2016/17) (包括教學、研究、行政/支援職員)	5,300+
No. of graduates 畢業生人數 (1937-2017)	390,000+
No. of taught programmes 授課式課程 (2016/17) (incl. postgraduate, undergraduate and sub-degree programmes 包括深造和學士學位及非學位課程)	160+
No. of research projects underway 正在進行之研究項目(2016/17)	3,000+
No. of collaborating partners/institutions 協作夥伴/院校數目	Overseas海外: 360+ (spanning 50 countries and regions 遍布五十個國家及地區) Chinese mainland 中國內地 : 300
No. of establishments on the Chinese mainland 在中國內地的發展基地數目	6 (Beijing, Hangzhou, Shanghai, Shenzhen, Sichuan and Xi'an 北京、杭州、上海、深圳、四川及西安)
Campus 校園	Centrally located in Hung Hom, Kowloon, with a main campus site area of around 9.46 hectares, several capital projects are underway 主要位於九龍紅磡，主校園佔地約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 學生宿舍宿位數目	4,654 (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)

Faculties, Schools and Departments 學院及學系

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 紡織及服裝學系

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 Biomedical Engineering 生物醫學工程學系
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 Aeronautical and Aviation Engineering
航空工程跨領域學部

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



ENGAGE

集思廣益

The Process 制訂計劃的過程

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

- formed in late March 2017
2017年3月下旬成立
- members included staff, students, alumni and the University Council and Court members
成員包括職員、學生、校友、校董會及大學顧問委員會成員
- charged with assisting the President in the development of the Strategic Plan and to conduct consultation exercises
負責協助校長擬訂策略發展計劃，並開展諮詢工作
- terms of reference and membership of the Task Force and its Working Groups are shown in Appendix 1
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

Task Force and Working Groups meetings 專責小組及工作小組會議

- articulated aspirations for the five strategic areas, to align with the development of University Grants Committee's University Accountability Agreement framework, in the initial recommendations
根據大學教育資助委員會的大學問責協議框架，在初步建議中訂立五大策略領域的目標
- + Quality of the Student Experience of Teaching and Learning
學生的教與學體驗質素
- + Quality of Research Performance and of Research Postgraduate Experience
研究表現及研究生體驗的質素
- + Knowledge Transfer and Wider Engagement
知識轉移及廣泛參與
- + Enhanced Internationalisation and Engaging the Nation
促進國際化及參與國家發展
- + Financial Health and Institutional Sustainability
財務健康與機構可持續性

Broad Consultation Exercise 廣泛諮詢工作

- stage one on the initial recommendations
第一階段討論初步建議
- stage two on the recommendations that were refined after feedback was collected
第二階段討論收集意見後、經修改的建議
- gather feedback through formal meeting discussions and face-to-face exchanges at open forums attended by more than 250 participants
透過在正規會議中的討論，以及有超過二百五十人出席的公開論壇上之面對面交流徵集意見
- stakeholders engaged included staff, students, University Council and Court members, alumni and advisory committee members
教職員、學生、校董會和大學顧問委員會成員、校友及顧問委員會成員等持分者皆參與了諮詢活動
- a dedicated website was set up to obtain feedback from stakeholders
成立專門網站以收集持分者的意見
- guiding questions (Appendix 2) were designed by the Working Groups to solicit inputs on specific points
工作小組設計了指引問題（列載於附錄二）以徵集某些指定範疇上的意見

Recommendations 建議

- the Task Force came up with its recommendations in August 2017
專責小組於2017年8月制訂建議

Endorsement and Approval 確認及通過

- the Strategic Plan endorsed by the Executive Committee of Council, and approved by Council in September 2017
校董會常務委員會確認策略發展計劃初稿後，由校董會於2017年9月通過



MASTERMIND

出謀劃策

The Five Domains 五大綱領

The University's Core Functions

大學的核心功能

Learning and Teaching
學與教

Research
研究

The Strategic Plan is driven by the University Mission, and guided by its Vision. The Plan sets out the strategic goals to be achieved through the core functions of learning, teaching and research. The Plan was developed under five domains, namely, Quality of the Student Experience of Teaching and Learning, Quality of Research Performance and of Research Postgraduate Experience, Knowledge Transfer and Wider Engagement, Enhanced Internationalisation and Engaging the Nation, and Financial Health and Institutional Sustainability, to align with the development of the University Grants Committee's University Accountability Agreement framework.

本策略發展計劃是以大學的願景為導向和使命所帶動。此計劃闡述大學期望透過學與教及研究的核心功能，達致一系列的策略目標。策略發展計劃分為五大綱領，以配合大學教育資助委員會的大學問責協議框架，包括學生的教與學體驗質素；研究表現及研究生體驗的質素；知識轉移及廣泛參與；促進國際化及參與國家發展；以及財務健康與機構可持續性。



Quality of the Student
Experience of Teaching
and Learning
學生的教與學體驗質素



Quality of Research
Performance and of Research
Postgraduate Experience
研究表現及研究生體驗的質素



Knowledge Transfer and
Wider Engagement
知識轉移及廣泛參與



Enhanced
Internationalisation and
Engaging the Nation
促進國際化及參與國家發展



Financial Health
and Institutional
Sustainability
財務健康與機構可持續性



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出謀劃策

I Quality of the Student Experience of Teaching and Learning

學生的教與學體驗質素

Objective 目的

To nurture holistic professionals for the future
培育未來的全人專才

Overarching goal

To develop students' academic, personal and interpersonal skills by enhancing their learning experience via a refined curriculum. This curriculum is designed to employ an effective blend of face-to-face and online modes, develop interactive pedagogies, adopt appropriate education technologies, make the best use of contact hours, promote independent and collaborative learning, foster students' confidence, improve their communication skills, and allow space for the acquisition of generic skills and adaptability for the future

總體目標

透過進一步完善的課程來提升學生的學習體驗，以發展他們在學術、個人及社交方面的能力。課程設計有效結合面授及網上學習模式、發展互動式教學、採用適當教學科技、充分利用上課時數、促進獨立及協作學習、提升學生自信心、改善溝通技巧，並且讓學生有閒餘空間學習通用技能和適應未來的能力



Enhance the student learning experience 提升學生學習體驗

Strategic
priority
策略重點

1 Instil in students the desire to learn and strengthen their ability to 'learn to learn'
培養學生對學習的熱誠，並強化其「學會如何學習」的能力

Strategic actions

- Strengthen the 'learn to learn' element in the curriculum
- Expand the research element in the undergraduate curriculum
- Showcase and build pride in outstanding undergraduate student work

策略行動

- 強化課程內有關「學會如何學習」的元素
- 擴大本科課程內的研究元素
- 展示本科生的傑出表現，讓他們建立自豪感

Strategic
priority
策略重點

2 Enhance the student learning experience through the use of interactive pedagogies
運用互動式教學提升學生的學習體驗

Strategic actions

- Make more extensive use of interactive pedagogies, such as enquiry-based learning and the flipped classroom approach in order to engage and challenge students and increase their confidence and communication skills. Implement the pedagogies progressively in suitable subjects to enhance the student experience and learning
- Incorporate online and public domain teaching and learning materials into the curriculum. Learn from the best
- Leverage our experience from MOOCs and SPOCs to create virtual tutorials and peer learning groups to supplement and replace face-to-face tutorials

策略行動

- 多採用互動式教學，例如提問式學習法及翻轉課堂方法，以鼓勵學生積極參與、挑戰其學習能力，並提升其自信和溝通技巧。在合適的科目中逐步推行這類教學法，以豐富學生的學習體驗和加強其學習成效
- 在課程中引入網上和公開資源的教學及學習素材，借鑒成功例子
- 運用大學在大型開放式網絡課程(MOOCs)和小型專屬網絡課程(SPOCs)方面的經驗，開展網上導修課及學生學習小組，以輔助和取代面授導修課

3 Transform physical and virtual learning spaces to facilitate new teaching and learning pedagogies

改造實體和虛擬學習空間，以方便實施新的教學和學習模式

Strategic actions

- Create a portfolio of complementary diverse physical spaces, including formal, managed and informal collaborative learning spaces
- Consolidate the space designs based on the improved student learning experience; project future space needs of learning/teaching pedagogies
- Equip, support and manage the informal learning spaces with appropriate furniture, equipment, and amenities
- Create a virtual collaborative platform to enable the seamless progression of online and offline learning activities across campus
- Develop the infrastructure to make learning resources accessible anytime, anywhere
- Progressively move towards adoption of the flipped classroom approach and devote more time for students to engage in collaborative learning; in return, reduce face-to-face contact hours and the use of formal learning spaces, particularly centralised classrooms

策略行動

- 創造一個互補且多元的實體空間組合，包括正式、受規管及非正式的協作學習空間
- 以完善學生學習體驗為目標來整合空間設計；並根據各種學習形式 / 教學法來規劃未來所需空間
- 為非正式學習空間配備合適的傢俬、設備和設施，並加以管理
- 建立虛擬協作平台，讓校園內的網上和離線學習活動得以無間進行
- 建造基礎設施以確保在何時何地都能取得學習資源
- 逐步採用翻轉課堂的教學模式，讓學生有更多時間參與協作學習；從而縮減面授教學時間及減少使用正式的學習空間，尤其是中央課室

4 Provide a supportive environment for students to review and reflect on their learning 為學生提供適切的支援，讓他們可以就其學習情況進行檢討及反思

Strategic actions

- Digitise teaching and learning materials and make them easily accessible at any time and any place
- Record and archive all lectures in phases
- Use virtual tutorial and peer learning groups to support students in need to supplement face-to-face instruction
- Use learning analytics to identify student learning problems early in the semester

策略行動

- 將教學和學習教材電子化，讓學生何時何地都能容易取得這些教材
- 分階段將所有課堂攝錄並存檔
- 利用虛擬導修課和同儕學習小組支援有需要的學生，以輔助面授教學
- 運用學習分析於學期初識別學生在學習上遇到的問題

5 Prepare ourselves for the onset of digital transformation in tertiary education 為高等教育開展電子化改革做好準備

Strategic actions

- Build a teaching and learning resources centre for students and staff with the latest and best e-learning resources to support blended teaching and learning; use the best MOOCs and SPOCs in teaching and learning
- Enhance the digital literacy skills of students and teachers
- Reassess the current Learning Management System (LMS) for its adequacy to support future teaching and learning needs

策略行動

- 設立一個教學和學習資源中心，為學生和教職員提供最新、最優質的電子學習資源以支援混合式教與學；並在教與學中善用大型開放式網絡課程 (MOOCs) 和小型專屬網絡課程 (SPOCs)
- 提升師生的數碼素養技能
- 重新評估現有的學習管理系統 (Learning Management System) 是否足以支援未來教與學的需要





Continuous consolidation and refinement of the undergraduate curriculum
持續鞏固及完善本科課程

Strategic priority 6 Continue to enhance the quality of undergraduate degree programmes
策略重點 持續提升本科學位課程質素

Strategic actions

- a. Conduct a comprehensive review of the Academic Regulations in the University
- b. Standardise credit definitions throughout the University and properly assess student workloads
- c. Review the DSR (Discipline Specific Requirements) curriculum to ensure students have a curriculum space to participate in co-curricular activities and pursue their interests
- d. Consolidate and refine the GUR (General University Requirements) of the four-year curriculum
- e. Improve the support and education of students' emotional intelligence and psychological wellbeing
- f. Identify themes of interdisciplinary Service-Learning and social innovation projects for deeper and broader impact

策略行動

- a. 全面檢討理大教務規章
- b. 統一大學的學分定義，並認真地評估學生的功課量
- c. 檢討本科專修課程 (Discipline Specific Requirements)，以確保學生有餘暇參與課外活動，並追求個人興趣
- d. 鞏固並完善四年學制的大學核心課程 (General University Requirements)
- e. 加強在學生情緒智商和心理健康方面的支援和教育工作
- f. 就跨學科服務學習及社會創新項目發掘主題，以期帶來深遠的影響

Create a supportive environment for teachers
為老師營造適切的環境以支援教學的需要

Strategic priority 7 Create a culture conducive to valuing teaching and learning and to motivating teachers to excel
策略重點 建立重視教與學的文化，激勵老師追求卓越

Strategic actions

- a. Expand the membership and participation of the Communities of Practice (CoP) to students and colleagues who wish to share and improve their teaching
- b. Create a Wall of Honours for outstanding teachers
- c. Progressively open Student Feedback Summary (SFQ) results to motivate teachers to improve

策略行動

- a. 增加實踐社群 (Community of Practice) 的成員人數，讓願意分享及改善教學的學生及教職員可參與其中
- b. 為傑出教員樹立榮譽之牆
- c. 逐步公開學生反饋總結 (Student Feedback Summary)，以激勵教員提升表現



MASTERMIND

出謀劃策

II Quality of Research Performance and of Research Postgraduate Experience

研究表現及研究生體驗的質素

Objective 目的

To scale new heights of knowledge creation
在創造知識方面再上層樓

Overarching goal

To build up high-impact interdisciplinary research areas, a cutting-edge research infrastructure, and high-quality, diversified research postgraduate programmes

總體目標

發展高影響力的跨領域研究範疇、設立尖端的研究基礎設施，以及規劃高質素、多元化的深造課程



Build on strength

鞏固實力

Strategic
priority
策略重點

1

To facilitate the implementation of high-impact research through cross-disciplinary collaborations among faculties/schools and other UGC institutions
透過院系及與其他教資會資助院校間的跨學科協作，使影響深遠的研究能得以推行

Strategic actions

- To conduct cutting-edge research on research platforms developed at PolyU
- To encourage the formation of research institutes through the co-operation and integration of research centres in strategic areas
- To recruit and retain top scholars to sustain the identified research areas by exploring Faculty and University level recruitment and appointment of academic staff

策略行動

- 於理大創建的研究平台中進行尖端研究
- 鼓勵個別策略範疇的研究中心加強協作及整合，進而成立研究所
- 就學院及大學層面學術人員的招聘及委任情況進行檢討，以聘請並挽留頂尖學者，使個別選定的研究領域得以持續發展

Raise research funding

籌募研究經費

Strategic
priority
策略重點

2

To establish the necessary research infrastructure to support large-scale research initiatives in the above identified research areas
建立所需的研究設施，以支援上述已選定之研究領域中的大規模研究項目

Strategic actions

- To raise and attract more research funding from local and non-local government bodies as well as industries in Hong Kong and the Chinese mainland
- To leverage the establishment of the Shenzhen Base to seek opportunities for securing research funding from sources provided by the mainland government

策略行動

- 向本地及非本地的政府部門，以及香港與中國內地的企業籌募和吸納更多研究經費
- 透過已成立的深圳基地，爭取機會向內地政府申請研究經費



Encourage interdisciplinary collaboration

鼓勵跨學科協作

Strategic
priority
策略重點

3 To cultivate a mutually supportive, interdisciplinary and forward-thinking research culture

培養互相支援、跨學科並具前瞻性的研究文化

Strategic actions

- To strengthen the communication networks within the University to facilitate exchange of information on research achievements and future developments
- To encourage collaboration by exploring a new research resource allocation model
- To encourage knowledge transfer
- To enhance the involvement of undergraduate students in research activities

策略行動

- 加強大學內部的溝通網絡，以促進有關研究成果和未來發展的信息交流
- 探討採用新的研究資源分配模式以鼓勵協作
- 鼓勵知識轉移
- 促進本科生參與研究活動

Internationalisation

國際化

Strategic
priority
策略重點

4 To enhance the international dimension and impact of research and further PolyU's global reputation for research excellence

提升研究項目的國際層面及其影響力，使理大的科研成就享譽國際

Strategic actions

- To promote faculty members' involvement in mainland and overseas research collaboration, resulting in joint publications and more collaborative research projects with top universities in identified disciplines
- To develop cross-border multidisciplinary theme-based research and partnerships with renowned mainland, One Belt One Road, and overseas universities and research institutes
- To strengthen the international networks in which PolyU has a leading role through impactful research collaboration
- To develop a clear and efficient management and control structure for research in Hong Kong and the Chinese mainland

策略行動

- 鼓勵學術人員參與內地及海外學者在研究方面的交流協作，以期可以合作於期刊發表文章，以及在選定的學科範疇與頂尖大學開展更多的合作研究項目
- 與內地、一帶一路及海外知名大學和研究院開展跨境、跨學科的主題式研究及夥伴關係
- 透過具影響力的研究協作，強化由理大擔當主導角色的國際網絡
- 於香港和中國內地建立一個條理清晰、高效率的研究管理及控制架構

High-quality research postgraduate programmes

優質研究式深造課程

Strategic priority
策略重點 **5** To strengthen research postgraduate programmes
強化研究式深造課程

Strategic actions

- To benchmark our research postgraduate programmes with those of top universities
- To recruit more interdisciplinary research postgraduate students with supervisory teams and topics spanning different faculties
- To strengthen and enrich students' learning and research experience

策略行動

- 將頂尖大學的研究式深造課程作為標準，去衡量本校的同類課程
- 取錄更多跨學科研究生，而其導師團隊和研究議題亦以跨院系為主
- 強化和豐富學生的學習及研究體驗

Diversity in research postgraduate programmes

多元研究深造課程

Strategic priority
策略重點 **6** To enhance the recruitment of research postgraduate students from different cultures, ethnicities and socio-economic backgrounds
加強招聘工作，以取錄更多來自不同文化、種族及社會經濟背景的研究生

Strategic actions

- To conduct promotional drives in different countries
- To encourage research postgraduate student exchange and relationship building in the research community

策略行動

- 在不同國家進行推廣活動
- 鼓勵研究生參與交換生計劃，並在科研社群中建立夥伴關係

Career development of research postgraduate students

研究生的事業發展

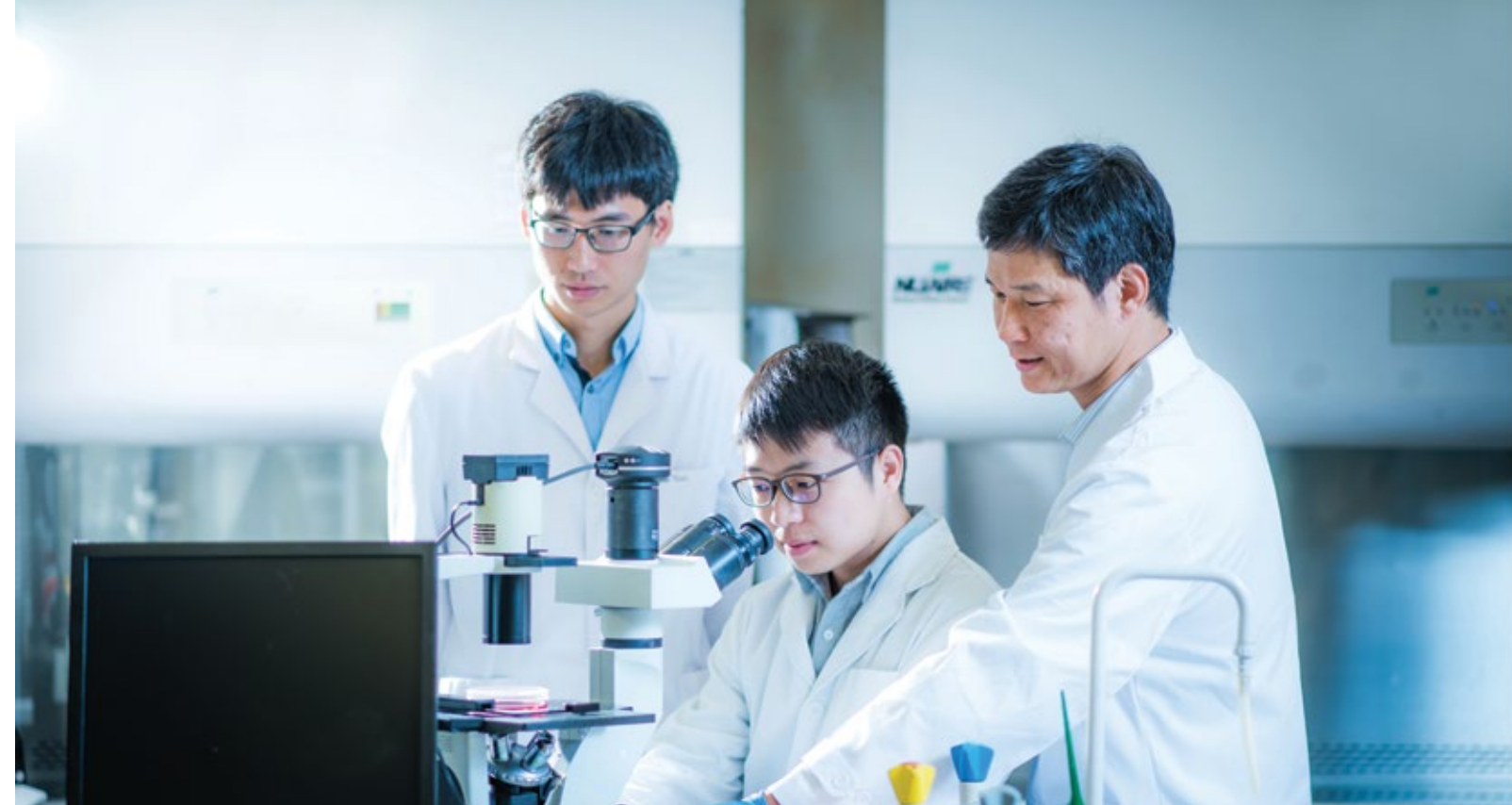
Strategic priority
策略重點 **7** To assist high-quality research postgraduate students in becoming leaders in their respective disciplines
幫助傑出研究生成為其學科中的領袖

Strategic actions

- To identify career opportunities for research postgraduate students in leading academic institutions and R&D industries
- To build a close network between and among research postgraduate alumni and the University

策略行動

- 在領先的學術機構和研發行業中為研究生尋找就業機會
- 建立緊密網絡，促進研究生校友之間，以及他們與理大的連繫





MASTERMIND

出謀劃策

III Knowledge Transfer and Wider Engagement

知識轉移及廣泛參與

Objective 目的

To deepen University-community collaboration for greater synergy and impact

深化理大－社區協作關係，以加強協同效應及影響力



Overarching goal

To be the leading institution for Knowledge Transfer (KT) and entrepreneurship, advancing impactful ventures for PolyU's research and technologies

總體目標

成為一所在知識轉移及企業發展方面領先的學府，並推動理大科研和技術的應用，發揮影響力

Conducive ambience

有利的氛圍

Strategic priority
策略重點

1

Create an ambience that promotes the application of research results and recognises KT, entrepreneurship and social innovation for industry and societal impact
營造有利氛圍以推動研究成果的應用，並表彰知識轉移、企業發展及社會創新對業界和社會帶來的影響

Strategic actions

- Liberalise IP ownership and related licensing arrangements to accelerate and broaden knowledge transfer
- Enhance the benefit-sharing policy and recognition mechanism to encourage academic staff to identify and pursue high-impact KT endeavours
- Align departmental and individual performance measures to better reflect a congruent value system that properly addresses the balance among education, research and community impact through KT and entrepreneurship

策略行動

- 放寬知識產權及相關技術授權的安排，以加快並拓展知識轉移
- 改良利益共享政策及認可機制，以鼓勵學術人員識別並積極跟進高影響力的知識轉移項目
- 將學系和個人表現的標準作出調整配合，確保目標一致，並可以適當處理三者的比重：教育、研究和透過知識轉移及企業發展而帶來的影響力

Technology development

科技發展

Strategic priority
策略重點

2

Advance development of technology expertise in various domains to increase their readiness for industrial exploitation
推動各領域的科技專長發展，以便能更快地供產業應用

Strategic actions

- Build and/or enhance strategic platforms with leading industry or domain leaders through closer partnerships and collaboration
- Leverage PolyU's strengths and enhance the capabilities of the University's research laboratories/facilities and Industrial Centre to support internal and external stakeholders in further developing technologies and applications

策略行動

- 與主要產業或領域的領導者進行更緊密的協作，以建立及/或強化策略性的平台
- 善用理大的優勢，並完善大學研究實驗室/設備和工業中心的功能，以支援校內外的持分者進一步開發科技及其應用

Technology commercialisation

科技商品化

Strategic priority
策略重點

3

Maximise and develop commercialisation opportunities for PolyU's technology through the concerted efforts of internal and external stakeholders

通過內部及外界持分者的共同努力，儘量善用及發展理大科技商品化的契機

Strategic actions

- Strengthen the role and capabilities of the KT office in identifying commercialisation opportunities, both locally and regionally, preparing commercialisation plans, and negotiating terms and arrangements that accelerate knowledge transfer in a governed manner
- Enhance collaborative relationships with internal stakeholders, industry associations and professional bodies in a coordinated manner to promote and facilitate knowledge transfer
- Maximise visibility of PolyU's technologies through media exposure, industry and KT events, and targeted marketing efforts

策略行動

- 強化知識轉移部門的角色和能力，使它在識別本地及地區內商品化契機、擬定商品化計劃、商議條款和安排方面都可以做得更妥善，可以在受規管的情況下加快知識轉移
- 強化與內部持分者、業界協會及專業組織的協調合作關係，攜手推動和促進知識轉移
- 透過媒體宣傳、業界和知識轉移活動，以及策略性市場推廣手法，為理大的科技項目爭取最大的曝光率

KT through education and social innovation

以教育和社會創新推動知識轉移

Strategic priority
策略重點

4

Broaden knowledge diffusion and transfer to create greater societal impact, locally and regionally

擴大知識傳播和轉移，在本地和地區內創造更大的社會影響力

Strategic actions

- Orchestrate high-impact programmes that exemplify the domain knowledge and expertise of PolyU to support the continuous education and development of corporate leaders
- Integrate identified themes into interdisciplinary Service-Learning and social innovation projects for deeper and broader impact

策略行動

- 策劃高影響力的項目，展現理大在不同範疇均具備可以支持企業領袖持續教育及發展的知識和專業
- 結合已選定的主題與跨學科服務學習及社會創新項目，以達致更深更廣的影響





Centre of excellence for entrepreneurship

推動企業家精神的卓越中心

Strategic
priority
策略重點

5 Be a centre of excellence for staff and student entrepreneurship through a two-tier strategy addressing both broad practice and depth

透過廣泛應用和深度實踐的兩層策略，成為教職員和學生培養企業家精神的卓越中心

Strategic actions

- Foster a culture of multidisciplinary collaboration and a spirit of entrepreneurship among students through in- and extra-curriculum entrepreneurship education, proof-of-concept and seed-funding support; encourage research commercialisation projects with impact
- Identify and support technological start-ups and spinoffs that demonstrate potential for becoming signature ventures, leveraging PolyU's interdisciplinary strengths across functional platforms and community resources for entrepreneurial partnership

策略行動

- 透過企業家教育課程及相關課外活動的培訓、概念驗證及種子基金的支援，培養學生的跨學科協作文化和企業家精神；鼓勵將具影響力的研究項目商品化
- 識別和支援有望成為出色企業的科技初創企業和附屬公司，並充分利用理大於各個功能平台的跨學科專長和支持企業伙伴合作的社區資源

KT governance

知識轉移的管理

Strategic
priority
策略重點

6 Ensure KT activities are conducted in a governed manner, while addressing and balancing the interests of stakeholders with no hidden conflicts of interest

確保知識轉移活動在受規管的情況下進行，並在無隱藏利益衝突的情況下，顧及並平衡持分者的利益

Strategic actions

- Define and refine the roles and accountability of concerned committees, units and offices
- Review and formalise the structure and decision models for different forms of KT activity

策略行動

- 界定並完善相關委員會、單位及部門的角色及責任
- 檢討並確立不同形式的知識轉移活動之結構與決策模式



MASTERMIND

出謀劃策

IV Enhanced Internationalisation and Engaging the Nation

促進國際化及參與國家發展

Objective 目的

To be a world leading university with global impact
成為具全球影響力的世界一流大學



Overarching goal

To strengthen our focus on internationalisation and engaging the nation across our education, research and knowledge transfer endeavours so as to achieve global excellence and reputation

總體目標

在教育、研究及知識轉移方面的工作
加強國際化及參與國家發展的元素，
以期成就卓越及享譽全球

Student experience

學生體驗

Strategic
priority
策略重點

1

To provide a campus ambience that is international, enriching and inclusive, and to foster national and global engagement among students

營造國際化、豐富多彩且共融的校園氛圍，並鼓勵學生參與認識國家及國際化的活動

Strategic actions

- Grow our non-local undergraduate and postgraduate student bodies by attracting talented students from across the world
- Increase the diversity of our non-local student body
- Strive to provide every undergraduate student with an opportunity to take a student mobility programme outside Hong Kong, and diversify students' non-local learning opportunities
- Improve the campus experience of our students, promote integration of students from different cultures, and increase opportunities for cross-cultural encounters and exchange on and off campus
- Reinforce the policy of English as the medium of instruction in the classroom and promote English as a main medium of communication on campus

策略行動

- 吸引來自世界各地的優秀學生，以增加非本地本科生和研究生的人數
- 拓闊本地生社群，增加更多不同國籍的學生
- 致力為每一位本科生提供在香港以外交流的機會，並且讓學生的非本地學習機會更多元化
- 完善學生的校園體驗，促進不同文化背景的學生共融，並在校園內外增加接觸跨文化及交流的機會
- 加強執行以英語為授課語言的政策，以及提倡在校園內以英語為主要溝通語言

Academic programmes

學術課程

Strategic
priority
策略重點

2 To enable students to acquire the attributes and competencies required to operate confidently in a global working environment and to make contributions as global citizens

使學生掌握適當的特質和能力，讓他們可以在國際化的工作環境應付裕如，並且成為世界公民，作出貢獻

Strategic actions

- Infuse a global perspective in all our programmes
- Provide students with opportunities to enhance their global awareness and engagement
- Provide students with more opportunities to take credit-bearing subjects outside Hong Kong in addition to the regular student exchange programme
- Establish signature award-bearing joint programmes in niche areas at TPg and RPg levels with outstanding mainland and overseas universities
- Strengthen efforts to secure global recognition and accreditation of our programmes from international professional associations and institutes

策略行動

- 於所有課程中注入國際化元素
- 為學生提供認識世界和參與國際化活動的機會
- 除了恆常的學生交換計劃之外，為學生提供更多機會在香港以外修讀的學分課程
- 與傑出的內地和海外大學合作，於專長的領域中設立具特色的聯合授課式及研究式深造學位課程
- 進一步爭取國際專業協會及機構對理大課程的認可和認證

Faculty and staff

學院與教職員

Strategic
priority
策略重點

3 To promote faculty and staff engagement in internationalisation 鼓勵各學院及教職員參與國際化的發展

Strategic actions

- Increase the diversity of the faculty body through proactive recruitment and retention of talented academics
- Engage faculty and staff in multi-cultural activities as well as in advancing diversity and multi-culturalism on campus
- Increase opportunities for faculty and staff to gain global exposure and make connections in the international arena

策略行動

- 通過積極招聘工作及挽留卓越的學者，使院系可以有更多不同國籍的學術人員
- 鼓勵學院及教職員參與多元文化活動，並於校園推動多元化及多元文化的發展
- 為學院及教職員提供更多機會以擴展環球視野，並建立國際人脈關係



Partnership

夥伴關係

Strategic
priority
策略重點

4 To build and foster a strong network of strategic partners
建立並發展一個強大的策略夥伴網絡

Strategic actions

- a. Build key strategic partnerships with renowned universities worldwide and consolidate existing partnerships
- b. Reinforce and amplify PolyU's leadership role in international networks, such as the University Social Responsibility Network, the University Alliance of the Silk Road, and the International Strategic Technology Alliance
- c. Create selected joint/tripartite partnerships between PolyU and leading mainland and overseas universities
- d. Leverage PolyU's strong presence in mainland China, its pioneering efforts in the Belt and Road Initiative, and opportunities emerging from China's plan to develop the Guangdong-Hong Kong-Macau Greater Bay Area to further enhance education, research, and knowledge transfer
- e. Strengthen partnerships with various key stakeholders (such as government, industry, multinational corporations, and charitable foundations) to support international learning and teaching, knowledge transfer, and community engagement

策略行動

- a. 與全球知名大學建立重點策略夥伴關係，並鞏固現有的合作關係
- b. 強化並擴展理大於環球網絡中的領導角色，例如大學社會責任網絡、絲綢之路大學聯盟，以及國際應用科技開發協作網
- c. 與卓越的內地及海外大學建立聯盟/三方夥伴關係
- d. 善用理大於中國內地的強大網絡、大學在一帶一路倡議中開拓的工作，以及中國發展粵港澳大灣區所帶來的契機，進一步推動教育、科研和知識轉移
- e. 深化與各個主要持分者（例如政府、業界、跨國企業及慈善基金）的夥伴關係，以促進國際化的教與學、知識轉移及社區參與活動

Branding and outreach

品牌建立及推廣

Strategic
priority
策略重點

5 To elevate PolyU's global brand and reputation, and expand international outreach
提升理大在全球的品牌形象及聲譽，並拓展在國際間的推廣活動

Strategic actions

- a. Raise PolyU's international profile by enhancing awareness of our strengths in identified research niche areas as well as strategic areas, including university social responsibility, environment and sustainability, social innovation and entrepreneurship, active ageing, and Service-Learning and youth leadership. In particular, an Institute integrating Service-Learning and youth leadership will be created to consolidate our international leading role in this area
- b. Reinforce and raise PolyU's international profile as a leading university engaging the nation and the Belt and Road Initiative
- c. Disseminate knowledge and teaching and research achievements effectively through MOOCs and other platforms
- d. Develop a strong network of PolyU alumni around the world and engage them in university activities
- e. Step up efforts in international branding and outreach; devise creative and effective strategies to guide and support the work

策略行動

- a. 在理大已確立的研究及策略領域中，加強對自身專長的瞭解，以期提升在國際間的影響力。這些領域包括：大學社會責任、環境與可持續性、社會創新與企業家精神、積極活齡，以及服務學習與青年領袖。其中，將創立一所結合服務學習與青年領袖培訓的學院，藉此鞏固理大在該領域中的國際領導地位
- b. 參與國家和一帶一路的發展，增加及提升理大在國際間的知名度
- c. 利用大型開放式網絡課程及其他平台有效地傳播知識及分享教研成果
- d. 於全球建立強大的理大校友網絡，並鼓勵校友參與理大活動
- e. 加強在國際間建立品牌和推廣的工作；擬訂創新且有效的策略以作導向和支援





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



精益求精

The purpose of the strategic planning process is to venture beyond our past successes and achievements, create new mindsets and adopt new approaches in order to realise our vision and mission. Now that our primary objectives, goals and strategic actions have been set, we will fine-tune their implementation as necessary during interim reviews. As always in PolyU's culture, we will embark on this journey together and move as one in shaping the future.

理大過去多年，取得了很多傑出的成就，現在就未來發展進行策略性規劃，目的是要開拓新領域、建立新思維、採用新方向，以期實踐大學的願景和使命。現時所有的主要目的、各項目標及策略行動均已得到落實，至中期檢討時，便會按需要調整執行計劃。我們將秉持理大一貫的文化，同步同行，一起成就未來。

Appendix 1 附錄一

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 2019/20 – 2024/25.

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 review by the third quarter of 2017.

5. To submit a draft for Council’s endorsement by the fourth quarter of 2017.
1. 協助校長制訂大學2019/20至2024/25年度大學策略發展計劃。

2. 向大學各持分者進行諮詢，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2017年第一季前審閱。

5. 向校董會提交草擬稿，供校董會於2017年第四季前通過。

Composition 成員名單

Chairman 主席 Prof. Philip C.H. CHAN 陳正豪教授 Deputy President and Provost 常務及學務副校長	Dr Kitty YAM 任婉雯博士 Associate Vice President (Institutional Advancement) 協理副校長(學院發展)
Co-chairman 聯合主席 Dr Miranda LOU 盧麗華博士 Vice President (Administration and Business) 副校長(行政及營運)	Prof. Chetwyn CHAN 陳智軒教授 Associate Vice President (Learning and Teaching) 協理副校長(學與教)
Members 成員 Council Members 校董會成員 Ir Dr James LAU Chi-wang 劉志宏博士工程師 Ir Dr Humphrey LEUNG Kwong-wai 梁廣偉博士工程師 Dr Raymond LEUNG Siu-hong 梁少康博士 Mr Richard LEUNG Tim-chiu 梁甜昭先生	Prof. K.Y. WONG 黃國賢教授 Associate Vice President (Research Support) 協理副校長(科研支援)
Court Members 大學顧問委員會成員 Dr Victor LO Chung-wing 羅仲榮博士 Mrs Yvonne LAW SHING Mo-han 羅盛慕嫻女	Prof. Daniel SHEK 石丹理教授 Associate Vice President (Undergraduate Programme) 協理副校長(本科生課程)
Vice Presidents and Associate Vice Presidents 副校長及協理副校長 Mr Andy TONG 唐仕恒先生 Vice President (Campus Development and Facilities) 副校長(校園發展及設施管理)	Faculty Deans and School Deans 學院院長 Prof. WONG Wing-tak 黃永德教授 Dean, Faculty of Applied Science and Textiles 應用科學及紡織學院院長
Ir Prof. Alex WAI 衛炳江教授工程師 Vice President (Research Development) 副校長(科研發展)	Prof. Edwin T.C. CHENG 鄭大昭教授 Dean, Faculty of Business 工商管理學院院長
Prof. Angelina YUEN 阮曾媛琪教授 Vice President (Student and Global Affairs) 副校長(學生及環球事務)	Ir Prof. Y.L. XU 徐幼麟教授工程師 Dean, Faculty of Construction and Environment 建設及環境學院院長
Prof. S.L. HO 何兆濠教授 Associate Vice President (Academic Support) 協理副校長(學術支援)	Ir Prof. H.C. MAN 文効忠教授工程師 Dean, Faculty of Engineering 工程學院院長
	Prof. Maurice K.H. YAP 葉健雄教授 Dean, Faculty of Health and Social Sciences (up to 30 June 2017) 醫療及社會科學院院長 (直至2017年6月30日)
	Prof. CHU Hung-lam 朱鴻林教授 Dean, Faculty of Humanities 人文學院院長

Prof. Cees DE BONT 方啟思教授 Dean, School of Design 設計學院院長	
Prof. Kaye CHON 田桂成教授 Dean, School of Hotel and Tourism Management 酒店及旅遊業管理學院院長	
Senior Academic Staff Members 高級教職員 Prof. Albert P.C. CHAN 陳炳泉教授 Head, Department of Building and Real Estate 建築及房地產學系系主任	
Prof. Agnes CHENG 鄭振興教授 Head, School of Accounting and Finance 會計及金融學院系主任	
Prof. Tim JACHNA 教授 Associate Dean, School of Design 設計學院副院長	
Prof. Brian KING 教授 Associate Dean, School of Hotel and Tourism Management 酒店及旅遊業管理學院副院長	
Prof. Hans J. LADEGAARD 教授 Head, Department of English 英文系系主任	
Prof. Daniel W.L. LAI 黎永亮教授 Head, Department of Applied Social Sciences 應用社會科學系系主任	
Prof. Daniel S.P. LAU 劉樹平教授 Head, Department of Applied Physics 應用物理學系系主任	
Ir Prof. ZHENG Yong-ping 鄭永平教授工程師 Head, Department of Biomedical Engineering 生物醫學工程學系系主任	
Convenor 召集人 Prof. Philip C.H. CHAN 陳正豪教授 Deputy President and Provost 常務及學務副校長	
Co-convenor 聯合召集人 Prof. Chetwyn CHAN 陳智軒教授 Associate Vice President (Learning and Teaching) 協理副校長(學與教)	
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Director of Finance 財務總監 Miss April WONG 黃素琴小姐	
A nominee of The Hong Kong Polytechnic University Staff Association 香港理工大學教職員協會代表 Dr Jonathan CHAN Ming-yin 陳銘賢博士	
President of Federation of PolyU Alumni Associations 香港理工大學校友會聯會會長 Mr Alex WONG Chun-bong 王振邦先生	
A full-time undergraduate student 一名全日制本科生 Miss Gigi WONG Ying-chi 王瑩姿小姐	
A full-time postgraduate student 一名全日制研究生 Miss Schuman LAM Suen-man 林宣文小姐	
Secretary 秘書 Miss Eva CHEUNG 張婉琴小姐 Senior Officer, Office of the Deputy President and Provost 常務及學務副校長辦公室高級主任	
Ms Agnes KWOK 郭惠方女士 Senior Executive Officer, Office of the Deputy President and Provost 常務及學務副校長辦公室高級主任 (up to 28 August 2017 直至2017年8月28日)	
Prof. Cees DE BONT 方啟思教授 Dean, School of Design 設計學院院長	
Prof. S.L. HO 何兆濠教授 Associate Vice President (Academic Support) 協理副校長(學術支援)	
Prof. Daniel SHEK 石丹理教授 Associate Vice President (Undergraduate Programme) 協理副校長(本科生課程)	
Miss Gigi WONG Ying-chi 王瑩姿小姐 Undergraduate student 本科生	

Membership of Working Groups under Strategic Planning Task Force

策略發展計劃專責小組轄下工作小組成員名單

Quality of the Student Experience of Teaching and Learning

學生的教與學體驗質素

Convenor 召集人 Prof. Philip C.H. CHAN 陳正豪教授 Deputy President and Provost 常務及學務副校長	
Co-convenor 聯合召集人 Prof. Chetwyn CHAN 陳智軒教授 Associate Vice President (Learning and Teaching) 協理副校長(學與教)	
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Co-opted Members 增選成員

Dr Stephen CHAN 陳志輝博士
Head, Office of Service-Learning
服務學習事務處處長

Dr Julia CHEN 陳小華博士
Director of Educational Development Centre
教學發展中心總監

Mr David CHIU 周英偉先生
Associate Director of Information Technology
資訊科技副總監

Prof. Cathy HSU 徐惠群教授
Chair Professor, School of Hotel and Tourism Management
酒店及旅遊業管理學院講座教授

Dr Sandy TANG 鄧麗儀博士
Head, Office of General University Requirements
大學核心課程事務處處長

Prof. Eric TSUI 徐汝康教授
Professor, Department of Industrial and Systems Engineering
工業及系統工程學系教授

Dr Shirley WONG 黃朝榮博士
University Librarian, Pao Yue-Kong Library
包玉剛圖書館館長

Dr Robert WRIGHT 博士
Associate Professor, Department of Management and Marketing
管理及市場學系副教授

Dr John YUEN 袁偉文博士
Associate Professor, School of Nursing 護理學院副教授

Secretary 秘書
Miss Eva CHEUNG 張婉琴小姐
Senior Officer, Office of the Deputy President and Provost
常務及學務副校長辦公室高級主任

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Senior Executive Officer, Office of the Deputy President and Provost
常務及學務副校長辦公室高級主任
(up to 28 August 2017 直至2017年8月28日)

Quality of Research Performance and of Research Postgraduate Experience
研究表現及研究生體驗的質素

Convenor 召集人

Ir Prof. Alex WAI 衛炳江教授工程師
Vice President (Research Development) 副校長(科研發展)

Co-convenor 聯合召集人

Prof. WONG Kwok-yin 黃國賢教授
Associate Vice President (Research Support)
協理副校長(科研支援)

Members 成員

Prof. Agnes CHENG 鄭振興教授
Head, School of Accounting and Finance 會計及金融學院系主任

Prof. Tim JACHNA 教授
Associate Dean, School of Design 設計學院副院長

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Head, Department of Applied Social Sciences 應用社會科學系系主任

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Postgraduate student 研究生

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Head, Department of Applied Physics 應用物理學系系主任

Prof. WONG Wing-tak 黃永德教授
Dean, Faculty of Applied Science and Textiles
應用科學及紡織學院院長

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Dean, Faculty of Construction and Environment
建設及環境學院院長

Co-opted Members 增選成員

Prof. Kathleen AHRENS 教授
Professor, Department of English 英文系教授

Prof. Felix CHAN 陳東榮教授
Associate Dean, Faculty of Engineering 工程學院副院長

Dr Virginia CHENG 鄭淑娟博士
Head, Research Office 研究事務處處長

Dr Miranda LOU 盧麗華博士
Vice President (Administration and Business)
副校長(行政及營運)

Prof. SONG Hai-yan 宋海岩教授
Chair Professor, School of Hotel and Tourism Management
酒店及旅遊業管理學院講座教授

Prof. WANG Tao 王韜教授
Chair Professor, Department of Civil and Environmental Engineering
土木及環境工程學系講座教授

Secretary 秘書

Miss Mayble HO 何敏葆小姐
Administrative Officer, Office of the Vice President
(Research Development)
副校長(科研發展)辦公室行政主任

Knowledge Transfer and Wider Engagement
知識轉移及廣泛參與

Convenor 召集人

Dr Miranda LOU 盧麗華博士
Vice President (Administration and Business) 副校長(行政及營運)

Co-convenor 聯合召集人

Ir Dr Humphrey LEUNG 梁廣偉博士工程師
Council member 校董會成員

Members 成員

Prof. Albert CHAN 陳炳泉教授
Head, Department of Building and Real Estate
建築及房地產學系系主任

Dr Raymond LEUNG 梁少康博士
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Head, Department of Biomedical Engineering
生物醫學工程學系系主任

Co-opted Members 增選成員

Dr Terence LAU 劉樂庭博士
Director of Innovation and Technology Development
創新及科技發展總監

Ir Prof. Alex WAI 衛炳江教授工程師
Vice President (Research Development) 副校長(科研發展)

Dr Alwin WONG 黃亮博士
Director of Institute for Entrepreneurship 企業發展院總監

Prof. John XIN 忻浩忠教授
Head, Institute of Textiles and Clothing 紡織及服裝學系系主任

Secretary 秘書

Ms Maquita WONG 王寶卿女士
Administrative Manager, Institute for Entrepreneurship
企業發展院行政經理

Enhanced Internationalisation and Engaging the Nation
促進國際化及參與國家發展

Convenor 召集人

Prof. Angelina YUEN 阮曾媛琪教授
Vice President (Student and Global Affairs)
副校長(學生及環球事務)

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Dean, Faculty of Health and Social Sciences (up to 30 June 2017)
醫療及社會科學院院長 (直至2017年6月30日)

Co-opted Members 增選成員

Miss Schuman LAM Suen-man 林宣文小姐
Postgraduate student 研究生

Dr Alison LLOYD 博士
Director of Institutional Research and Planning
大學策劃總監

Dr Laura LO 羅璇博士
Director of Chinese Mainland Affairs Office
中國內地事務總監

Ir Prof. H.C. MAN 文効忠教授工程師
Dean, Faculty of Engineering 工程學院院長

Prof. Esmond MOK 莫志明教授
Dean of Students 學務長

Miss Jocelyn WONG 黃詠恩小姐
Undergraduate student 本科生

Secretary 秘書

Miss Anna Tam 譚惠賢小姐
Senior Executive Officer, Office of the Vice President
(Student and Global Affairs)
副校長(學生及環球事務)辦公室高級行政主任

Financial Health and Institutional Sustainability
財務健康與機構可持續性

Convenor 召集人

Dr Miranda LOU 盧麗華博士
Vice President (Administration and Business) 副校長(行政及營運)

Co-convenor 聯合召集人

Mr Andy TONG 唐仕恒先生
Vice President (Campus Development and Facilities)
副校長 (校園發展及設施管理)

Members 成員

Dr Jonathan CHAN 陳銘賢博士
Vice Chairman of The Hong Kong Polytechnic University
Staff Association 香港理工大學教職員協會副會長
Assistant Professor, Department of Building Services Engineering
屋宇設備工程學系助理教授

Mrs Yvonne LAW 羅盛慕嫻女士
Court member 大學顧問委員會成員

Mr Richard LEUNG 梁甜昭先生
Council member 校董會成員

Mr Alex WONG 王振邦先生
President of Federation of PolyU Alumni Associations
香港理工大學校友會聯會會長

Miss April WONG 黃素琴小姐
Director of Finance 財務總監

Dr Kitty YAM 任婉雯博士
Associate Vice President (Institutional Advancement)
協理副校長(學院發展)

Co-opted Members 增選成員

Mr Joseph CHAN 陳秉德先生
Head, Campus Sustainability Office
校園可持續發展處處長

Prof. Edwin CHENG 鄭大昭教授
Dean, Faculty of Business 工商管理學院院長

Dr Ricky CHEONG 張錦輝博士
Associate Director of Information Technology
資訊科技副總監

Dr Alison LLOYD 博士
Director of Institutional Research and Planning
大學策劃總監

Ms Blanche LO 勞坤儀女士
Director of Human Resources 人力資源總監

Ir Prof. H.C. MAN 文劭忠教授工程師
Dean, Faculty of Engineering 工程學院院長

Mr Daniel SUEN 孫頌強先生
Director of Campus Development 校園發展總監

Secretary 秘書

Ms Jenny CHAN 陳寶玲女士
Senior Executive Officer, Office of the Vice President
(Administration and Business)
副校長(行政及營運)辦公室高級行政主任

Appendix 2
附錄二

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

Quality of the Student Experience of Teaching and Learning
學生的教與學體驗質素

1. The flipped classroom is a type of blended learning that reverses the traditional learning environment by delivering instructional content, often online, outside of the classroom. In a flipped classroom, students watch online lectures, collaborate in online discussions, or carry out research outside the classroom, individually or in groups. Do you think the adoption of the flipped classroom approach or similar type of teaching is a good idea?

2. Do you think recording students' presentations for review before classes can help improve their presentation skills?

3. Do you think allowing all teachers and students to have access to Student Feedback Summary is a motivation for improving teaching quality?

4. Do you think recording all classroom lectures provides better support for students to review and reflect on their learning?

5. Do you agree that virtual tutorials better support students who can seek advice outside scheduled contact hours?

6. Other suggestions
1. 翻轉課堂跟傳統的學習環境相反，是一種混合的學習模式，提供課堂以外的教學內容(通常為網上教學)。在翻轉課堂中，學生能觀看網上課堂，參與網上討論，亦可以個人或小組形式進行課堂以外的研究。你認為採用翻轉課堂或其他類似的教學模式是否一個好主意？

2. 你認為錄影學生的口頭報告供課堂前作檢討，能否提升他們進行口頭報告的技巧？

3. 你認為讓所有老師及學生都能瀏覽學生反饋總結，能否鼓勵老師提升教學質素？

4. 你認為錄影所有課堂能否更有效地支援學生檢討和反思自己的學習？

5. 你是否同意虛擬導修課更有效地支援學生在指定的輔導時間外尋求意見？

6. 其他建議

Quality of Research Performance and of Research Postgraduate Experience
研究表現及研究生體驗的質素

1. What are the big questions we should focus on for interdisciplinary co-operation?

2. How can we encourage interdisciplinary collaborations among faculties/schools and with other international universities?

3. How can we help faculty take on high-risk high-impact projects with the current appraisal system?

4. What features do you expect from high-quality and high-impact research degree programmes?

5. How can we facilitate career placements for RPg graduates?
1. 在跨學科協作方面，我們應集中探討那些重點問題？

2. 如何鼓勵學院之間及與國際間其他大學的跨學科協作？

3. 在現存的評核制度中，我們如何幫助學術人員開展高風險及高影響力的項目？

4. 你認為高質素、高影響力的研究學位課程應具備什麼特色？

5. 我們可怎樣促進研究式深造畢業生的就業能力？

Knowledge Transfer and Wider Engagement

知識轉移及廣泛參與

1. What would we like to see in terms of KT and entrepreneurship achievements in the next three and six years?

2. What are the strengths and differentiators of PolyU in KT and entrepreneurship? How can we enhance and leverage our strengths and differentiators to advance KT and entrepreneurship?

3. How can we position KT and entrepreneurship among the core functions of learning and teaching, research and service to the community?

4. How can we motivate academic staff to advance technology development and KT? What is the preferred benefit-sharing mechanism?

5. What roles should PolyU play in staff and student entrepreneurship that does not overlap other players in the ecosystem? How can the University identify start-ups and spinoffs with good potential and support them to become signature ventures?
1. 在未來的三年及六年內，我們希望在知識轉移和企業發展方面有什麼成就？

2. 理大在知識轉移和企業發展方面有什麼優勢和特色？如何提升及善用這些優勢和特色以促進知識轉移和企業發展？

3. 在學習、教學、研究和服務社會等大學核心功能中，我們如何為知識轉移和企業發展定位？

4. 如何鼓勵學術人員推動科技發展與知識轉移？有什麼利益共享機制比較受歡迎？

5. 理大在鼓勵職員和學生創業中應扮演什麼角色，才不會在整個鼓勵創業的生態環境中與其他機構所扮演的角色有所重複？大學如何可以辨識具潛力的創業公司與衍生公司，然後為他們提供支援，讓他們可以發展成功？

Enhanced Internationalisation and Engaging the Nation

促進國際化及參與國家發展

1. How can we achieve greater student mobility, both inbound and outbound?

2. How can PolyU further internationalise its curriculum so that our graduates have a global perspective and inter-cultural competencies?

3. How can we better assist our faculty members in forging productive cross-border research links?

4. Do you have any suggestions and comments on how PolyU can develop a strong network of strategic partnerships with renowned overseas universities and what the selection criteria might be for these strategic partnerships?

5. Do you have any suggestions on how PolyU can enhance its global brand and international outreach?
1. 如何提升學生的流動性，包括海外生來到理大，以及理大生赴笈海外？

2. 理大可怎樣使其課程更國際化，令畢業生具備國際視野和跨文化交流能力？

3. 我們應如何支援學術人員建立有成效的跨境研究夥伴關係？

4. 就理大如何與海外知名大學開展強大的策略協作網絡，以及挑選策略協作夥伴的條件，你有何建議和意見？

5. 對於理大如何提升其全球品牌形象，以及擴展其國際網絡，你有什麼建議？

Financial Health and Institutional Sustainability

財務健康與機構可持續性

1. How can we assure the financial health and sustainability of the University in support of its strategic development over the next six to 10 years?

2. How can we better utilise our space to support the core functions of the University? What strategies should we consider in the master campus development plan?

3. How can IT be deployed to support learning and teaching, research and the administration functions? How do we promote more usage of shared IT facilities and services for greater efficiency, effectiveness and security?

4. How can the University attract outstanding senior academics and administrative professionals and accelerate talent development?

5. What are the key risks the University needs to manage properly to assure its sustainability?
1. 如何確保大學在未來六至十年間的財務健康與可持續性，以支援期間的策略發展？

2. 如何可以更善用空間以支援大學的核心功能？在校園整體發展規劃中，我們應考慮那些策略？

3. 如何運用資訊科技來支援學與教、研究及行政方面的功能？如何提高共用資訊科技設施和服務的使用率，以提升效率、效能及安全性？

4. 大學如何吸引傑出的資深學者及行政專才，並加快人才培訓？

5. 有什麼主要風險大學必須妥善管理，以確保其可持續性？

The Hong Kong Polytechnic University 香港理工大學

Strategic Plan 策略發展計劃

2019/20 – 2024/25

Published by Office of Deputy President and Provost and
Communications and Public Affairs Office

此刊物由常務及學務副校長辦公室與傳訊及公共事務處編印

May 2018
2018年5月



The Hong Kong Polytechnic University 香港理工大學

Hung Hom Kowloon Hong Kong
香港九龍紅磡

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