



香港大學

THE UNIVERSITY OF HONG KONG

LEADERSHIP

領行 · 啟迪世界 *for IMPACT*



VISION FOR 展望十年
2026-2035



Introduction

引言



The University of Hong Kong was founded with the mission to serve as China's English-speaking international university. As we advance into our second century, this international mission remains relevant; however, the context has evolved significantly and continues to do so.

In this ever-changing landscape, we must adopt an even more international outlook across all our activities, demonstrating greater agility and adaptability. Our mindset should be characterised by ambition and a proactive, goal-oriented approach. Effective communication and strategic branding will be essential.

We aim to continue embodying the qualities of the world's leading universities, which include excellence in teaching, research, and knowledge exchange; a global perspective; and more extensive collaborations with leading universities, industry, and public institutions. We seek to advance steadfastly towards our sustainable development goals, supported by modern enabling platforms.

The University of Hong Kong has much to be proud of – its rich history, a strong and supportive alumni network, dedicated students and staff, an exceptional campus in the making, and its location in one of the most connected and dynamic cities in the world. There is enormous potential for further achievements, to expand our scope of excellence and influence through the work of our students and faculty, and enhance our international reputation and societal impact. This document outlines our commitment to be one of the world's leading universities.

自創校伊始，香港大學就一直以為中國而立的英語國際大學作為其使命。在大學昂然邁進第二個世紀之際，港大當繼往開來，與時俱進，再創新峰。

在瞬息萬變的環境中，大學在各項事務上務必展現更宏闊的國際視野，以及更強的應變力與適應力。我們應積極進取，全力向目標邁進。與此同時，制定有效的傳訊及品牌策略亦至關重要。

我們矢志體現世界頂尖學府的特質，包括在教學、研究及知識交流方面精益求精，擁抱環球視野，並與一流大學、業界及公共機構廣泛合作。我們力求在先進的學研環境下，邁向可永續發展的目標。

香港大學歷史悠久，有著強大且具凝聚力的校友網絡，富有熱忱的師生，還有持續優化的校園建設，更坐落於世界上其中一個最具活力、對外聯繫最緊密的城市，這些都足令我們引以為豪。港大將充分發揮其所蘊藏的無限潛能，憑藉師生同心協力，進一步提升大學的國際聲譽和社會影響力。本文概述了我們成為世界一流大學的承諾。

Vision

願景

A world-leading university
transforming humanity's future

引領人類未來的世界級大學



Mission

使命

To attract, nurture, and inspire future leaders to create knowledge, address global challenges, advance humanity and promote sustainability

吸引、培育及啟發未來的社會領袖，創造知識，應對全球挑戰，推動人類文明進步與持續發展

To leverage our unique heritage and global position to connect and impact East and West through an extensive network of intellectual hubs

憑藉我們獨特的傳統和國際地位，以及廣闊的學術網絡，連結東西方並發揮影響力

To transform our University by exploiting and exploring artificial intelligence to its fullest

全面善用及深度探索人工智能，引領大學革新

Defining Characteristics

港大特質

The University will be distinguished by our unwavering commitment to excellence, the high-quality opportunities we cultivate, and our global relevance from our unique position in China and connectivity with the world. Through our teaching, research, and service, we aim to create significant scientific, cultural, and social impact as a global thought leader. Respect for academic achievement and practical application will guide the efforts of our professional services, underpinned by principles of accountability, innovation, and impact.

We uphold a profound commitment to the core values of academic freedom and respect for scholarly success. As an institution of higher learning and a beacon of morality and integrity within the community, we embrace equality, ethics, civility, diversity, and transparency in all our endeavours. We strive to meet the highest standards of corporate and academic governance.

The principles of Environmental, Social, and Governance (ESG) will inform our planning and development at every level. Our research and teaching are designed to address global challenges in an ever-changing world. In addition to implementing progressive sustainability measures, we will promote an inclusive campus, enhance the workplace environment, invest in our people to unlock their potential, ensure good governance and transparency in decision-making, and engage with local communities to create a positive impact on society and the environment.



Together, these defining characteristics will shape a powerful identity that enables the University to build on its heritage and renew its purpose over the next decade, with the aspiration of becoming one of the world's greatest universities.

香港大學得以躋身全球頂尖學府之列，源於對卓越成就的不懈追求，對良好機遇的充份掌握，以及立足中國、聯通世界的獨有地位。作為全球思潮領袖，港大致力透過教學、研究和服務，創造重大的科學、文化和社會影響力。大學的專業服務部門在尊重學術成就及研究應用的前提下，秉持敢於擔當、創新及注重成效的原則履行職務。

堅守學術自由和尊重學術成就乃我們的核心價值。作為一所高等學府和社會道德與誠信的典範，香港大學在各項工作中都恪守平等、道德、文明、多元和透明度等原則，並在機構和學術治理上力臻完善。

大學將根據環境、社會及管治原則，推行各層面的規劃與發展。港大的研究與教學皆為應對瞬息萬變的全球挑戰而設計。大學不僅實施各項先進的永續發展措施，亦積極推動多元共融的校園，改善工作環境，投放資源讓校內人才發揮潛能，確保良好管治和決策過程的透明度，並與本地社群緊密連繫，為社會和環境帶來正面影響。

這些標誌性特質塑造了港大鮮明的形象，使大學於未來十年能承繼其傳統，更新目標，朝世界最頂尖大學之列邁進。



Leading Global University

全球頂尖大學

The University of Hong Kong prides itself as the unique English-medium, research-led, comprehensive university in China, providing campus-based education in a broad range of academic disciplines and professional studies to outstanding students from everywhere.

Leveraging its exceptional position bridging China and the world, geographically and culturally, the University will reinforce its traditional role as a nexus of East-West cultures and knowledge, pursuing teaching and research which contribute to the understanding of Asia in a comparative way. Building on its historical ties and significance in the region and expanding global presence, the University is strategically positioned to harness the promising opportunities emerging from the development of the Greater Bay Area and the Belt and Road Initiative and to advance national priorities and contribute to global progress.

Our century-long history has cultivated a distinctive “glocal” perspective deeply ingrained in the heart of a truly cosmopolitan city. Whether on campus or across the city, members of the University are immersed in the vibrancy and plurality of Hong Kong, experiencing the diverse and cosmopolitan nature of a modern, progressive Asian society. Our high-quality talents, assets and skills are widely recognised by the international community. The curriculum and learning experience we provide to students are internationally competitive, comparable to other leading global institutions. We are committed to training and nurturing globally minded leaders and talents equipped for the world of the future.

Recognising the growing significance of interdisciplinary education and research in today's global landscape, the University places a strong emphasis on delivering a well-rounded education to students and spearheading interdisciplinary research endeavours. We embrace our traditional strengths in humanities and social sciences while also charging ahead in the rapidly advancing fields of science and technology. We strive to foster a conducive environment including the development of new interdisciplinary schools and flexible structures to facilitate cross-disciplinary collaboration. We are strategically developing interdisciplinary fields and establishing new schools – beginning with computing and data science, innovation, governance and policy, biomedical engineering, AI, film and creative industries.

We maintain our commitment to developing and extending lifelong learning opportunities to the wider community.

Our deep connections with strategic partners all over the world coupled with our distinct advantages in Greater China provide exceptional opportunities for students and staff to make meaningful contributions to the building of knowledge and the advancement of society. By so doing, not only are we supporting student and staff engagement with the global community, we are training them to apply their skills and talents effectively, and to be successful anywhere in a rapidly changing global environment.



作為中國一所獨樹一幟以英語教學、研究導向的綜合大學，香港大學深感自豪，亦致力為來自全球各地的優秀學生，提供涵蓋廣泛學科與專業研究的教育，以及貫通校園內外的學習機會。

港大無論在地理和文化上均享有獨特的優勢，能擔當中國與世界接軌的角色，今後將一如既往透過教學與研究，鞏固其作為東西文化與知識樞紐的傳統地位，多元呈現亞洲的面貌。憑藉多年來在區域與世界上建立的網絡與影響力，港大具備獨特的戰略優勢，能夠把握大灣區發展與一帶一路帶來的機遇，推進國家重點事業，並為全球進步作出貢獻。

香港大學的百年傳承，培養了我們深植本土，放眼全球的獨特視野。無論在校園內外，大學成員皆沉浸在香港的活力與多元之中，體驗著現代進步的亞洲社會的多樣性與國際化。港大所培育的頂尖人才、知識與專業技能亦備受國際的廣泛認可。港大為學生提供的課程和學習體驗具全球競爭力，媲美世界其他頂尖大學。我們將繼續致力栽培具環球視野的未來領袖。

在現時全球環境下，港大深明跨學科的教學與研究日益重要，故此我們十分重視全人教育，並率先推動跨學科研究項目。在秉承人文和社會科學的傳統優勢之餘，我們亦積極開拓發展迅速的科技領域。我們致力建設有利於跨學科合作的環境，包括發展跨學科學院及建立更靈活的架構，並策略性地發展跨學科領域，成立全新學院，涵蓋計算與數據科學、創新、管治與政策、生物醫學工程、人工智能、電影與創意產業等範疇。

我們亦會繼續堅持為社會各界人士提供和擴展終身學習的機會。

港大遍布全球的策略夥伴，以及在大中華地區的獨特優勢，為校內師生提供難得的機會，在創造知識和推動社會進步方面作出有意義的貢獻。我們支持和鼓勵師生與國際社會合作，有效地發揮他們的技能和才華，並在劇變的全球環境中取得成功。

Our Three Pillars

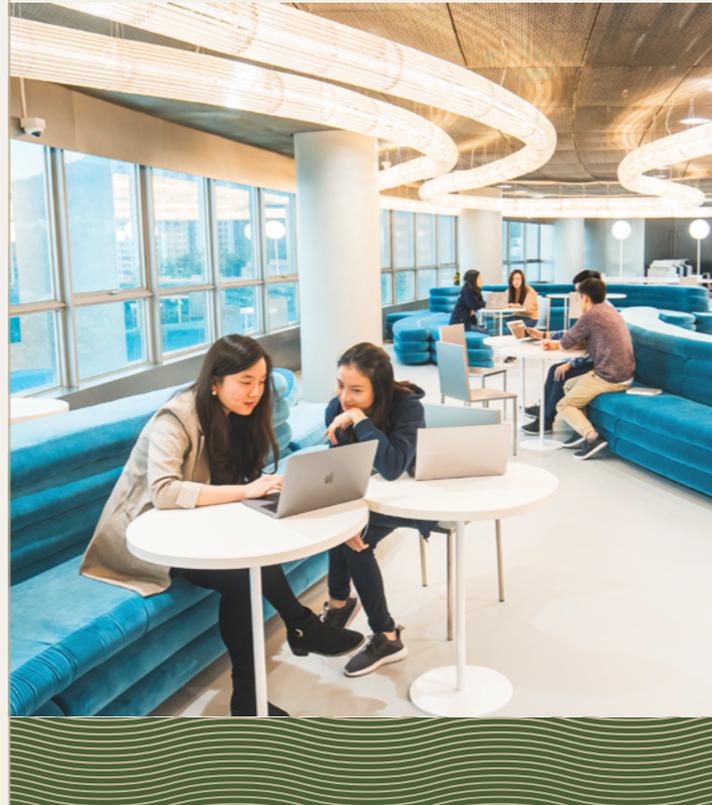
三大支柱

Our commitment to being a leading global university is supported by three pillars, which provide the framework for our strategy.

香港大學銳意成為全球頂尖大學的承諾，由以下三大支柱承載，它們亦是實踐策略的框架。

Teaching and Learning

教與學



Research

研究



Knowledge Exchange

知識交流



Teaching and Learning

教與學



We will:

- Fully implement one Mainland/one international opportunities for undergraduate students
- Cultivate a truly cosmopolitan campus through ongoing multipronged reform of classroom, campus and residential experiences
- Support students in maximising their learning for whole person development, fostering responsible citizenship, leadership, a global mindset, and integrity through co-curricular activities and valuable out-of-classroom learning opportunities
- Increase the visibility of undergraduate and taught postgraduate presence, both Mainland and international
- Establish a far wider network of undergraduate and taught postgraduate student recruitment, reaching significantly into all parts of the world beyond our East Asia "home base"
- Deeply embrace digital teaching and learning
- Provide extensive opportunities for undergraduate research
- Foster a vibrant and proactive teaching and learning community among professoriate and non-professoriate staff
- Enhance the Common Core to be recognised globally as the finest programme of its kind in the world
- Foster a teaching and learning culture that is fully informed by commitment to interdisciplinarity, including the integration of other initiatives such as the Bachelor of Arts and Sciences programmes
- Establish the Co-op Programme as a go-to option for many undergraduate students
- Create visible, measurable impact on our undergraduate and taught postgraduate students and, through our students, on wider societies in Hong Kong, Asia and the world
- Develop key performance indicators through the HKU Student Learning Experience Surveys and new tools measuring enhancement of core skills such as critical thinking
- Foster an entrepreneurial culture on and beyond campus, with town/gown barriers breaking down progressively

我們將：

- 全面實施為每名本科生提供一次內地及一次海外學習機會
- 多管齊下，提升教室、校園與舍堂設備和體驗，打造真正國際化的學習環境
- 透過課堂內外珍貴的學習機會，促進學生全人發展，培養學生成為具責任感、領導才能、環球視野和誠信的世界公民
- 提升港大本科及授課式研究生課程在內地及國際間的聲望
- 擴大本科和授課式研究課程的收生來源，在東亞地區以外，更著力招收世界不同角落的優秀學生
- 深度發展數碼化教學
- 為本科生提供豐富的研究機會
- 為各級教授及教學人員創造充滿活力、積極主動的教學環境
- 致力將港大核心課程發展為國際認可的同類最佳課程
- 培養抱持跨學科精神的教與學文化，例如創設如文理學士般的跨領域課程
- 發展企校合作學習計劃，使其成為學生的優先課程選擇
- 為本科生和授課式研究生訂出清晰及可量度的學習成效指標，讓香港、亞洲以至國際社會充分認識港大學生的實力
- 透過港大學生學習經歷調查及其他評估工具，設定更多關鍵表現指標，評核學生在批判思維等多項核心技能的學習成效
- 在校園內外培養創業文化，並逐步打破港大與社會各方的疆界，以開展更深層的融合和合作

Research and Knowledge Exchange

研究與知識交流



We will:

- Foster outcomes-based partnerships with municipal bodies and private corporations to address the public interest and enhance funding competitiveness
- Strengthen strategic cross-institutional collaborations to expand research activities and access funding opportunities
- Diversify funding sources by collaborating with public and private agencies, tapping into global research funding, and fostering connections with academia, industry, entrepreneurs, and philanthropists
- Enhance the University's international network through research partnerships, strategic alliances, conferences, and joint evaluation exercises
- Focus on translational research to drive innovation and entrepreneurship, contributing to societal needs and global impact
- Strengthen strategic research themes to establish the University as a leading knowledge hub, sustaining international themes, attracting funding, incubating impactful areas, and supporting emerging researchers
- Articulate clear outcomes, enhance international collaboration, and foster the next generation of academic and societal leaders for impactful research and innovation

我們將：

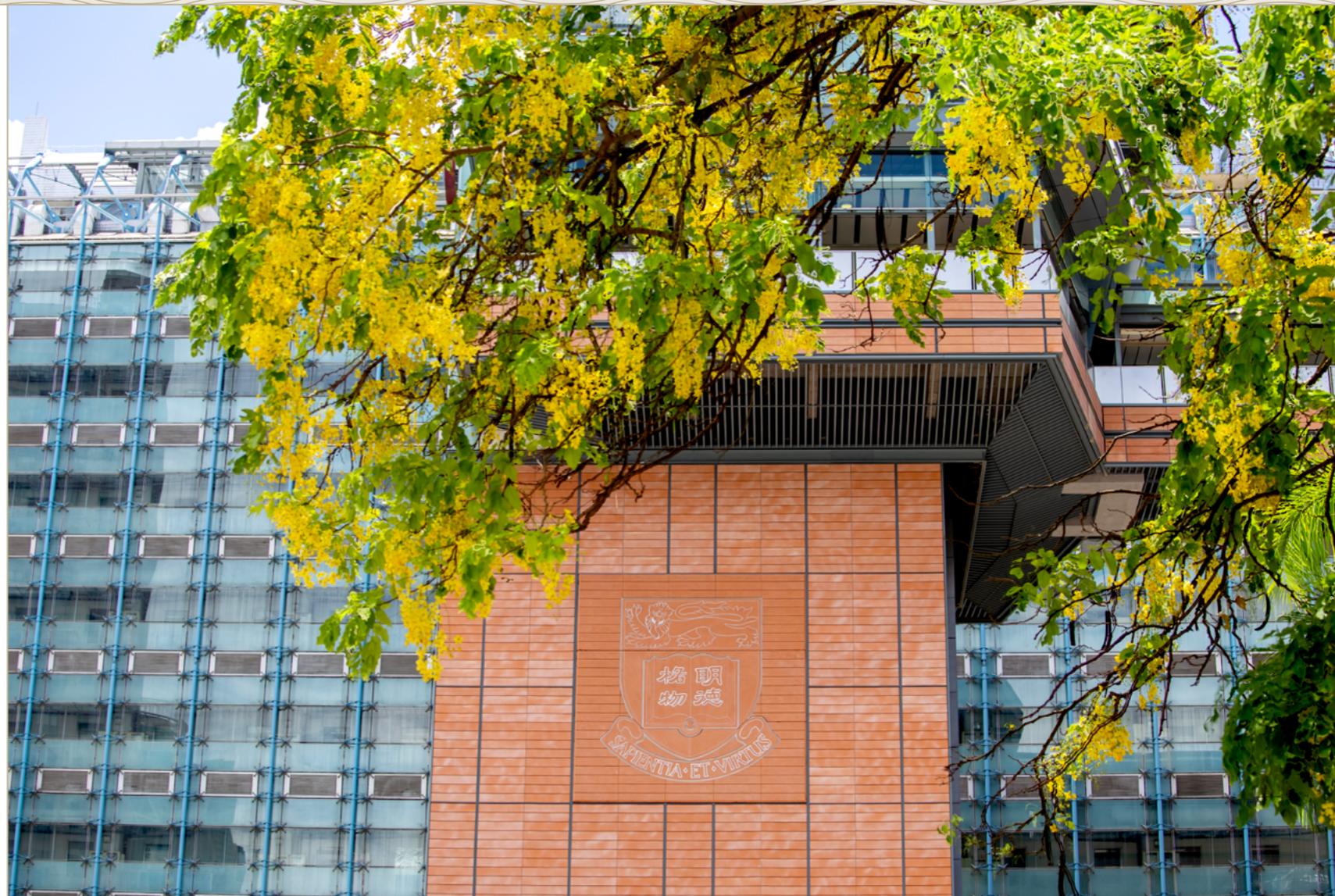
- 與更多公私營部門締結夥伴關係，以促進公眾利益，提升研究資源的競爭力
- 加強與不同院校及機構的策略性合作，擴展研究活動空間，並爭取更多研究撥款
- 與公私營部門合作，拓展更多新的資助來源，善用全球研究資助，加強與學術界、業界、企業及慈善家的聯繫
- 透過研究合作夥伴、策略聯盟、國際學術論壇及聯合評核活動等，強化大學的國際網絡
- 專注於轉化型研究，以推動創新和創業精神，應對社會需要，並提升在國際間的影響力
- 加強策略性研究主題，鞏固港大作為知識樞紐的地位，持續研究國際議題，吸引研究資金，在重要領域孵育成果，並支持研究人員中的後起之秀
- 清晰闡明研究成果，加強國際合作，培育新一代學術及社會領袖，推動具影響力的研究及創新

Our Enabling Platform

專業支援

Our enabling platform will continue to provide high-standard professional and operational support to foster and facilitate our teaching and learning, research and knowledge exchange activities to fulfil the University's vision and mission.

校內的專業及行政部門致力提供高水準的服務，全面支援教學、研究及知識交流的學術活動，以實現大學的願景與使命。



Human Resources

人力資源



We will:

- Attract and nurture global talent through fostering a supportive workplace culture, offering competitive remuneration and benefits, and providing exciting career opportunities
- Position the University as an employer of choice for scholars and administrators
- Strengthen leadership competencies across all levels of the University, encompassing academic, administrative and people aspects
- Develop institutional strategies, policies and frameworks to foster diversity among members of the University community

我們將：

- 透過營造良好的工作文化，提供具競爭力的薪酬待遇與發展機會，吸引及培育全球頂尖人才
- 致力令香港大學成為學者與專業行政人員的首選僱主
- 全面提升大學各階層的領導才能，更有效處理學術、行政及人才事宜
- 制定策略框架、政策和措施，促進大學社群的多元共融

Finance and Expenditure

財政與開支

To enhance financial sustainability and secure the University's international competitiveness, we will focus on growing and diversifying revenue sources, and improving resource allocation efficiency in alignment with strategic objectives.

We will:

- Enhance efficiency and effectiveness in operations, including streamlining and automation of procedures
- Optimise risk-adjusted return on investment portfolios
- Secure funding for capital projects through diverse revenue sources

為確保大學財務持續穩健及維持國際競爭力，港大會開拓更多元化的收入來源，並按照大學策略發展目標，更有效分配資源。

我們將：

- 透過流程簡化及程序自動化，加強營運效率與效能
- 改善投資組合的風險調整回報
- 開拓更多收入來源，用以發展建設項目



Estates 校園物業



We will:

- Invest in new estates to support the University's academic priorities and new initiatives and to facilitate innovative ways of working and increasing efficiency
- Strategically allocate capital spending between upgrading existing estates and constructing new buildings to meet research, education and knowledge needs
- Develop a comprehensive programme for life cycle replacement and maintenance, ensuring assets are maintained at the necessary condition to support academic, research, social and cultural activities
- Implement a more proactive and prioritised system of capital allocation
- Review property asset management practices and explore a new facilities management model to enhance accountability and optimise space allocation
- Acquire and develop additional space to meet academic ambitions
- Enhance the safety and risk management framework

我們將：

- 投資校園建設以支援最新學術發展，以及引進創新工作模式，以提升效率
- 策略性分配資源，在提升現有設施與建設新大樓之間取得平衡，以滿足教研及知識需求
- 制定詳盡維修計劃，適時更換、維修和保養各類設施，以支持學術、研究、社群及文化活動所需
- 更積極按優先次序分配物業設施資源
- 檢視物業資產管理，並探索新的設施管理模式，以加強問責和優化空間分配
- 物色及開拓更多空間，應付不同的學術需要
- 提升安全和風險管理架構

Information Technology 資訊科技



We will:

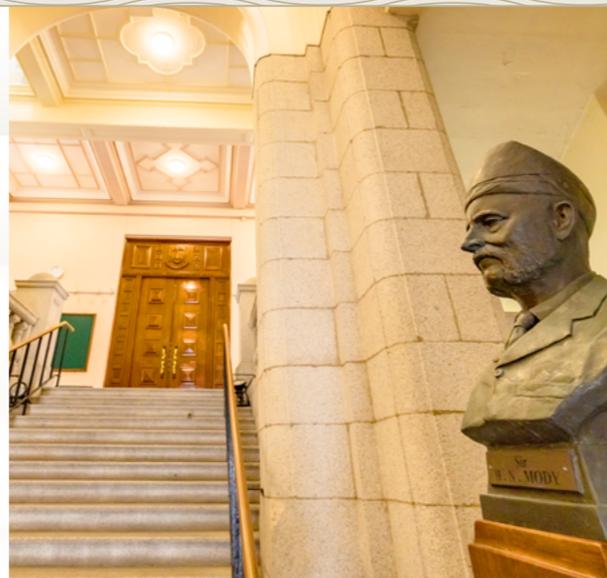
- Transform IT Enterprise Solutions by combining AI and robotics for process automation, utilising data analytics, integrating sustainability, and improving customer interactions through digital channels
- Digitalise research and teaching and learning by exploring blockchain for secure and transparent transactions
- Adopt generative AI tools to enhance business processes and customer experiences, implement a multi-cloud strategy for flexibility, and support work anywhere models with digital tools
- Secure the University's digital assets by enhancing cybersecurity measures, building digital trust, and balancing personalised customer experiences with privacy and data protection
- Grow IT talent by implementing continuous training programmes and talent strategies to attract and retain top IT talent
- Build Next Gen IT@HKU by upgrading digital infrastructure, developing innovative learning platforms, and implementing advanced analytics and AI tools to optimise operations and personalise student services

我們將：

- 致力於資訊科技企業解決方案轉型，包括結合人工智能與機械人技術，實現業務流程自動化，善用數據分析，融合持續發展理念，利用數碼科技加強與大學成員的互動
- 探索區塊鏈技術的應用，務求以更安全、更具透明度的方式推行教研數碼化
- 善用人工智能生成科技，提升運作效益及服務對象的體驗，引入多雲端策略以提高靈活性，並利用數碼工具支援可以隨時隨地工作的模式
- 強化網路安全措施，建立安全可靠的數碼環境，並在個人化使用體驗與維護個人私隱及數據安全之間取得平衡，以保障大學的數碼資產
- 透過持續培訓及人才策略，培育、吸引及挽留頂尖資訊科技人才
- 升級數碼基礎設施，開發創新學習平台，運用先進的分析及人工智能工具來優化運作並為學生提供個人化服務，建設香港大學的新一代資訊科技環境

Alumni Relations

校友關係



We aim to leverage alumni as advocates for promoting the University's vision and mission, enhance local and international networks, align fundraising efforts with strategic goals, and create targeted campaigns and diversify fundraising markets to support key initiatives and programmes.

We will:

- Foster a culture of giving among alumni through mass giving campaigns
- Explore opportunities for private sector involvement in capital projects
- Organise the HKU Heritage Engagement and Fundraising Campaign to garner support for the rejuvenation of the University's architectural heritage
- Enhance outreaching work to fundraising markets outside Hong Kong
- Identify and cultivate new philanthropic opportunities to support key university initiatives in research and talent retention

我們積極凝聚校友以弘揚港大的願景與使命，加強大學與本地及國際的聯繫。大學會按策略目標，展開特定議題及各類型籌募活動，以支持主要項目的發展。

我們將：

- 透過大型籌募活動，建立校友捐款支持大學發展的文化
- 開拓與私營企業合作的機會，讓企業參與大學的特定重大項目
- 通過港大傳承保育基金籌款活動，爭取各界支持校園古蹟建築的保育及活化工程
- 加強拓展在本港以外的籌款活動
- 尋找並開創新的籌募方式，以支持大學的重大研究工作，並吸引人才留任

Communications and Branding

傳訊與品牌

We strive to boost the University's global visibility and reputation as a leading international institution and hub of excellence through worldwide outreach campaigns and active participation in thought leadership initiatives.

We will:

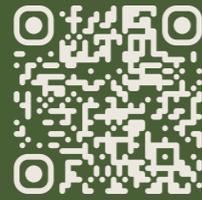
- Strengthen engagement with targeted stakeholders to enhance awareness of the major developments and achievements of the University
- Collaborate with Faculties and units to devise a holistic and proactive communication strategy that amplifies the visibility and influence of the University's research and teaching initiatives
- Develop an integrated content strategy that incorporates a strong brand identity and coordinated storytelling across different channels, such as online platforms, videos, publications, media stories, podcasts, and more

我們致力透過全球推廣活動及積極參與具前瞻性的倡議，進一步提升港大作為世界一級學府的知名度和聲譽。

我們將：

- 與目標持份者緊密聯繫，讓他們更清晰掌握大學各項重要成就及發展
- 積極與各學院及學術單位共同制定全面的傳訊策略，彰顯大學教研成果的影響力
- 制定綜合宣傳策略，透過各種不同渠道，如網上平台、影片、刊物、傳媒報導、播客等，向世界展示港大鮮明的品牌形象





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