



*Postgraduate-focused Institution
Nurturing International Professionals*

College Strategic Plan 2024-2029

Jun 2024

香港珠海學院
HONG KONG
CHU HAI COLLEGE



1.0 Preamble

The Strategic Plan 2024-2029 of Hong Kong Chu Hai College outlines the College's development path for the next five years, with the aim of establishing itself as a leading private university in Hong Kong. This document provides an overview of the goals and strategies in four key areas: academic excellence and programme enhancement, student success and engagement, research performance and capabilities, and financial health and institutional sustainability. These goals and action items have been formulated based on a review of past achievements in the previous Strategic Plan 2019-2024, ensuring continuity and progress in the College's future development.

Hong Kong Chu Hai College has a unique historical background, with over 75 years of experience in providing tertiary education in Hong Kong. With the support of the Board of Governors, the College has established strong connections with the commercial and industrial sectors in mainland China. Moreover, our governance bodies comprise seasoned business leaders and esteemed academic experts who possess profound insights into the development of China, national education, and Chinese culture. As a result, we aspire to serve as a global academic bridge, fostering collaboration between Hong Kong, mainland China, and other regions worldwide.

Our College excels in delivering high-quality professional and tertiary education through an applied-oriented curriculum. We offer a wide range of comprehensive postgraduate and undergraduate programmes that cater to diverse fields of study. Our strategic positioning revolves around becoming a comprehensive private university with a focus on postgraduate education and a strong emphasis on practical application. Our objective is to nurture talented individuals who can meet the professional demands of Hong Kong and the Greater Bay Area.

Moreover, we place a strong emphasis on implementing a comprehensive global strategy to promote Chinese culture worldwide. Our strategic research areas encompass One-Belt-One-Road studies, Chinese literature, and culture. The College strives to contribute to the region by positioning Hong Kong as a hub for culture and science-technology. Our aim is to become a significant facilitator,

connecting mainland China with other parts of the world, and fostering technology and cultural exchange between mainland China and other countries.

Furthermore, with the support of partnerships with commercial and industrial sectors in mainland China, we prioritize a "bringing-in" strategy to integrate advanced technologies and innovations into our academic development. Through these industrial collaborations, we anticipate strengthening our applied-oriented curricula and applied research initiatives. In addition to meeting the professional demands in the Greater Bay Area, we actively promote Hong Kong-Fujian cooperation in applied research and taught postgraduate education.

In summary, the Hong Kong Chu Hai College Strategic Plan 2024-2029 serves as a concise roadmap for the College's future. It underscores our unwavering commitment to excellence, innovation, and holistic student development. By aligning our strategic direction with organizational goals, the College is well-positioned to navigate the dynamic higher education landscape and fulfill its vision of becoming a prestigious private institution in the region.

Main entrance and College logo



1.1 Board Chairman’s Foreword



At the annual Management Planning Retreat in September 2023, members of the Board of Governors and College Council participated in the *Building Our Future* Roundtable, joined by our senior management members, exchanging ideas and sharing insights, followed by Brainstorming and Planning Sessions participated by over 50 senior management members to chart the future directions for preparing our *Strategic Plan 2024-2029*. It gladdened my heart to witness staff members come together and ideate. Staff members exchanged ideas and shared experiences on academic environment, student enrolment and research development strategies in breakout and unified sessions. Such concerted efforts are integral for the College to smoothly advance towards attaining private university status.

As we enter the next five-year strategic phase, we deeply appreciate the support of our valued partners – from donors furthering our Vision and Missions through donations regarding naming rights, and scholarships and bursaries, to alumni bonding through new initiatives such as the Alumni Carnival and Spring Gathering. By active participating in and supporting the College, they have sparked a virtuous cycle of milestone achievements, propelling our progress.

It is through converging diverse cultures that innovation thrives best. We shall contribute to Hong Kong towards its vital roles as an “East-Meets-West Centre for International Cultural Exchange” and an “International Innovation and Technology Hub”. As we stride towards our goal of becoming a postgraduate-focused private university nurturing professionals, we shall continue offering arts, architecture, science, engineering and business programmes, meeting the needs of the Greater Bay Area by cultivating talents with advanced knowledge and skills, Chinese sensibilities, global vision and social responsibility.

MR. LAM KWONG SIU, GBS, SBS
CHAIRMAN, BOARD OF GOVERNORS

1.2 Council Chairman's Message



Over the past five years, the College has vastly transformed its governance structure, substantially strengthened its Vision and Missions of the College, elevating its education provisions.

First and foremost, we have established a University Development Committee (UDC) to review and formulate the Strategic Plans and Academic Plans of the College to become a quality private university.

A Finance Committee (FC) is established to provide oversight on annual budgeting, controls and regulations to ensure the financial sustainability of the College, in line with its development plans. The FC works closely with the Audit and Risk Management Committee (ARMC), which monitors, manages and makes recommendations to ensure the College's commitment to ensuring compliance with all pertinent legal and regulatory requirements, as well as its organisational resilience. Both FC and ARMC meet quarterly and report to the Council (CC) and BoG.

The College has also established a Human Resources Committee (HRC) to give advice and make recommendations on College's human resources strategies and procedures, regarding specifically the appointment of various senior positions of the College, through the Search and Selection Committees, as well as the provisions for staff developments.

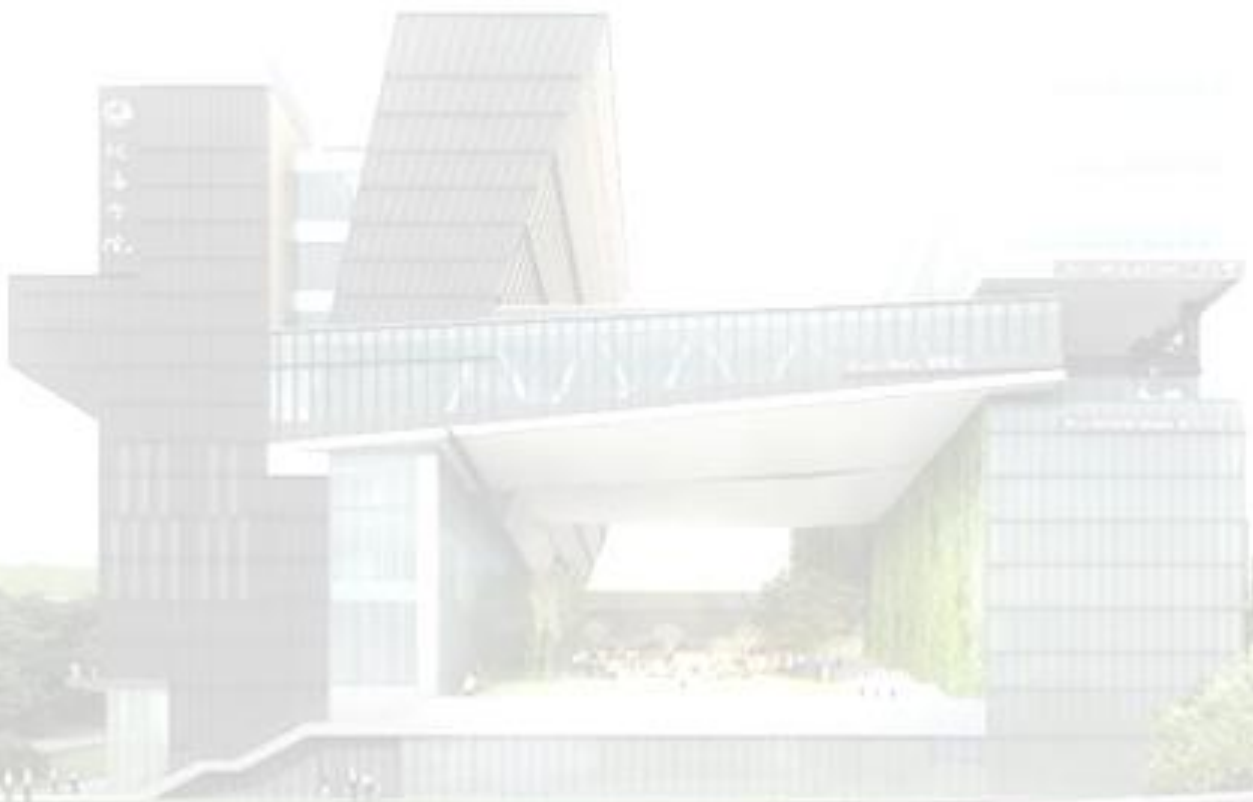
Moreover, the College established an Institutional Advancement Committee (IAC) – advising on fundraising strategies and major campaigns.

In preparation for the anticipated change initiated by the Hong Kong Special Administrative Region Government planning to amend the Post Secondary Colleges Ordinance (Cap 320) to optimise the governance structure of self-financing post-secondary institutions, the College has devised an interim scheme ready to adopt the proposed legislative amendments, to convert the current model to a more streamlined two-tier one, namely, a BoG as the supreme governing body and an Academic Board regulating academic affairs, with a consequential deletion of requirements for the CC and the current Faculty Boards. Accordingly, the College has implemented a transitional arrangement in the past two years by conducting joint meetings of our CC and BoG as much as practicable. This arrangement would ensure a seamless and smooth shift in the governance structure of the College upon the enactment of the legislative

amendment. A Nominations Committee (NC) has been established under the BoG to ensure pertinent skills and expertise's are captured in providing effective governance leadership to the College.

Between 2019 and 2024 (as of 24 April 2024), the College has conducted 20 BoG meetings, 15 CC meetings, and 8 joint BoG and CC meetings. Through progressive enhancements during this period, the College has cultivated an exemplary governance structure rooted in pillars of integrity, transparency and deliberation. With this robust governance structure now in place, the College is determined to build on current achievements for continued success in upholding its Vision and Missions, as it progresses steadily toward attaining the private university title.

PROF. LAP-CHEE TSUI, GBM, GBS, JP
CHAIRMAN, COLLEGE COUNCIL



1.3 President's Overview



Charting Our Next Chapter: Strategic Plan 2024–2029

As the Strategic Plan 2019–2024 draws to a successful close — marked by tangible progress and renewed confidence — it is my privilege to present the Strategic Plan 2024–2029, guiding Hong Kong Chu Hai College into a new era of academic excellence and transformation.

Since our establishment in 1947, the College has lived by the motto “Cognitio et Integritas” — Knowledge and Integrity — nurturing generations of talents to serve Hong Kong and beyond. Today, with 13 undergraduate and 19 postgraduate programmes and student enrolment surpassing 2,100 in 2026, we stand at a new milestone in both scale and quality.

Quality Assurance and Institutional Strengthening

Our pursuit of excellence remains unwavering. Since 2021, we have systematically strengthened institutional governance, establishing a three-tier mechanism encompassing academic governance, compliance and quality assurance, and administrative systems. Over 70 policies now safeguard transparent and accountable operations across human resources, finance, and risk management.

Through continuous monitoring, KPI tracking, annual reviews of the Quality Manual, Quality Assurance Audits and the establishment of a Risk Register, the College has embedded a culture of evidence-based improvement. Our Management Planning Retreats have further enriched strategic dialogue between the Board, Council, and senior management, fostering a shared vision of sustainable growth.

The newly formed Institutional Review Working Group and the enhancement of committee structures demonstrate our ongoing commitment to strengthening quality, accountability, and institutional agility.

Advancing Innovation: Curriculum Renewal and Smart Campus Development

As we advance toward the goal of becoming a private university, we are reimagining how we teach, learn, and innovate. The College remains deeply committed to providing academic excellence with impact, aligning education with future societal and technological needs.

Over recent years, the College has successfully launched new Master's degree programmes in niche areas such as Belt and Road Studies, Cultural Heritage, Entrepreneurship, and Applied Artificial Intelligence. These programmes have attracted a diverse body of learners from Hong Kong and the Greater Bay Area, particularly working professionals seeking to upskill or reskill through advanced studies. They underscore the College's growing role in delivering industry-relevant, postgraduate-oriented education that bridges innovation, heritage, and regional development.

The Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) conducted site visits for programme accreditation and re-accreditation, through which the College received valuable feedback that has strengthened the quality and enrichment of its academic offerings. In August 2025, the College successfully completed another Periodic Review Exercise (PIR) and maintained its seven Programme Area Accreditations (PAAs), marking a significant milestone in institutional development and quality assurance.

Looking ahead, the College is developing a pilot scheme for on-campus and Mainland delivery of courses in Buddhism and Belt and Road Studies, while the Belt and Road Research Institute continues to expand international engagement through seminars and collaborative initiatives. Our Smart Campus infrastructure further supports these endeavours by fostering innovation in teaching, learning, and knowledge exchange.

Revitalising General Education and Career Development: The “Head–Heart–Hand” Model

From 2026/27, the College will launch a revamped General Education (GE) curriculum, embodying the Head–Heart–Hand model that integrates thinking, empathy, and practice. This renewal strengthens interdisciplinarity, ethical reflection, digital literacy, and practical learning across four new clusters — Communication, Culture & Humanities; Technology, Innovation & Society; Critical & Interdisciplinary Inquiry; and Experiential & Applied Learning. Through this reform, students will gain not only intellectual grounding but also emotional intelligence, social awareness, and practical capability. Supported by enhanced career development pathways, the College is deepening connections between academic learning, professional growth, and community engagement. By fostering career readiness through mentorship, internships, and experiential

learning, the GE curriculum serves as a foundation for lifelong employability, character building, and leadership grounded in integrity and compassion.

Recognition and Industry Collaboration

Our professional programmes continue to earn distinction. The Architecture programmes received revalidation by the HKIA and ARB. In the Faculty of Business, programmes in Accounting, Banking, Business Administration, and Finance have gained recognition from major professional bodies including HKICPA, ACCA, CFA, and others — underscoring the strength and relevance of our applied education.

To build on this momentum, we will establish a **College Industry Liaison Committee** to strengthen engagement with employers, professional bodies, and community stakeholders. The Committee will help inform programme development, expand internship and mentorship opportunities, and enhance graduate readiness in response to evolving workforce needs in Hong Kong and the Greater Bay Area.

Further deepening the integration of industry, academia, and research, the College established the BOC (Hong Kong) School of Applied Finance, with generous support from Bank of China (Hong Kong) Limited. This collaboration enhances learning quality, provides scholarships and internship opportunities across nine Asia-Pacific countries, and propels research in wealth management, smart finance, and blockchain — fortifying Hong Kong Chu Hai’s reputation as a leader in financial innovation and education.

International and Regional Engagement

As Hong Kong’s “East-meets-West Centre for Cultural Exchange,” the College remains dedicated to bridging tradition and innovation. We continue to promote Chinese heritage through academic offerings — including the MA in Cultural Heritage and MA in Arts Tech and Digital Communication — and through cultural initiatives celebrating Qin, Calligraphy, Painting, and Tea, nurturing a spirit of stewardship and shared heritage.

Building on the success of the International Symposium on Living Heritage and Urban Renewal Development (co-organised in 2025 with the HKSAR Government, Fudan University, and UNESCO Chair partners), the College is extending its leadership in Intangible Cultural Heritage education and research. The College is also deepening academic exchange and collaboration with institutions in Mainland China and overseas, expanding joint research, scholarly dialogue, and student exchange that reaffirm Hong Kong’s role as a bridge between Chinese culture and global innovation.

Besides supporting academic research through internal research fundings and external donations, our College also encourages academic staff to apply for external competitive research fundings. In 2025, a record eight externally funded research projects, including seven under the Faculty Development Scheme (FDS) and one Inter-Institutional Development Scheme (IIDS) project,

attests to the calibre of our faculty and the rising strength of our research capacity.

People-Centric Development and Student Success

Rooted in compassion and care, our “people-centric” culture embodies the essence of higher education as a human enterprise. We have enhanced staff remuneration, benefits, and working environments — from refurbished offices and new leisure spaces to a college gymnasium — fostering well-being and professional pride.

For students, the College continues to offer scholarships, cultural immersion, and over 50 annual co-curricular and community engagement initiatives, promoting whole-person development and lifelong success.

Aligned with the 2026 GE revamp, the College and the Student Affairs Office jointly champion career development and the “Head–Heart–Hand” ethos through experiential learning, empathy-centred service, mentorship, and up-to-date AI and cross-disciplinary literacy — empowering students to lead with intellect, compassion, and integrity.

A Renewed Identity and Meaningful Engagement

Since our renaming in 2022, Hong Kong Chu Hai College has revitalised its identity through major signature events — “Intelligence and Pearl Hunting,” “Ng Teng Fong · Sino Group Presidential Distinguished Lecture,” and “Pearls of Hong Kong – Seasonal Gathering of Excellence” series. These efforts showcase the vibrancy of our new brand and vision — “Pearls of Wisdom, Blessings for All – Cultivating Compassion for Healthy Communities.”

The re-establishment of the Institutional Advancement Office will further strengthen community partnerships and extend the College’s educational mission. The College continues to receive steady support from its sponsor and benefactors, whose generosity reflects strong community trust and shared commitment to our objectives. This collective support, demonstrated by the many distinguished guests and community leaders who have visited our campus to offer insights and encouragement, underpins our continuing growth and engagement with society and serves as a testament to the College’s growing visibility and recognition.

Financial Sustainability

Through prudent planning and responsible management, the College maintains a sound and sustainable financial foundation built upon robust programme offerings, prudent financial management, and meaningful community engagement. Supported by reliable sponsor funding and growing benefactor contributions, the College continues to enhance efficiency, resilience, and foresight — ensuring long-term financial stability and the capacity for institutional growth in alignment with our commitment to Financial Health and Institutional Sustainability.

Looking Ahead

The Strategic Plan 2024–2029 charts an ambitious yet grounded path for the College’s evolution — toward a multi-disciplinary, applied-oriented, internationally engaged, and innovation-driven institution. With firm faith in our motto “Cognitio et Integritas,” we will continue to nurture generations who learn with wisdom, act with compassion, and serve with integrity — building a future worthy of Hong Kong Chu Hai College’s proud legacy.

ZHANG JANE

PRESIDENT



*From Left: Prof. C.K.Tang (College Consultant), Prof. Thomas Chan (Director of Ng Teng Fong •Sino Group Belt and Road Institute), Prof. David Lung (Chair Professor, Faculty of Science and Engineering), Ms. Jane Zhang (President), Prof. Hon S. CHAN (Vice President (Academic & Research)), Prof. Eden Yu (Chair Professor, Faculty of Business), Prof. Robert Li (Associate Vice President (Academic & Research)), Prof. K.W.Fung (Dean, Faculty of Arts and Social Sciences), *other senior management members: Dr. WAN Wai Yin (College Secretary), Prof. Paul Chu (Dean, Faculty of Science and Engineering), Prof. Jack Zhang (Dean, Faculty of Business)*

Campus podium and front view



2. About the College

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2.0 Motto - *Cognitio et Integritas*

- ▶ We, Hong Kong Chu Hai College, uphold the motto “Cognitio et Integritas” which translates to “Knowledge & Integrity.” This motto reflects our commitment to providing a holistic education that combines academic excellence with ethical values. Our strategic positioning in the sector is centred around this core philosophy.

2.1 Vision

- ▶ To become a prominent private university of international standing recognised for its contribution towards quality higher education and service to the community through the advancement and application of knowledge.

2.2 Missions

- ▶ To nurture students with the aspiration for continuous self-improvement, life-long learning, a positive attitude towards life and a strong sense of moral responsibility.
- ▶ To inculcate in our students academic knowledge, professional skills, all-round competencies and work ethics to meet the needs of the community.
- ▶ To advance human knowledge through excellence in research and application.
- ▶ To work in partnership with the community in furtherance of education, research and knowledge for the betterment of humankind



Campus podium and front view



3. Strategic Plan for 2024-2029 Goals and Initiatives



Our Vision for the Future

As we plan for the next five years, we do so with a clear sense of purpose: to build an institution that is academically strong, socially responsive, culturally grounded, and forward-looking in its contribution to Hong Kong, the Greater Bay Area, and the wider world.

Advancing with a Postgraduate Focus

For the coming years, taught postgraduate (TPG) education will remain central to our development strategy and student recruitment priorities. **The College is well positioned to pursue this direction by building on its established strength in applied-oriented education, which has enabled us to nurture work-ready graduates with encouraging employment outcomes and strong relevance to societal needs.** Over the 2024–2029 period, we will therefore continue to strengthen, refine, and expand our postgraduate portfolio. **We will also explore more articulated progression pathways between undergraduate and taught postgraduate study, enabling eligible students in selected disciplines to move directly from Bachelor’s to Master’s programmes and thereby improving continuity of study, while also enhancing alignment between programme offerings and enrolment demand.**

At the same time, we are committed to ensuring that postgraduate growth does not come at the expense of undergraduate education. A healthy institution requires both depth and balance. We therefore seek a more sustainable relationship between undergraduate (UG) and taught postgraduate provision. In the short term, our goal is to move toward a UG–TPG ratio of 1:5, with a longer-term aspiration of 1:4. This will help create a more balanced academic community and a more resilient educational ecosystem for all learners.

Embracing a Multi-Disciplinary Future

Our academic profile already reflects a wide and distinctive range of disciplines, including Arts, Chinese Culture, Business and Finance, Science and Engineering, Buddhist Studies, and One Belt One Road (OBOR) studies. This breadth is one of our defining strengths. It allows us not only to provide a richer educational experience, but also to prepare students for a world in which cultural understanding, interdisciplinary thinking, and professional adaptability are increasingly essential.

Guided by this conviction, our academic development over the next five years will be shaped by the following strategic directions:

- **To develop into a multi-disciplinary, applied-oriented institution** that combines academic quality with a caring culture, nurturing both virtue and talent, and preparing students to meet the professional needs of Hong Kong and the Greater Bay Area.
- **To serve as a bridge between culture and innovation**, connecting mainland China with the international community through meaningful academic, cultural, and professional exchange.
- **To promote wider global understanding of Chinese culture and values**, enabling our students and partners to engage with China's heritage and contemporary development in a deeper and more informed way.
- **To integrate advanced technologies and emerging innovations** into teaching, learning, and programme development, drawing on areas such as finance, accounting, banking, engineering, and art technology.
- **To strengthen Fujian–Hong Kong collaboration** in tertiary education, applied research, and knowledge exchange, in ways that generate lasting academic and social value.

Our Development Pathway

We envisage the College's development unfolding in three interconnected stages:

1. Building a Strong Multi-Disciplinary Foundation

In the first stage, we will strengthen a balanced faculty and programme structure that supports a broad spectrum of academic disciplines and encourages cross-disciplinary collaboration.

2. Moving Towards a More Balanced Undergraduate-Postgraduate Portfolio

In the second stage, we will place greater emphasis on applied-oriented postgraduate education, developing programmes that respond directly to real-world needs while reinforcing our infrastructure, staffing, and financial sustainability. **At the same time, we will work towards a more balanced undergraduate–postgraduate portfolio by gradually expanding undergraduate provision in selected disciplines, strengthening progression pathways between undergraduate and taught postgraduate study, and aligning programme development with student demand and institutional capacity.**

3. Realising a Sustainable Multi-Disciplinary, Applied-oriented University

Ultimately, we aspire to become a vibrant and sustainable private university in which undergraduate and postgraduate development are mutually reinforcing, applied learning is a defining feature, and our academic work creates enduring value for students, professions, and society.

This strategic plan is not only about institutional growth. It is about shaping an educational environment that is relevant, humane, and transformative — one that equips students to flourish in an interconnected and rapidly changing world.

1. Strategic Area 1: Academic Excellence and Programme Enhancement

1.1 Strategic Focus

To guide the future development of both undergraduate and taught postgraduate education, we have identified five priority academic areas:

- Chinese Literature and Culture
- Media, Communications and Social Sciences
- One Belt One Road and Buddhist Studies
- Business and Finance
- Architecture and Engineering Science

Our objective is to ensure that graduates at both Bachelor’s and Master’s levels possess not only disciplinary expertise, but also the professional competence, adaptability, and

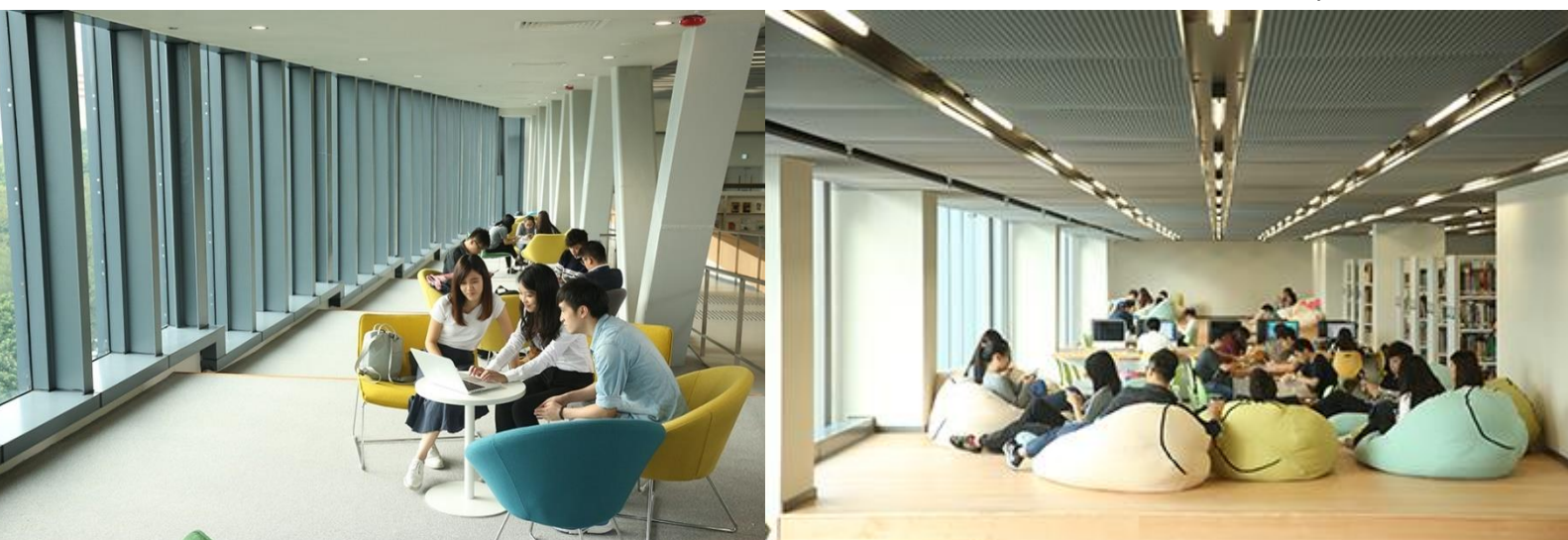
breadth of understanding needed to contribute meaningfully to Hong Kong and the Greater Bay Area.

The College has already established a distinctive strength in applied-oriented education. Across a number of disciplines, our programmes have demonstrated strong relevance to industry and society, with graduates equipped to respond to practical and professional needs and achieving encouraging employment outcomes. Over the next planning period, we will build on this established strength by further enhancing applied learning, professional alignment, and career-focused curriculum design in both undergraduate and taught postgraduate education.

We also believe that higher education should cultivate more than employability alone. Our graduates should develop a strong appreciation of Chinese history, culture, and values, together with an international outlook and an informed understanding of OBOR-related developments.

To support this vision, our taught postgraduate provision will continue to be organized across five broad academic domains, with new programmes developed strategically to promote balanced growth and coherence across the portfolio.

Library



1.2 Strategic Goals

1. **To offer applied-oriented UG and TPG programmes** that integrate academic knowledge with practical problem-solving, thereby nurturing graduates who can meet the evolving professional demands of Hong Kong and the GBA.
2. **To review existing curricula and market demand comprehensively**, with a view to transforming selected undergraduate programmes into more applied-

oriented offerings with streamlined curricula. As an initial step, the number of UG programmes will be gradually reduced from 14 to 10.

3. **To strengthen professionally recognized undergraduate education**, especially in programmes accredited or recognized by relevant professional bodies such as HKIE, HKIA, and HKICPA, so as to support their long-term sustainability and relevance.
4. **To promote balanced academic development across UG and TPG programmes**, ensuring that growth is strategic, sustainable, and aligned with institutional priorities.
5. **To develop research postgraduate (RPG) programmes** in selected strategic research areas, including One Belt One Road Studies, Chinese Literature and Culture, and Business and Applied Finance, in order to nurture research talent for Hong Kong and the GBA.
6. **To establish and maintain a reliable quality assurance system** that safeguards programme quality, supports continuous improvement, and strengthens accountability.
7. **To foster a supportive academic environment for staff**, while encouraging faculty and professional staff participation in internationalization and cross-border engagement.

1.3 Major Challenges

1. A significant imbalance remains between the UG and TPG student populations.
2. Recruiting undergraduate students is increasingly difficult due to intense sector-wide competition and a sharp decline in the secondary school population.
3. Competition for taught postgraduate students is also becoming more intense among higher education institutions.

Civil Engineering Laboratory and Architecture Studio



1.4 Action Items

1. Review current academic programmes and develop new ones to meet the educational and workforce needs of Hong Kong and the Greater Bay Area.

Conduct a structured review of all existing UG and TPG programmes using enrolment data, graduate outcomes, market demand, and benchmarking with comparable institutions; identify programmes for enhancement, consolidation, merger, or streamlining; increase flexibility in student admission, articulation, and progression pathways, including the development of articulated Bachelor's-to-Master's pathways that enable eligible students to progress directly to relevant Master's degrees without re-application, thereby strengthening vertical progression opportunities and improving alignment between programme offerings and student enrolment patterns; strengthen curriculum content in applied knowledge and national education; and prepare a phased plan for the development of research postgraduate programmes in the College's priority research areas. The College will also explore new taught postgraduate directions in emerging and professionally relevant fields aligned with regional development needs, such as sports management and arts management, in response to growing interest in Hong Kong and the Greater Bay Area in sports development, cultural and creative industries, and the wider sports economy.

2. Incorporate state-of-the-art technologies into the curriculum.

Systematically embed emerging and industry-relevant technologies into UG and TPG curricula, particularly in areas such as AI, FinTech, digital media, engineering applications, and innovation; strengthen interdisciplinary teaching across faculties; and develop new programmes or programme concentrations that respond directly to the technological, professional, and economic development needs of Hong Kong and the GBA.

3. Assemble a robust quality assurance system capable of evaluating programme delivery.

Review and strengthen the College's quality assurance framework by clarifying programme review procedures, enhancing QA staffing and administrative support,

establishing more systematic quality teaching and learning processes, developing an e-platform for QA documentation and KPI data collection, and using annual planning and review exercises to support evidence-based academic decision-making by senior management.

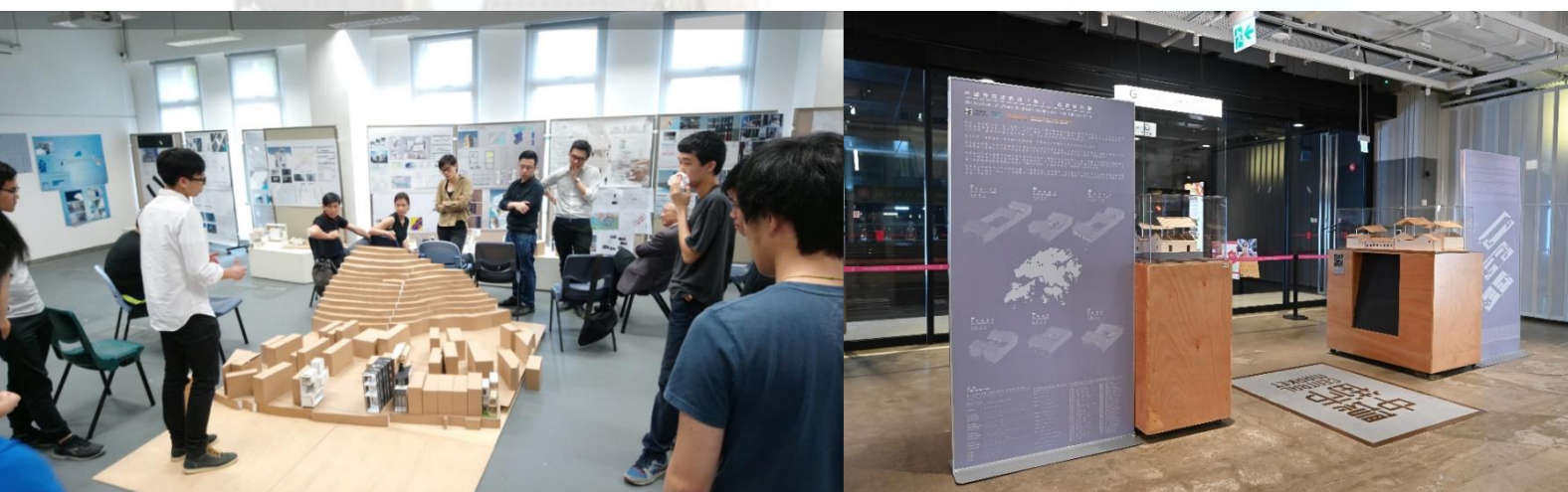
4. Encourage active participation of faculty and staff in internationalization and provide a supportive environment for academic staff.

Create a more structured support system for academic and professional staff by providing targeted professional development, leadership training, and recognition mechanisms, while also expanding opportunities for participation in international academic exchange, collaborative teaching, cross-border initiatives, and other activities that strengthen the College's international engagement.

5. Establish a College Industry Liaison Committee to strengthen industry engagement

Establish a **College Industry Liaison Committee** to provide strategic advice on industry trends, graduate skills needs, and partnership opportunities, and to strengthen collaboration between the College and key sectors in Hong Kong and the Greater Bay Area. The Committee will support the development of industry-linked curricula, internships, practicums, mentorship, applied projects, guest lectures, and employer engagement initiatives, thereby enhancing programme relevance, student employability, and knowledge exchange with the professions and the wider community.

Architecture dept. 2F crit space, Joint Exhibition Curated by Antiquities and Monuments Office and Architecture dept. of HKCHC, Oct 2023



2. Strategic Area 2: Student Success and Engagement

A core priority in this strategic area is to build a more balanced student population across undergraduate and taught postgraduate programmes while enriching the quality of the student experience as a whole.

Alongside the continued consolidation of our postgraduate strengths and the development of new undergraduate offerings, we will invest in the teaching, learning, and support environment across the College. Based on recent enrolment data, the current UG–TPG ratio is approximately 240:1551, or about 1:6. This highlights a substantial gap between the current position and our desired long-term balance. As a realistic interim milestone, we aim to move toward a ratio of 1:4.

Gymnasium and lecture hall



2.1 Strategic Goals

- (1) To nurture students with a sense of Chinese cultural appreciation, professional competency, social responsibility and global vision
- (2) To strengthen General Education, Language Education and out-of-classroom learning activities to provide all-round education to students
- (3) To enhance the teaching and learning environment through digital transformation, supporting new forms of pedagogies enabled by smart campus and AI technologies
- (4) To provide students with learning experiences to develop their internship experiences, global perspectives and international exposure

Cafeteria and Student residential hall



2.2 Major challenges

1. Enhancing the teaching and learning environment primarily for UG students may not appear immediately cost-effective given the relatively small undergraduate population, yet such investment is necessary if balanced development is to be achieved.
2. Out-of-classroom learning depends heavily on active student participation, which means the College must do more to promote and sustain engagement.
3. Meaningful improvement to the learning environment requires substantial financial resources.

2.3 Action Items

1. Motivate students to improve their learning abilities and develop lifelong learning skills.

Strengthen students' capacity for self-directed learning by embedding "learning to learn" approaches into teaching and assessment, enhancing final-year and capstone projects to emphasize critical thinking and independent inquiry, and increasing opportunities for on-the-job training, internships, and overseas study tours that connect academic learning with personal growth and career preparation.

2. Enhance the learning environment and student learning experiences.

Strengthen the General Education curriculum to deepen students' understanding of Chinese culture, reinforce national education to prepare students for future development in the GBA, improve English language education for both UG and TPG students, and organize more cross-disciplinary out-of-classroom learning activities—such as seminars, workshops, company visits, and professional sharing sessions—so that students gain broader exposure to developments in areas such as AI, FinTech, and innovative technologies.

3. Incorporate innovative pedagogies into teaching and learning through digital transformation.

Upgrade the College's IT infrastructure to support blended learning, smart classroom practices, and digitally enabled pedagogy, and implement pilot e-learning initiatives in

selected areas, including OBOR-related studies, in order to test new teaching models and improve the flexibility, accessibility, and effectiveness of student learning.

4. Enhance students' international exposure and global awareness.

Expand the College's exchange partnerships and study tour network, particularly in OBOR-related countries and regions, and design these opportunities with clearer academic and experiential learning objectives so that students gain meaningful international exposure, intercultural understanding, and broader global perspectives.

5. Enhance the quality and accessibility of student support services.

Strengthen student support by expanding online consultation services, improving access to career guidance, internships, student activities, scholarships, and psychological counselling, and building a more coordinated support framework that responds to students' academic, personal, and professional development needs.



Cross media Visual Production Studio Control Centre

3. Strategic Area 3: Research Performance and Capabilities

3.1 The College has made encouraging progress in research development, including growth in approved external grants and increased internal support funding. Even so, there remains considerable room to strengthen the overall research culture and performance of the institution.

At present, the proportion of active researchers, the average number of research outputs per academic staff member, and the success rate in competitive external funding remain below our aspirations. Over the next five years, we will therefore invest

more deliberately in research support, research culture, and strategic alignment between research and academic development.

3.2 Strategic Goals

- (1) To strengthen research infrastructure to support research
- (2) To establish Strategic Research Themes to align with academic development
- (3) To promote research culture and research/professional seminars
- (4) To increase success in bidding for external research projects and research outputs
- (5) To encourage applied research partnership with industries

3.3 Major challenges

1. Improving success in external competitive funding requires stronger research track records among academic staff, and building such portfolios takes time as well as sustain internal support.
2. Research infrastructure enhancement, including facilities such as high-performance computing for AI research, requires significant financial investment.
3. Strengthening institutional research capability will also require the recruitment of research-active scholars across different fields, which has substantial resource implications.

3.4 Action Items

1. Sustain and enhance research infrastructure and facilities.

Develop a phased plan to strengthen research infrastructure and facilities in alignment with the College's priority disciplines, including the pursuit of external funding and partnership opportunities to support investments in research equipment, digital resources, specialized facilities, and high-performance computing capacity where needed.

2. Establish new strategic research domains aligned with the academic development of the College.

Formalize and support the College's priority research areas—namely One Belt One Road Research, and Business Administration, Management, Applied Finance, and Entrepreneurship—by aligning internal funding, staffing, academic planning, and future postgraduate development with these strategic domains.

3. Enable collaborative and interdisciplinary research projects.

Promote a stronger research culture by encouraging faculties, research institutes, and research centres to initiate interdisciplinary and cross-unit collaborations, organize international conferences and scholarly seminars, and develop joint projects that connect the College's academic strengths with wider regional and international networks.

4. Improve the quality of publications produced by staff.

Strengthen support for academic publishing through mentorship, internal peer review, staff development, and clearer expectations for research quality, with the aim of increasing the number of strong scholarly outputs and improving publication performance across the College.

5. Increase research funding and enhance research outputs.

Refine the College's research assessment and monitoring processes, introduce new policies and incentive schemes that reward quality research, establish an Academic Mentorship Scheme to support early-career scholars, and strengthen the internal review of external grant proposals in order to improve competitiveness, funding success, and research productivity.

6. Strengthen the international dimension of research and foster partnerships with industry.

Promote more active collaboration with overseas institutions and industrial partners through joint research, applied projects, and academic exchange, and establish a support mechanism to coordinate industrial collaborations, contract research, and external partnership development.

Cross media Multipurpose Theatre and Foyer, Art Technology Laboratory



4. Strategic Area 4: Financial Health and Institutional Sustainability

The College's financial position has improved over the past two years, due in part to the significant growth in postgraduate student recruitment. This provides a stronger foundation for future development. However, long-term sustainability requires more than short-term gains. It requires prudent planning, disciplined investment, and a clear commitment to institutional resilience.

4.1 Strategic Goals

- (1) To ensure that there will be adequate resources to effectively support the College's operation to achieve its vision and missions
- (2) To enhance the infrastructure and human resources system supporting the strategic development for long-term success

4.2 Major challenges

1. Strengthening financial sustainability amid growing operational and development needs.

The College currently relies heavily on TPG tuition fees and needs to develop a more diversified and resilient financial base. Additional and more stable sources of income—such as undergraduate tuition, research funding, donations, and other external support—are needed to sustain operations, support future campus development, and enable strategic investment in facilities, digital infrastructure, and talent.

2. Enhancing organizational effectiveness, talent capacity, and administrative efficiency to support future growth.

As the College continues to expand, there is a need to improve management efficiency, strengthen succession planning, and build a more agile, capable, and forward-looking team. This includes attracting and retaining high-quality talent, empowering younger and high-potential staff, streamlining administrative processes, and fostering a culture of quality, accountability, inclusion, and innovation to support the College's long-term development.



Computer Laboratories and Virtual Reality Laboratory

4.3 Action Items

1. Achieve financial stability through diversified income, rigorous planning, and budget control.

Strengthen the College's financial resilience by broadening income sources, linking financial planning more closely to strategic priorities and enrolment trends, and implementing tighter budget monitoring and resource allocation processes to ensure that growth is sustainable and aligned with institutional needs.

2. Maintain campus beautification and optimize facilities to support teaching, learning, and research.

Review campus facility management policies, assess the current use and condition of teaching, learning, research, and residential spaces, and develop a phased campus expansion and enhancement plan that includes the exploration of additional sites for campus and hostel development.

3. Advance smart campus development through innovative IT solutions and technologies.

Prioritize capital investment in campus renovation, expansion, and digital infrastructure so as to increase teaching space, student residential capacity, and operational efficiency, while progressively implementing artificial intelligence and smart systems that enhance teaching, administration, and student services.

4. Enhance the attraction, development, retention, and succession planning of talent.

Build a stronger employer brand to attract high-quality staff, improve internal career development and training systems, and establish clearer succession planning and leadership development mechanisms to ensure that the College is able to recruit, retain, and nurture talent for long-term institutional growth.

5. Foster a culture of quality, inclusion, environmental responsibility, and social commitment.

Embed a people-oriented management philosophy across the College by strengthening staff recognition, promoting excellence and accountability, enhancing pride, belonging, and well-being among employees, and advancing diversity, inclusivity, environmental awareness, and social responsibility in institutional practices.

6. Simplify and improve the efficiency and effectiveness of administrative operations.

Review administrative structures, workflows, controls, and staff responsibilities to identify areas for optimization, align duties more clearly with institutional needs and performance standards, and modernize HR and administrative systems through digitization and process improvement to enhance efficiency and service quality.

Concluding Note

This Strategic Plan for 2024–2029 is grounded in a simple but important belief: an institution achieves its greatest impact when it combines academic ambition with human purpose.

Our task in the coming years is not merely to expand programmes, improve systems, or grow enrolment. It is to build an academic community that is intellectually vibrant, professionally relevant, culturally rooted, and genuinely committed to the development of students and society.

By advancing academic excellence, strengthening student engagement, deepening research capacity, and safeguarding institutional sustainability, we aim to position the College for its next stage of development with confidence, clarity, and integrity.



In summary, the Hong Kong Chu Hai College Strategic Plan 2024-2029 serves as a concise roadmap for the College's future. It underscores our unwavering commitment to excellence, innovation, and holistic student development. By aligning our strategic direction with organizational goals, the College is well-positioned to navigate the dynamic higher education landscape and fulfill its vision of becoming a prestigious private institution in the region.

