



香港城市大學
City University of Hong Kong

Strategic Plan

2025–30

Innovating into the Future



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Foreword

Innovation is not merely a concept; it is the beating heart of progress, the cornerstone of transformation, and the essence of our strategic vision at City University of Hong Kong. With immense pride and anticipation, we would like to introduce our new strategic plan, which encapsulates the theme that defines our commitment to excellence and evolution: “I In-NO-VA-TE.”

Within a world perpetually set in motion, where challenges and opportunities intertwine on a global scale, our dedication to innovation stands as a beacon guiding us towards a future brimming with endless possibilities. Through this strategic plan, we embark on a journey that embraces change, drives creativity, and nurtures a culture of continuous improvement.

“I In-NO-VA-TE” encapsulates our five guiding principles—guiding Inspirations, innovating **I**nnovation, expanding **N**etworks & **O**utreach, maintaining **V**igilance in **A**dministration & governance, and attracting and nurturing **T**alents & **E**xperts. These principles are more than words on the page; they are the pillars upon which we are building our collective future, empowering us to thrive in the face of challenges and to be resilient in leadership.

Our strategic vision aligns seamlessly with the 2024-2035 master plan on building China into a leading country in education, supporting its ambitious goals for advancing higher education excellence, fostering innovation capabilities, and strengthening international academic cooperation. Through our commitment to innovation and excellence, we contribute to the national vision of establishing world-class universities and nurturing talent for the new era.

As we navigate the complexities of our rapidly evolving world, we invite you to embrace this roadmap for innovation, growth, and excellence. Together, let us embody the spirit of “I In-NO-VA-TE,” as we forge ahead, united in our commitment to shaping a brighter tomorrow for City University of Hong Kong and beyond.

With anticipation and enthusiasm,



Michael NGAI
Chairman of the Council



Freddy BOEY
President and University Distinguished Professor

The World Needs to Innovate

The need for innovation in today's dynamic global landscape is more pressing than ever before. Embracing cutting-edge technologies such as artificial intelligence (AI) and advanced computing is essential for addressing our world's myriad challenges and opportunities.

Embracing New Tools

Integrating AI and computing across various sectors enables us to tackle complex global problems more efficiently and precisely. These tools enhance research capabilities and empower industries and organisations to adapt to the rapidly evolving digital landscape.

Confronting Novel Challenges

The world faces challenges such as aging populations and economic uncertainty that demand innovative solutions. Fostering a culture of innovation allows us to develop strategies to support diverse populations, navigate economic fluctuations, and create sustainable pathways.

Facing New Relationships

Building new relationships is crucial for global cooperation in an era of shifting geo-political dynamics. Engaging with international partners and understanding assorted perspectives permits us to adapt to changing landscapes and transcend borders.

Innovation is not just an option; it is imperative. By embracing these new tools, confronting global challenges, and nurturing meaningful relationships, we can journey towards positive change in a world that constantly requires innovative solutions.

CityUHK: Innovating into the Future

Standing at the cutting edge of innovation, City University of Hong Kong (CityUHK) focuses on fundamental research. In the QS World University Rankings 2025, CityUHK proudly holds the top position globally in citations per faculty, showcasing our commitment to academic excellence and impact. Moreover, we have maintained our status as the #1 university in Hong Kong in the prestigious Top 100 Worldwide Universities Granted U.S. Utility Patents for nine consecutive years, a testament to our continuous innovations in various research fields.

In 2024, our research reputation was further bolstered when the analytics company Clarivate recognised 32 CityUHK faculty members as highly cited researchers, an achievement that underscores our leading position in research output and influence. This achievement, ranking CityUHK as the #1 institution in terms of the proportion of highly cited researchers over total faculty size in Hong Kong, highlights our dedication to pushing boundaries and driving impactful research.

CityUHK boasts a strong track record in bringing research outcomes to the market, especially by providing crucial support for early-stage ventures through our flagship entrepreneurial support initiative, HK Tech 300. Over 190 start-ups have received up to HK\$1 million in angel funding, and more than 740 teams have received HK\$100,000 each in seed funding through this programme.

Overall, 1,800 CityUHK students, staff and alumni are engaged in entrepreneurship programmes focusing on practical training and equipping participants with the skills and knowledge needed to navigate the competitive business landscape. The University's enthusiasm for mentorship is evident through the involvement of over 230 experienced industrialists and successful entrepreneurs as guides and advisers.

In addition, a robust ecosystem for innovation has been created in collaboration with strategic partners and supporting organisations. Over 90 partners have facilitated professional services and business opportunities for teams through the HK Tech 300 programme, enabling participants to thrive in the dynamic market environment. Notably, over 16% of HK Tech 300 projects have been founded by non-CityUHK entrepreneurs, leveraging our intellectual property to drive innovation beyond boundaries.

To reinforce the entrepreneurial landscape further, CityUHK has established a co-investment platform with an initial sum of HK\$100 million in partnership with China Resources Enterprise. This initiative nurtures high-potential start-ups, nurturing a culture of innovation and growth within the entrepreneurial community.

CityUHK's dedication to research excellence and the successful translation of ideas into tangible outcomes accentuates its position as a leading institution driving innovation and entrepreneurship in the academic and business spheres.

Our Five Strategic Dimensions:

I In-NO-VA-TE

Our five guiding principles for meeting societal needs will guide growth and leadership, enable us to thrive in the face of transformative forces, contribute to the betterment of society, and ensure our students are resilient, innovative, and socially responsible global citizens. These principles are:

Guiding
Inspirations

Innovating
Innovation

Expanding
Networks & Outreach

Maintaining
**Vigilance in Administration
& Governance**

Attracting and Nurturing
Talents & Experts



Guiding Inspirations

CityUHK is steered by core principles that drive its commitment to fostering a culture built upon learning, research, innovation, and global engagement. We inspire and empower our community to reach new heights by focusing on authentic learning experiences, global initiatives, and celebrating CityUHK Heroes.

Learning-centric Approach

At the heart of CityUHK's educational philosophy lies a learning-centric approach that prioritises student growth, intellectual curiosity, and lifelong learning. By placing students at the center of the educational experience, CityUHK fosters a dynamic learning environment that encourages exploration, critical thinking, and innovation. Through innovative pedagogies, hands-on experiences, and mentorship opportunities, our students are empowered to realise their full potential and become lifelong learners.

Authentic Learning

Authentic learning experiences at CityUHK bridge theory and practice, classroom learning and real-world applications. By integrating hands-on projects, experiential learning opportunities, and industry partnerships into the curriculum, we equip students with the skills, knowledge, and mindset needed to thrive in today's dynamic world. Authentic learning inspires students to think creatively, solve problems effectively, and contribute meaningfully.

Global Learning

Our commitment to global learning is exemplified by Flagship Programmes and initiatives such as the Overseas Start-up Technology Entrepreneur Programme that allow students to engage with diverse cultures, perspectives, and challenges, fostering a sense of global citizenship and cultural awareness. CityUHK students are encouraged and equipped to navigate the complexities of our interconnected world and drive positive change by participating in international exchanges, research collaborations, and entrepreneurial ventures.

CityUHK Heroes

The CityUHK Heroes initiative celebrates individuals within the CityUHK community who embody the University's values of excellence in research, innovation, and service. A Hero is someone who is passionate about what they are doing. Their passion and drive complement the inspirational, interactive and innovative learning that CityUHK nurtures. By highlighting the achievements and contributions of CityUHK Heroes, we inspire others to pursue their dreams like our Heroes and make a difference in their respective fields and communities. Through storytelling and mentorship, CityUHK Heroes serve as role models and sources of inspiration for students, faculty, and staff, fostering a culture of excellence and leadership. Such stories can also help promote our impact and bring in new partnerships and collaborations globally. Through these efforts, we will not only inspire others to follow in the footsteps of our CityUHK Heroes, but also solidify our position as a renowned institution beyond Hong Kong into the mainland and the world.

By embracing a learning-centric approach, providing authentic learning experiences, promoting global learning opportunities, and celebrating CityUHK Heroes, CityUHK is dedicated to nurturing a community of lifelong learners, researchers, innovators, and global citizens. Through these guiding inspirations, we can empower individuals to realise their full potential, positively impact the world, and embody the spirit of excellence and service that defines the CityUHK experience.



Innovating Innovation

CityUHK is revolutionising the landscape of innovation through a multi-faceted approach that encompasses the creation of cutting-edge research institutes, cultivating a vibrant Innovation Ecosystem, and transforming the campus into a dynamic Sandbox for experimentation and creativity.

Building an Innovation Ecosystem

The foundation of CityUHK's innovation strategy lies in developing a robust Innovation Ecosystem. Initiatives such as the Hong Kong Tech 300 programme, the CityUHK Academy of Innovation, the MSc in Venture Creation, and the PhD by Innovation provide a comprehensive framework for nurturing entrepreneurial ventures. By offering resources, mentorship, and funding opportunities, these programmes encourage students and faculty to bring their ideas to fruition and drive innovation.

Cross-disciplinary Research Institutes

CityUHK's commitment to interdisciplinary collaboration is exemplified by establishing the Institute of Digital Medicine and the Institute of AI for Science, as well as the Institute for Materials Innovation in collaboration with the École Polytechnique Fédérale de Lausanne (EPFL). These institutes serve as hubs for cutting-edge research, bringing together investors, start-ups, and researchers from diverse backgrounds to tackle complex challenges and explore new frontiers. By fostering collaboration across disciplines, these institutes are poised to contribute significantly to their respective fields and drive innovation at the intersection of technology and science.

In alignment with its global vision, CityUHK will build on existing initiatives and expand its engagement with leading researchers, investors and start-ups worldwide in collaborative research, innovation and entrepreneurship ventures. These strategic efforts are designed to amplify the University's impact by cultivating cross-disciplinary and cross-sectional partnerships, fostering a culture of innovation and excellence that transcends traditional boundaries.





Campus as a Sandbox

CityUHK's campus serves as a dynamic Sandbox—a space for experimentation, creativity, and innovation. With enhanced infrastructure, such as core facilities for strategic research and the setting of impact-oriented themes to address social issues, the campus environment fosters a culture of innovation and discovery by encouraging students and faculty to think outside the box and explore new ideas. Faculty members are empowered to conduct transdisciplinary

collaborative research that targets addressing global challenges, such as the UN Sustainability Development Goals (UNSDG). Early-career professors will receive mentoring support in their research and innovation journey at CityUHK. Through hands-on projects, collaborative initiatives, and experiential learning opportunities, CityUHK provides fertile ground for ideas to take root and flourish.

By integrating these essential elements—building a vibrant Innovation Ecosystem, establishing cross-disciplinary research institutes, and utilising the campus as a Sandbox—CityUHK stands at the forefront of driving research and innovation, pushing the boundaries of knowledge. Through these initiatives, we can inspire creativity, foster collaboration, and catalyse transformative change in digital health, artificial intelligence, materials science, and beyond.

Expanding Networks and Outreach

CityUHK is actively broadening its networks and outreach efforts to enhance its global impact, forge strategic partnerships, and address societal challenges through collaborative innovation and research. By expanding its reach through key initiatives and partnerships, we are strengthening our position as a hub of knowledge creation and exchange on the global stage.

Expansion into Dongguan

City University of Hong Kong (Dongguan) stands as a beacon for CityUHK's commitment to expansion and innovation. As a hub of academic excellence and research advancement, the campus serves as a catalyst for collaboration, creativity, and cross-disciplinary engagement. CityUHK is extending its influence and capabilities through the Dongguan Campus, further solidifying its presence in the Greater Bay Area and beyond.

Ties with Belt-and-Road Countries

CityUHK recently signed Memoranda of Understanding (MoUs) with universities in Kazakhstan, Indonesia, and South Africa, strengthening its ties with Belt-and-Road countries. These partnerships facilitate knowledge exchange, research collaboration, and cultural dialogue, fostering greater understanding and cooperation across borders. CityUHK is enriching its global perspective and impact by engaging with institutions in diverse regions.





Collaborations with Top Academic Institutions across the Globe

In a testament to its commitment to global engagement, CityUHK has recently entered into multiple MoUs with the University of Cambridge and other top academic institutions worldwide. These collaborations bring together leading minds and resources to drive cutting-edge research, scholarly exchange, and innovation. By partnering with renowned institutions, CityUHK is at the forefront of pushing the boundaries of knowledge and fostering a culture of excellence and collaboration.

Addressing Societal Challenges through Multilateral Partnerships

CityUHK collaborates closely with government agencies, companies, academic institutions, and business groups to tackle pressing societal issues related to advancement and sustainability, by setting up research projects and joint laboratories with relevant industries. By leveraging its expertise and resources in collaboration with diverse stakeholders, CityUHK is at the forefront of identifying innovative solutions to complex challenges. Through these partnerships, the University is driving positive

change and contributing to the advancement of society in areas such as sustainable development, technological innovation, and social welfare.

Through its expanding networks, strategic partnerships, and collaborative initiatives, CityUHK is shaping the future of education, research, and innovation on a global scale. By fostering cross-cultural understanding, driving impactful research, and working towards sustainable solutions, we are committed to making a meaningful difference in the world and advancing knowledge for the betterment of society.



Maintaining Vigilance in Administration & Governance

CityUHK upholds the highest standards of administration and governance to ensure transparency, accountability, and compliance across all aspects of its operations. Through robust financial control measures, rigorous human resources (HR) processes, meticulous internal audit procedures, and unwavering commitment to legal compliance, we safeguard our reputation and uphold trust.

Financial Control and Budget Management

CityUHK prioritises financial control and prudent budget management to ensure fiscal responsibility and sustainability. By implementing stringent compliance and procurement practices, the University maintains a sustainable budget, mitigates financial risks, and upholds the integrity of its financial operations. CityUHK strives to optimise financial performance while adhering to regulatory requirements through regular monitoring, reporting, and strategic allocation of resources.

HR Processes and Compliance

The University strongly emphasises HR processes and procedures to ensure fairness, equity, and transparency in its management practices. CityUHK upholds a culture of integrity and accountability in all HR-related matters by maintaining compliance with labour legislation, regulations, and internal policies. A supportive and inclusive work environment for employees is essential for talent management, staff development, and ethical recruitment.

Internal Audit and Oversight

CityUHK maintains a proactive stance on internal audit and oversight to monitor and evaluate its activities across all departments and projects. By conducting regular audits, risk assessments, and compliance reviews, the University identifies areas for improvement, strengthens internal controls, and mitigates operational risks. Through a systematic approach to internal audit, CityUHK upholds accountability, transparency, and operational efficiency in its decision-making processes.

Legal Compliance and Protocol

CityUHK embraces exemplary standards of legal compliance and governance protocol to ensure all facets of its operations align with applicable laws, regulations, ethical standards, and the best practices of the industry. By engaging legal professionals, staying abreast of regulatory changes, and maintaining comprehensive compliance programmes, the University implements a robust governance framework that proactively mitigates legal risks and upholds the highest standards of ethical conduct. Our dedication to good governance and legal compliance not only safeguards CityUHK's reputation but also protects our stakeholders, and reinforces the trust placed in CityUHK by the broader community.

By maintaining vigilant administration and good governance practices in financial control, HR processes, internal audit, and legal compliance, CityUHK demonstrates its commitment to operational excellence, ethical conduct, and responsible stewardship of resources. Through these proactive measures, the University upholds principles of transparency, accountability, and integrity in all aspects of its operations, ensuring a solid foundation for sustained growth and impact.

A vibrant forest scene with a stream and a colorful circular logo. The logo is a circular arrangement of 12 colored segments in shades of blue, green, yellow, orange, red, and purple. The background is a lush green forest with a stream flowing through it, reflecting the surrounding trees and sky. The scene is framed by a large, curved orange and red border on the left side.

SUSTAINABILITY REPORT 2024

In Celebration of the 30th Anniversary

Attracting and Nurturing Talents & Experts

CityUHK is dedicated to attracting, nurturing, and retaining top talents and experts in academia and research to drive innovation, excellence, and impact. The University creates a dynamic and supportive environment that fosters talent development and knowledge creation through initiatives such as appointing Distinguished Visiting Professors, recognising young faculty in leadership roles, and motivating faculty and staff to contribute across various dimensions.

Distinguished Visiting Professors

CityUHK appoints Distinguished Visiting Professors worldwide to enrich its academic community with diverse perspectives, expertise, and experiences. These eminent scholars bring a wealth of knowledge and insights through lectures, research collaborations, and mentorship opportunities. By engaging with renowned experts in various fields, CityUHK provides students and faculty with valuable learning experiences and fosters a culture of excellence and innovation.

Presidential Assistant Professors and Global Research Assistant Professors

The appointment of Presidential Assistant Professors and Global Research Assistant Professors at CityUHK highlights a commitment to nurturing early-career researchers and scholars. These positions provide talented individuals with the support, resources, and mentorship needed to pursue cutting-edge research, advance knowledge in their respective fields, and establish themselves as leaders in academia. CityUHK cultivates a new generation of scholars who contribute to research excellence and impact by investing in developing young talents.

Young Faculty in University Leadership Roles

CityUHK recognises the potential and capabilities of young faculty members by providing opportunities for leadership and professional growth. It also adopts a culture of inclusivity, innovation, and shared governance by empowering young talents to take on leadership roles. Young faculty are encouraged to contribute meaningfully to our strategic direction and academic excellence through mentorship, training, and support.





Motivating Faculty and Staff Contributions

Faculty and staff contribute across various dimensions by fostering a culture of collaboration, recognition, and continuous learning. We value and acknowledge community members' diverse talents, expertise, and perspectives, inspiring them to engage in interdisciplinary research, teaching innovations, community service, and knowledge exchange. CityUHK is keen to see its faculty and staff excel in their respective roles and make impactful contributions through our opportunities for professional development, research funding, and recognition programmes.

Nurturing Students into Future Leaders

CityUHK is committed to developing students into future leaders who can make meaningful contributions to society. The University provides numerous opportunities for students to engage with industry partners, participate in research projects, and take on leadership roles in various academic and extracurricular activities. By fostering an entrepreneurial mindset and ethical leadership qualities, CityUHK prepares students to become responsible leaders who can address complex global challenges and drive positive change in their chosen fields.

Through initiatives aimed at attracting experts and nurturing future leaders, a vibrant academic community can thrive in collaboration, innovation, and excellence. We uphold our commitment to advancing knowledge, fostering talents, and creating positive impact by investing in distinguished scholars, early-career researchers, young faculty leaders, and student development. CityUHK remains dedicated to creating an inclusive environment where individuals at all levels can grow, succeed, and contribute meaningfully to advancing education, research, and societal well-being.

Appendix

CityUHK's Recent Major Accomplishments

These recent achievements underscore City University of Hong Kong's (CityUHK) commitment to academic excellence, research innovation, strategic partnerships, and global impact, emphasising a commitment to leadership in higher education and research on the international stage.

Inception of Distinguished Visiting Professors Scheme

As an international collaborative research initiative, the Distinguished Visiting Professors Scheme has more than 50 renowned scholars from prestigious institutions to work alongside CityUHK faculty and students to promote interdisciplinary scientific and academic research since its inception in 2023.

Inception of the CityUHK Academy of Innovation (CAI)

The CAI is a platform dedicated to fostering creativity, entrepreneurship, and cutting-edge research initiatives. It aims to cultivate a culture of innovation across disciplines, empowering students and faculty to explore novel ideas and solutions to real-world challenges.

Dual Accreditation for Bachelor of Veterinary Medicine (BVM)

The BVM programme has achieved dual accreditation from both the Royal College of Veterinary Surgeons in the United Kingdom and the Australasian Veterinary Boards Council. This recognition marks the programme's high standards of education and its alignment with international best practices in veterinary medicine.

New Connection with Kazakhstan

CityUHK has been the first university from Hong Kong to commit to establishing a presence in Kazakhstan. Memoranda of Understanding were signed between CityUHK and Satbayev University to foster institutional collaboration and promote academic exchange.

Global Recognition as the Most International University

CityUHK has been distinguished as the most international university in the world, according to the Times Higher Education (THE) World University Rankings 2024. This accolade signifies the University's success in fostering a globally diverse academic community and promoting international collaboration and exchange.

Ministry of Education Approval for CityUHK (Dongguan)

The Dongguan campus has received official approval from the Ministry of Education, affirming the institution's commitment to academic excellence and quality education in the region. This endorsement paves the way for enhanced educational offerings and research endeavours in the Greater Bay Area.

Establishment of the Institute of Digital Medicine (IDM)

The IDM is a milestone in advancing healthcare through digital technologies and will serve as a hub for interdisciplinary research, innovation in healthcare solutions, and the integration of digital tools to improve medical practices and patient outcomes.

Research Excellence through RAISE+ Scheme Funding

Five research projects spanning fields as diverse as biomedical sciences, material sciences, big data, energy, and the environment have been granted funding through the Research, Academic, and Industry Sectors One-plus Scheme (RAISE+ Scheme). This funding underscores CityUHK's research excellence and commitment to addressing critical challenges through innovative research.

Strategic Partnerships with Esteemed Institutions

Strategic partnerships have been signed with prestigious institutions such as Lucy Cavendish College at the University of Cambridge and Cambridge's Department of Chemical Engineering and Biotechnology and its Department of Engineering. These collaborations enhance research opportunities, academic exchanges, and knowledge-sharing initiatives, further solidifying CityUHK's position in the global academic landscape.

Establishment of the College of Computing

The new College of Computing embodies the University's response to the increasing demand for computing and information technology expertise. This new college expands academic offerings, research capabilities, and industry partnerships in the dynamic field of computing, preparing students for success in the digital age.

Establishment of the Institute of AI for Science (HKAI-Sci)

The HKAI-Sci represents a groundbreaking initiative at CityUHK, merging artificial intelligence with scientific research to drive innovation and discovery. By harnessing the power of AI in various scientific disciplines, this institute is poised to revolutionize research methodologies, accelerate data analysis, and unlock new frontiers in scientific exploration.

Top 10 Ranking in Asia University Rankings

CityUHK has reached a remarkable milestone in the prestigious Quacquarelli Symonds (QS) Asia University Rankings 2025. Out of 984 universities evaluated, CityUHK secured an impressive 10th place in Asia, demonstrating a significant advancement of seven positions from the previous year. Additionally, CityUHK was recognised as the third-highest-ranking university in Hong Kong. This achievement underscores CityUHK's commitment to academic excellence, research innovation, and its position as a leading institution of higher education in the region.

Establishment of the College of Biomedicine

The establishment of the College of Biomedicine marks a pivotal moment in CityUHK's commitment to advancing healthcare and biomedical research. This new college brings together experts from diverse fields to collaborate on cutting-edge research, train the next generation of healthcare professionals, and improve health outcomes globally.

Establishment of the Institute for Materials Innovation

Partnered with École Polytechnique Fédérale de Lausanne (EPFL), the Institute for Materials Innovation will explore the frontiers of materials science, developing innovative solutions to address pressing global challenges and fostering interdisciplinary cooperation among diverse scientific disciplines.

Acknowledgements

This Strategic Plan embodies CityUHK's vision and its pledge to serve. It was drawn up through in-person and collective online consultations with the Council, senior management, colleges and schools, administrative offices, students, alumni, friends, and stakeholders. We are truly thankful for all the invaluable suggestions.



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