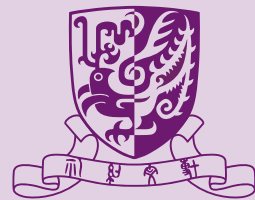




香港中文大學
The Chinese University of Hong Kong



CUHK 2026–2030
Strategic Plan
Leaping to Greatness



CUHK 2026–2030

The Chinese University of Hong Kong (CUHK) embarks on the 2026–2030 strategic plan cycle with renewed purpose and commitment to its founding mission: **to combine tradition with modernity and to bring together China and the West**. This mission remains our anchor as we nurture responsible global citizens and advance the frontiers of knowledge.

CUHK stands at a pivotal juncture defined by China's rising strength in education, technology, and innovation, the rapid transformation of the Guangdong–Hong Kong–Macao Greater Bay Area (GBA), and Hong Kong's unique position as a global hub for talent, education, research and knowledge exchange. Over the past five years, we have strengthened whole-person education through our collegiate system, expanded our research impact across multiple disciplines, and deepened our role as a bridge between China and the world. We have been harnessing our distinctive edge to attract global talent, foster collaborations across geographical boundaries, promote cross-cultural exchange, and generate greater impact for the Hong Kong Special Administrative Region, the nation, and the wider community.

Building on the achievements of **CUHK 2021–2025: Excellence with Purpose and Responsibility**, the next strategic plan, **CUHK 2026–2030: Leaping to Greatness**, marks an evolution from purpose-driven excellence to impact-oriented outcomes and lasting societal contributions, pursued with innovation, rigour and responsibility.

combining *Tradition with Modernity*

bringing together *China and the West*



Ng Yuet-lau and Chiu Wai-yan
Campus of CUHK
Reference collection of Art Museum,
The Chinese University of Hong Kong (RC16.04)
Gift of Prof Joseph J Y Sung



Global Excellence
Cultivated Here

OUR VISION

CUHK aspires to be acknowledged locally, nationally, and internationally as a first-class comprehensive research university whose bilingual and multicultural dimensions of student education, scholarly output, and contribution to the community consistently meet standards of excellence.

OUR IDENTITY AND LEGACY

Turning Knowledge into Practical Solutions for Society

CUHK is a comprehensive research university of substantive and growing impact. Building on strengths across strategic and interdisciplinary fields, our scholars advance knowledge with a strong emphasis on turning knowledge into applications. Leveraging its role as a talent engine, the University has fostered an ecosystem of research, innovation, and entrepreneurship that contributes solutions to societal challenges in Hong Kong, the region, and beyond.

Connecting Chinese Heritage with a Global Outlook

Inherently bilingual and multicultural, CUHK is rooted in Chinese heritage, grounded in Hong Kong, and distinguished by a clear global orientation. Students and scholars from more than 70 countries and regions form a diverse campus community, creating an environment in which intercultural learning is actively experienced and meaningfully applied. Dedicated to our founding mission of connecting China and the world, the University has played a leading role in

advancing industry-academia-research collaboration within the Guangdong-Hong Kong-Macao Greater Bay Area (GBA). Since the establishment of the CUHK Shenzhen Research Institute (SZRI) in 2007, the founding of The Chinese University of Hong Kong (Shenzhen) (CUHK-Shenzhen) in 2014 and the recent launch of the CUHK InnoHub for New Quality Industries at Qianhai, CUHK has continually strengthened its cross-boundary footprint. Under the “One Brand, Two Campuses” framework, the two campuses pursue joint development in talent cultivation, research collaboration, and international capacity building.

Building Powerful Partnerships for Global Good

Over time, an expanding network of strategic partnerships across the international academic community, Hong Kong, and the Chinese Mainland has deepened the University's capacity to generate knowledge with tangible societal impact. Together, these efforts have reinforced CUHK's global standing as a world-class institution, strengthened international partnerships, and affirmed the quality and relevance of our academic contributions in the service of the global public good.

OUR FUTURE PRIORITIES

CUHK's next strategic plan, ***CUHK 2026-2030: Leaping to Greatness***, sets out a clear and purposeful roadmap for advancing the University's development over the next five years. Anchored in CUHK's founding mission and institutional values, the Plan focuses on translating academic excellence into sustained and meaningful impact in an increasingly complex and interconnected global environment.

Our future priorities are shaped by a strategic landscape spanning international research frontiers, regional integration, and Hong Kong's evolving role as an international hub for education, research, and innovation.

Global Positioning

CUHK positions itself as an active global contributor and connector, leveraging its distinctive strengths as a bilingual, multicultural, and comprehensive research university operating under a collegiate system. By acting as a bridge between institutions in the Chinese Mainland and global networks, the University reinforces Hong Kong's role as a trusted platform for international academic collaboration. We are deepening partnerships with leading institutions worldwide, driving global research consortia, and enhancing cross-cultural exchange.

National Alignment

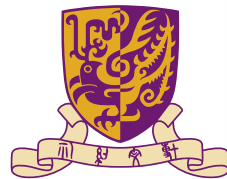
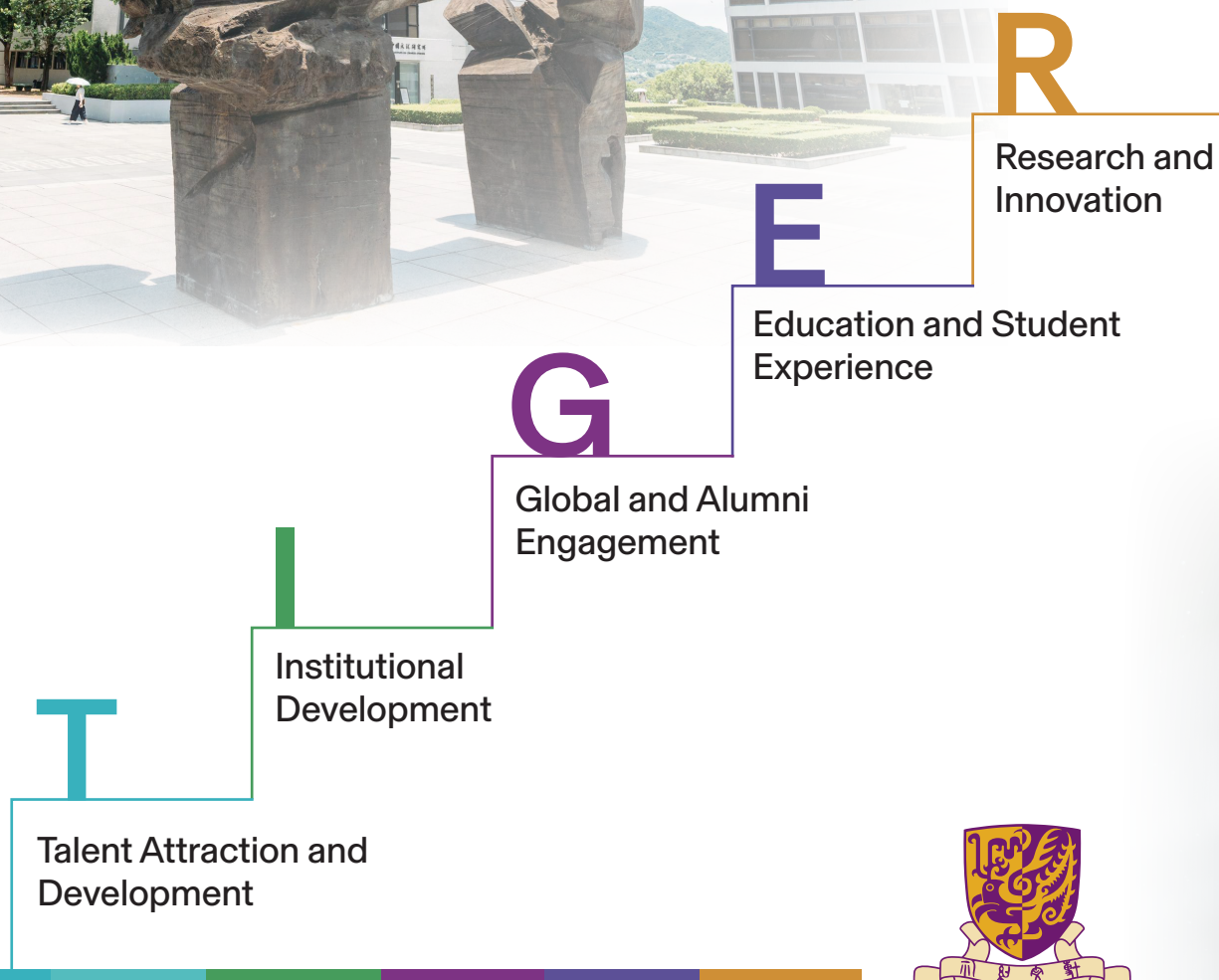
Aligning with the National 15th Five-Year Plan and the targeted 2024-2035 master plan on building China into a leading country in education, CUHK is committed to cultivating international talent, pursuing academic excellence, and integrating education, science, and technology, while maintaining academic integrity, international engagement and the advancement of knowledge for the betterment of humanity.

Regional Integration

Across the Guangdong-Hong Kong-Macao Greater Bay Area (GBA), CUHK will drive the development of an integrated regional ecosystem for education, research, and innovation, continue to strategically leverage its dual-campus footprint and distinctive heritage to lead cross-boundary initiatives that accelerate the region's global competitiveness.

Commitment to Hong Kong

In Hong Kong, CUHK is committed to advancing the city's development as an international education hub, while contributing practical solutions and talent to the territory's social, economic, and sustainability priorities, and improving local healthcare by an innovative medical service model and research translation at the CUHK Medical Centre. Through our collegiate system, CUHK fosters whole-person education, leadership development, and civic responsibility at scale, ensuring our graduates are equipped to lead and contribute in a diverse, globalised world.



Built around five interconnected themes, **TIGER** provides a coherent framework for translating CUHK’s strategic priorities for 2026–2030 into coordinated institutional action. Together, they form the foundation for CUHK’s next phase of development, one that builds on a strong legacy while positioning the University to deliver greater international impact with clarity, focus, and sustained momentum.

Through this structure, the University focuses investment and effort across **T**alent, **I**nstitutional development, **G**lobal engagement, **E**ducation, and **R**esearch to deliver impact with clarity, alignment, and shared purpose in Hong Kong, nationally, and across the world.

To achieve our aspiration of **Leaping to Greatness**,

- CUHK will prioritise areas where our unique strengths can create the most significant impact, guided by the **TIGER's Leaps**.

Talent Attraction and Development



Enables CUHK’s contribution to national and global development by advancing Hong Kong’s role as an international talent hub, implementing proactive international recruitment, strengthening leadership, and fostering a diverse, supportive culture.

OUR STRATEGIES

Strategic Global Recruitment

Elevate proactive recruitment of top-tier academic and professional staff worldwide, aligning with our strategic research priorities.

Competitive Talent Proposition

Enhance globally competitive remuneration, benefits, and research support through regular international benchmarking.

Talent Development

Reinforce transparent progression pathways, expand leadership and professional development, and nurture young academics. Merit-based reward schemes will recognise outstanding staff and nominate them for prestigious global and national awards and honours.

Retention and Belonging

Enhance our support for relocating international and local scholars and their families, strengthen well-being initiatives, and deepen college-led engagement to foster a strong sense of belonging and institutional loyalty.

Diversity and Inclusion in Academic Leadership

Enhance diversity and inclusion based on merit in academic leadership, cultivating an internationally diverse leadership reflecting our global community.

Guangdong–Hong Kong–Macao Greater Bay Area (GBA) Talent Mobility

Leverage our Hong Kong–Shenzhen presence and international networks to attract and develop talent through mobility schemes with GBA partners.

AI-Ready Workforce Development

Upskill staff in AI and data analytics for research, teaching and administration, guided by clear ethical AI standards, positioning the University at the forefront of globally benchmarked AI-enabled capabilities.



Institutional Development



Strengthens CUHK's capacity to support Hong Kong's role as an international education and innovation hub by investing in sustainable infrastructure, inclusive campus design, and digital transformation.

OUR STRATEGIES

Infrastructure Investment

Strategic investments will be made in advanced research facilities, teaching spaces, and campus infrastructure to strengthen impact-oriented education and research and enhance the overall student and staff experience. Campus development planning will actively integrate the unique perspectives and role of the collegiate system.

Inclusive Campus Environment

Foster an inclusive, safe, accessible, and functional campus environment that responds to evolving staff and student needs, while enhancing well-being and interaction among people from different backgrounds and cultures.

Campus Decarbonisation

Support green development by formulating a phased campus decarbonisation plan that contributes to both Hong Kong's and the nation's carbon neutrality goals.

Campus as a Living Laboratory

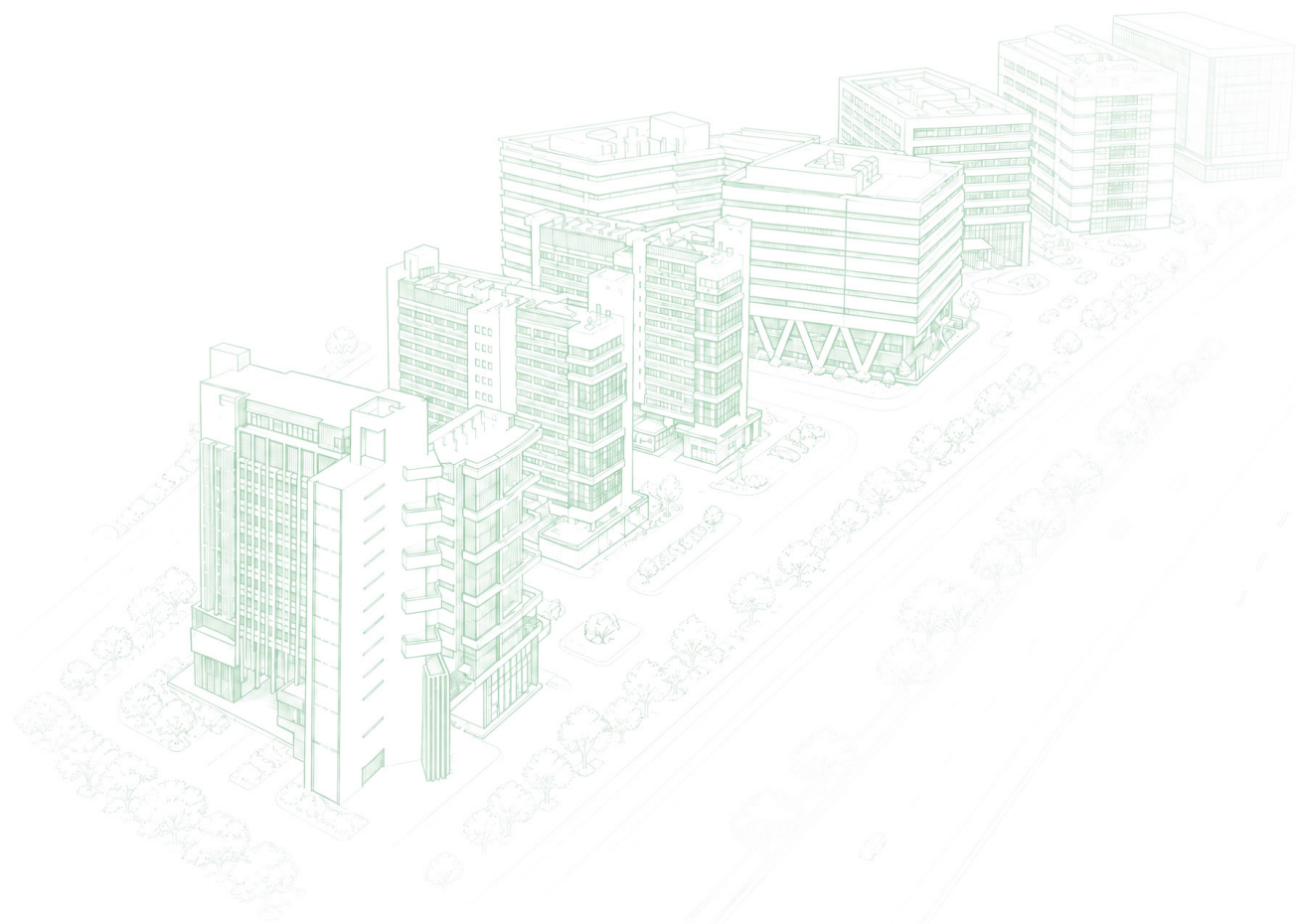
Position the campus as a living laboratory for sustainability innovation, attracting international students and enabling collaborative climate and sustainability initiatives that serve as scalable models for the wider region.

Digital Transformation of Operations

Leverage AI to modernise and streamline administrative processes, enhancing service quality and reducing administrative load to enable greater focus on research, teaching, and community engagement. The use of technology to enhance the campus experience for users and visitors will enable a harmonious blend of tradition and modernity, which resonates well with the University's mission.

Strategic Fundraising and Philanthropy

Strengthen institutional advancement capabilities by deepening our ties with our global alumni community, expanding donor networks across new regions, diversifying funding, promoting legacy giving, and cultivating cross-generational stewardship.



Global and Alumni Engagement



Advances CUHK's global impact by mobilising international partnerships, worldwide alumni networks, and cross-boundary platforms to connect China with the wider world through Hong Kong's unique role as a super-connector.

OUR STRATEGIES

Global Reach Expansion

Strengthen academic ties worldwide and broaden our institutional reach into the Global South and Belt and Road regions to build a vibrant, diverse, and international collaborative network.

Global Visibility Enhancement

Elevate our international profile by engaging stakeholders to actively promote the University's unique 'East meets West' positioning, societal contributions, and world-class research impact.

Strategic Global Partnership

Work closely with international institutional peers, our 300,000-strong global alumni community, and industry partners to co-create mutually beneficial solutions to societal challenges.

Integration into National Development

Align with national strategies for educational modernisation, scientific innovation, and digital transformation. Leverage our strategic presence in major Chinese Mainland cities to act as an international educational and technology hub that connects the Chinese Mainland and the world.

Cross-border Collaborative Platforms

Capitalise on our well-established joint ventures and strategic footprint across the Guangdong-Hong Kong-Macao Greater Bay Area (GBA) to strengthen cross-border cooperation, accelerating regional integration in higher education.



Education and Student Experience



Advances CUHK's priorities by strengthening whole-person education, fostering global citizenship, deepening national understanding, and preparing graduates for leadership and contribution in Hong Kong, the nation, and the wider world.



OUR STRATEGIES

Programme Excellence and Intercultural Community

Build flagship undergraduate programmes, internationalise its curriculum and cultivate signature schemes to attract and nurture high-quality innovative talent from local and non-local students. Foster an inclusive environment that actively cultivates cross-cultural competence.

Reform of General Education

Bridge national and global contexts by deepening students' understanding of Hong Kong and modern China, while broadening their international outlook.

Advancing the Postgraduate Experience

Internationalise and enhance our taught postgraduate programmes, expand interdisciplinary postgraduate studies and research, and reinforce our college-based model and extend this tradition to postgraduate students through the establishment of a dedicated Postgraduate College.

Ethical AI-enabled Learning

Implement a comprehensive AI framework to enhance digital pedagogy, promote AI literacy, and build capacity for educational innovation. AI will be adopted to support personalised learning pathways.

Whole-person Development and Experiential Learning

Expand global learning opportunities, such as exchange, internships, and community services, and support holistic well-being across the student community to inspire and empower students to be responsible citizens. This includes deepening partnerships with CUHK-Shenzhen and other Guangdong-Hong Kong-Macao Greater Bay Area (GBA) institutions to offer impactful exchanges, internships, and community-based programmes that strengthen practical skills and civic responsibility.

Fostering a Culture of Innovation and Responsibility

Embed innovation, entrepreneurship, and sustainability into our curricula. Deepen the integration of industry and education and promote hands-on knowledge transfer to cultivate forward-thinking, future-ready graduates who are uniquely positioned to solve complex global challenges.

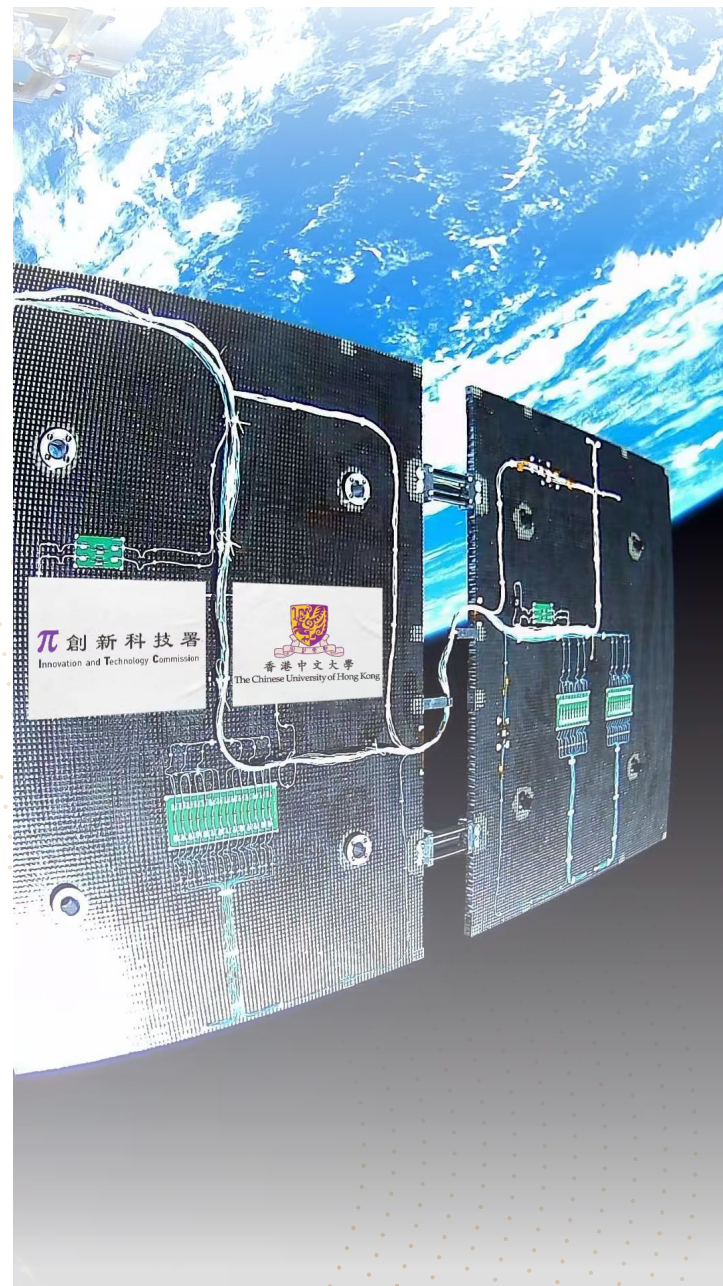
Fostering Lifelong Learning

Instill a culture of lifelong learning across all stages of education and career, expanding access to micro-credentials, continuing education, and specialty training for the benefit of the community in Hong Kong, the GBA and beyond.



Research and Innovation

Translates academic excellence into impact by advancing frontier and translational research through targeted platforms, flagship projects, and cross-boundary collaboration aligned with global challenges, national priorities, Hong Kong's innovation agenda, and Guangdong-Hong Kong-Macao Greater Bay Area (GBA)-related initiatives.



OUR STRATEGIES

Enhancing Interdisciplinary Research

Leverage our existing strengths in various disciplines to further advance interdisciplinary research capacity in these strategic areas:

- (1) China: Tradition & Modernity;
- (2) Health, Life Science & Biomedical Innovation;
- (3) Artificial Intelligence, Mathematics & Robotics;
- (4) Quantum Sciences; and
- (5) Green Technologies.

Recruiting and retaining world-leading talent in these fields will be our priority.

Expanding Global Research Collaboration

Forge new and deepen existing collaborations with international partners, to enhance our influence and leadership on global research agendas.

Advancing National Priorities

Deepen our commitment to frontier research in polar, space, and deep-sea domains, building upon recent contributions to national space and polar sciences, including the launch of CUHK Sat-1 and payload development for the Tianwen-3 Mars mission, as well as participation in national Antarctic expeditions. Actively integrate into the national innovation system and align our research agenda with strategic objectives for high-level technological self-reliance.

Strengthening Research Platforms in the GBA

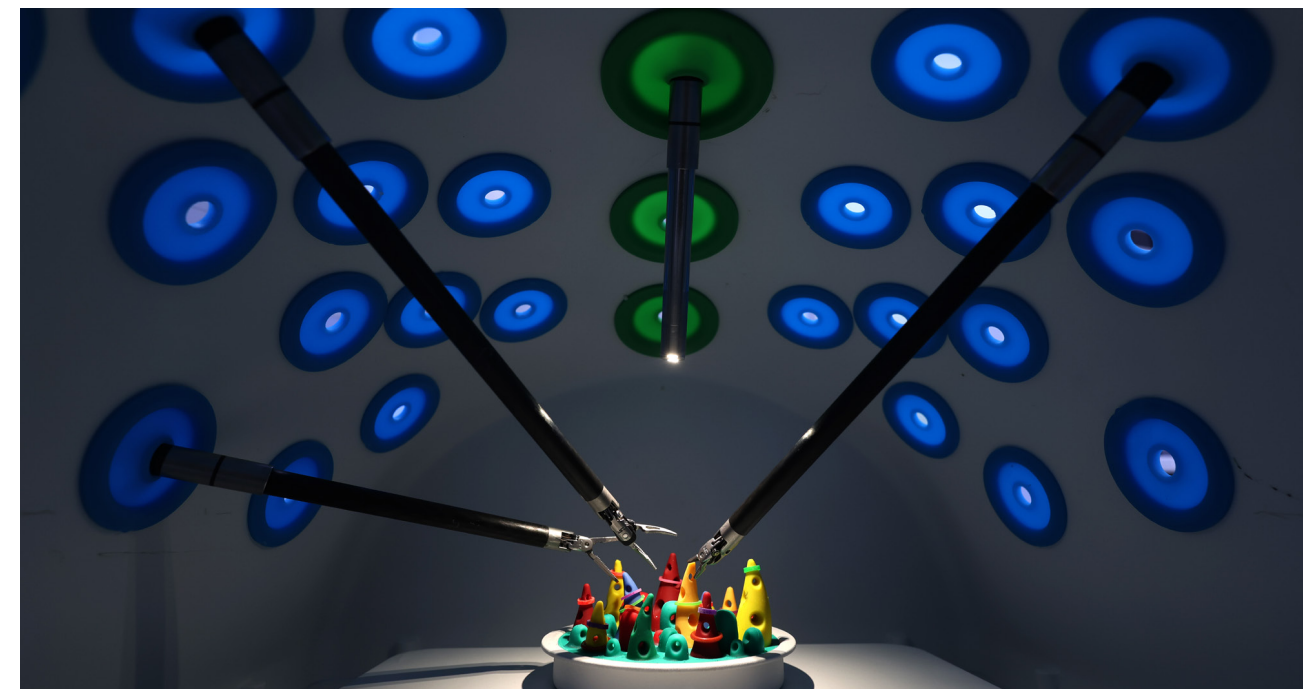
Expand our research presence in the GBA by strengthening existing platforms and developing new flagship initiatives linked to the Hetao Shenzhen-Hong Kong Science and Technology Innovation Co-operation Zone (Hetao Zone), the Northern Metropolis, and other strategic innovation clusters.

Driving Knowledge Transfer and Commercialisation

Capitalise on our strong foundation in intellectual property protection and technology licensing, to streamline pathways for start-ups, contract research, and consultancy. Enhance internal policies, governance, and professional support to empower researchers with ownership of their discoveries and foster a vibrant, campus-wide entrepreneurship ecosystem supported by our strategic presence in the GBA, including the CUHK Shenzhen Research Institute and the CUHK InnoHub for New Quality Industries at Qianhai.

Deepening Government-Industry-University Collaboration

Forge strategic partnerships with government, research institutes, investors, industry, and alumni to accelerate the translation of research into practical applications. Drive large-scale translational initiatives, explore emerging knowledge transfer opportunities, and leverage the CUHK Medical Centre for clinical innovation to deliver tangible societal and economic impact.



OUR ASPIRATION

CUHK 2026–2030 affirms our joint commitment to **Leaping to Greatness**. Guided by the **TIGER's Leaps**, we shall build on our strong legacy of academic excellence and societal contribution to translate vision into collective action, advancing towards an even more impactful future with focus and sustained momentum. We shall proactively seize emerging opportunities and navigate challenges with humility, creativity, and dedication to our founding mission.



CUHK 2026-2030

Leaping to Greatness



<http://www.cuhk2030.cuhk.edu.hk>



© The Chinese University of Hong Kong 2026

The Chinese University of Hong Kong
Shatin, New Territories, Hong Kong, China
Tel: (852) 3943 6000 / 3943 7000
Fax: (852) 2603 5544
Website: www.cuhk.edu.hk