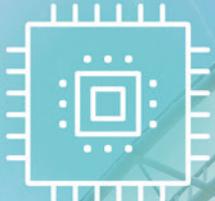




香港教育大學

The Education University
of Hong Kong



策略發展計劃

Strategic Plan

2025-2031

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Council Chairman's Foreword

校董會主席前言



It gives me great pleasure to present to you the Strategic Plan 2025-2031 of The Education University of Hong Kong (EdUHK), which is a comprehensive blueprint for charting the development of the University. As we embark on this new chapter, our focus is on the theme of "Education Futures", positioning us to navigate the complexities of the next decade.

Upon the official University titling in 2016, EdUHK launched its 10-year Strategic Plan with "Education-plus" as the approach for its development from 2016 to 2025. In a time of shifting landscapes in technologies, societal needs, and educational methodologies, we recognise the importance of revisiting our foundational strengths and emerging fields within education. As a leading university in the Asia-Pacific region with a focus on research, development and innovation in the field of education, this Strategic Plan reaffirms the University's commitment to redefining the role of educators and the delivery of education in this dynamic environment, focusing our contribution to talent development for the future.

本人很高興為各位介紹香港教育大學（教大）的《策略發展計劃 2025-2031》，這是本校規劃發展的完整藍圖。在這快將開啟的新篇章中，我們聚焦「教育未來」這個主題，為應對未來十年的複雜挑戰作好部署。

教大於2016年正名為大學後，推出十年策略發展計劃，以「教育為本，超越教育」作為2016到2025年的發展方針。面對如今這個科技、社會需求和教育方法不斷變更的時代，我們確認再次審視本校的基礎優勢和教育新興領域的重要性。作為亞太區專注於教育範疇研究、發展和創新的前沿大學，這《策略發展計劃》再次確立大學重新定義教育工作者的角色，並在持續變化的環境中提供教育的決心，助我們集中力量，為未來人才發展作貢獻。

We firmly believe that education is the cornerstone for creating knowledge, building understanding, and transforming lives and societies. While we remain steadfast in our core mission of leading educational innovation and fostering the development of teaching, teacher education and relevant disciplines for future talent development, we aim to amplify our impact on relevant disciplines locally, nationally, regionally, and internationally. We are committed to nurturing future-ready educators and professional talents who are dedicated to making a difference for the future, helping to improve the world for the long term.

This Strategic Plan is the result of collaborative efforts from our Council Members, academic and administrative colleagues, and various stakeholders. Their innovative ideas and invaluable contributions have set a solid foundation for EdUHK's growth. I am confident that together, we will embrace the exciting opportunities that lie ahead and bring the University to new heights.

Dr David Wong Yau-kar, GBS, JP
Chairman of the Council

我們深信教育是創造知識、建立相互理解、改變生命和社會的基石。本校將堅守促進教育創新、推動教學、教師教育及未來人才發展相關學科的發展的核心使命，同時擴展本校在本地、國家、區內及國際相關範疇的影響力，矢志培育能面對未來、改變未來、並能長遠改變世界的教育工作者和專業人才。

這《策略發展計劃》是各校董會成員、學術及行政人員，以及多位持分者共同努力的成果。他們的創新思維和寶貴貢獻為教大發展打下堅實基礎。我深信，透過齊心合作，我們將迎接令人振奮的機遇，推動教大百尺竿頭，更進一步。



黃友嘉博士，GBS，JP
校董會主席

President's Message

校長的話



An outstanding university embraces change while staying true to its mission. In today's dynamic educational landscape, universities play a critical role in shaping the future of education. At The Education University of Hong Kong (EdUHK), we recognise the importance of adapting to local, national and global priorities while preserving our core commitment to educational excellence. Our new Strategic Plan for 2025–2031, themed “Education Futures”, reflects this approach. It charts a clear path to ensure EdUHK remains a leader in educational development, talent cultivation, societal and technological advancement, in Hong Kong SAR, China and beyond.

Leadership in education requires vision, innovation, and a commitment to quality and impact. Building on our previous “Education-plus” approach, EdUHK has expanded its influence beyond traditional education by introducing forward-looking programmes in areas such as Artificial Intelligence, emerging educational technologies, and heritage education. These initiatives, coupled with our recent achievements such as 12th place in the QS World University Rankings for “Education and Training” in 2025 and 212th place in the QS Asia University Rankings, demonstrate our excellence in teaching, research, and facilities. As we move forward, our university administration is guided by strategic priorities that focus on nurturing future-ready educators and professional talents, advancing impactful research, contributing to sustainability, and fostering international engagement.

當今的教育環境瞬息萬變，大學在塑造未來教育的角色至關重要。卓越的大學在忠於使命的同時，還要勇於變革創新。香港教育大學（教大）在堅守教育卓越的核心承諾之餘，亦深明配合本地、國家及全球優先事務的重要性。以「教育未來」為主題的《策略發展計劃2025–2031》正貫徹這個理念，為教大的未來指明路向，以確保無論在香港特區、中國以至全球，本校均能帶領教育發展、人才培育和社會及科技發展。

領導教育發展需要遠大目光、創新思維，以及對素質和影響力的嚮往。在以往「教育為本·超越教育」的理念基礎上，教大於人工智能、新興教育科技及文化傳承教育等領域開辦了具前瞻性的課程，影響力穿越傳統教育範疇。這些舉措，連同本校最近在2025年QS世界大學學科排名中的「教育與培訓」排名全球第12位、及在QS亞洲大學排名中位列第212位的佳績，盡顯本校在教學、研究及設施方面的傑出表現。展望未來，我們將秉承各項策略事務的優次，致力培育面向未來的教育工作者及專業人才，推進具影響力的研究，推動可持續發展，並促進國際交流。

At the heart of our Strategic Plan lies a forward-thinking vision for education that prioritises innovation, sustainability, and collaboration. It is structured around four key areas: “Nurturing Future-ready Educators and Talents with Positive Values and Skills for Tomorrow”, “Achieving a Tangible Impact and Benefiting the World through Breakthroughs in Research and Knowledge Sharing and Transfer”, “Contributing to Sustainable Development”, and “University Advancement via Internationalisation and Wider Engagement with Stakeholders”. By integrating multidisciplinary learning into our curriculum, we are preparing students for the challenges and opportunities of a digital world. At the same time, we are enhancing research capacity through strategic clusters and advanced facilities, while setting ambitious sustainability targets, such as reducing greenhouse gas emissions and energy consumption. Through partnerships in the Guangdong-Hong Kong-Macao Greater Bay Area and Mainland China, EdUHK is strengthening its role as a regional and global leader in education.

The recently released 2024–2035 Master Plan for Building China into a Leading Country in Education highlights the need to establish a mechanism for coordinating and promoting the integration of education, technology, and talent by leveraging education's support for science and technology. EdUHK will draw on the Master Plan and other international development trends to foster the synergistic development of nurturing talent, attracting talent, and advancing science and technology, contributing to the high-quality development of Hong Kong and the country, as well as to the establishment of a leading country in education.

Progress is driven by the collective efforts of a dedicated community. As we embark on this strategic journey, I extend my heartfelt gratitude to our Council, faculty, staff, students, alumni, and external partners for their unwavering support and contributions. Let us move forward with purpose and determination to enhance EdUHK's impact on the world.

Professor John Lee Chi-Kin, JP
President

《策略發展計劃》的要旨在於以創新、可持續發展和協作為首的前瞻性教育願景，方案圍繞四個關鍵領域構建——「培育面向未來、具正面價值觀和未來技能的教育工作者和人才」、「透過研究突破及知識分享轉移，達成實質影響，造福世界」、「為可持續發展出力」，以及「透過國際化以及與持分者更廣泛互動，推動大學發展」。透過在不同課程融入多元學科學習，我們協助學生為應對數碼世界的挑戰和機遇做好準備。同時，我們透過策略群組及先進設施提升研究實力，並設定減少溫室氣體排放及能源消耗等可持續發展的遠大目標。此外，本校與粵港澳大灣區和中國內地的夥伴合作，逐步提升作為區內及全球教育領袖的地位。

早前頒布的《教育強國建設規劃綱要（2024–2035年）》，明確提出構建教育科技人才一體統籌推進機制，強化教育對科技和人才的支撐作用。教大將參考《規劃綱要》及其他國際發展趨勢，推動育才、匯才、科技協同發展，為香港及國家的高質量發展及建設教育強國作出貢獻。

進步端賴整個大學社群的共同努力，在邁向新策略發展的旅程之際，我謹衷心感謝校董會、教職員、學生、校友，以及校外夥伴的支持和貢獻。讓我們懷抱理想和決心，砥礪前行，繼續提升教大對世界的影響力。



李子建教授, JP
校長

Vision, Mission and Core Values

願景、使命及核心價值

Vision 願景

We will further enhance our role as a leading university in the Asia-Pacific region and beyond, with a focus on research, development and innovation in the field of education. We will continue to raise our profile and strengthen our impact locally, regionally and internationally through our high-quality research and scholarship. We are committed to nurturing outstanding and caring educators and talented professionals who contribute constructively to sustainable social and economic development in Hong Kong SAR, the nation and beyond.

Mission 使命

With a commitment to the direction of Education Futures, our primary mission is to lead educational innovation and to promote and support the strategic development of teaching, teacher education and relevant disciplines for talent development by preparing outstanding and morally responsible future-ready educators and talents while supporting their lifelong learning.

我們專注教育領域的研究、發展及創新，並進一步強化自身在亞太地區及以外的領導地位，憑藉高質素的研究及學術發展，持續提升在本地、區內與國際上的地位和影響力。我們矢志培育出類拔萃且心繫社群的教育工作者與才華卓越的專業人士，為香港特區、國家以至全球的社會經濟可持續發展作出貢獻。

秉承「教育未來」的理念，我們以引領教育創新為首要使命，憑藉培育優秀而具道德承擔、面向未來的教育工作者及專業人才，鼓勵其終身學習，推動及支持教學、教師教育及人才發展相關學科的策略發展。

We will 我們將會

- provide a **multidisciplinary** learning and research environment beyond education that is conducive to intellectual pursuits, free thinking and speech, advocacy of policy and practice, and the promotion of collaboration and diversity;
- enhance **professional** teacher and teaching education programmes and programmes for future talent development in diverse disciplines with innovative and responsive curricula that empower students to master their learning experiences and achieve competence in pursuing their personal and career goals;
- prepare our students to become future-ready educators and high-calibre talents who can **integrate theory and practice** and who are creative, innovative, intellectually active, entrepreneurial, socially caring and globally competent;
- foster a vibrant **research culture** and environment that contributes to the advancement of knowledge, scholarship and innovation, sustainably promoting social progress and human betterment;
- engage in **knowledge sharing and transfer** activities that contribute to the development of the University and the wider community while serving the needs of educational and social development locally, regionally and internationally; and
- **collaborate with local, regional and international institutions**, including partners in the Greater Bay Area and Mainland China, to share our professional expertise, enhance learning for students and staff, and expand the impact of our research.

Core Values 核心價值

- Professionalism
- Innovation
- Ethical Responsibility
- Societal Caring
- Global Competency

- 提供教育領域以外的**多元學科學習及研究環境**，促進知識探索、思想與言論自由、政策倡議及實踐，以及推動協作及多元化發展；
- 透過創新與適時回應的體系，推進**專業教師**及發展未來人才的各式學科課程，讓學生掌控學習體驗，在追求個人和事業理想時能盡展所長；
- 培養學生成為面向未來的教育工作者及優秀人才，能夠**理論與實踐並重**，具備創意、創新思維、思想活躍、創業精神、社會關懷和全球競爭力；
- 建立**充滿活力的研究文化和環境**，促進知識增長、學術發展及創新突破，持續推動社會進步、提升人類福祉貢獻功量；
- 參與**知識分享及轉移活動**，以促進本校及廣大社群的發展，為本地、區內與國際教育及社會發展的所需服務；及
- **攜手本地、區域及國際機構**（涵蓋大灣區及中國內地合作夥伴），分享專業知識，全方位提升師生的學習體驗，進一步拓展研究成果的影響力。

- 專業
- 創新
- 道德倫理責任
- 社會關懷
- 全球競爭力

The Planning Context 規劃背景

From “Education-plus” to “Education Futures” 從「教育為本·超越教育」到「教育未來」

The Education University of Hong Kong (EdUHK) is a publicly funded university that provides a full range of programmes at sub-degree, undergraduate, taught postgraduate (TPg) and research postgraduate (RPg) levels in a variety of disciplines. With a rich legacy as the former Colleges of Education, EdUHK has established itself as the leading provider of teacher education in Hong Kong SAR, nurturing pre-service professional teachers through its teacher education programmes and offering professional development programmes for in-service teachers.

Today, EdUHK is home to more than 7,600 students and boasts an exceptional team of over 420 academic and teaching staff who specialise in education and disciplines complementary to education in Hong Kong SAR. The University has also achieved impressive rankings. It was ranked 4th in Asia and 12th in the world in Education in the QS World University Rankings of 2025, testifying to our international recognition and world-leading expertise in the field. Forging ahead, we seek to create a positive impact that extends beyond the field of education and to develop high-calibre talents who can contribute in multiple capacities to the development of local, regional and international communities.

香港教育大學(教大)是一所由政府資助的高等學府，提供多個學科的副學位、學士學位、研究院修課及研究等各項課程。教大傳承昔日多所師範院校的深厚底蘊，已發展成為香港特別行政區教師教育領域的領軍學府，學校以一系列教師教育課程，培育職前專業教師，同時亦為在職教師開辦專業發展課程。

如今，香港教育大學擁有超過7,600名莘莘學子，更集結了一支由逾420位專業人才組成的卓越學術研究與教學團隊。本校在各項排名中亦穩佔卓越地位：在2025年QS世界大學排名中，教大在教育領域位列亞洲第四、全球第十二位，這充分彰顯教大在該領域的國際認可及領先世界的專業能力。展望未來，教大砥礪前行，志在創造超越教育範疇的積極影響，培育能夠為本地、區內及國際社會作不同貢獻的高質素人才。

The University has undertaken the development of a new Strategic Plan for the period from 2025 to 2031 with a focus on “Education Futures”. The term “Futures” encompasses the promise of a digital future driven by creativity, technology and innovation but also the uncertainties and challenges associated with such a future. With the direction of Education Futures, EdUHK is dedicated to providing its students with the most up-to-date skills and knowledge, nurturing them to embrace technology and preparing them for the impact of science and technology and the challenges of a digital future. Education Futures is a strategic initiative aimed at articulating the University’s role as a pioneer in the field of education and complementary disciplines by fostering advancements in the field through research and innovation and offering exceptional and diverse programmes and a myriad of learning opportunities in Hong Kong and beyond that will prepare our students to be forward-thinking and future-minded. EdUHK is committed to continuously enhancing its interdisciplinary and transdisciplinary capacities by integrating arts, education, humanities and technology to propel the development of the “Eight Centres” in Hong Kong as outlined in the National 14th Five-Year Plan.

Focusing on “Education Futures”, the University will continue to augment its capacity to initiate innovative and impactful academic development for the future of education by diversifying the profiles of our programmes. During the 2022–2025 triennium, we introduced nine new undergraduate programmes in disciplines complementary to education, such as artificial intelligence (AI) and educational technology, heritage education and arts management, and sports science and coaching. Students with multiple aspirations are encouraged to interact with peers and professors from diverse disciplines and can customise their learning journeys through common cores, electives, second majors and minors, leading to an enriched and diversified learning experience.

展望2026到2031年，本校以「教育未來」為焦點，制定全新策略發展計劃。「未來」一詞涵蓋由創意、科技及創新推動的數碼未來前景，同時亦包含與此未來相關的不確定因素和挑戰。在「教育未來」的引領下，教大將全力為學生提供最新技能和知識，助他們擁抱科技，為迎接科學技術帶來的影響及數碼未來的挑戰作好準備。「教育未來」是一項策略性倡議，透過研究和創新推動教育及相關學科領域的進步，並透過在本港及其他地區提供卓越多元的課程和豐富學習機會，培育具前瞻視野和未來導向思維的學生，由此明確樹立本校於教育及相關學科的領導地位。教大將整合藝術、教育、人文學科及技術等領域，不斷提升其跨學科及整合學科能力，以推動國家「十四五」規劃中香港「八大中心」重點領域的發展。

教大將以「教育未來」為核心，持續拓展課程的多元維度，不斷提升自身能力，以增強本校為未來教育開發創新、具影響力學術發展的能力。在2022至2025三年間，本校陸續推出了九個與教育相關學科的全新學士學位課程，涵蓋人工智能與教育技術、文化傳承教育與藝術管理、運動科學及教練等多個領域。我們勵懷揣多元志向的學生與不同科系的同伴和教授互動，並利用共同核心、選修、第二主修及副修科目，規劃專屬自己的學習旅程，享受更豐富而多樣的學習體驗。

Connecting Opportunities in the Greater Bay Area and Other Parts of Mainland China and Asia 連接大灣區、中國內地及亞洲各地的機遇

We have actively participated in collaborations and exchanges with Mainland China, the region and the world, facilitating the development of Hong Kong SAR into the “Eight Centres” in the National 14th Five-Year Plan and aligning with the national and local development direction and policies. Growing Hong Kong SAR as a regional education hub means attracting academic and research talent from all over the world. This requires us to enhance our ability to nurture talented and skilled professionals who can meet rapidly evolving global challenges and seize the enormous opportunities under the National 14th Five-Year Plan. Hong Kong SAR’s deepening integration with the Greater Bay Area (GBA) and other parts of Mainland China and Asia has presented many exciting possibilities and opportunities for us to extend our reach into the region for academic and research collaborations and youth exchange. The University has signed Memorandums of Understanding to foster academic collaboration with various universities in Mainland China, such as Peking University, Shandong University and Tsinghua University. We will pursue more research partnerships and academic collaborations in the GBA to help our graduates seize the opportunities presented by government initiatives such as the “Greater Bay Area Youth Employment Scheme” and “Youth Entrepreneurship”.

我們積極參與和中國內地、區內及全球的合作交流，推動香港特區發展成為國家「十四五」規劃中的「八大中心」，以配合國家和地方發展方向及政策。要將香港特區發展為區域教育樞紐，意味著需要吸引來自全球的學術和研究人才。為此，我們要增強培養優秀專業人才的能力，助他們應對瞬息萬變的全球性挑戰，並把握國家「十四五」規劃的巨大機遇。香港特區與大灣區、內地和亞洲其他地區正深度融合，為本校拓展學術和研究合作及青年交流提供的大量可能性和機會。為促進學術合作，本校已與北京大學、山東大學和清華大學等內地多所大學簽訂合作備忘錄。我們將繼續在大灣區建立更多研究合作和學術夥伴關係，助畢業生把握如「大灣區青年就業計劃」及「粵港澳大灣區青年創業資助計劃」等政府倡議所帶來的機遇。



We have also identified Belt-and-Road countries in the Asia region, including Cambodia, Malaysia, the Philippines and Thailand, as targets for developing partnerships. The Working Group of Internationalisation Strategies of the University was established in 2024 and is responsible for developing plans and their implementation timeline for establishing partnerships with the top ranked universities in these countries. Student exchange programmes with the named Asian countries will be undertaken by the Working Group of Internationalisation and Student Mobility under the International and Greater China Affairs Committee. These units will call on academic departments and faculties to make student exchange and research proposals that align with the formulated strategies.

Furthermore, the University has implemented various initiatives to foster a sense of national identity in our students and enhance their understanding of the GBA and national development. These initiatives include mandatory visits to the GBA and other parts of Mainland China and GBA immersion programmes. These immersive experiences provide our students with valuable insights into the economic, social and cultural dynamics of the region, equipping them to become future leaders who can contribute effectively to the sustainable development of Hong Kong SAR amid the Asian Century.

Synchronising with the Development Direction of Hong Kong SAR 與香港特區的發展方向同步

The University has been advancing the development of new professions and industries in various aspects to advocate and align with the development of the Eight Centres in Hong Kong SAR. To synchronise with the Hong Kong SAR's development direction, the University has set the provision of multidisciplinary learning and research and knowledge transfer initiatives in emerging fields (such as AI and emerging technologies, culture, language and heritage, environmental science and sustainability, sports, health and well-being, new media and social media) as a strategic priority.

我們亦把亞洲地區的「一帶一路」國家，包括柬埔寨、馬來西亞、菲律賓及泰國等確立為發展合作夥伴關係的目標。本校於2024年成立「國際化策略工作組」，負責制定與上述國家頂級學府建立作夥伴關係的發展計劃和時間表。「國際及大中華事務委員會」轄下的「國際化及學生流動工作組」將肩負起與上述亞洲國家推動學生交流項目的責任。這些單位將呼籲各學院及學系提交符合該策略的學生交流及研究建議。

此外，本校還推出多項措施以加強學生的國家身份認同感及增進他們對大灣區和國家發展的了解，當中包括同學必修的大灣區及其他內地地區參訪活動和沉浸課程。這類沉浸體驗讓學生接觸當地經濟、社會及文化動態，建構寶貴見解，裝備他們成為未來領袖，為亞洲世紀中的香港特區可持續發展出一分力。

香港教育大學正從多維度推動新興專業與產業的發展，倡導並協力配合香港特別行政區「八大中心」的建設。為緊貼香港特區的發展方向，本校將新興領域的多元學科學習與研究工作（如人工智能及新興技術、文化、語言及文化傳承、環境科學與可持續發展、運動、健康和保健、新媒體及社交媒體），以及知識轉移項目列為優先策略事項。



The University is also dedicated to leveraging its expertise and strengths to participate in the development of the Northern Metropolis as a new economic hub. Through our contribution to the development of innovation and technology in the region via research, knowledge sharing and transfer and by engaging in training and talent development activities, the University is ready to exert a positive impact on Hong Kong SAR and create a base for manpower training and education for serving the new Northern Region economic hub, fostering integration with Shenzhen and the GBA.

National Education and National Security Education 國民教育與國家安全教育

Echoing the government's policy on patriotic education and attaching great importance to the supporting measures, the University has established a Working Group on National and National Security Education to develop university-wide measures and guidelines for assessing student learning and evaluating the effectiveness of promoting national education and national security education. The University is dedicated to equipping students to become patriotic citizens with proper values and attitudes who can contribute significantly to the development of Hong Kong SAR and our country.

本校還積極憑藉自身深厚的專業底蘊與獨特優勢參與北部都會區的開發，將其建立為新經濟中心。本校將透過研究、知識共享與轉移，以及積極參與專業培訓和人才培養等一系列活動，貢獻該區的創新與科技發展，並準備好為香港特區帶來積極影響，全力打造一個為服務全新北部經濟中心建設人力培訓及教育基地，以促進本港與深圳和大灣區的深度融合。

為響應政府的愛國主義教育政策，本校高度重視相關舉措，教大成立了國民與國家安全教育工作組，旨在制定全校性措施和指引，以檢視及評估學生的學習成果，以及國民教育和國家安全教育的成效。本校全力培育學生成為具備正確價值觀和態度、能為香港特區和國家發展作重要貢獻的愛國公民。

Evolving Expectations of Teachers 對教師期望的不斷演變

To meet the changing requirements of teachers, we engage in regular dialogues with leaders in the pre-primary, primary and secondary school sectors to collect their feedback and work closely with the Education Bureau (EDB) to update and upgrade our education programmes for pre-service and in-service teachers. We have implemented a new field experience curriculum in our 5-year full-time Bachelor of Education (BEd) programmes and are incorporating Life and Values Education, Basic Law, National Security Education and other relevant elements to strengthen the development of teacher identity with respect to professionalism, moral and ethical values, and compliance with the law.

In particular, the curricula of the BEd and Postgraduate Diploma in Education (PGDE) programmes will be enriched and updated to reflect key policy directions and changes, including the T-Standard+, the *Guidelines on Teachers' Professional Conduct* and frameworks for teacher education programmes. We will stay up to date with the latest developments in teacher education to enhance teachers' AI awareness and IT proficiencies for pedagogical needs and competence in practitioner research with the goal of elevating teaching quality.

Following the introduction of the *Guidelines on Teachers' Professional Conduct* in 2022 and the release of the *Guiding Framework for Primary and Secondary Teacher Education Programmes (Bachelor of Education)*, the University set up a Work Group on Curriculum Review of Teacher Education Programmes in early 2023 to review and enrich the curricula and co-/extra-curricular activities with consideration of the codes of professional conduct and behaviour of teachers, and to set additional exit requirements for the teacher education programmes. The updated Exit Requirements for Teachers' Professional Conduct and Ethics are being implemented in phases, starting from the 2024/25 cohort.

為契合社會對教師不斷變化的要求，我們定期與學前教育、中小學界別領袖展開對話，廣泛收集回饋意見，並與教育局緊密協作，持續更新和優化本校的職前與在職教師教育課程。我們在五年全日制教育學士課程中推行了全新學校體驗課程，把生命及價值觀教育、基本法、國家安全教育及其他相關元素納入其中，致力於強化教師在專業素養、道德倫理觀念和法治意識等方面的身份認同，助力教師在職業發展中樹立更為健全的職業身份。

值得注意的是，教育學士及學位教師教育深造文憑課程內容將會增潤更新，以反映關鍵政策方向及轉變，當中涵蓋《T標準+》、《教師專業操守指引》及《教師教育項目架構》等。我們將緊貼教師教育發展的最新動向，提升教師對人工智能的認識及資訊科技的掌握，以滿足對教學和實踐研究能力的要求，從而提升教學質量。

隨著2022年《教師專業操守指引》及《中小學教師教育(教育學士)課程指引框架》出臺，本校於2023年成立教師教育課程內容檢視工作組，聚焦教師專業行為規範，審視並增潤課程內容及聯課/課外活動，同時為教師教育課程新增畢業要求。經更新的《教師專業操守與道德要求》將自2024/25學年起分階段推行。

Whole-Person Development of Students and Education Innovation 學生全人發展及教育創新

The University places great emphasis on the whole-person development of our students. We have fostered an integrated learning environment that empowers our students to realise their fullest potential through diverse student learning experiences inside and outside the classroom. Alongside the formal curriculum, students are provided with a variety of programmes that focus on leadership development, community service, overseas exposure, skill-based training, internships, experiential learning, and global and cultural enrichment activities.

We believe non-formal learning experiences are key to a rewarding student journey, and we will continue to embrace innovative approaches inside and outside the classroom to equip future educators and professionals with durable skills such as critical thinking, positivity, devotion, collaboration and resilience. The diverse activities such as exchange programmes, internship, tours and visits at both the GBA and the Belt-and-Road countries improve our students' adaptability to dynamic global environments. It also enhances our students' understanding of the country and appreciation of Chinese culture and strengthens their identity as Chinese while serving Hong Kong SAR and their country.

In line with our mission to equip students to become future-ready educators and professionals with digital literacy, we have implemented an E-Learning and Digital Competency Strategy that emphasises the acquisition of information technology competency in education. We have also launched a new AI Literacy Programme for our students, led the territory-wide CoolThink@JC programme, and pursued collaborative projects with local organisations to educate students and teachers in areas such as AI, coding and digital creativity. The University is keeping the community abreast of the rapid advancement of AI technology by implementing a set of pedagogical approaches that encourage the use of generative AI-enabled tools. We are also proactively exploring how these AI-enabled tools may affect academic integrity, assessment design and the education experience.

本校非常重視學生的全人發展。我們營造綜合學習環境，讓學生透過課室內外的多元學習體驗發揮最大潛力。除正規課程外，我們亦為同學提供領導力發展、社區服務、海外交流、技能培訓、實習、經驗學習，以及全球文化增潤等多姿多彩的活動。

我們深信非正規學習體驗乃有意義學習歷程的關鍵部分，將繼續在課堂內外藉創新手法培育具明辨慎思、積極態度，以及有奉獻、合作精神和抗逆能力的未來教育工作者和專業人士。本校提供的多元化活動，例如到大灣區和一帶一路國家的交流、實習、參觀及探訪等，旨在提升學生對不斷變化的全球時局的適應能力，並增強其對國家的理解和對中華文化的鑑賞能力，鞏固他們服務香港特區和國家的國民身份認同感。

秉持著將學生培養成為具備數字素養、能適應未來需求的教育工作者和專業人才這一使命，我們推行「電子研習及數碼能力策略」，強調在教育專業中掌握資訊科技的重要性。我們亦為學生推出全新「人工智能素養計劃」，開展及引領全港性的「賽馬會運算思維教育」計劃，積極透過與本地機構合作，為學生和教師提供人工智能、編程及數碼創意等範疇的教育項目。教大推行一系列鼓勵使用人工智能生成工具的教學法，讓社群緊貼人工智能的高速發展，並積極探討這些人工智能工具如何影響學術誠信、評審設計及教育體驗帶來的影響。

Scaling New Heights in Education 再創教育高峰

Recognising the irreplaceable position of STEAM in education and echoing the government's policy of escalating STEAM education, the University has swiftly revamped its programmes at all levels (i.e. across undergraduate, PGDE and professional development programmes) to provide the latest training in the sciences and humanities, ensuring that we provide up-to-date knowledge and skills for current in-service teachers and our student teachers. The University has also collaborated with various external organisations and universities in Mainland China to initiate projects to promote science teaching in the primary sector, such as engaging teachers in practitioner research, implementing teaching innovations, and placing EdUHK students in local schools as STEAM ambassadors. The University has established two Academies: the Academy for Educational Development and Innovation, which serves as a hub for educational development and innovation in the region; and the Academy for Applied Policy Studies and Education Futures, which is a hub for excellence in the diverse areas of AI and metaverse education, educational technology, national security and legal education, and innovation and entrepreneurship in the context of Education Futures. These Academies exemplify our dedicated efforts to create a higher level of synergy and foster more interdisciplinary and transdisciplinary collaborations with external organisations and institutions to advance educational innovation.

本校深知STEAM教育在整個教育體系中有著不可替代的重要地位，同時為積極回應政府加強STEAM教育的政策，迅速改革所有程度的課程（即學士、學位教師教育深造文憑及在職教師專業進修課程），旨在為在職教師和學生（職前教師）提供最前沿的科學與人文領域培訓，確保他們能夠掌握最新的知識與技能。本校亦和多個外間機構及內地大學合作，啟動了一系列有助於推動小學科學教育發展的專案，例如組織教師參與實踐研究、推行教育創新，以及將教大學生以STEAM大使身份派駐當地學校等。本校已開辦兩個新學院：「教育發展與創新學院」將擔當區域教育發展創新樞紐角色，而「應用政策研究及教育未來學院」則是教育未來背景下人工智能及元宇宙教育、教育科技、國家安全及法律教育，以及創新及創業等多個領域的卓越中心。該兩所學院彰顯了我們在創造更高層次的協同效應，以及加強與外間機構、學府之間的跨學科和整合學科深度合作，從而推動教育創新所付出的不懈努力。



Echoing the government's policy of promoting and developing Vocational and Professional Education and Training (VPET) to nurture future-ready talents in Hong Kong SAR, the University is dedicated to providing education and training support to students with a VPET background. EdUHK is the first university to recognise Applied Learning (ApL) subjects in undergraduate admissions and has further enhanced the recognition of ApL subjects in JUPAS admissions with effect from the 2024 entry, with heavier subject weightings adopted in score calculation following a detailed mapping of ApL subjects with our offered programmes. This demonstrates our dedication to providing leading-edge education opportunities to individuals with VPET experience.

為響應政府發展職業專才教育（職專教育）以培育面向未來的本地人才政策，教大全力為具有職專教育背景的學生提供教育和培訓支援。本校是首間在學士學位課程招生過程中認受應用學習科目的大學，並自2024年起進一步增強聯合招生計劃對應用學科的認可，本校課程收生將採用應用學科權重作計算分數之用。這一舉措顯示了我們為具有職專教育經驗人士提供前沿教育機會的決心。

Global and Local Challenges 全球及本地挑戰

A number of global challenges will affect Hong Kong SAR and shape its development. Any vision for the future of Hong Kong SAR must respond to the city's economic, social and demographic situation in the region and the world. Global phenomena such as climate change, resource scarcity, economic interconnectivity and the geopolitical climate all present risks and opportunities for the city. The impact of these factors must be clearly understood and factored in by Hong Kong SAR as it plans for the future.

At the same time, a range of internal challenges specific to Hong Kong SAR need to be considered, including land use and urban redevelopment, resource and waste management, housing affordability, a declining birth rate, an ageing population, and the need to boost innovation and equip the workforce with the skills necessary for the future.

The higher education sector in Hong Kong SAR will face significant challenges from both external and internal factors. Local institutions must take on important roles in driving relevant research and development and nurturing a pool of talented individuals with enhanced competitiveness in innovation and technology, global awareness, a strong sense of civic and ethical responsibility, and high levels of resilience and adaptability. Addressing these challenges also presents opportunities for growth and success, and the University's appropriate response to them will ensure that it continues to thrive.

香港特區的發展將受全球性挑戰影響，因此在構想香港未來發展時，必須充分考慮及回應本港、區域及全球經濟、社會及人口狀況。一些全球性現象如氣候變化、資源短缺、經濟互聯互通及地緣政治氣候等，均會為本港的發展帶來風險和機遇。為協助香港特區的未來發展與規劃出一分力，大學必須清楚理解並考慮上述各項因素。

與此同時，我們還要面對一系列香港特區獨有的內部挑戰，包括土地運用及市區重建、資源和廢物管理、出生率下降、老齡化人口，以及推動創新和協助勞動人口發展未來所需技能的需求。

香港特區的高等教育界將面臨來自外部及內部的重大挑戰。本地院校必須承擔起推動相關研究和發展的責任，並努力培育人才，裝備他們成為擁有創新及科技競爭力、全球意識、強烈公民意識及道德責任感，以及高度韌性和適應力的人士。應對這些挑戰，同時也為發展與成功帶來契機。本校對這些挑戰的適切回應亦將確保我們得以繼續蓬勃發展。

Strategic Areas 策略領域

The University is at the forefront of educational innovation, leveraging its unique strengths to shape the future of education and learning. While education has long been the fundamental strength and heritage of the University, it has identified the following seven complementary and strategic areas for development (listed in alphabetic order) to reflect contemporary societal needs and advancements under the direction of Education Futures:

- *Artificial Intelligence and Emerging Technology*
- *Culture, Language and Heritage*
- *Education and Talent Development*
- *Environmental Science and Sustainability*
- *Sports, Health and Well-being*
- *New Media and Social Media*
- *Leadership and Management*

Through its pursuits in these strategic areas, the University aims to further enhance its academic offerings and achieve research excellence across a broader spectrum, contributing to the discourse on education innovation and social development.

本校位處教育創新的前沿，利用其獨特優勢塑造教育和學習的未來。一直以來，教育乃本校視為基石的優勢和傳承，如今教大亦確認以下七個相關策略性發展領域（依字母順序排列），以反映當今社會需求及教育未來的發展方向：

- 人工智能及新興科技
- 文化、語言及文化傳承
- 教育及人才發展
- 環境科學及可持續發展
- 體育、健康及幸福感
- 新媒體及社交媒體
- 領導力與管理

透過在這些策略領域的努力，教大期望進一步提升學術課程，在更廣泛的領域達至卓越的研究成果，為教育創新和社會發展貢獻力量。



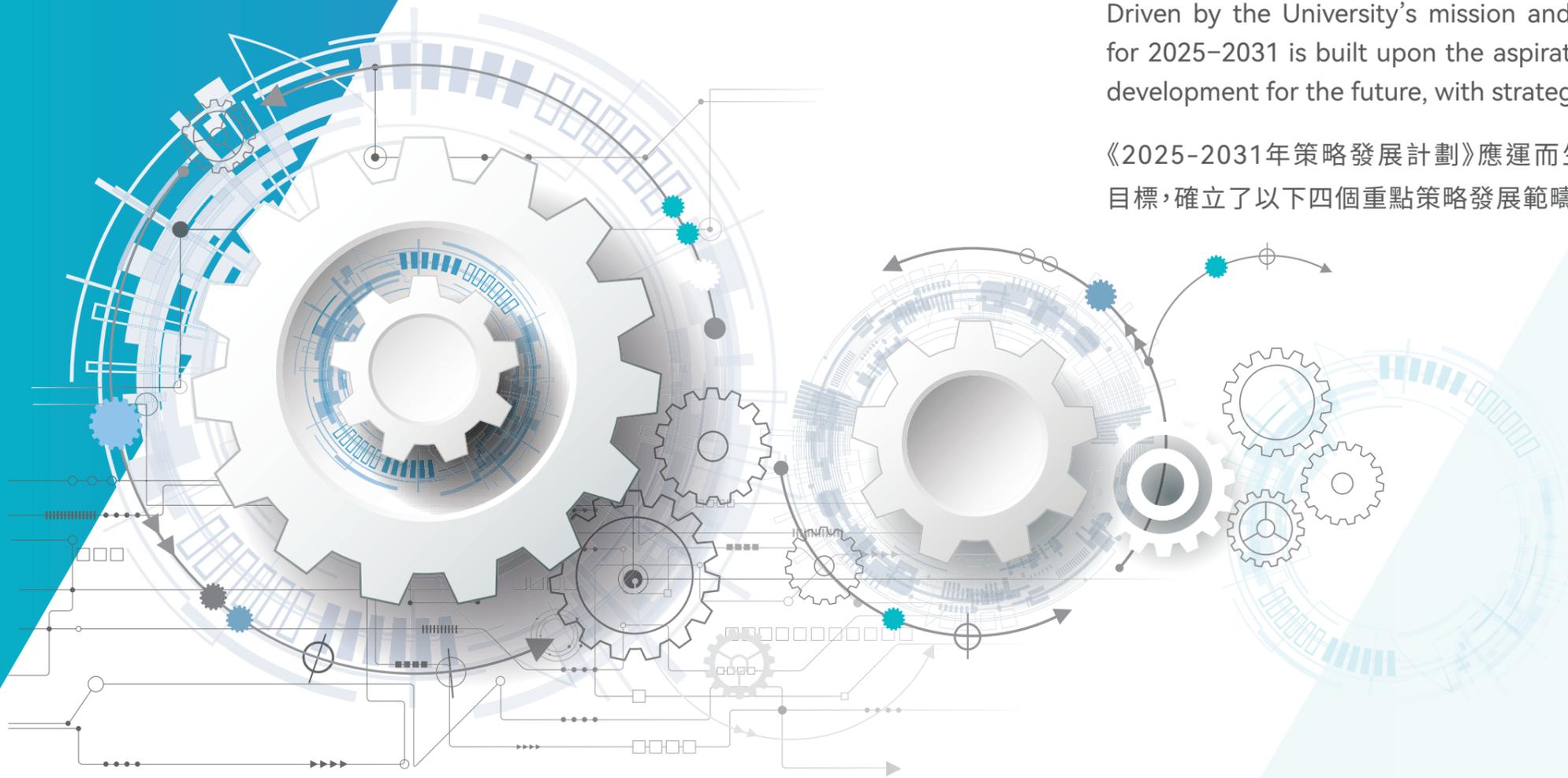
Strategic Priorities

策略發展 重點



Driven by the University's mission and guided by its vision, the Strategic Plan for 2025-2031 is built upon the aspiration of contributing to teacher and talent development for the future, with strategic priorities in the following four areas:

《2025-2031年策略發展計劃》應運而生，計劃為未來教師及人才發展作貢獻為目標，確立了以下四個重點策略發展範疇：



Nurturing Future-ready Educators and Talents with Positive Values and Skills for Tomorrow

培育面向未來、具正面價值觀和未來所需技能的教育工作者和人才



In today's rapidly changing global landscape, the world confronts great challenges on the social, economic and environmental fronts. The University is responsible for nurturing educators and high-calibre talents with the essential skills and knowledge to resolve the difficulties brought by the rapid pace of globalisation and technological advancement. One of the key priority goals of the Strategic Plan is to empower our students with the positive values, emotional resilience, and other competencies and skills to embrace and navigate an uncertain future. Our graduates should also be well equipped with research skills and STEAM knowledge capability and hold the national and global perspectives essential to contribute to Hong Kong SAR's development and to the national development plan.

當今全球環境瞬息萬變，世界各國於社會、經濟和環境領域均面臨重大挑戰。本校肩負培育教育工作者和高質素人才的責任，致力於為他們提供應對快速全球化和技術進步所需的技能與知識。本《策略發展計劃》其中一個重要目標，就是要賦予本校學生正面價值觀、情緒抗逆力，以及其他有助面對充滿不確定的未來的能力和技能。我們的畢業生還應具備研究技巧、STEAM知識和能力，並擁有必要的國家和全球視野，以便為香港特區及國家發展規劃作出貢獻。

Cultivating Students with Proper Values and Attitudes 培育具正當價值觀和態度的學生

The University is committed to nurturing a generation of compassionate and virtuous individuals, equipping them with a strong sense of ethical, empathetic, and social responsibility. To achieve this, Positive and Values Education has been seamlessly integrated into both formal and non-formal learning experiences, enabling our students to develop the necessary values and attitudes to overcome future challenges. Positive and Values Education is a core component of the Cross-Faculty Core Courses that form an essential part of the revamped undergraduate curriculum. Furthermore, the New Six Arts courses enable students to gain a deeper understanding and appreciation of Chinese culture and history. The University is also committed to creating a society that embraces values education as a cornerstone of personal and societal development. Accordingly, we engage in various collaborative efforts with stakeholders to actively promote values education, such as hosting the Values Education Conference with the support of the EDB and the National Security Education Seminar in collaboration with the District Councils, both of which have garnered substantial levels of community support and participation. By instilling in our students a greater understanding and appreciation of values, we empower them to become influential leaders and catalysts for positive change in society.

本校致力培育富有同情心和美德的一代，使他們發展出強烈的道德感、同理心及社會責任心。為達成此目標，正向教育與價值觀教育課程已無縫融入正規和非正規學習體驗之中，助力本校學生發展出克服未來挑戰所必須的價值觀和態度。正向教育與價值觀教育課程乃改革後的本科課程跨學院核心科目的關鍵組成部分。此外，新六藝課程讓同學更深入理解並欣賞中華文化與歷史的魅力。本校亦全力創建一個以價值觀教育為個人和社會發展基石的社會環境。為此，我們和多個持分者開展合作的項目，以積極推動價值觀教育，例如獲教育局支持主辦價值觀教育高峰論壇、與區議會合作舉辦「國家安全教育」——理念與實踐研討會。該兩項活動都得到社區廣泛支持、參與。透過增強學生對價值觀的理解和尊重，他們將獲賦能成為具影響力的領袖，並推動社會正面改變。



Expanding Horizons through Programme Development 通過課程發展拓闊視野

Under the guiding principle of the “Education-plus” approach advocated in the Strategic Plan for 2016–2025, the University successfully introduced nine new undergraduate programmes incorporated with cutting-edge disciplines such as AI and educational technology, heritage education and arts management, and sports science and coaching. Starting from 2025/26, the University is further expanding its academic offerings in emerging sectors and professions beyond education that are integral to the growth of Hong Kong SAR, the region and the world, such as digital Chinese culture and communication, educational psychology, personal finance, speech pathology and rehabilitation. To equip students with the latest knowledge and skills for the future, we have also thoroughly revamped all of our BEd programmes into double degree programmes by combining our professional teacher education degrees with relevant disciplines, thus enriching the knowledge base and providing multiple pathways for our students. These substantial programme developments align with the development direction of Hong Kong SAR in the National 14th Five-Year Plan, ensuring that our students receive a well-rounded education in fields critical to societal and global development.

在《策略發展計劃2016–2025》所倡導的「教育為本·超越教育」原則引領下，本校成功推出九個新學士學位課程，包括人工智能與教育科技、文化傳承教育與藝術管理，以及運動科學及教練等前沿學科。自2025/26學年起，本校將進一步拓展學術課程體系，增設教育領域之外、對香港特區、區內及世界發展至關重要的新興領域和專業相關領域，例如數碼中國文化與傳意、教育心理學、個人理財、言語病理學及復康等。為協助學生掌握未來所需的最新知識和技能，我們還深度融合專業教師教育學位與相關學科課程，把所有教育學士課程全面改革為雙學位課程，以豐富學生的知識基礎，為他們開拓多元發展出路。這些重要的課程發展與國家「十四五」規劃中香港特區的發展方向高度契合，確保本校學生能就社會和全球發展的關鍵領域接受全面且優質的教育。

Provision of Beyond-classroom Learning Opportunities and Enhancing Students' Global Perspective for Holistic Student Development 提供課外學習機會，拓展學生全球視野，實現全面發展

The University will regularly review and enhance the curriculum to equip students with a comprehensive range of academic expertise, personal qualities and values that are crucial for navigating the rapidly changing society. The University is committed to offering diverse learning opportunities inside and outside the classroom and to cultivating a supportive environment that promotes holistic student development. The University has adopted a proactive approach to strategically expanding its student profiles by recruiting more non-local students, especially seeking to attract talented students from the Belt-and-Road countries with different cultural and educational backgrounds. This enables students to broaden their global perspective with an open mind to embrace the diversity.

To ensure that our students remain connected to the world in the Asian Century, the University has incorporated GBA elements into programme development, including the introduction of the Cross-Faculty Core Courses, which include visits to the GBA, in the undergraduate curriculum. Additionally, a three-week block practice in GBA schools has been put in place for education majors to provide students with hands-on experience. We have also established partnerships in the GBA region to provide students with internships, field experience (FE) and study tour opportunities. Field visits to AI and educational technology organisations and universities in the GBA have also been arranged. We will establish further collaborations in the GBA in the near future at the programme, faculty and university levels, including the setup of an affiliate research centre. Through these diverse immersion learning opportunities and accelerated collaborations in the GBA, students will acquire a deeper understanding of the region's development in the areas of innovation, economic development, the arts and other creative industries, and youth entrepreneurship and education.

本校將定期審視並豐富課程內容，裝備學生使學生具備應對瞬息萬變的社會所必需的廣泛專業學術知識、個人素養和價值觀念。教大致力於提供課室內外的多元化學習機會，並悉心建構支援學生全面發展的環境。本校亦積極擴展學生群體，拓展學生生源結構，招收更多非本地生，尤其要吸引來自一帶一路國家、具不同文化和教育背景的优秀學生，助同學拓展全球視野，以開放的心態接納多元文化。

確保本校學生在亞洲世紀仍能與世界保持聯繫，本校已將大灣區元素納入課程發展，包括在學士學位課程中引入赴大灣區考察的跨學院核心科目。此外，我們亦為教育專業學生安排為期三周的大灣區教學實習以增進實踐經驗。我們已和大灣區內多個機構建立合作關係，為同學提供實習、學校體驗和研習團等多元機會，並已安排赴大灣區人工智能和教育科技機構和大學的學校體驗。在不久的將來，我們將在課程、學院及大學層面與大灣區有更多合作，包括開設附屬研究中心。透過這些多元化沉浸式學習機會及以及加快推進與大灣區的合作進程，本校學生將對大灣區的創新、經濟、藝術及其他創意產業，以及青年創業及教育等領域有更深入的了解和認識。



Support for Students' Diverse Learning Needs 支援學生多元化學習需要

The University is committed to equal opportunity and building an inclusive campus. It has implemented various policies and initiatives designed to support the diverse learning needs of its students, including those with special educational needs (SEN) and non-Chinese speaking students. Through the Standing Sub-committee on Support for Special Needs Students, all responsible units work closely together to provide timely and appropriate special accommodation to SEN students, such as bespoke study plans, extension of study periods, extra support in FE/internships and special equipment to support their learning accessibility. SEN students are also supported by academic advisors, counsellors and peer mentors.

The University is also dedicated to catering individual students' needs and facilitating non-local student integration. The University will continue to invest substantial resources and manpower to promote cultural inclusion and enhance the support to and learning experience of non-local students with the participation of various faculties and units. The deliverables include organising additional Cantonese or Putonghua classes, enhancing counselling support and facilitating increased integration activities with local students. Additional staff members will also be deployed to support an array of specially designed adaptation and integration programmes and mental health campaigns. These efforts will support non-local students' adaptation to studying at EdUHK and to life in Hong Kong SAR, particularly during their early years at the University.

本校悉心打造一個機會平等的共融校園，推行多項具針對性的政策和措施以支援學生——包括有特殊教育需要及非華語學生的多元化學習需要。在支援特殊需要學生常設分委會的協調下，所有相關單位緊密合作，為特殊教育需要學生提供適切及時的調整安排，例如量身訂製的研習計劃、延長修習時間、學校體驗/實習等額外支援，以及支援無障礙學習的專門器材專用設備等。特殊教育需要學生亦享有學業顧問、輔導員和朋輩導師的全方位支援。

本校竭力滿足學生的個別需求，並致力促進非本地生的融合。我們將繼續投放大量資源和人力，與不同學院學系單位協力推動文化共融，提升非本地生的支援和學習體驗。具體措施包括：舉辦額外廣東話或普通話班、增強輔導支援，以及舉辦更多促進非本地學生與本地學生的融合活動。我們還將增撥更多教職員以支援一系列特別設計的適應與共融項目及精神健康宣傳活動。我們的努力將有助非本地生適應在教大的研習以及在香港特區的生活，尤其著重於他們剛開始入學就讀的階段。

Achieving a Tangible Impact and Benefiting the World through Breakthroughs in Research and Knowledge Sharing and Transfer

透過研究突破及知識分享轉移，達成實質影響，造福世界

Over recent years, the University has achieved remarkable growth in its research capacity and knowledge sharing and transfer efforts. We will continue to push forward the frontiers of research in education to develop solutions to pressing problems in the domains of policy and practice from various philosophical, economic and ethical perspectives. The interdisciplinary research themes include capacity building for the workforce, parental and community engagement, equity, ethics and social inclusion, and child/youth mental health and well-being.

While our commitment to excellence in educational research remains steadfast, we have expanded our research horizons to encompass the fields of AI and data science, environmental sciences, learning sciences, linguistics and language, psychology and social sciences. Looking ahead, the University will continue to push the boundaries of research and knowledge sharing and transfer beyond education by seeking breakthroughs in strategically identified fields and directions, such as emerging technologies, sports and health, and well-being, while leveraging internal and external partnerships to capitalise on available opportunities. Nine strategic research clusters have been established with the support of internal funds and research matching funds. Each research cluster is composed of multidisciplinary researchers and aims to address contemporary challenges faced by society. The current clusters cover the areas of data analytics in social science, educational technology, environmental toxicology, learning sciences, linguistics and language, longevity, SEN, social media, career and life development and lifelong learning. These research clusters solicit external research grants and form international research alliances to conduct large-scale, high-quality enquiries into related challenges and devise solutions. We will continue to identify and form new research clusters as a critical mass of faculty members converge around certain areas of research interest and societal need.

近年，本校於研究實力和知識分享與轉移方面取得長足進展。我們將繼續推動教育研究的前沿發展，從政策、哲學、經濟、道德等多元角度，針對政策與實踐領域的緊迫問題探尋解決方案。本校跨學科研究主題包括勞動人口能力建設、與家長互動和社區參與、公平、倫理與社會共融，以及兒童/青少年精神健康與幸福感。

在始終堅定致力於卓越教育研究的同時，我們已將研究領域擴展至涵蓋人工智能和數據科學、環境科學、學習科學、語言學與語言、心理學及社會科學等範疇。展望未來，本校將尋求在新興科技、體育與健康及幸福感等策略性領域取得突破，並運用校園內外的合作關係捉緊機遇，繼續推進教育領域及教育以外的研究和知識分享轉移。本校獲內部資金和研究配對資金的支持，建立九個策略性研究群落，每個研究群落皆由多元學科研究人員組成，旨在應對、解決當代社會所面臨的挑戰為目標。目前的研究群落涵蓋社會科學數據分析、教育科技、環境毒理學、學習科學、語言學及語言、長壽、特殊教育需要、社交媒體、職涯及生涯規劃，以及終身學習。這些研究群落將籌集外部研究資助，並建立國際研究聯盟，就相關挑戰進行大規模優質研究並提出解決方案。隨著越來越多教職員匯聚於某個研究興趣及社會需求領域，我們將繼續識別並組建新的研究團隊。



We plan to build new research infrastructure along the lines of the University's existing research facilities in human behavioural neuroscience, data science and AI. Two new university-level research facilities, namely the University Research Facility of Data Science and Artificial Intelligence and the University Research Facility of Human Behavioural Neuroscience, have been established to offer faculty members and students state-of-the-art technological platforms to conduct high-quality research and to foster multidisciplinary collaboration and develop a cross-disciplinary research culture. The creation of physical or virtual research hubs will continue to stimulate innovation and collaborative research ideas among faculty members. Our research capacity has further been strengthened by our recent deep research collaborations with The Hong Kong Polytechnic University and The Hong Kong University of Science and Technology locally and with East China Normal University and Peking University nationally. We will actively seek research collaborative partners in Mainland China, Asia, the European Union and North America. These collaborations will enable our faculty members to embark on international research agenda and pursue international grants.

我們計劃在本校現有的人類行為神經科學、數據科學及人工智能研究設施基礎上，進一步擴充全新的研究基礎設施。本校成立了兩個全新校級研究中心——數據科學與人工智能中心實驗室和神經科學中心實驗室，為教職員和學生提供優質研究的最先進技術平台，同時亦促進多元學科合作及跨學科研究文化的發展。無論建造實體或虛擬研究中心，將繼續激發教育人員的創新和合作研究意念。我們最近與本地的香港理工大學和香港科技大學，以及內地的華東師範大學及北京大學推出研究合作計劃，進一步提升本校研究實力。我們亦將積極在中國內地、歐盟和北美尋找研究合作夥伴。本校教職員工將有更多機會參與國際前沿的研究，申請國際科研資金，提升學校在國際科研舞臺上的影響力。

From 2022 to 2024, our researchers succeeded in obtaining more than HK\$50 million in external research and development funds (e.g. from the Quality Education Fund e-Learning Ancillary Facilities Programme and The Sports Science and Research Funding Scheme) for projects involving AI, robotics, eye-tracking, body-movement and video technology between 2022 and 2024. The University will continue to expand its talent pool in science and technology and will establish joint research centres and laboratories in the areas of AI, data science, computer science and environmental science. Besides securing more research and development grants from external agencies such as the Innovation and Technology Commission, we will seek to attract venture capital, donations and sponsorships from commercial sectors. Our goal is to increase the financial sustainability of more start-up companies to enhance their capacity to produce meaningful social impacts. Our knowledge transfer endeavours will be fuelled by locating EdUHK-nurtured start-up companies in the new Centre for Entrepreneurship and Research at the Hong Kong Science and Technology Park (HKSTP). These companies, together with the students' internship scheme, can benefit from the incubation programme and venture capital events offered by the HKSTP. Through these endeavours the University will generate tangible benefits for not only the local community but also the nation and the world at large.

2022到2024年間，本校研究人員成功獲得逾港幣5,000萬元的外部研發撥款（如優質教育基金的電子學習配套計劃及運動科研資助計劃），並將之用於此期間的人工智能、機械人技術、眼動追蹤、身體律動及視頻技術等相關項目。本校將繼續擴建科學技術人才庫，並就人工智能、數據科學、計算機科學和環境科學等領域建立聯合研究中心和實驗室。除爭取更多外間機構如創新科技署的科研撥款外，我們亦將尋求來自商界的創業投資、捐款和贊助。目標是提高更多初創企業的財務穩定性，以提升他們對社會產生積極影響的能力。我們的知識轉移工作將由位於香港科技園的創業與研究中心推行。這些初創企業，以及學生實習計劃，均受益於香港科技園提供的孵化項目和風險投資活動。本校將通過這些努力，為本地社群、國家和世界帶來實際增益。





Our strategy is to establish a nurturing environment for faculty members to conduct impactful research which addresses societal and national needs. At the international level, the University's research impact will contribute to enhancing its academic reputation and research capacity, as reflected in higher QS subject rankings for Education and Training, English Language and Literature, Linguistics, Psychology and other disciplines.

我們的策略是為教職員創造一個有利於開展具影響力研究的科研環境，以幫助他們應對社會和國家的需求。在國際層面，本校的研究影響將有助提升其學術聲譽和研究實力，這在QS學科排名中教育與培訓、英語語言文學、語言學、心理學及其他學科排名的提升上得以體現。

Fostering Entrepreneurship and a Research-based Learning Environment

增進創業精神，鞏固研究為本的學習環境

To cultivate innovation and entrepreneurialism among our students, the University will foster a research-based learning environment and create more opportunities for the students to take part in research and knowledge transfer activities. The University has implemented an undergraduate research-based learning scheme for undergraduate programmes, in which students can engage in action research supervised by faculty members, learning negotiation and the implementation of solutions to address real-world problems within various professions, disciplines and the broader community. Furthermore, we will continue implementing the Innovation and Entrepreneurship Student Talent Development (INVESTED) programme, which offers entrepreneurship training, international competition and start-up experience/internship to undergraduate and postgraduate students.

Research-based learning will be introduced in the Master of Education programme hosted by the Graduate School. Interested students will be able to join the research and entrepreneurship enrichment scheme offered by the University's research centres and facilities. The enrichment scheme will be opened to all students in TPg programmes over the next few years. Short-term attachment programmes will be introduced to provide students at all levels with learning opportunities at the University's research centres and facilities.

The University has achieved a modest growth in the number of doctoral students and the scale of doctoral research student training over the past few years. The Graduate School has a proactive plan to further enhance the comprehensiveness and quality of its research training. We plan to expand the number of doctoral students by 50% in the next three years by introducing a three-level studentship quota system and a self-financed mode. The Graduate School will work with the three faculties and their departments to develop and strengthen the specialised and advanced courses offered. Training will be provided to new supervisors and students on ways to promote the quality, productivity and impact of their research work. The RPg training programme will be expanded to include more joint supervision, laboratory attachments and entrepreneurship involving other local and overseas universities and research institutes. Our target is for our doctoral students to become a major research force in the university and society at large.

為培養同學的創新意識及創業精神，本校將鞏固研究為本的學習環境，並為學生創造更多參與研究和知識轉移活動的機會。本校在學士學位課程中推動研究為本的學習計劃，讓學生在教職員指導下參與行動研究，學習磋商技巧，推動解決方案，以應對不同專業、學科領域以及更廣泛社會層面的現實問題。此外，我們亦將繼續推行學生創新及創業培育計劃(INVESTED)，為本科生和研究生提供創業培訓、國際比賽及初創/實習經驗。

研究生院開辦的教育碩士課程亦將引入研究為本學習。感興趣的學生將能夠參與大學研究中心所提供的研究和創業增值計劃。創業增值計劃將在未來數年開放予所有修讀授課式研究生課程的學生。此外，我們將推出短期實習計劃，為各程度學生提供在本校研究中心及相關實驗室的學習機會。

過去數年，本校的博士生人數及博士研究生培訓規模錄得穩健增長。研究生院已制訂積極計劃，務求進一步提升研究訓練的全面性和品質。我們計劃在未來三年透過引入三級學術獎學金配額制及自費模式，將博士生人數增加五成。研究生院將與三個學院及其學系合作，開發並提升專門課程及進階課程。我們將為新導師和學生提供培訓，助他們提升研究質素、效率和影響力。研究式研究生訓練計劃也將進一步拓展，包含更多與本地及海外其他大學及研究機構的聯合指導、實驗室實習及創業活動。我們的目標是助本校博士生成為大學和社會的研究主力。



Establishing an Ecosystem for Research and Knowledge Transfer 建設研究及知識轉移生態圈

The University will adopt a proactive approach to expand and diversify research funding sources from different sectors to support research and knowledge transfer initiatives. We will also invest more in training and support to encourage faculty members to apply for various research funds. We will leverage large donation grants and industrial sponsorship to embed high-quality research components. These constitute the foundation for impactful research and the enhanced academic reputation of the University. The University has actively engaged in international and regional collaborations. For example, the Tripartite Alliance to Champion AI and Education Futures was established between EdUHK, The Hong Kong University of Science and Technology and East China Normal University to harness the institutions' individual strengths in a collective endeavour to address the evolving educational needs of the GBA and the country. We have also established a joint research programme with the United Arab Emirates University in the areas of early childhood education, environmental sustainability, and happiness and well-being. By pooling resources and expertise, partnerships can amplify our collective impact, addressing global challenges and ensuring sustained progress in research excellence and societal well-being. Such collaborations also further enrich the academic experiences of our students and contribute to advancing knowledge transfer and innovation.

本校將積極開拓研究經費渠道，實現來源多元化，廣泛吸納來自不同領域的資金，以支持研究和知識轉移。我們還將加大在培訓和支援方面的投入，從而鼓勵更多教職員申請研究撥款。我們將利用大額捐款和業界贊助，在研究中嵌入更優質元素。這些均可成為開展具有影響力研究的堅實基礎，並有助提升本校學術聲譽。例如：本校與香港科技大學及華東師範大學成立「人工智能及教育未來聯盟」，讓三校各展所長，攜手應對大灣區及國家的教育發展需求。我們亦和阿聯酋大學在幼兒教育、環境可持續性發展及幸福與健康等領域開設聯合研究項目。透過資源整合和專業知識，這些合作夥伴關係可增進學校的綜合影響力、應對全球挑戰，並確保於研究卓越和社會福祉取得穩定進展。這類合作亦能進一步豐富本校學生的學術體驗，有利於推進知識轉移和創新。

Augmenting Interdisciplinary and Transdisciplinary Collaborations Beyond Hong Kong SAR 增強香港特區以外的跨學科及整合學科合作

The University is dedicated to utilising all resources and opportunities to strengthen and extend its research and knowledge transfer initiatives in Hong Kong SAR and beyond. The establishment of the two new academies exemplifies our dedication to creating a higher level of synergy across faculties and other internal units and to fostering more interdisciplinary and transdisciplinary collaborations with external organisations and institutions. The Academy for Educational Development and Innovation serves as the hub of educational development and innovation in the GBA and beyond, and the Academy for Applied Policy Studies and Education Futures as the hub of educational technology, national security and legal education, innovation and entrepreneurship in the context of Education Futures.

本校矢志運用所有資源和機遇，強化並拓展於香港特區內外的研究及知識轉移。新成立的兩個學院體現了我們對締造跨學院及其他內部單位更高層次協同效應的決心，以及本校對鞏固與外間機構及學府的跨學科和整合學科合作的承諾。教育發展與創新學院乃大灣區及其他地區的教育發展及创新中心；而應用政策研究及教育未來學院則是教育未來背景下的教育科技、國家安全及法律教育、以及創新及創業中心。



Contributing to Sustainable Development

為可持續發展出力



Leveraging its leading role in teacher and talent development and education innovation, the University is committed to fostering sustainable development, locally and globally. Aligned with the United Nations' Sustainable Development Goals and with national and local government policies, the University aspires to cultivate an environmentally conscious mindset among the members of its community. In the coming years, we will continue to collaborate seamlessly with stakeholders to implement various measures, install facilities and encourage best practices and sustainable lifestyles within the University's daily operations and activities. Our sustainability initiatives and measures encompass finance, procurement, catering services on campus, digitisation and automation, increased mobile and app usage, paperless office work and online services, more data-driven and AI-enhanced decision-making, cybersecurity reinforcement, emissions reductions, reduced electricity consumption, more clean and affordable energy consumption, resource-saving measures, the promotion of diversity and inclusiveness among staff and students, gender equality and justice, and collective climate actions across the University community.

本校憑藉在教師及人才發展以及教育創新方面的領先優勢，竭力推動本地及全球的可持續發展。我們依循聯合國可持續發展目標以及國家和本地政策，努力提升社群成員的環保意識。在未來數年，我們將繼續與持分者緊密合作，在本校日常運作及活動中推行多項措施及安裝設備，並鼓勵最佳實踐和可持續生活模式。我們的可持續倡議和舉措涵蓋整個校園社群的財政、採購、校園餐飲服務、數碼化和自動化、增加使用手機及應用程式、無紙化辦公及網上服務、更多數據驅動及人工智能助益的決策過程、強化網絡安全、減碳、減少電力消耗、更多使用廉宜潔淨能源、節約資源措施、促進教職員及學生間的多元性和包容性、性別平等及公義，以及集體氣候行動。

Supporting the United Nations' Sustainable Development Goals 支持聯合國可持續發展目標

The University has rolled out the following diverse range of initiatives to align with the sustainable development of Hong Kong SAR and work in collaboration with the university community to achieve the Sustainable Development Goals.

- We have set targets to reduce greenhouse gas emissions per capita by 30% in scope 1 (direct) and 2 (indirect) emissions by 2030/31 based on 2018/19 levels and to reduce electricity consumption per capita by 8% by 2030/31 based on 2018/19 levels.
- To promote the use of clean energy on campus, we will extend the installation of solar panels to other suitable areas of existing and newly built premises. We have also set a target to equip at least 50% of the parking spaces in Block A with 13A chargers in the coming years.
- To save energy and natural resources, the University will replace more conventional lights with LED-type lighting and install more water-saving equipment on campus. Ageing plant and equipment, especially chillers and air-handling units, will be replaced with energy-efficient models. Furthermore, we will install more smart control devices, such as daylight sensors and motion sensors, to turn off the lighting and air conditioning when rooms are unoccupied.
- We will continue with other sustainability promotion activities, such as campus recycling day, Eat For The Planet, Earth Hour, Waste and Carbon Audit and Lunch Boxes Loaning.

參照香港特區可持續發展目標，本校已推出多樣化措施，並與本校社群合作，以期達成可持續發展目標。

- 我們制定了明確目標，到2030/31學年，將第一範疇（直接）和第二範疇（間接）的人均溫室氣體排放量，在2018/19學年的基礎上降低30%；同時，將人均用電量較2018/19學年減少8%。
- 為促進校園清潔能源的使用，我們將在現有及新增區域的合適地點加裝太陽能電池板。我們亦已訂立目標，在未來數年為A座至少一半泊車位安裝13A充電器。
- 為節約能源和天然資源，本校將以更多LED照明取代更多校園內的傳統燈具，並安裝更多節省用水的設施。以高效節能型號取代老舊設施，尤其是冷藏櫃及空氣處理機組。此外，我們亦將安裝更多智能控制器，例如日光感測器及運動感測器，在房間無人使用時會自動關閉照明及空調。
- 我們將繼續開展其他推動可持續發展的活動，例如校園單車日、為地球而食、地球一小時、廢物及碳排放審計，以及餐盒借用等。

- Considering the growing financial pressure on funding allocated to manpower-planned programmes amid a continual trend of low birth rates in Hong Kong SAR, University management has identified “financial sustainability” as one of the six principal risks for the institution and launched a concerted effort across the University to formulate mitigation plans and risk treatment. Financial projections and stress tests are being performed on an ongoing basis to assess financial resilience in coping with potential future funding challenges and consider the discontinuation of ineffective programmes, schemes or initiatives to facilitate the redeployment of resources towards areas of strategic priority.
- To drive continuous improvement in the productivity and efficiency of the administration supporting the University's academic endeavours, University management continues to explore the possibility of identifying quantitative performance measures for administrative functions, beginning with the University-wide supporting functions in finance, IT, HR and campus development and management. In the longer run, productivity and efficiency gains would empower the University with the agility and resilience to redeploy administrative resources to support the University's core initiatives more promptly and effectively.
- Emphasising environmental consciousness and promoting responsible consumption and production, the University has adopted a green procurement policy to secure high-quality products and services. Regulations and guidelines on catering services and waste disposal will also be updated regularly to help create a greener and more environmentally friendly campus environment.

- 鑒於香港特區出生率持續低迷，導致人力資源規劃的資金壓力與日俱增，本校管理層已將「財政可持續性」定為六個主要風險之一，並發動全校一起制訂減低風險及風險管理計劃。我們持續進行財政預測及壓力測試，以評估本校應對未來潛在撥款挑戰的財務韌力，並會考慮終止效果欠佳的項目、計劃或措施，以便將資源用於更具策略意義的優先領域。
- 本校行政部門一直支援大學的學術追求。為推動該等部門的生產力和效率，本校管理層繼續探討為行政工作訂立可量化表現指標的可能性，並先從支援全校運作的職能如財政、資訊科技、人力資源及校園發展管理著手。長遠而言，增強生產力及效率有助提升本校的靈活度和抗逆能力，使之能更迅速有效地調配行政資源以支持本校的核心發展計劃。
- 為強調環保意識並促進負責任採購生產，本校推行綠色採購政策以保證能獲取優質產品和服務。我們將定期更新有關餐飲服務和廢物處理的規定和指引，以建設更綠色、更環保的校園環境。

University Advancement via Internationalisation and Wider Engagement with Stakeholders

透過國際化以及與持分者更廣泛互動，推動大學發展

To further enhance our role as a leading university in the Asia-Pacific region and beyond, the University has been actively expanding its global outreach and embracing the expertise and experience of stakeholders to support its advancement. This includes our plan to admit a significant number of non-local students and contribute to the educational transformation in Belt-and-Road countries. In recent years, the University has also amplified its expansion of strategic collaborations with institutions in Kazakhstan, The United Arab Emirates, etc. With its strengthened presence in the GBA and accelerated international academic and research collaborations, the University plays a pivotal role in connecting Mainland China and the West and promoting Hong Kong SAR's unique position as the "Global Educational Exchange/ Global Dialogue Centre", thus contributing to the development of Hong Kong SAR into a regional education hub. Furthermore, the University has been progressively enhancing its global presence by entering selected subjects in international rankings.

為進一步鞏固本校作為亞太區內外頂尖學府的地位，我們積極擴大與世界各地的連繫，廣泛吸納各方持分者的專業知識及經驗支持本校發展。相關舉措包括擴大招收非本地生、協助一帶一路國家的教育轉型等。近年，本校亦加強與哈薩克斯坦、阿聯酋等地學府的策略性合作。隨著本校在大灣區的影響力日益增強，以及國際學術及研究合作的步伐加快，我們在連繫中國內地與西方扮演關鍵角色，強化香港特區作為「全球教育交流 / 全球對話中心」的獨特地位，協助香港特區發展成為區域教育樞紐。此外，本校通過參與國際學科排名，逐步提升在全球的知名度與影響力。



Increase in Non-local Student Intakes to Foster Global Diversity and Excellence

增加錄取非本地生以提升全球多元性及卓越表現

Echoing the government's policy to increase the non-local student quota from 20% to 40% beyond the UGC funded quotas and in pursuit of global diversity and excellence, the University is implementing a robust plan to significantly increase the number of non-local students, especially from Belt-and-Road countries. This strategic initiative encompasses targeted recruitment efforts, enhanced international partnerships and the development of tailored support programmes to ensure the seamless integration and success of non-local students within our vibrant academic community. By embracing a more international outlook, the University aims to create a dynamic and culturally enriched learning environment that prepares students to thrive in an interconnected world.

為響應政府將非本地生限額由教資會資助學額以外的兩成增至四成，同時為追求全球多樣性和卓越表現，本校正推行一個穩健的計劃，大幅增加非本地生人數（尤其來自一帶一路國家的學生）。策略性措施包括：開展精準的招生工作，吸引符合學校培養目標和特色的國際學生、增加國際合作夥伴關係，以及制定量身定造的支援計劃以保證非本地生能融入這個充滿活力的學術社區並取得成功。透過擁抱國際化視野，本校將營造一個更具朝氣且有多元文化的學習環境，令學生能夠在互聯互通的世界一展所長。

Strengthening Connections and Empowering Communities

加強聯繫，發揮社區潛能

As part of our ongoing pursuit of sustained growth and excellence, we highly value relationships with stakeholders and harness their networks to bolster institutional advancement. This includes a proactive approach to alumni and donor engagement to seek resources for the development of the University. We collaborate closely with schools to empower them to serve the needs of students and collegially shape the development of education in Hong Kong SAR. Furthermore, we recognise the significance of community engagement and promote such engagement at University level by encouraging all staff and students to contribute to the development and well-being of the local community.

在持續追求成長與卓越的進程中，我們高度重視與各持分者的關係，並充分借助他們的網路推動本校進步。這包括積極與校友及捐贈者互動，廣泛尋求各方資源。我們與學界緊密合作，通過賦能學校，協助他們更好地滿足學生的多樣化需求，並共同建構香港特區的教育發展。此外，我們深知社區參與的重要性，在學校層面鼓勵全體教職員和學生積極服務本地社區發展。

Effective engagement with the wider community can greatly benefit EdUHK, including by enhancing its reputation. By aligning our curricula with community issues and priorities, we enhance our students' learning outcomes by ensuring their learning is relevant and impactful. Additionally, offering more opportunities for student experiential learning and internships will keep our students and the University up to date with evolving societal needs. Engaging with the community can also lead to improved research productivity as partnerships open up new research opportunities. Through these concerted efforts, we foster meaningful connections, empower our communities and drive excellence in all aspects of the University's activities. In conclusion, our dedication to strengthening connections with stakeholders is not merely a strategic initiative; it is vital for the holistic development of the University and its community. By collaborating with a range of stakeholders with different areas of expertise, we further the University's mission by maintaining its position at the vanguard of education innovation, echoing the direction of Education Futures.

與社區的有效互動為教大帶來莫大裨益，包括提升本校聲譽。透過將本校課程與社區議題及重要事項對接，我們確保學生的學習能緊貼社會所需並產生影響，從而提高學習成效。此外，為學生提供更多體驗學習及實習機會，亦有助學生和本校跟隨社會步伐，與時並進。與社區的互動更可提升研究效能，因為夥伴關係能帶來新的研究機會。透過一致努力，我們將鞏固有意義的關係，助社群發揮潛力，透過本校各種活動多方面推動卓越。總而言之，我們加強與持分者的聯繫。這不僅是策略性舉措，亦對大學及其社群的全面發展至為重要。透過與不同專業領域持分者合作，我們將保持教大的教育創新領域的先鋒地位，回應教育未來發展方向，進一步促進本校達成使命。



Implementation and Evaluation

實施與評鑑

This Strategic Plan represents the University's official priorities and objectives for 2025-2031, providing a clear roadmap for all units to align their Development Plans with the University's strategic directions, ultimately guiding the University toward achieving its vision and mission.

The Strategic Plan is formulated through a rigorous planning in consultation with various stakeholders. A university-wide Steering Committee on the Development of Strategic Plan 2025-2031 was established in early 2023 to drive and recommend the development of the Strategic Plan. Various consultations were conducted throughout the process, including engagements with staff, students, and alumni at the Faculty level, as well as a university-wide online survey. These efforts aimed to gather insights into the current position and future strategic directions of the University.

On 30 October 2023, a Council Retreat was organised with the participation of Council members, senior management, and heads of academic support and administrative units. The Retreat facilitated the exchange of insights and feedback on the preliminary framework of the Strategic Plan, as well as proposed revisions to the existing Vision, Mission, and Core Values that align with the latest development of the University. The framework and full draft of the Strategic Plan were refined based on feedback from the Council Retreat and other units, and subsequently reviewed and approved by key committees, including the Senior Management Committee, the Academic Board, and the Council.

Recognising the dynamic global and local contexts, this Strategic Plan is designed to adapt to the evolving landscape of the digital future. The University will continuously monitor its implementation and periodically revisit and review the plan, enabling it to make necessary adjustments to align with future changes while maintaining its overall vision.

本《策略發展計劃》勾劃了教大2025至2031年間的工作重點和目標，為校內各單位提供清晰路線圖，助他們依照本校策略發展方向制定計劃，引領教大達成願景及使命。

《策略發展計劃》制定過程嚴謹，曾諮詢多方持分者。本校於2023年初設立「策略發展計劃2025-2031督導委員會」，以推動計劃的制定並為此提出建議。計劃的籌劃過程中曾作多次諮詢，包括與各學院職員、學生及校友交流，並舉辦了一次全校網上意見調查，集思廣益，旨在就教大目前定位和未來策略發展方向收集意見。

此外，大學於2023年10月30日舉辦校董會退修活動，出席者包括校董會成員、大學高級管理人員，以及學術支援及行政單位的領導。該次退修促成各方就《策略發展計劃》的初步框架作交流回饋，並因應教大的最新發展修改現有願景、使命及核心價值。參照校董會退修期間所收集到的意見和其他單位的建議，我們改進完善了本《策略發展計劃》的框架及完整文本，並獲多個重要委員會包括高級管理委員會、教務委員會，以及校董會的審視和認可。

鑑於全球和本地發展瞬息萬變，本《策略發展計劃》以適應日新月異的數碼未來為目標。教大將繼續監察其實施過程，並會定期審視檢討，因應未來變遷作必要的調整，以期能達成當中所勾劃的整體願景。

The Education University of Hong Kong
香港教育大學
Strategic Plan 策略發展計劃 2025-2031

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