Liang Yang (Leon Yang)

PhD (Thesis Defended; Degree Conferral Expected March 2026)

The Hong Kong University of Science and Technology (HKUST)
Academy of Interdisciplinary Studies (AIS)
Division of Emerging Interdisciplinary Areas (EMIA)
Individualized Interdisciplinary Program (IIP)

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Profile

I am an interdisciplinary scholar in **technology governance**, with integrated experience across **technical system design, institutional analysis, and international policy interfaces**. My research is grounded in formal training in **Electronic Information Engineering** and advanced through an interdisciplinary PhD at HKUST, focusing on **governance challenges in digital ecosystem reconfiguration under artificial intelligence and spatial computing**.

Beyond academia, I bring over **ten years of frontline engineering, industry collaboration, and international project management experience**. I previously participated in **4G infrastructure deployment projects across China and Africa at Huawei**, and later engaged in **cross-border Sino–US technology collaboration projects**, including initiatives involving central state-owned enterprises and Silicon Valley partners. This combined academic–industry trajectory informs my research orientation toward **implementable, system-aware governance frameworks.**

Doctoral Dissertation and Research Areas

Doctoral Dissertation (Thesis Defended):

Governing Digital Selves Across the Metaverse Ecosystem: Identity, Interoperability, and Accountability

Research Contribution (Overview)

This dissertation advances the **"digital self"** as a core unit of governance for next-generation digital ecosystems shaped jointly by **XR, AI, blockchain, and related frontier technology clusters**. It establishes an **identity-centred normative starting point** and develops an integrated **Mechanism–Structure–Governance** analytical and governance framework that connects **Identity, Interoperability, and Accountability**, addressing structural gaps in **risk generation, rights attribution, and responsibility allocation** in emerging digital ecosystems.

- ✓ **Mechanism level**: The dissertation introduces *self-presence* and *embodied multimodal interaction* to explain the endogenous mechanisms through which novel risks are generated and amplified in immersive digital environments, thereby substantiating the governance necessity of **embedding identity constraints at the system design stage**.
- ✓ **Structural level**: Digital identity is operationalised as a four-dimensional governance unit—**representational, data, social, and economic**—and two guiding principles for identity governance are proposed to contextually calibrate tensions among **identity continuity, expressive expansion, protection, and innovation**.
- ✓ **Governance level**: The dissertation constructs a **Risk–Responsibility–Remedy** mapping pathway, organising multi-layered and actionable accountability toolkits across **technical architectures/infrastructures, social norms, market mechanisms, and legal constraints**.

Interface with AI Governance Research

While centred on digital ecosystem governance, the dissertation directly engages with how **frontier technology clusters reshape the boundaries of rights and responsibilities associated with the digital self**. As **generative AI and intelligent agents increasingly function as general-purpose digital infrastructures**, the proposed **identity-centred governance framework** demonstrates strong reusability in **object delimitation, responsibility attribution, and institutional interfacing** within AI governance contexts. In this extension, the framework enhances the **definability of user impact**, **traceability of responsibility**, and **enforceability of remedies**, while providing a shared analytical language and policy interface for **cross-platform, cross-organisational, and cross-jurisdictional co-governance** (see Research Proposal for details).

Selected Outputs and Academic Impact

International Policy and Standardisation Uptake

2025 | *UK Input to Metaverse Interoperability & Standardisation*
(QUB / UKRI-funded project *Shaping the Metaverse* (Phase II), Deliverable D1.1, September 2025)

- ✓ The report explicitly cites and adopts the **three-layer interoperability model** developed in my dissertation, referred to as the **"Yang Model"** (pp. 4, 13–16).
- ✓ The model is used as an analytical tool to map standardisation bodies and technical roadmaps within the **Metaverse Standards Forum (MSF)** (pp. 42–47).

Representative Publications

Yang, L., Xu, Y., & Hui, P. (2025). *Framing metaverse identity: A multidimensional framework for governing digital selves.* **Telecommunications Policy, 49**(3).

- ✓ Proposes a four-dimensional framework and two adjustable principles for metaverse identity governance, providing an analytical foundation for rights attribution and institutional design.
- ✓ Conference version (*Metaverse Identity: Core Principles and Critical Challenges*) received the **Best Student Paper Award** (sole recipient) at the **24th International Telecommunications Society Biennial Conference (June 2024)** and was selected as the **lead article** of the journal issue.
- ✓ **First author**; identified the research gap and led conceptualisation, research design, and manuscript preparation.

Yang, L., Ni, S.-T., Wang, Y., Yu, A., Lee, J.-A., & Hui, P. (2025). *Interoperability of the Metaverse: A digital ecosystem perspective review.* **IEEE Engineering Management Review, 53**(3).

- ✓ Develops a "**three-layer × four-dimension**" analytical model for metaverse interoperability and outlines future research and governance roadmaps.
- ✓ Selected for a **governance-themed special issue** (9/60 submissions) and featured as a **cover article**.
- ✓ **First author**; led framework design, systematic review, content analysis, and manuscript writing.

Lee, J.-A., **Yang, L.**, & Hui, P. (2023). *Legal implications of self-presence in the Metaverse.* **Media & Arts Law Review, 25**(4).

- ✓ Integrates theories of self-presence and digital equivalence into regulatory analysis, articulating institutional governance pathways for avatar-based virtual harm.
- ✓ One of three articles featured in the issue.
- ✓ **Co-first author**; jointly responsible for conceptualisation, problem analysis, and writing.

Lam, K.-Y., **Yang, L.**, Alhilal, A., Lee, L.-H., Tyson, G., & Hui, P. (2022). *Human–avatar interaction in the Metaverse: A framework for full-body interaction.* In **ACM MM Asia 2022**.

- ✓ Proposes a lightweight and extensible framework for full-body human–avatar interaction supporting real-time shared immersive environments.
- ✓ **Second author**; contributed to framework design, literature review, user studies, and manuscript revision.

Citation Metrics: *Total citations 150+ / h-index 5 (Google Scholar)*

Research Projects and Industry-Oriented Studies

2022–2024 | HKUST (Guangzhou), MC² Lab
Regional Key Science and Technology R&D Programme

- ✓ Contributed to proposal development, technical justification, and application materials for the project **"3D Virtual Scenes and Digital Humans" (2022ZD012)**.
- ✓ The project was funded by the **Guangzhou Nansha District Key Science and Technology R&D Programme**, with total funding of **RMB 5,000,000**.

2021–2022 | School of Journalism and Communication, Tsinghua University
Industry Development Status and Impact Studies

- ✓ Participated in industry research and report drafting for **Metaverse Development Report 2.0** (January 2022) and **3.0** (November 2022), focusing on the **metaverse industry module**.
- ✓ The reports received wide dissemination and public discussion following release.

Education

The Hong Kong University of Science and Technology (HKUST) | AIS - EMIA - IIP
PhD Programme | *September 2020 – Present* | Hong Kong SAR

- ✓ Interdisciplinary research training spanning **technical systems, legal and ethical analysis, and platform governance**, forming an integrated research pathway in **digital ecosystem governance** that connects computer and information systems analysis with institutional design and public policy research.
- ✓ **Supervisors (Technology × Policy)**: Prof. **Pan Hui** (Computer Science and Data Science; International Fellow of the Royal Academy of Engineering; Member of Academia Europaea; IEEE Fellow); Prof. **Yan Xu** (Technology and Innovation Management, Communication Regulation, and Industrial Strategy)

University of Cambridge | Leverhulme Centre for the Future of Intelligence (LCFI)
Visiting Scholar | *January – March 2025*

- ✓ Research exchange focusing on **ethics, responsibility, and governance of AI and Metaverse**.
- ✓ **Host**: Dr. **Stephen Cave** (Director of LCFI; Philosopher in AI ethics and governance)

Wuhan University
BEng in Electronic Information Engineering (Minor in Marketing) | *September 2005 – June 2009*

International Academic Engagements

Paper Presentations and Expert Workshops

- ✓ **April 2025** | *"The Imaginaries of Immortality in the Age of AI"* | **AI 2050 Project Conference** | Expert Panel Discussion | Co-organised by LCFI (University of Cambridge) × Berggruen Institute (Peking University) | Beijing, China
- ✓ **June 2024** | **24th International Telecommunications Society (ITS) Biennial Conference** Paper Presentation *(Award-winning)* | Hosted by ITS × Seoul National University | Seoul, Korea
- ✓ **March 2023** | **Metaverse Law Conference** | Joint Paper Presentation Hosted by The Chinese University of Hong Kong, Faculty of Law | Hong Kong SAR

Technical and Systems-Oriented Conferences

- ✓ **December 2025** | **ACM SIGGRAPH Asia Conference (2025)** | Conference Participation and Scholarly Exchange | Organised by ACM | Hong Kong SAR
- ✓ **March 2024** | **IEEE Conference on Virtual Reality and 3D User Interfaces (IEEE VR 2024)** Co-organisation Support: *3rd Workshop on Datasets for Developing Intelligent XR Applications (Data4XR)* (with Prof. Yuyang Wang) | Organised by IEEE | Orlando, USA
- ✓ **December 2022** | **ACM Multimedia Asia 2022** | Support for Paper Demonstration and Presentation Organised by ACM × The University of Tokyo | Tokyo, Japan

Policy and Governance-Oriented International Forums

- ✓ **June 2023** | **INTERPOL Police Science Congress** | Thematic Workshop: *"Metaverse: New Frontier of Policing"* | Organised by INTERPOL | Singapore
- ✓ **2023 / 2025** | **International Forum on AI Cooperation and Governance** | Organised by Tsinghua-AIIG | Hong Kong SAR(2023) / Melbourne, Australia(2025)

Industry Experience

China Merchants Group × Silicon Valley EON Reality

Director → Deputy General Manager | *February 2017 – August 2020*

Role Overview: Led the implementation, construction, and operation of **cross-border frontier digital technology collaboration projects**, with a focus on **XR, digital humans, and industrial simulation**. Established joint innovation centres and designed operational governance mechanisms for **organisation, budgeting, quality assurance, and delivery** in international collaborations. Continuously adjusted cooperation structures and managed institutional and geopolitical risks amid changing Sino–US technology relations.

- ✓ Contributed to the design of **operational and governance frameworks** for cross-border collaboration, covering strategy and budgeting, organisational design and talent allocation, quality control and delivery, and partner coordination.
- ✓ Promoted the deployment of technical solutions in **education and industrial application scenarios**, coordinating end-to-end processes from requirement definition to implementation and evaluation.
- ✓ Organised and managed domestic project teams undertaking cross-border collaborative tasks, overseeing **delivery quality and coordination workflows**, and exploring sustainable bilateral cooperation models.

Professional Reflection: This experience encompassed the full evolution of bilateral technology–business cooperation—from early-stage intensive collaboration to later-stage constraints imposed by external institutional environments. While completing multiple phases of collaboration and localised delivery, I identified **structural limitations in cross-border technology cooperation related to institutional design and resilience to external shocks**, providing empirically grounded cases with strong real-world relevance for research on bilateral and multilateral technology governance.

Incubator Home (Entrepreneurial Venture under China's "Mass Entrepreneurship and Innovation" Policy) | Co-founder | *February 2015 – January 2017*

Role Overview: During the intensive rollout of China's "Mass Entrepreneurship and Innovation" policy, addressed governance and evaluation challenges in innovation intermediaries by developing a **"data platform + research consultancy"** model. Built innovation-carrier mapping systems, classification frameworks, and evaluation tools to support policy implementation. Worked directly with local governments to translate policy objectives into **operational standards for accreditation, resource allocation, and support mechanisms**.

- ✓ Organised and built a **national database of innovation carriers**, covering over **1,000** incubators, accelerators, industrial parks, and related entities.
- ✓ Conducted **field research and structured data collection** across **300+ makerspaces**, enabling cross-regional comparative analysis and policy evaluation.
- ✓ Delivered commissioned research services to the **Nanshan District Government of Shenzhen**, with outcomes incorporated into **specialised policies and implementation plans (2016–2018)**.

Professional Reflection: This experience provided first-hand exposure to the **resource-allocation effects of innovation policy implementation**, and fostered a grounded understanding of how public policy evolves from goal setting to execution, evaluation, and iterative adjustment. It also shaped my research interest in **behavioural incentives and institutional consequences** in real-world public policy operation.

Huawei Technologies Co., Ltd.

Technical Service Engineer → Service Manager, West Africa Region | *July 2009 – 2014*

Role Overview: Participated in and managed the full lifecycle of **cross-national critical digital infrastructure projects**, including **4G networks, transmission systems, and data centres**. Operated under diverse regulatory environments, cross-cultural collaboration settings, and complex client governance structures. Held responsibilities for **service governance, operational risk control, and cross-organisational coordination**, managing network service operations exceeding **USD 70 million** in value.

- ✓ Participated in China's **4G network deployment** and the **Shanghai World Expo network assurance project**, gaining frontline experience in large-scale digital infrastructure construction and operation.
- ✓ Stationed in **West Africa for three and a half years**, responsible for customer service for **Vodafone Ghana's subnetworks**, coordinating among Chinese enterprises, European clients, and local institutional environments.
- ✓ Conducted sustained internal and external observation of the **structural tensions between overseas technical services, commercial objectives, and external institutional constraints** faced by Chinese technology firms.

Professional Reflection: End-to-end experience in ICT infrastructure construction and operation enabled a **structural understanding of how technical systems are governed through policy controls, responsibility allocation, and organisational mechanisms**. This experience is directly transferable to research on **AI compute infrastructure governance and responsibility allocation**.

Academic and University Service

November – December 2025 | *Part-time Academic Publishing Editor*
Multidisciplinary Digital Publishing Institute (MDPI), Switzerland

- ✓ Supported the preparatory development of international journals including **AI for Society** (in preparation), **AI for Engineering** (Editor-in-Chief: Prof. Yike Guo, HKUST), and **Industries** (Editor-in-Chief: Prof. Ying Liu, Cardiff University).
- ✓ Contributed to **journal scope development, editorial board formation support, and coordination of academic directions**.

January – December 2024 | *Postgraduate Student Representative*
Committee on Postgraduate Studies, HKUST

- ✓ Reviewed proposals for new postgraduate programmes (e.g., **MSc in AI and Entrepreneurship**) and curriculum revisions.
- ✓ Provided recommendations on **academic standards, regulatory compliance, and student rights and interests**.

Skills and Languages

Research and Policy Analysis
Governance issue identification | Comparative analysis of transnational standards and regulation | Case-based and process-tracing methods | Policy briefs and research writing

International Collaboration and Communication
Organisation of international conferences and multilateral forums | Maintenance of international collaboration networks | External communication and dissemination of research outputs

Project and Team Operations
Research and policy project implementation | Cross-cultural collaboration | Risk identification and mitigation

Languages
Chinese (Native) | English (Professional working language)

Referees

Prof. Pan Hui
Prof. Yan Xu
Prof. Jyh-An Lee

杨亮（Liang Yang，Leon）｜中文简历

香港科技大学（HKUST）｜Academy of Interdisciplinary Studies (AIS)｜Division of Emerging Interdisciplinary Areas (EMIA)｜Individualized Interdisciplinary Program (IIP)｜ **PhD(已答辩；学位预计** 2026.03)
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个人研究主页 ｜LinkedIn ｜Google Scholar｜ORCID

一、个人简介

我是一名具备**系统国际与国内实践经验的跨学科技术治理研究者，具备以技术架构为基础、以制度设计为导向、以国际政策接口为落点的治理研究能**力。我接受电子信息工程的系统训练，并在香港科技大学完成面向人工智能与空间计算重塑下数字生态系统治理的跨学科博士研究。

在学术研究之外，我拥有十余年**一线工程、产业协作与国际项目管理**经验，曾在华为参与中国与非洲 4G 基础设施建设，并在央企及硅谷中美技术合作项目中从事跨境技术协作实践。

二、博士论文与研究领域

博士论文（已答辩）：
Governing Digital Selves Across the Metaverse Ecosystem: Identity, Interoperability, and Accountability。

研究贡献（概述）：本论文以“数字自我（Digital Self）”为治理单元，面向 XR、AI、区块链等前沿技术簇共同驱动的新一代数字生态系统，确立一种**以身份为中心的规范性起点**，论文系统提出贯通**身份**（Identity）—**互操作**（Interoperability）—**问责**（Accountability）的“**机制—结构—治理**”一体化分析与治理框架，以回应新一代数字生态系统下风险生成、权利承载与责任落实的**结构性缺位挑战**。

1) **在机制层**，论文引入自我临场（Self-presence）与具身多模态交互（Embodied Multimodal Interaction）解释新风险的生成与放大的内在机制，从而论证在系统设计中前置身份约束的治理必要性；
2) **在结构层**，论文将数字身份（Digital Identity）操作化为“表征—数据—社交—经济”四维治理单元，并提出两项身份治理指导原则，用以情境化校准身份连续性、表达扩展以及保护与创新之间的张力 ；
3) **在治理层**，论文建立“风险—责任—救济（Risk – Responsibility – Remedy）”的映射路径，依托于技术架构/基础设施、社会规范、市场机制与法律约束，组织多层次、可实施的问责工具组合。

与 AI 治理研究的衔接：：本论文关注前沿技术簇如何重塑“数字自我”及其权利与责任边界的治理机制。随着生成式 AI 与智能代理逐步成为通用型数字基础设施，论文提出的“身份中心”治理框架在分析对象界定、责任归因与制度接口层面具有高度可复用性，并可进一步扩展至 AI 治理语境。在该延展方向中，该框架有助于提升用户影响的可界定性、责任的可追溯性与救济路径的可执行性，并为跨平台、跨组织乃至跨境的多方协作治理提供共同的分析语言与政策接口。（具体请参见研究计划）。

三、代表性成果与影响

1) 国际政策/标准化引用与采纳（Evidence of Uptake）

2025｜《**“UK input to Metaverse Interoperability & Standardisation”**》（QUB/UKRI 支持项目 *Shaping the Metaverse (Phase II)*，Deliverable D1.1，2025.09）：报告引用并采用本人论文提出的“三层互操作模型”，并在报告中将其命名为“Yang Model”（p.4, p.13 – 16），**作为识别元宇宙标准化治理的分析工具**，用于映射标准组织 **Metaverse Standards Forum（MSF）** 工作组与技术路线（p.42-47）。

2) 代表论文及认可

1. Yang, L., Xu, Y., & Hui, P. (2025). Framing metaverse identity: A multidimensional framework for governing digital selves. *Telecommunications Policy, 49(3).*

- ✓ 提出**“元宇宙身份”**的四维框架和两项可调原则，为权利承载与制度设计提供治理分析基础。。
- ✓ 会议版 *Metaverse Identity: Core Principles and Critical Challenge* **获第二十四届国际电信学会双年会（2024.06）Best Student Paper Award（唯一）**；并被发表期刊选为当期**首篇。**
- ✓ **第一作者**，识别研究缺口；主导框架概念化、研究设计与论文写作。

2. Yang, L., Ni, S.-T., Wang, Y., Yu, A., Lee, J.-A., & Hui, P. (2025). Interoperability of the Metaverse: A digital ecosystem perspective review. *IEEE Engineering Management Review, 53(3).*

✓ 提出**"三层×四维"**元宇宙互操作性分析模型并给出未来研究与治理路线图。
✓ 治理主题特刊入选（ 9/60 ）/**该期封面页文章。**
✓ **第一作者**，主导框架设计、系统性综述、内容分析与论文写作。

3. Lee, J.-A., Yang, L., & Hui, P. (2023). Legal implications of self-presence in the Metaverse. *Media & Arts Law Review, 25(4).*

✓ 将**自我临场/数字等价理论**与监管分析框架对接，提炼化身虚拟伤害制度化治理路径。
✓ 该季刊当期 3 **篇文章之一。共同第一作者（co-first）**，共同完成概念化、问题分析以及论文写作。

4. Lam, K.-Y., Yang, L., Alhilal, A., Lee, L.-H., Tyson, G., & Hui, P. (2022). Human – avatar interaction in the Metaverse: Framework for full-body interaction. *In MM Asia 2022 (ACM).*

✓ 提出轻量可扩展的**全身人机化身交互框架**，支持实时共享沉浸式环境。
✓ **第二作者**，参与框架设计、文献综述、用户研究与论文修订。

3）学术引文表现： 累计引用 150+ 次，h - index = 5（Google Scholar）

四、科研项目与产业研究

2022 – 2024 | HKUST（GZ) MC² Lab | 区域重点科技研发项目

✓ 参与导师实验室合作项目 3D Virtual Scenes and Digital Humans（2022ZD012）方案讨论、申报论证与材料准备，该项目获批 2022 广东省广州市南沙区重点科技研发计划，总资助 RMB 5,000,000。

2021 – 2022 | 清华大学新闻与传播学院 | 产业发展状态和影响研究

✓ 参与《元宇宙发展研究报告 2.0》（2022.01）与《3.0》（2022.11）行业调研与报告撰写支持（元宇宙产业模块），报告发布后获得广泛传播和讨论。

五、教育背景

香港科技大学 | 跨学科学院 AIS | 跨学科独立研究项目 IIP | 2020.09-至今 | 香港

✓ **跨学科研究训练**（技术系统 × 法律伦理 × 平台治理），形成将计算机与信息系统分析、制度设计与公共政策研究相结合的数字生态系统治理的研究路径；
✓ **指导教授**（技术× 政策）：**Prof. Pan Hui**（计算机科学与数据科学学者，英国皇家工程院国际院士，欧洲科学院院士，IEEE Fellow） | **Prof. Yan Xu**（技术创新管理与政策、通信监管与产业战略学者）

剑桥大学 | Leverhulme Centre for the Future of Intelligence（未来智能研究中心） | 学术访问 | 2025.01-03

✓ 围绕人工智能与元宇宙伦理、责任与治理议题开展研究交流。
✓ **指导教授：Dr. Stephen Cave**（中心主任，哲学家，知名 AI 伦理与治理学者）

武汉大学 | 电子信息工程 学士（辅修市场营销） | 2005.09 – 2009.06

六、国际学术交流

论文报告与专家研讨

✓ **2025.04 | "The Imaginaries of Immortality in the Age of AI"** (AI 2050 Project Conference) | **专家组研讨** | LCFI(剑桥大学)×Berggruen Institute(北京大学)主办 | 中国北京
✓ **2024.06 | 国际电信学会（ITS）第 24 届双年会** | **论文报告(获奖)** | ITS×首尔大学主办|韩国首尔
✓ **2023.03 | Metaverse Law Conference** | **联合论文报告** | 香港中文大学法学院主办 | 中国香港

技术与系统类会议参与

✓ **2025.12 | ACM 亚洲计算机图形与交互技术大会(2025)** | 参会交流 | 美国计算机学会主办 | 中国香港
✓ **2024.03 | IEEE 虚拟现实与三维用户界面会议(2024)** | 协助组织"3rd Workshop on Datasets for Developing Intelligent XR Applications (Data4XR)"（Prof. Yuyang Wang） | IEEE 主办 | 美国奥兰多
✓ **2022.12 | ACM Multimedia Asia(2022)** | 论文系统演示和报告协助 | ACM× 东京大学主办 | 日本东京

政策与治理类国际会议

✓ **2023.06 | INTERPOL Police Science Congress** | "Metaverse: New Frontier of Policing"专题研讨 | 世界刑警组织（INTERPOL）主办 | 新加坡
✓ **2023/2025 | 人工智能合作与治理国际论坛** | I-AIIG 主办 | 香港/墨尔本

七、产业界工作经历

1. **招商局集团 × 硅谷弈恩现实**｜总监→副总经理｜2017.02-2020.08

职责概述：负责中外前沿数字技术合作项目的落地、建设与运营，围绕 XR、数字人、工业仿真等方向搭建联合创新中心，设计并实施跨境合作的组织、预算、质量与交付机制；**在中美科技合作环境变化背景下，持续推进合作机制调整与风险处置。**

- ✓ 参与构建跨境合作的运营与治理框架（战略与预算、组织与人才、质量与交付、伙伴协同）；
- ✓ 推动技术方案在教育与工业等应用场景中的落地，完成需求、实施与评估的闭环协作；
- ✓ 组织本土项目团队承接跨境协同任务，负责交付质量与协作流程管理，探索双边协作双赢模式。

经历沉淀：完整经历双边技术商业合作由早期紧密协同到受外部制度环境约束、合作难以持续的演变过程，在完成多项阶段性合作与本土化交付的同时，识别出跨境技术合作在制度设计与外部冲击应对方面的结构性边界，可为技术双边或多边合作研究提供具有现实张力的案例。

2. **孵化之家(中国"双创"政策背景下的创业项目)**｜联合创始人｜2015.02-2017.01

职责概述：在"双创"政策集中推进阶段，围绕创新载体治理与政策执行中的信息整合与评估需求，以"数据平台 + 研究咨询"为核心，构建创新载体地图、分类体系与评估分析工具；作为政府合作方，**为地方政府提供可执行的政策分析支持**，协助将政策目标转译为载体认定、资源配置与配套扶持的操作标准。

- ✓ 组织建设全国创新载体数据库，覆盖 1,000+ 孵化器、加速器、产业园及相关主体
- ✓ 开展 300+ 众创空间的一线调研与结构化采集，支持跨区域比较分析与政策评估
- ✓ 面向深圳市南山区政府交付委托调研服务，相关成果纳入 2016 – 2018 年专项政策与实施方案

经历沉淀：亲历"双创"政策对资源配置的现实牵引效应，并沉淀区域政策从目标设定到实施评估与迭代优化的的直观认识，也**激发对公共政策在现实运行中行为激励与制度后果的问题意识和研究兴趣**。

3. **华为技术有限公司**｜技术服务工程师→西非地区部服务经理｜2009.07-2014

职责概述：参与并管理跨国关键数字基础设施（4G 网络、承载传输、数据中心）的规划、建设与运营全周期工作，在多国监管环境、跨文化协作与复杂客户治理结构下，承担服务治理、运行风险管控与跨组织协调职责，曾管理 US$70M+ 网络服务业务；在长期一线实践中，逐步形成对数字基础设施在**主权制度、监管要求与商业目标交织条件下运行与治理张力**的结构性问题意识。

- ✓ 参与中国 4G 网络建设和上海世博会网络保障工程，基础数字设施建设运营一线工程经验；
- ✓ 常驻西部非洲三年半，负责欧洲运营商沃达丰加纳子网客户服务，在中资企业、欧洲客户与当地制度环境之间开展多方技术与制度协商；
- ✓ 中国科技企业海外技术服务、商业目标与外部制度约束之间的结构性张力持续现实的长期内外部观察。

经历沉淀：ICT 基础设施建设与运维的端到端实践，使我对技术系统如何通过政策管控、责任分配与组织机制被治理形成了结构性理解，这一经验可直接迁移至对 AI 算力基础设施与责任治理的相关研究。

八、学术和大学服务

2025.11 – 12｜兼职学术出版人，瑞士多学科数字出版研究所（MDPI)

作为兼职学术出版支持人员，参与 *AI for Society*（筹备中）、*AI for Engineering*（主编：郭毅可教授，香港科技大学）及 *Industries*（主编：Prof. Ying Liu，Cardiff University）等国际期刊的前期筹备，包含期刊定位（Scope）论证、编委会组建支持与学术方向协调等工作。

2024.01 – 12｜研究生代表，研究生事务委员会（Committee on Postgraduate Studies），香港科技大学

审阅研究生新项目提案（如 MSc in AI and Entrepreneurship 等）及课程修订方案，就学术标准、合规要求与学生权益保护提出意见建议。

九、技能与语言

研究与政策分析：治理议题识别｜跨国标准与规制比较｜案例与过程追踪｜政策简报与研究写作

国际合作与沟通：国际会议与多边论坛组织｜国际合作网络维护｜研究成果对外表达与传播

项目与团队运作：科研与政策项目实施｜跨文化协作｜风险识别与应对

语言：中文（母语）；英文（工作语言，学术写作与国际交流）

十、推荐人

Prof. Pan Hui｜Prof. Yan Xu｜Prof. Jyh-An Lee