



Stronger, higher

Strategic Plan 2019-2025

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FOREWORD

We are very proud to present to you the Strategic Plan of Lingnan University (Lingnan) for the period of 2019-2025.

Academic excellence has been a hallmark of Lingnan. Founded in Guangzhou in 1888 and re-established in Hong Kong in 1967, Lingnan has evolved from a modest post-secondary college to a leading institution of liberal arts education in Hong Kong. Our vision is to excel as a leading Asian liberal arts university with international recognition, distinguished by outstanding teaching, learning, scholarship and community engagement. Today, Lingnan is consistently ranked among the top liberal arts universities in Asia and we are determined to be the best.

We take great pride in our international outlook as reflected by the great diversity of our faculty and students, our curriculum, and our growing collaborations with many top universities around the globe. Faculty members at Lingnan are dedicated to excellence and innovation in research and knowledge transfer, which contributes to the advancement of knowledge and enhances the broad-based liberal arts education they provide to students. Lingnan graduates emerge with analytical, linguistic, critical and creative thinking skills as well as cultural and global awareness, all of which prepare them to become effective leaders and responsible citizens in this rapidly changing world.

The Strategic Plan 2019-2025 not only outlines the goals and strategies that will guide the development of Lingnan in the next six years, but also represents the continuance of our commitment to excellence in different frontiers as stipulated in the last Strategic Plan. After consulting extensively with stakeholders, we have identified six strategic areas in response to the rising challenges brought about by the intensifying competition within both the local and global higher education sector.

This plan is the result of a comprehensive and open consultation process involving the entire University community: members of the Council and the Court, students, faculty, staff, as well as alumni. We strongly believe that the implementation of this new Strategic Plan will enable Lingnan to build upon its distinguished past and move forward to the future boldly and successfully.

Rex Auyeung
Chairman of the Council

Leonard K Cheng
President

INTRODUCTION

2017-18 was a momentous year for Lingnan University. Over the past year, Lingnan University celebrated the 130th anniversary of its founding in Guangzhou and the 50th anniversary of its re-establishment in Hong Kong. Proudly, we have achieved considerable success in all of the five strategic areas as set out in the Strategic Plan 2016-2022. We are conscious of the new challenges brought about by the changing externalities, and devoted our attention to reflect on areas that need improvement and advancement, particularly in alignment with our vision and mission.

With the approval of the University Grants Committee (UGC) of the University's Planning Exercise Proposal for 2019-2022, the University extended the critical self-review of its progress and processes with a view to mapping out new strategic priorities over the next six years to further enhance and strengthen its position as a leading liberal arts university in Asia.

In this regard, a strategic planning retreat was held on 30 August 2018 that kick-started the planning process to devise a new strategic plan for 2019-2025. The new Strategic Plan 2019-2025 aims to maintain the University's position as one of Asia's leading liberal arts institutions. It represents a continuation of, and indeed a deeper commitment to, this vision. The plan provides a clear roadmap to accomplish important goals under six strategic areas that are appropriate for the new higher education landscape and that will take Lingnan University to its next level of excellence.

VISION, MISSION & CORE VALUES

The University has adopted the following vision, mission and core values since 2015 while its motto remains unchanged.

Vision

To excel as a leading Asian liberal arts university with international recognition, distinguished by outstanding teaching, learning, scholarship and community engagement.

Mission

Lingnan University is committed to

- providing quality whole-person education by combining the best of the Chinese and Western liberal arts traditions
- nurturing students to achieve all-round excellence and imbuing them with its core values

- encouraging faculty and students to contribute to society through original research and knowledge transfer

Motto

Education for service

Core Values

A collegial community of learning and discovery for students and scholar-teachers

Lingnan aims to build a community of learning and discovery with collegial students and scholar-teachers who respect each other, keep an open mind, embrace diversity, appreciate different views, uphold academic freedom and freedom of expression, and accept responsibility for their words and deeds.

Whole-person cultivation and all-round development

Lingnan endeavours to cultivate students' whole-person and all-round growth. It encourages students to pursue independent and critical thinking, creativity and innovation, excellent communication skills including a high level of literacy, social responsibility, personal virtue, cultural accomplishment and a passion for lifelong learning.

Community engagement and social responsibility

Lingnan encourages its members to care for others, to be responsible for their own actions, to serve the local community and beyond, and to make a positive impact for the betterment of humanity.

The Lingnan spirit

The Lingnan spirit, which has flourished since Lingnan's founding in Canton (Guangzhou) in 1888 as Christian College in China, has served over the years to bond all Lingnanians together, and continues to inspire the University today. The Lingnan spirit is marked by passion, loyalty, perseverance, openness to different ideas and cultures, and a readiness to serve.

Profile of the Ideal Lingnan Graduate

Liberal arts education at Lingnan University aims to cultivate skills, competences and sensibilities that enable graduates to pursue their goals with a sense of civic duty in a rapidly changing environment. Lingnan graduates will have breadth and depth of vision, the desire and capacity for public service, a good sense of judgement and an awareness of the complexities that characterise enduring human dilemmas.

ACHIEVEMENTS UNDER STRATEGIC PLAN 2016-2022

Throughout its history, Lingnan University has maintained a fine tradition of pursuing academic excellence that it inherited from its predecessor in Guangzhou. Today, it has become a leading liberal arts university in the region. It was ranked as one of the “Top 10 Liberal Arts Colleges in Asia” by Forbes in 2015 and was ranked as among the top 100 Asian universities in Quacquarelli Symonds (QS) Asia University Rankings 2018.

We have, under the Strategic Plan 2016-2022, made considerable achievements in five strategic areas encompassing academic development and research, student development, campus development, institutional advancement and sub-degree and continuing education. In this section, we highlight some of these achievements.

Under the 1st strategic area of academic development and research, we have

- established a coherent set of institutional Key Performance Indicators (KPIs), which are benchmarked with best practices at leading liberal arts institutions and aligned with the University Accountability Agreement (UAA) through strategic dialogue with UGC and in consultation with members of the University community
- critically reviewed our teaching and learning processes and addressed fully the recommendations from the 2nd quality audit of the University by the Quality Assurance Council (QAC) receiving highly positive assessment of our progress which has been referred to as ‘exemplary’
- fully implemented the “outcome-based approach to teaching and learning” (OBATL) and criterion-referenced assessment for both undergraduate and taught postgraduate (TPg) programmes
- engaged undergraduate students in faculty research and supervised student-initiated research projects including community-based research projects, with the introduction of a brand new student research enhancement funding scheme that provides targeted research training for undergraduate and postgraduate students mentored by faculty members
- developed and launched nine new taught postgraduate programmes including a professional doctorate with TPg/professional doctorate enrolments reaching a record high of 849 students in 2018-19
- made a remarkable leap of 29 places in scholars’ citations per paper in the QS Asia University Rankings 2019, which is further to the big jump of 140 places in the previous year; recorded a 20% increase in total income from Knowledge Transfer (KT) projects and consultancy and a 300% increase in cumulative income from social and community projects; and reached out to serve over 40,000 people who benefitted from our KT activities

- institutionalised a funding mechanism that is driven by research performance to encourage, support and reward colleagues in competitive research grant applications, cross institutional research collaborations, and knowledge transfer endeavours
- forged closer international and regional research partnerships and collaborations, including a strategic partnership with the Centre for Global Higher Education, the world's leading research platform on higher education led by the University College London, which now comprises 15 leading universities in the UK, the Netherlands, US, China, Australia, Ireland, Japan and South Africa
- established closer regional research collaborations through strategic partnerships with Sun Yat-Sen University and South China University of Technology in promoting student learning and research with a focus on the Guangdong-Hong Kong-Macau Greater Bay Area in Southern China

For the 2nd strategic area of student development, we have

- broadened students' international exposure by significantly increasing the number of student exchange partnerships to 210 universities and colleges across 40 countries as well as the number of student exchanges to institutions beyond the Anglo-American mainstream; and through collaboration with more overseas organizations for service/experiential learning and internship opportunities for undergraduate students
- strengthened the role of hostels in enhancing students' language proficiency and established an enhanced support and quality assurance system for advancing hostel education and experiences in line with the University's mission and the attributes of the ideal Lingnan graduate
- provided more leadership training opportunities for students, such as the organization of a High Flyer Club, the Leadership Enhancement Programme for Student Societies, the Higher Education Service-Learning Network, and the Belt and Road Service-Learning Programme in Central Asia
- launched the Lingnan Entrepreneurship Initiative (LEI), a platform to offer a comprehensive innovation and entrepreneurship education programme to Lingnan students and to the greater Lingnan community, and established an Entrepreneurial Knowledge Transfer Fund to nurture student-led startups, and a Social Innovation Hub to enhance innovation and entrepreneurship education through service-learning

For the 3rd strategic area of campus development, we have

- completed work on a Campus Master Plan and submitted a proposal to adjust the plot ratio to the Lands Department for consideration

- built a Multimedia Black Box Theatre, a LEI Beta (β) Lab, a Psychology Lab, a STEAM (Science, Technology, Engineering, Arts and Mathematics) Lab for enriching the cultural and artistic life on campus and for support of STEAM education
- completed the preliminary architectural design and started the engineering studies required for the construction of a Lingnan Hub to facilitate closer staff-student interaction, staff recruitment and retention, and the long-term financial sustainability of the University

For the 4th strategic area of institutional advancement, we have

- successfully launched a brand campaign in connection with the 50th anniversary of the re-establishment of the University in Hong Kong and reaffirmed our commitment to the Lingnan spirit through the year-long celebration that united the entire University community
- promulgated to the university community and the general public our aspiration of nurturing the next generation of world citizens with an undertaking that is summarized by the tagline “Liberal Arts Education • Transformation For Life”
- launched the Alliance of Asian Liberal Arts Universities (AALAU) comprising 25 member institutions as of 20 May 2019 where Lingnan University continues to play a leading role as a founding member in promoting liberal arts education in Asia; and continued to foster inter-university cooperation through the Global Liberal Arts Alliance (GLAA) and the United Board for Christian Higher Education in Asia
- exceeded the 50th anniversary fundraising target of HK\$100M

For the 5th strategic area of sub-degree and continuing education, we have

- merged the Community College of Lingnan University (CCLU) and the Lingnan Institute of Further Education (LIFE) for administrative efficiency and resource efficacy
- repositioned the new LIFE in providing an alternative pathway for high school leavers to pursue quality post-secondary education with unique Lingnan University features as well as quality vocation-oriented academic programmes to meet emerging learning and human resource development needs of society.

PLANNING CONTEXT: THE CHANGING ENVIRONMENT FOR LINGNAN

Despite the many achievements we have made in implementing initiatives under the Strategic Plan 2016-2022, we also realise the University is facing new challenges. The outcome of the 2019-2022 Triennium Planning Exercise and a multitude of changing externalities as described below demand that we reflect strategically on areas that need adjustment, improvement and advancement, particularly in alignment with our vision and mission.

We are aware that our student recruitment, programme development and financial sustainability will be affected by factors like the intensified competition in the higher education sector in Hong Kong and globally, the continued loss of undergraduate student places following the 2019-2022 Triennium Planning Exercise, the constraint of our small size and the enrollment cap, and the loss of research block grant funding allocated to the University.

Internally, we are aware that we must strive to improve student satisfaction with their learning experience, promote teaching innovation, curriculum renewal and pedagogical development, and enhance our research capacity and performance to inform teaching as well as to contribute to knowledge through scholarship.

CONSULTATION PROCESS

This Strategic Plan has been formulated with insights from a wide range of stakeholders under an open and extensive consultation process.

Following the Strategic Planning Retreat held in late August 2018, the Steering Group on Strategic Planning (SGSP), led by the President, formulated a draft Strategic Plan for 2019-2025, through its meetings held in October 2018, December 2018 and February 2019.

The draft Strategic Plan was then disseminated to all staff, students, alumni, and Court and Council members for a month-long consultation starting in early April 2019. In the same month, two forums for staff and faculty members and one for students were organized for the University to gauge their views and comments on the draft. Feedback collected during the consultation period was considered fully by the SGSP in early May 2019 and incorporated into a revised draft.

The Senate endorsed, at its meeting held on 27 May 2019, the revised draft Strategic Plan for submission to the Council. The Council approved, at its meeting held on 17 June 2019, the University Strategic Plan for 2019-2025.

STRATEGIC PLAN 2019-2025

Lingnan University aspires to excel as Asia's leading liberal arts university with outstanding teaching and learning, scholarship and community engagement. We will be consolidating our strengths during 2019-2025 to meet the community's needs and to enhance our unique teaching and learning as well as interdisciplinary research. In response to a changing environment, we have sharpened our strategic goals to focus on six strategic areas that will guide our development from now to 2025:

- Enhancing Undergraduate Teaching and Learning
- Expanding Postgraduate Education
- Driving Research Excellence and Knowledge Transfer
- Advancing Residential Education and Promoting Student Training in Leadership and Entrepreneurship
- Strengthening Institutional Advancement
- Accelerating Campus Development

KEY STRATEGIC AREAS AND INITIATIVES

1. Enhancing Undergraduate Teaching and Learning

Undergraduate teaching and learning foregrounded in liberal arts education are central to Lingnan University's vision and mission. We have provided a diverse and rich learning experience to undergraduate students, mindful that today's young graduates face an increasingly competitive world that requires innovation and flexibility.

We aspire to produce graduates well-equipped with the knowledge (languages, chosen discipline(s), and proficiency in information technology), skills (communication, analytical, critical thinking, collaboration and problem-solving), and attitudes (commitment to service, global citizenship, integrity, cultural sensitivity, and life-long learning) that enable them to meet evolving challenges in different careers in their lives. There is already a wide choice of 14 undergraduate programmes, including three new programmes in Global Liberal Arts, Data Science, and Animation and Digital Arts to be launched in 2019. Our curriculum provides extended and clearly visible international elements.

We are deeply committed to excellence in undergraduate education, and are keen to revise the curriculum and regulatory framework to expand learning opportunities for our students. We will introduce more interactive and smart learning experiences, including greater use of digital learning resources and pedagogical approaches:

Ongoing Developments

- Developing the Bachelor of Business Administration (Honours) – Risk and

Insurance Management Programme and the Bachelor of Arts (Honours) in Global Liberal Arts Programme into Lingnan's flagship programmes and launching new undergraduate programmes, in particular the LEO Dr David P. Chan Bachelor of Science (Honours) in Data Science Programme and the Bachelor of Arts (Honours) in Animation and Digital Arts Programme to meet societal needs

- Promoting research on teaching and learning with the aim of enhancing student learning
- Enriching students' international learning experiences through collaboration with member institutions of the Global Liberal Arts Alliance, the Alliance for Asian Liberal Arts Universities, and 210 exchange partners
- Strengthening students' research competence to enable 100% take-up of undergraduate students for capstone projects, faculty research and supervised student-initiated research, including community-based research and service-learning projects

New Initiatives

- To develop Creative Arts and Media programmes to contribute to Hong Kong as an international cultural hub
- To develop interdisciplinary programmes that combine Artificial Intelligence (AI), Big Data, Business Psychology, Philosophy, and Policy Studies, and to engage students in AI Education and Design Thinking
- To develop smart teaching and learning and other cutting-edge pedagogies with the help of new digital education technologies to support teaching and learning endeavours to meet students' new learning needs in a rapidly changing world where new knowledge and skills continue to appear and workplace requirements are constantly changing
- To reach out to promote Digital Humanities in Art, History and Heritage, e.g. building repositories and databases for cultural and historical conservation, and for student learning
- To collaborate with strategic partners in curating heritage and culture
- To maximise experiential learning outside Hong Kong for all undergraduate students by providing guidance and financial support

2. Expanding Postgraduate Education

Research postgraduate (RPg) education is a key component of Lingnan University's aspirations to be a leading university known for its undergraduate liberal arts education and its world-class research involving both faculty and postgraduate students.

Research Postgraduate students currently comprise less than 3% of the total University student population. Our goal is to increase this ratio to 5%. We also plan to gradually increase the intake of taught postgraduate (TPg) students to around 1,000 by 2025. To achieve both targets, we are committed to forging international research platforms and developing joint professional doctoral programmes in order to create a critical mass of postgraduate students at Lingnan that, when embedded in the network of international research platforms, facilitates postgraduate learning and research:

Ongoing Developments

- Expanding the number of TPg programmes including the launch of a professional doctoral programme to complement the teaching and learning of UG and RPg programmes
- Partnering with overseas universities to develop joint MPhil/PhD programmes

New Initiatives

- To internationalize taught postgraduate and research postgraduate programmes through partnerships and collaborations with renowned Mainland and overseas institutions and to promote inter-university academic programmes of high strategic importance
- To increase and strengthen support provided at the Faculty level for TPg programmes for consistency and alignment of overall standard and Quality Assurance (QA) at programme, faculty and central levels
- To expand the number of RPg students supported by UGC and non-UGC funded sources to create a critical mass of postgraduate students required for a more lively research environment
- To establish a School of Graduate Studies to provide a better and more coherent administrative support system for research and taught postgraduate students and to lead development and change in postgraduate programme administration
- To deepen collaboration in research and postgraduate studies in the Guangdong-Hong Kong-Macau Greater Bay Area
- To reach out and collaborate with local strategic partners to provide professional/postgraduate training programmes

3. Driving Research Excellence and Knowledge Transfer

The reputation of Lingnan University in research rests predominantly on the quality and quantity of our published outputs. It is built on innovation and collaboration. We have a strong vision for developing successful interdisciplinary research, forging international collaborations and partnerships, and a commitment to ensuring that our research effectively informs our teaching as well as a wider process of knowledge transfer besides contribution to academia.

We have seen outstanding improvements in recent years in the number of public grant applications, in particular the highest success rate of 67% among the UGC-funded institutions for the Early Career Scheme funded by the Research Grants Council in 2018-19. We foster research with reviews, incentives, rewards, and publication and conference support. Over the next six years, we will sharpen our focus on the quality and impact of our research and scholarship:

Ongoing Developments

- Supporting strategic thematic research areas for future research development in order to increase the number and total dollar value of competitive research and KT grants
- Improving the quality and impact of our research output as measured by the percentage of our research activities judged to be “world leading” or “internationally excellent” for the 2020 Research Assessment Exercise and beyond
- Developing international and regional inter-university platforms for promoting research cooperation, publication and knowledge transfer in order to increase the number of research and KT projects and events collaborated with overseas institutions

New Initiatives

- To promote comparative research through the Alliance of Asian Liberal Arts Universities
- To reach out to the wider society for strategic joint research funding to enhance research impact on society
- To set up joint research centres/institutes in the Guangdong-Hong Kong-Macau Greater Bay Area
- To support STEAM education in primary and secondary schools, and to collaborate with overseas and mainland tertiary institutions in strengthening liberal arts in STEAM education

4. Advancing Residential Education and Promoting Student Training in Leadership and Entrepreneurship

We recognize the importance of students' success in life beyond graduation as an important outcome of liberal arts education at Lingnan. Preparing students to be responsible and caring citizens who will play a leading role in improving the well-being of fellow citizens is just as important as leading a meaningful life for themselves.

Quality whole-person education and residential education are critical to student development at Lingnan. They prepare students to respond positively to novel situations and unstructured problems and to communicate effectively in academic, professional and social settings to achieve all-round excellence. We will continue to enrich service-learning by inspiring our students to address global humanistic challenges with an emphasis on innovation and entrepreneurship and leveraging on Design Thinking as an approach to problem solving and science and technology as additional tools in search of novel solutions:

Ongoing Developments

- Increasing global internship and service-learning opportunities, particularly in developing economies, and widening the number of overseas internship destinations
- Expanding the network of employers for internships and post-graduation work placements and helping students to understand the opportunities and challenges in the future workplace
- Encouraging student participation in cross-institutional competitions
- Providing more leadership training opportunities to students to sharpen their leadership skills
- Adapting service-learning courses and projects to the needs of the non-major students
- Enhancing the LEI Platform to promote innovation and entrepreneurship, and increasing the number of entrepreneurial projects and activities by collaborating with local and regional innovation and entrepreneurial programmes and through engaging volunteers and mentors

New Initiatives

- To launch an Entrepreneurship Minor and strengthen innovation and entrepreneurship education

- To increase the percentage of students taking part in entrepreneurship, internships, leadership trainings and other forms of experiential learning projects and opportunities
- To develop well-being programmes through joint efforts between the Student Services Centre and the Wofoo Joseph Lee Consulting and Counselling Psychology Research Centre
- To strengthen students' science and technology literacy so students will understand how careers in the future might evolve with the adoption of different technologies
- To enhance campus-wide cross-cultural experiences, including the development of programmes that promote cross-cultural appreciation through residential education

5. Strengthening Institutional Advancement

Our commitment to excellence has produced graduates who have established successful careers in the public and private sectors, and who have made significant contributions to the development of Hong Kong and beyond. The University has also benefited greatly from their generous support of our activities including donation and time spent mentoring our students.

We value our alumni and will embark on a number of new initiatives to strengthen our connections with them. We also aim to vigorously extend our local and international outreach, increasing private and public resources to the University and promoting the Lingnan brand of academic excellence through consistent communications and marketing for the next six years:

Ongoing Developments

- Strengthening communications to promote the University identity and its branding
- Increasing LU's connections with the local community and external stakeholders
- Increasing the number of new donors by connecting with medium-size enterprises and up-and-coming companies (with a market value of at least HK\$1 billion)
- Strengthening alumni network and increasing alumni donations by organising new fundraising campaigns, such as "Thanksgiving Tree Campaign", "Adopt-a-Seat Campaign" etc.

New Initiatives

- To sustain our brand campaign in promoting Liberal Arts Education • Transformation for Life
- To encourage and support staff members to serve the community in various forms as an extension of teaching, research and service to enhance LU's reputation building through contribution to society
- To enhance the alumni network for local graduates as well as those in the Mainland and overseas
- To imbue our graduates and alumni with a philanthropic culture and encourage alumni support to their alma mater
- To connect to donors for support of signature programmes and our established research areas of great strengths
- To initiate major fundraising campaigns to both raise funds and increase the number of donors

6. Accelerating Campus Development

We will redouble our efforts in developing a smart and sustainable campus that enables staff and students to carry out cross-Faculty teaching and learning, research and knowledge transfer activities in collaboration with global partners via online platforms. We will create more physical and virtual teaching and learning spaces by upgrading existing facilities and building additional ones as well as adopting digital online technologies.

Ongoing Developments

- Developing the Library into a technology-enhanced teaching and learning hub through the creation of a new mezzanine level and by upgrading existing facilities to provide a secure, flexible and innovative environment for study and research
- Investing in upgrading IT infrastructure of the two data centres to support the ongoing development of a smart campus
- Leveraging digital technologies to promote sustainable campus development, thereby achieving environmental protection, energy and natural resources conservation and waste reduction

New Initiatives

- To develop multiple off-campus learning hubs that enhance teaching and learning

experience for staff and students

- To establish a new research and learning centre in the Guangdong-Hong Kong-Macau Greater Bay Area
- To build new laboratories (Gerontechnology Experiential Lab, Data Science Lab, Animation and Digital Arts Lab, and AI and Education Lab) to support new programmes and research endeavours as well as to enable smart teaching and learning and facilitate interdisciplinary studies
- To transform traditional classrooms, lecture theatres and tutorial rooms into smart teaching and learning spaces, and redesign and refurbish existing facilities, including the Lingnan University Archives and the Art Gallery, to meet the changing needs of the University
- To complete the construction of the Lingnan Hub

INSTITUTIONAL SUPPORT

Strong institutional support is crucial for our success in accomplishing our missions. To support the initiatives under our six strategic areas, we are determined to ensure our financial prudence and stability through systematic financial planning and monitoring. We will also undertake to establish a robust performance culture and management system and to initiate streamlined business processes and structures to achieve organizational efficiency and effectiveness.

16 August 2019