Lingnan University
Academic Support Services
Strategic Plan for 2009-2016

August 2008

1. Preamble

In June 2003, the University Strategic Plan for 2003-2010 was approved by the Senate for adoption.   With the new leadership of the University, the impending 2009-2012 Triennium, and the new 4-year university system commencing thereafter, the University has embarked on a new strategic planning cycle for 2009-2016.

A Sub-group has been setup under the main Task Force on University Strategic Plan for 2009-2016 viz the Sub-group on Academic Support Services, to examine how to provide quality academic support services for the University.   With the Associate Vice-President (Administration & Planning) serving as the convener, the Sub-group comprises members from five key service units pertaining to academic support services viz the Information Technology Services Centre, Library, Registry, Student Services Centre, and the Teaching and Learning Centre. There are also three academic staff members from the Arts, Business and Social Sciences Programmes.

When preparing the new strategic plan, the Sub-group first reviewed the existing Strategic Plan for 2003-2010 to identify areas that needed to be removed or continued to develop in the coming years.   It then focused on new initiatives which were required for taking on the challenges in the short (2009-2010), middle (up to 2012), and long (beyond 2012) terms.   The challenges are:

- The 3+3+4 Academic Reform, and the new 4-year university system commencing 2012
- Curricula changes and the introduction of the new core curriculum under the 4-year system
- Weaving of outcome-based learning into the new curricula
- Strengthening of service learning and weaving it into the new curricula
- Increased student population and service demand under the 4-year system
- Double cohort of students through the academic years 2012/13, 2013/14, and 2014/15

- Needs of the younger cohort of students admitted under the 4-year system
- The target of becoming a full residential institution
- Further internationalization of student body and enhanced student exchange opportunities

2. Strategic Direction for Academic Support Services

Derived primarily from the University's mission statement, values, and role, a more specific direction has been developed to guide the actions of the University in the area of Academic Support Services for 2009-2016:

Adhering to the student-centered teaching and learning principle, the Information Technology Services Centre, Library, Registry, Student Services Centre and the Teaching and Learning Centre will continue to provide high standard academic support services to the University, especially in preparation for and implementation of the new 4-year university system. Committed to the provision of an environment conductive to teaching, learning, and research, these five units will endeavor to refine their business processes and enhance their effectiveness with an aim to facilitate the University in reaching its goals as an internationally renowned liberal arts university.

3. Institutional Strategy for Academic Support Services

The following broad institutional strategy has been developed to guide the formulation of plans and objectives for Academic Support Services:

To provide a superb campus-based teaching, learning, and research environment that meets the needs of students and staff and takes full advantage of new directions in teaching and learning, access to information and scholarly resources, and new technologies.

4. Strategic Objectives for Academic Support Services

1. To play an active role in the University's efforts to achieve its goal of being an internationally renowned liberal arts university
2. To provide effective support to the University's implementation plan on 3+3+4 Academic Reform

3. To ensure that the University's academic support services provide quality and effective support for its teaching, learning, and research functions

4. To prepare and provide timely and accurate management information to the University

5. To provide a quality environment supported by world-class teaching and learning facilities and a vibrant intellectual life in a stimulating campus community

6. To provide effective support to teaching/professional development needs of faculty and administrative staff

7. To provide effective support for the University's new initiatives

5. Operational Plans, Tactics/Activities to Achieve Objectives and Performance Indicators

While the strategic considerations drive the planning, it is essential that these considerations translate into policy decisions, management actions, and operational goals to be implemented by the responsible units within a particular timeframe, and with measurable outcomes.

In light of the strategic direction and objectives set forth for Academic Support Services, the five service units involved have developed detailed operational plans for 2009-2016.   The operation plans not only concentrate on the units' core businesses but also emphasis inter-unit/interdepartmental collaboration and cooperation to achieve a common set of strategic objectives.   Highlights of major collaborative initiatives for Academic Support Services for the new Strategic Plan are:

1   To enhance the Admission System and Banner Student System for the 4-year university system (e.g. 4 year degree curricula, core curriculum, double major, double cohort, articulation of associate degree students). (Registry, ITSC)

2   Active employment of the web facilities in various processes such as admission applications, transcript applications, appeal for review of exam results, etc. (Registry, ITSC)

3   Integrate new multimedia and related educational technologies and pedagogy into the creation and design of curricula and into teaching and learning (e.g. e-Portfolio for students to develop their academic portfolio, an outcome-based assessment system for assessing course teaching and learning, an

anti-plagiarism software to facilitate assessment of student works). (ITSC, TLC, Academic Departments)

4   Integrate information literacy into departmental programmes so that students can develop life-long learning skills within their chosen discipline. (Library and Academic Departments)

5   Enrich the Library electronic and print collection to support the teaching, learning, and research needs of faculty and students. (Library and Academic Departments)

6   Develop a computer system and a database which could generate different statistical reports from various surveys for access by the University Community. (SSC, ITSC)

7   Plan and implement a more effective system for access control and venue allocation (e.g. smart cards for staff and students). (ITSC, SSC, Library, CO)

8   Provide a superb campus environment to support the needs of our students (e.g. a quality and healthy catering service, more scholarships and financial assistance to students, enhanced hostel facilities, and 100% student residence). (SSC, OIA, CO, Catering Committee, Student Hostels Management Committee)

9   Develop a virtual community with Chinese Mainland universities. (ITSC, PAO, SSC, Library)

10 Provide Web-based research information system (e-CV) which allows academic staff to obtain round-the clock information through the Internet and provide crucial data for management review or similar purposes. (ITSC, ORSD)

11 To move towards a Green Office and improve the paper workflow processes among administrative units and academic departments. An example of the deliverables is an online document management system for published papers and committee minutes. (All Administrative Units and Academic Departments)

These are only selected highlights on collaborative initiatives. For initiatives pertaining to a unit's core businesses, please refer to the Operation Plan section of the unit's Strategic Plan for 2009-2016.