

Lingnan University

Stronger, Soaring

振翅高飛

Strategie Plan

2022-28

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Foreword

We are pleased to present the new Strategic Plan 2022-28 of Lingnan University.

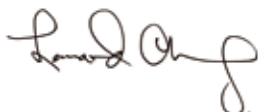
This Strategic Plan is formulated in the midst of the COVID-19 pandemic. The global pandemic has shown, more than ever, the importance of both resilience and flexibility, two institutional capabilities we have developed in dealing with unforeseen disruptions. With strong values and bold strategies, Lingnan University is steadfastly committed to achieving academic excellence by providing quality education and superb learning experience to students and conducting impactful research inspired by care for society. Building upon our previous success and responding to the changing landscape of the higher education sector, the 2022-28 Strategic Plan lays out a clear road map for the development of Lingnan in the next six years as the University fulfils its vision as a leading liberal arts university in Asia.

The University has experienced a lot of extraordinary changes and challenges in recent years. To navigate the landscape that is full of opportunities yet filled with uncertainties, we have identified new strategic priorities while unyieldingly holding to our vision, missions and values. The new Strategic Plan is designed to move the University forward in seven strategic areas: Optimising Liberal Arts Education in the Digital Era; Augmenting Postgraduate Studies; Inspiring Research with Impact; Interfacing Responsible Leadership with Glocal Entrepreneurship; Bolstering Institutional Advancement, Alumni Development and Branding; Enhancing Campus Infrastructure and Planning Campus Expansion; and Deepening the Connection to the Greater Bay Area and the Rest of Mainland.

We are deeply grateful to all Lingnians who contributed to the development of this Plan. The views, ideas and suggestions collected from our stakeholders during the planning process were all valuable and useful. With the concerted efforts of the Lingnan community, the University is determined for success. We look forward to working closely with all stakeholders in implementing the new Strategic Plan in the years to come.



Andrew Yao Cho-fai
Chairman of the Council



Leonard K Cheng
President

Introduction

In formulating our Strategic Plan, we are committed to the fulfilment of our role as a liberal arts university by offering both undergraduate and postgraduate students a broad educational perspective. In addition to utilising government resources responsibly, the University has been introducing new programmes in arts and humanities with both University Grants Committee (UGC)-funded and self-financed student places since the 2019-20 academic year. Also, our expansion in postgraduate education especially in self-financed Taught Postgraduate programmes has provided the University with additional resources to further enhance teaching and research.

The Strategic Plan 2019-25 has focused our initiatives in six strategic areas and the first three strategic areas, viz. “Enhancing Undergraduate Teaching and Learning”, “Expanding Postgraduate Education” and “Driving Research Excellence & Knowledge Transfer”, have achieved remarkable results earning the University superb scores in global rankings. Lingnan was ranked 1st in “International Faculty”, “Inbound Exchange Students” and “Outbound Exchange Students” among 650 universities by QS Asia University Rankings in 2021. We were also ranked 3rd in the world in “Quality Education” among over 1,000 universities by the Times Higher Education (THE) Impact Rankings 2021. In addition, Lingnan’s internationalisation was ranked 33rd by QS World University Rankings in 2022. Significant progress was made in Research Assessment Exercise (RAE) 2020, with 53% of our research outputs (publications) being rated 4-star (“world leading”) or 3-star (“internationally excellent”), more than doubling the 25% in RAE 2014.

Our progress over the past years, a testament to the hard work and commitment of the entire university community, has been encouraging. The University, while facing immense challenges including the emergence of new infectious diseases, will continue to strive to remain a global leader in quality education and impactful research for a better world.

Our 2022-28 Plan sets out how we see the University continuing to scale new heights and embrace emerging opportunities. To keep its Strategic Plans timely, dynamic and responsive to the changing environment, the University has decided to review and develop its Strategic Plans on a rolling basis every three years. In addition to strengthening the six strategic areas which were identified in the previous Plan, the University plans to significantly enhance its strategic cooperation with the Mainland by adding the seventh area, namely *Deepening the Connection to the Greater Bay Area and the Rest of Mainland*, to this 2022-28 Plan to emphasise the University’s ongoing efforts in exploring development opportunities in Mainland China.

Implementing and delivering this Plan will require us to be ever more responsive, dynamic, forward-looking and increasingly agile in our approach. The strategic goals and areas defined in this Plan demonstrate our commitment to achieving our vision to excel as a leading Asian liberal arts university with international recognition, distinguished by outstanding teaching, learning, scholarship and community engagement. The level of engagement and enthusiasm shown by the entire university community in developing this Plan gives us confidence that we shall accomplish what has been planned for the future.

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 instil a sense of civic duty in our students and to cultivate skills, competences and sensibilities that enable graduates to pursue their goals in a rapidly changing social, cultural and economic environment. Lingnan graduates will have breadth and depth of vision, the desire and capacity for public service, an awareness of the complexities that characterise enduring human dilemmas, and, accordingly, maturity of judgement. Excellent as leaders and employees, Lingnan graduates will be the beneficiaries of a multi-dimensional approach to learning.

Achievements under Strategic Plan 2019-25

Guided by the liberal arts education philosophy, the University has endeavoured to meet the societal needs through our educational provision, research and knowledge transfer (KT). Interdisciplinary undergraduate programmes have been offered to nurture students with broad intellectual foundation so that they can quickly respond to changes in a competitive world. At the postgraduate level, the University grooms working adults to realise their dreams and potentials in careers. Together our undergraduate and postgraduate programmes have engendered a synergy in teaching and research. On the research front, the University values research and knowledge transfer that generate social impact and demonstrate care for the local community. In this section, some of these achievements are highlighted:

Under the 1st strategic area “Enhancing Undergraduate Teaching and Learning”, we have

- been ranked 3rd in the world in “Quality Education” among over 1,000 universities by the Times Higher Education (THE) Impact Rankings 2021
- scored the highest in “teaching and learning satisfaction” and second highest in “undergraduate satisfaction with their overall learning environment” among UGC-funded universities’ student evaluations, according to the UGC’s University Accountability Agreement (UAA) annual progress reports for both 2018 and 2019
- been ranked 1st in “International Faculty”, “Inbound Exchange Students” and “Outbound Exchange Students” among 650 universities by QS Asia University Rankings in 2021
- introduced five new undergraduate (UG) programmes (including self-financed ones) and a number of majors/concentrations/minors that feature creativity/creative arts and media, artificial intelligence (AI) and ethics, big data and business psychology
- over 80% of our undergraduate students participating in semester-long exchange or outbound summer programmes before the onset of the global COVID-19 pandemic
- enriched students’ international learning experiences through over 250 exchange partners, including members of the Global Liberal Arts Alliance (GLAA) and the Alliance of Asian Liberal Arts Universities (AALAU)

- admitted over 400 non-local exchange students per year from many countries/regions, significantly increasing our campus' international character before the COVID-19 pandemic
- admitted non-local degree-seeking students representing over 20 nationalities, generating ample opportunities for cross-cultural learning and appreciation

**For the 2nd strategic area
"Expanding Postgraduate Education",
we have**

- expanded postgraduate (PG) programmes not just at the taught master's level but also at the taught/professional doctoral level to address changing needs in areas including "creative arts and creative industries", "health and social care", "smart cities" and "big data analytics", and to promote Hong Kong as a leading international education hub
- increased modestly the number of research postgraduate (RPg) students by using non-UGC funds and over-enrolment of UGC-funded quotas to create a critical mass of postgraduate students required for a more lively research environment
- partnered with renowned overseas/Mainland institutions (particularly those in the Greater Bay Area) to develop joint PG programmes and to internationalise our programmes through such partnerships and collaborations to further enhance the provision of international learning opportunities for our students, e.g. placement, internship, exchange, study tours, etc.
- attracted a high percentage of non-local PG students to our programmes
- recorded an impressive completion rate of RPg students
- nurtured young researchers and scholars as reflected in the high percentage of our RPg graduates having pursued a research-related career/studies after graduation
- established the School of Graduate Studies in 2019 to strengthen the central support provided for PG programmes as well as the monitoring of their quality while the Board of Graduate Studies was also established in 2020 to strengthen the quality assurance of academic programmes at the school/faculty level

For the 3rd strategic area “Driving Research Excellence and Knowledge Transfer”, we have

- been recognised in Research Assessment Exercise (RAE) 2020:
 - ❖ the percentage of publications rated 4-star (“world leading”) or 3-star (“internationally excellent”) has more than doubled in comparison with the RAE 2014
 - ❖ the percentage of outputs rated 4-star in Sociology & Anthropology, Accountancy, Philosophy and Social Work & Social Policy were ranked top two in these four Units of Assessments (UoAs)
 - ❖ Social Work & Social Policy and Accountancy achieved notable results in terms of 4-star and 3-star outputs in these two UoAs
 - ❖ more than half of the Impact Cases were rated 4-star (“outstanding impacts”) or 3-star (“considerable impacts”)
- increased research funding and broadened social impact since 2019 (e.g. HK\$63 million and HK\$32 million were received from the UGC Research Matching Grant Scheme and the Hong Kong Jockey Club Charities Trust respectively)
- established five joint research centres in the Greater Bay Area and partnerships with international universities to access worldwide research platforms
- recorded an increase in cumulative income from on-going social projects and contract research by 209% and 54% respectively
- launched the Fighting COVID-19@Lingnan campaign to meet the changing social needs of society during the pandemic
- launched the Intellectual Property (IP) Clinic in the Office of Research and Knowledge Transfer since 2020 which had supported six patent filings, two trademark registrations (apart from three patent filings and one trademark registration prior to that), and the first licensing deal of the University

For the 4th strategic area

“Advancing Residential Education and Promoting Student Training in Leadership and Entrepreneurship”, we have

- recorded a high student participation in international exchanges, Service-Learning, humanitarian entrepreneurship and research with social impact
- involved over 600 student-participants and benefited more than 12,000 community beneficiaries annually through Service-Learning activities
- offered 45 entrepreneurial trainings/activities and 26 global start-up internship opportunities for students in 2020-21
- introduced the Wellness Hotspot and Living Well Academy
- launched a CC4U (Closely Connected for You) Campaign
- established a laboratory on physiological indicators of well-being

For the 5th strategic area

“Strengthening Institutional Advancement”, we have

- promoted LU’s success stories to local and international communities
- participated actively in the international community of liberal arts institutions, including GLAA and AALAU
- established University-wide undergraduate and postgraduate alumni associations
- raised HK\$131,662,722.60 of funds from 1 September 2019 to 31 August 2021 (HK\$71,949,265.62 in 2019-20, and HK\$59,713,456.98 in 2020-21)

**For the 6th strategic area
“Accelerating Campus Development”,
we have**

- built Heng Kam Lin Computer Centre, LU Jockey Club Gerontech-X Lab and LEO Dr David P. Chan Data Science Programme Learning Resources Centre
- built an additional Mezzanine floor in the Library which among other things houses a Design Innovation Lab to create a Learning Common

Consultation Process

The University, in consultation with the Steering Group on Strategic Planning (SGSP), identified seven strategic areas which formed the basis of the Strategic Plan for 2022-28. They were first formally discussed in the Strategic Planning Retreat (Retreat) held in May 2021. The Retreat was well attended by members of the Council and the Court, heads and representatives of academic departments, and directors/heads of administrative offices and units, as well as nominated faculty members. Views on the opportunities and the challenges facing the University deliberated at the Retreat were used as input to formulate a draft Strategic Plan. The draft Plan was then disseminated to the entire University community for consultation in October/November 2021. In addition, two forums were held to solicit views from faculty and staff as well as students on 10 and 15 November 2021 respectively. Feedback collected from the entire University has been incorporated in the revised draft for endorsement by the Senate and approval by the Council. The Strategic Plan, which outlines the goals and strategic initiatives of each of the seven strategic areas, will guide the development of the University in the coming years.

Strategic Plan 2022-28

Building on our heritage from Guangzhou as a leading university since 1888, Lingnan University strives to be a Global Leader in Quality Education and Impactful Research for a better world. Among our different aspirations, we place Quality Education and Student Learning Enhancement as our top priority. Given the University's position in 2021, the Strategic Plan 2022-28 will guide the University's development during the planning period in seven strategic areas:

- Optimising Liberal Arts Education in the Digital Era
- Augmenting Postgraduate Studies
- Inspiring Research with Impact
- Interfacing Responsible Leadership with Glocal Entrepreneurship
- Bolstering Institutional Advancement, Alumni Development and Branding
- Enhancing Campus Infrastructure and Planning Campus Expansion
- Deepening the Connection to the Greater Bay Area and the Rest of Mainland

Key Strategic Areas and Initiatives

1

Optimising Liberal Arts Education in the Digital Era

The COVID-19 pandemic has a profound impact on education. Though the pandemic may slowly end, the University has prepared itself to adapt to the demands of the new normal and monitor the new trends for the future of learning. To develop our academic staff as leaders in the provision of innovative pedagogy under this new normal and beyond, they have received training workshops on hybrid/blended learning and teaching. Student workshops have also been provided to familiarise them with topics such as mobile app, AI, 3D modeling and video production, etc.

Under this area, we focus on optimising students' learning and personal and intellectual growth through LU's innovative liberal arts education. Specifically, the goal is to further enhance 21st century skills: the 4Cs, namely, Critical thinking, Creativity, Communication and Collaboration, through technology-enhanced teaching and learning, innovative pedagogy and strategic collaborations and partnerships. Particular emphasis will be placed on cultivating academic skills, information literacy, and life and career skills (leadership and social skills), including desirable behavioural traits such as self-motivation, lifelong learning, entrepreneurial spirit, integrity, and personal and social responsibility. The socio-economic and political landscapes are being reshaped continuously by unprecedented digital innovations. Our strategies aim to address both challenges and opportunities that emerge in this digital age.

Strategic Initiatives

- To further expand and develop new programmes in priority disciplines to serve specific societal needs, such as creative arts, cultural and creative industries, digital economy, big data, AI, risk management and insurance, and innovation and entrepreneurship, health and social services, gerontechnology and well-being, counselling and positive psychology and ecology and environmental protection
- To explore the feasibility of introducing double degree programmes by the University itself or in collaboration with other institutions

- To consider the possibility of introducing fully online programmes, in addition to programmes delivered through traditional face-to-face classes or a hybrid mode
- To establish the School of Interdisciplinary Studies to encourage interdisciplinary studies by building on the niche areas and interdisciplinarity across the three Faculties
- To further enrich students' international learning experience through various forms of regional and international outreach and experiential programmes
- To enable students to become digitally literate and 21st century work ready through technology-related training embedded in curriculum and extra-curricular activities
- To recruit more and better qualified Mainland and international students with LU's unique brand
- To enhance undergraduate teaching and learning by focusing on four areas of strategic priority: learning enhancement, learning innovation, learning analytics and learning design
- To build on, systematise and enhance the utilisation of teaching and learning data to inform teaching and learning change
- To develop Lingnan staff into leaders in the provision of innovative pedagogy

2

Augmenting Postgraduate Studies

In the 2019-22 triennium, we focused on the expansion of postgraduate (PG) programmes including professional programmes at the doctoral level and internationalisation of PG programmes through collaborations/partnerships with renowned Mainland/overseas institutions. Different learning opportunities have been provided to enhance the international learning experiences of our students, e.g. international conferences and study trips were organised with and at our partner institutions, development of double degrees and joint degrees, etc. Building on our strong UG foundation (which complements our PG programmes), the University will focus on augmenting the development of PG studies.

Strategic Initiatives

- To continue to develop new PG programmes to serve specific societal needs in the following priority disciplines:
 - ❖ Arts: Art, culture and creative industries
 - ❖ Business: digital economy, big data, AI, risk management and insurance, and innovation and entrepreneurship
 - ❖ Social Sciences: health and social services, gerontechnology and well-being, smart city, counselling and positive psychology
 - ❖ Science: ecology and environmental protection
- To organise collaborative research and postgraduate courses with Mainland/overseas institutions
- To develop joint research postgraduate (RPg) programmes through partnerships and collaborations with renowned Mainland and overseas institutions
- To expand taught postgraduate programmes with a strong international orientation and some with professional orientation/recognitions, building on the strengths of Lingnan and its strategic partners
- To continue expanding the number of RPg students to create a critical mass for further enlivening the research environment

- To contribute to regional/national development by nurturing talents in relevant disciplines such as those needed in the Greater Bay Area Strategic Development Plan and the Belt and Road Initiative
- To strengthen community engagement with facilities in the city
- To offer multi-campus learning experiences

3

Inspiring Research with Impact

We highly value research and knowledge transfer (KT) that generate social impact and demonstrate care for the community, as encapsulated in our tagline **Impact with CARE** – which stands for **C**ommitting to Society, **A**dvancing Entrepreneurship, **R**evitalising Heritage, and **E**mbracing Sustainability.

With a dual focus on the quality and impact of research, Lingnan is committed to both local relevance and international resonance. We will proactively seek funding support from the wider society, continue to build research capacity and strength through both regular and strategic recruitment, and forge international research collaborations by developing more international and regional inter-university research platforms and partnerships.

Strategic Initiatives

- To support strategic thematic research areas to increase the number and monetary value of competitive research and KT grants
- To achieve more “world leading” (4-star) and “internationally excellent” (3-star) ratings in UGC’s future Research Assessment Exercise
- To recruit talents to strengthen strategic research clusters
- To develop international and regional inter-university platforms to promote research collaboration, publication and KT
- To reach out to the wider community in Hong Kong and overseas for joint research funding
- To pursue emerging industrial partnerships and research collaboration for environmental sustainability
- To raise Lingnan’s prominence in promoting cultural exchanges with the establishment of the Advanced Institute for Global Chinese Studies

4

Interfacing Responsible Leadership with Glocal Entrepreneurship

Whole-person development through an enriched campus life has been a distinct feature of Lingnan's liberal arts education for all undergraduate and postgraduate students. To respond to dynamic demands and meet current and prospective needs in the 21st century, Lingnan strives to prepare its students to be responsible and ethical citizens who will play a leading role in addressing contemporary issues from both local and global perspectives. They will be empowered through opportunities for engaging themselves in innovative and entrepreneurial activities in the region and beyond. Students' career opportunities will be enhanced and energised as Hong Kong will be increasingly integrated with the booming Mainland, particularly the Greater Bay Area.

Strategic Initiatives

- To nurture caring leaders with glocal vision - a global perspective anchored in local and national heritages, including knowledge about Hong Kong's Basic Law, National Security Law and China's Constitution
- To cultivate whole-person development to prepare students for the employment landscape and to nurture them to remain competitive glocally and to act responsibly in the changing world
- To facilitate and provide tailor-made learning support for all students, including those with special educational needs
- To provide more opportunities for students by expanding collaborations with partners in the Greater Bay Area to incubate start-ups, develop suitable technology, and engage them in innovative and entrepreneurial activities in the region and beyond
- To strengthen exchange programmes, overseas internships and international Service-Learning programmes

5

Bolstering Institutional Advancement, Alumni Development and Branding

Soliciting donations to support the development of the University and fostering sustainable relationships with key stakeholders (e.g. donors, Lingnanians and supporters) will be the key tasks for fundraising and pertinent relationship building. The goal of alumni development is to grow and expand Lingnan alumni networks and strengthen alumni relationships. At this juncture and in the next few years the major opportunities lie in assisting the development of both the university-wide undergraduate and postgraduate alumni associations and working closely with them to build and enhance relationships with the alumni community. This is also an opportune time to review the Lingnan's brand and launch a branding campaign to raise the visibility of the University with various stakeholders locally, regionally and globally.

Strategic Initiatives

Institutional Advancement and Alumni Affairs

- To increase the number of new donors and enhance the communication with existing donors
- To raise funds for signature programmes, such as the Global Development and Sustainability Programme, Data Science Programme, and Risk and Insurance Management Programme, and for the University's established research areas that exhibit great strengths
- To initiate fundraising programmes, such as Lingnan's 60th anniversary of re-establishment celebratory events, to raise funds for the Lingnan Hub and other initiatives such as the "LU Entrepreneurship Fund"
- To strengthen alumni relationship and network and enhance the sense of pride of alumni

Branding and Reputation Building

- To emphasise Lingnan's excellence in quality education, impactful research, KT and social engagement, and implement a university-wide strategy for the enhancement of brand awareness and visibility

- To further expand our local, Mainland and international stakeholders networks and keep them abreast of the latest development at Lingnan
- To plan and organise a series of university-wide celebratory events, fundraising and alumni networking initiatives to commemorate Lingnan's 60th anniversary of re-establishment in Hong Kong

6

Enhancing Campus Infrastructure and Planning Campus Expansion

The University is committed to developing a smart campus through continuously enhancing facilities to meet its changing teaching, research and other development needs. Transforming the University to become a smart campus using emerging technologies has been high on our agenda. As examples, our building management system, visitors' management system and room booking system have recently been enhanced, and more will be done as we upgrade existing facilities and add new ones.

Strategic Initiatives

- To build the teaching laboratories for Music, Science and AI courses
- To construct the Lingnan Hub, a staff quarters cum co-living space
- To continue to expand our existing provision of learning spaces in alignment with prevailing technology
- To acquire additional teaching facilities beyond the Tuen Mun Main campus
- To set up a city centre to serve the wider community

7

Deepening the Connection to the Greater Bay Area and the Rest of Mainland

In alignment with the HKSAR Government's support for universities in Hong Kong to offer education services in the Greater Bay Area, Lingnan has been collaborating with some higher education institutions in the area. Taking into consideration the close cooperation between 11 cities of the Pearl River Delta including Hong Kong, Macau, Shenzhen and Guangzhou, the Greater Bay Area presents significant opportunities for Lingnan and its students.

This Strategic Area focuses on the development of the University's platforms and networks on the Mainland to raise its competitiveness and contribute to the research and teaching and learning initiatives in support of the University's strategic directions of a) engaging in deep collaboration with Mainland partner institutions and actively exploring the establishment of a collaborative campus in the Greater Bay Area; and b) enhancing students' learning experience through outreach and experiential programmes.

Strategic Initiatives

- To formulate a Mainland strategy and designate an office to provide oversight on Mainland matters
- To establish Institutes for Advanced Studies and innovation centres with Mainland institutions for joint research, PhD training and wider R&D engagement
- To explore with Mainland institutions to develop a collaborative campus in the Greater Bay Area or other locations on the Mainland with adequate and reliable fiscal support

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