



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 internationalise 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 recognise 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 organisational efficiency and effectiveness.

16 August 2019

凝聚優勢 再創高峰

2019 至 2025 年度
策略發展計劃

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前言

我們十分榮幸，向大家展示，嶺南大學（嶺大）2019 至 2025 年度策略發展計劃。

嶺大一直以學術卓越為傲。自 1888 年於廣州創校及後於 1967 年在香港復校，嶺大從一所細小的專上學院發展為香港出類拔萃的博雅教育學府。我們的願景是以優秀的教學、研究及社區參與，成為一所享譽國際、在亞洲首屈一指的博雅大學。時至今天，嶺大位列亞洲頂尖博雅大學排名榜，我們矢志成為行列中的翹楚。

我們為大學的國際化感到自豪，嶺大師生來自不同國度，課程設計多元化，並不斷與全球許多頂尖大學發展協作關係。嶺大教員致力於研究及知識轉移方面追求卓越和創新，既推動知識發展，也提升基礎寬廣的博雅教育質素。嶺大畢業生具備分析、語言、慎思明辨及創新思維的能力，富有文化觸覺及環球意識。這些質素有助他們在瞬息萬變的世界裡成為有作為的領導者和有責任心的公民。

2019 至 2025 年度策略發展計劃不僅概述了嶺大未來六年的發展目標及策略，而且體現了我們就上一份策略發展計劃各個範疇追求卓越的連續性。在廣泛諮詢各持分者後，我們確立了六個策略發展領域，以應對本地及全球高等教育界內競爭加劇所帶來的挑戰。

本計劃是大學全面及公開諮詢全體成員的結晶，參與的包括校董會及諮議會成員、學生、教職員以及校友。我們深信，本計劃的落實，將使嶺大在其輝煌的歷史基礎上奮力向前，朝成功之道昂首邁進。

校董會主席
歐陽伯權

校長
鄭國漢

引言

2017 至 18 年度對嶺大而言至為重要。嶺大於該學年慶祝在廣州創校 130 週年及在香港復校 50 週年。同時，我們對能成功落實 2016 至 2022 年度的策略發展計劃中五大領域的工作感到自豪。嶺大意識到，外在環境的不明朗因素將會為我們帶來新的挑戰，我們關注那些尚待改善及推進的範疇，特別是需要和嶺大願景及使命保持一致的方面。

大學在獲得大學教育資助委員會（教資會）批准其 2019 至 2022 年度學術發展建議書後，就發展進度及程序進行了全面的檢討，從而規劃出未來六年的策略重點，以祈進一步提升及鞏固嶺大作為一所亞洲首屈一指博雅大學地位。

就此，嶺大於 2018 年 8 月 30 日舉行了策略發展計劃的集思會，為 2019 至 2025 年度策略發展計劃的籌備工作揭開序幕。2019 至 2025 年度策略發展計劃，以鞏固嶺大作為亞洲首屈一指博雅大學的地位為目標。因此，該計劃代表了嶺大願景的持續性和為此進一步奮鬥的承諾和決心。該計劃針對現今高等教育界的格局，為嶺大未來六大發展領域目標定下清晰的路向，引領大學再創佳績，更上層樓。

願景、使命和核心價值

嶺大自 2015 年起，一直致力實踐以下願景、使命和核心價值，並繼續秉承校訓。

願景

成為一所享譽國際、在亞洲首屈一指的博雅大學，在教學、研究和社會參與方面有優秀的表現。

使命

嶺南大學致力

- 提供融合最優秀的中西博雅教育傳統的優質全人教育；
- 培育學生全方位的卓越才能，並向他們灌輸其核心價值；
- 鼓勵教師和學生以原創性的研究和知識轉移貢獻社會。

校訓

作育英才，服務社會

核心價值

構建學生和學者老師共同研習的群體

嶺大旨在構建一個學生和學者老師共同學習和研究學問的群體。師生互相尊重包容、經常保持開放的態度，接受多元文化和不同意見，維護學術和言論自由，並對自己的言行負責。

全人培養和全方位發展

嶺大竭力培育學生實現全人和全方位發展。鼓勵學生努力學習獨立思考和慎思明辨的能力，發揮創意勇於創新，掌握優良的溝通技巧和高水準的語文能力，培養社會責任感、個人品德、文化修養和終身學習的熱忱。

社區參與和社會責任

嶺大鼓勵所有成員關心別人，對自己的行為負責，服務本地和其他社群，並為人類謀求福祉。

嶺南精神

嶺南大學始於 1888 年在廣州創立的「格致書院」，多年以來一直承傳著嶺南精神，把嶺南人聯繫在一起，直到今天仍然是嶺大的核心思想。嶺南精神的特點是熱情、忠誠、堅毅、包容不同的思想和文化，而且積極為社會作出貢獻。

理想的嶺大畢業生特質

嶺南大學的博雅教育旨在培育學生的知識、技能及洞察力，使他們畢業後能在瞬息萬變的環境中追求自己的目標，而同時擁有公民意識。嶺大畢業生將具備廣闊且深遠的視野、服務社會的熱忱和能力、良好的判斷力、及對人類困境複雜性的認識。

2016 至 2022 年度策略發展計劃的成果

由創辦至今，嶺大一直秉持其源自廣州的優良傳承，追求卓越學術成就。今天，嶺大已成為亞洲領先的博雅大學。嶺大於 2015 年獲《福布斯》評為「亞洲十大頂尖博雅學院」，及在 Quacquarelli Symonds (QS) 2018 年亞洲大學排行榜上名列 100 大之內。

我們於 2016 至 2022 年度策略發展計劃中五個策略發展領域取得相當的成果，包括學術發展及研究、學生發展、校園發展、大學拓展及副學位和持續進修教育。在本章節中，部分成果將重點列出。

在第一個策略領域 - 學術發展和研究，我們：

- 參考眾多著名博雅教育院校的做法，與教資會進行策略性的交流，並根據其「大學問責協議」及在諮詢嶺大全體成員後，訂下連貫清晰的主要表現指標
- 嚴謹地審視校內的教與學的程序及全面跟進第二份質素保證局核證報告對嶺大的建議，獲得當局對我們的進展給予「優異」的高度正面評價
- 全面實施「果效為本的教與學方法」，並在本科及修課式研究生課程實行標準參照評核模式
- 吸引本科生參與教員的研究，教員亦指導由學生主導的研究，包括社區研究調查。大學亦推出全新的「學生研究優化資助計劃」，讓本科生及研究生在教員的指導下接受針對性的研究培訓
- 發展及推出九個全新修課式研究生課程包括一個專業博士課程，合共於 2018/19 學年取錄了 849 名學生，數字為歷年之冠
- 在 QS 2019 亞洲大學排名中，論文被引用次數躍升 29 位，是繼去年排名大幅上升 140 位之後另一重要里程碑；知識轉移項目及顧問總收入錄得 20% 的增幅，而社會及社區項目累積收入增加 300%；知識轉移活動受惠人數達 40,000 多人
- 把以研究表現為指標的批撥經費機制制度化，藉此鼓勵、支援及獎勵同事在申請競逐性的研究資助、跨院校研究合作及知識轉移活動的努力
- 與國際及地區院校建立了更緊密的研究夥伴及合作關係，包括與由倫惇大學牽頭的世界領先高等教育研究平台「全球高等教育中心」建立策略夥伴關係。該中心由 15 間來自英國、荷蘭、美國、中國、澳洲、愛爾蘭、日本及南非的著名大學組成

- 與中山大學及華南理工大學結成策略合作夥伴，從而建立更緊密的地區性研究協作，促進以粵港澳大灣區為重點的學生學習及教員研究

在第二個策略領域 - 學生發展，我們：

- 為擴闊學生的國際視野，嶺大顯著增加了學生交流合作院校的數目；目前共有 210 間來自 40 個國家的大學或院校。此外，在主流英美地區以外的院校交流學生人數亦有顯著增幅。透過與更多海外組織及機構合作，嶺大為本科生提供更多服務研習、體驗學習及實習機會
- 加強宿舍在提升學生語文能力方面的角色，及根據大學的使命以及理想的嶺大畢業生應具備的特質，建立一個加強支援和質素保證的機制，以推動宿舍教育和體驗
- 為學生提供更多提升領導才能的機會，例如「越嶺」計劃、為學生組織而設的「領袖才能提升計畫」、「高等教育服務研習網絡」及「一帶一路中亞服務研習計劃」
- 推出「嶺大創業行動 (LEI)」，旨在為嶺大學生及嶺大社群建立的創新及創業的教育平台；成立「知識轉移創業基金」，支援由學生牽頭的初創企業；成立「社會創新中心」，透過服務研習推動創新及企業家精神的教育

在第三個策略領域 - 校園發展，我們：

- 完成校園發展總體計劃，及向地政總署提交了一份調整地積比率的建議書
- 興建多媒體黑盒劇院、嶺大創業行動 Beta (β) 實驗室、心理學實驗室及 STEAM 教學中心，旨在豐富校園的文化藝術氛圍及支持 STEAM 教育
- 完成「嶺南坊」的初步建築設計及開始所需的工程研究工作。「嶺南坊」除有利於教職員與學生之間的緊密互動外，也有助招聘和挽留人才，長遠來說亦有利於大學財務的可持續性

在第四個策略領域 - 大學拓展，我們：

- 成功推出品牌推廣活動以慶祝嶺大在港復校 50 周年，及透過長達一年的校慶活動，重申我們對嶺南精神傳承的承諾，並進一步加強嶺大社群的凝聚力
- 以「博雅教育·成就一生」口號為概要，加強嶺大社群及大眾肯定我們致力培育下一代世界公民的辦學方針
- 成功創立「亞洲博雅大學聯盟」，截至 2019 年 5 月 20 日，已有 25 間院校

加入；作為創立成員，嶺大繼續擔當領導角色推動亞洲地區的博雅教育；透過與「世界博雅學府聯盟」及「亞洲基督教高等教育聯合董事會」的合作，加強跨大學的聯繫

- 籌款額超過復校 50 周年一億港元的目標

在第五個策略領域 - 副學位和持續進修教育，我們：

- 將嶺南大學社區學院及嶺南大學持續進修學院合併，以提升行政效率和資源效益
- 把合併後的嶺南大學持續進修學院重新定位，為已完成高中的人士提供高質素而富嶺大特點的高等教育及職業導向學習課程，以滿足社會對進修及人力資源發展的新興需求

計劃背景：從轉變的環境中出發

儘管嶺大落實了眾多於 2016 至 2022 年度策略發展計劃中的措施，我們亦明白嶺大正面對新的挑戰。教資會 2019 至 2022 年度的三年期規劃工作的結果，及下列一眾外在不明朗因素，使我們必須策略性地重新審視有待調整、改善及加強的範疇，特別是需要和嶺大願景及使命保持一致的方面。

我們明白招生、課程發展及財務可持續性將會受若干因素影響，包括香港及全球高等教育界激烈的競爭、2019 至 2022 年度 3 年期規劃工作資助計劃下本科生學額持續的下跌、嶺大的小規模及收生上限的約束和被削減了的整體研究補助金撥款等。

校本方面，我們明白嶺大必須致力豐富學生的學習體驗以提升他們的滿意度，加強教學創新、課程更新及教學方法開發、提高研究能力和表現以豐富教學內容，及透過研究拓闊知識。

諮詢過程

本策略發展計劃經過公開而廣泛的諮詢，結集不同持分者的見解而制定。

於 2018 年 8 月底舉行的「策略發展計劃集思會」後，由校長帶領的策略規劃督導小組（SGSP），在 2018 年 10 月、12 月及 2019 年 2 月舉行的會議後，制訂了 2019 至 2025 年度策略發展計劃草稿。

策略發展計劃草稿於 2019 年 4 月上旬向大學教職員、學生、校友、諮議會及校董會成員發布，進行了為期一個月的諮詢。同月，大學為教職員及學生分別舉辦了兩場及一場公開論壇，以收集他們對草稿的看法和意見。督導小組於 2019 年 5 月上旬對在諮詢期收集到的所有意見進行全面考慮，並納入修訂稿。

策略發展計劃修訂稿獲教務會於 2019 年 5 月 27 日的會議上認可並提交校董會；及後，校董會在 2019 年 6 月 17 日的會議上，正式通過大學的 2019 至 2025 年度策略發展計劃。

2019 至 2025 年度策略發展計劃

嶺大立志透過在教學、研究和社會參與方面優秀的表現，成為亞洲首屈一指的博雅大學。在 2019 至 2025 年度，我們將會鞏固大學的優勢以滿足社會的需要，強化嶺大獨特的教與學及跨學科研究。針對瞬息萬變的環境，嶺大由現在起至 2025 年，發展目標將聚焦六個策略領域。

- 優化本科生課程的教與學
- 擴大研究生教育
- 推動卓越的研究工作及知識轉移
- 加強宿舍教育及培訓學生的領導才能及企業家精神
- 強化大學拓展
- 加快校園發展

主要策略領域及措施

(一) 優化本科生課程的教與學

博雅教育所著重的本科生課程的教與學，為嶺大願景及使命的重中之重。今天年輕的畢業生正面對競爭越趨激烈的環境，需要創新及靈活性。為此，嶺大為本科生提供多元而豐富的學習體驗。

嶺大致力使畢業生具備知識（語文能力、所選主修知識及資訊科技能力）、技能（溝通技巧、分析、慎思明辨、協作及解難的能力）、及態度（社會服務的承擔、世界公民質素、誠信、文化觸覺及終身學習），以裝備他們在不同職業生涯將會遇到的不斷演變的挑戰。

嶺大開辦了 14 個涵蓋範圍廣泛的本科生課程，當中包括於 2019 年推出的環球博雅教育、數據科學及動畫及數碼藝術三個課程。嶺大的課程具備廣泛而清晰可見的國際元素。

我們堅定不移地提升本科教育質素，並熱忱於優化課程內容及監管架構，以拓寬學生的學習機會。嶺大將推出更多充滿互動性及智慧化的學習體驗，包括採用更多數碼學習資源及教學法：

進展

- 將工商管理（榮譽）學士 - 風險及保險管理及環球博雅教育（榮譽）文學士發展成嶺大的重點課程，並推出嶺南教育機構陳斌博士數據科學（榮譽）理學士，及動畫及數碼藝術學（榮譽）文學士課程以滿足社會需要

- 推廣教與學的研究，以提升學生的學習
- 通過與「世界博雅學府聯盟」及「亞洲博雅大學聯盟」的成員院校及嶺大 210 個海外交流院校夥伴合作，豐富學生國際學習經驗
- 提升學生研究能力，確保所有本科生修讀畢業專題項目、參與教員的研究項目及由教員指導學生主導的研究項目，當中包括社區性的研究及服務研習項目

全新計劃

- 開拓創意藝術及媒體課程協助鞏固香港國際文化之都的地位
- 發展糅合人工智能、大數據、商業心理學、哲學及政策研究的跨學科課程，及在教學上注入人工智能及設計思維的元素
- 發展智慧教與學及其他先進教學法，通過嶄新數碼教學科技支援教學，以滿足學生在瞬息萬變、新知識及技能不斷湧現的時代中的學習需要，幫助他們應付未來不斷演變的職場要求
- 在藝術、歷史及傳承領域積極推廣「數碼人文學」，例如建立貯藏庫及數據庫以保育文化歷史及供學生參考學習
- 在策展傳承及文化方面與策略性夥伴合作
- 提供指導及經濟上的支援，豐富所有本科生在香港以外的體驗式學習

(二) 擴大研究生教育

研究生教育是嶺大致力成為一所以結合優質本科生博雅教育及由教員和研究生參與的世界級研究而著稱的領先學府的重要一環。

現時入讀研究生課程的人數佔嶺大學生總數不足 3%，我們的目標是增加至 5%。同時，我們計劃在 2025 年前，將修課式研究生課程入學人數增加至近 1,000 人。為達到以上兩項目標，嶺大致力打造國際研究平台，及與其他院校合作發展專業博士學位課程，從而大幅增加嶺大研究生的人數，並藉助這些國際研究平台，提升研究生的學習及研究質素：

進展

- 擴展修課式研究生課程，包括開辦專業博士學位課程，使之與本科生及研究生課程的教學相輔相成
- 與海外大學合辦哲學碩士及博士學位課程

全新計劃

- 通過與知名國內及海外院校合作，將修課式研究生課程及研究生課程國際化，並推廣跨大學具戰略重要性的學術課程
- 加強及提升各個學院對修課式研究生課程的支援以確保課程的一致性，符合整體水準和學系、學院及大學各層面的質素保證要求
- 增加由教資會及非教資會資助的研究生數目，以大幅增加研究生比例，有利於創造濃厚的研究氛圍
- 成立研究生院，為修讀研究生及修課式研究生課程的學生提供更完善、更有序的行政支援系統，領導大學研究生課程的發展及轉變
- 深化有關粵港澳大灣區的研究及研究生課程
- 積極與本地策略性夥伴合作，提供專業或研究生培訓課程

（三）推動卓越的研究工作及知識轉移

嶺大的研究聲譽主要建基於研究成果的出版數目及質素，也建基於創新及協作。我們宏大的願景引領大學發展成功的跨學科研究、促成國際合作及聯繫，以及致力確保我們的研究能與教學相輔相成；除了貢獻學術界之外，研究成果亦是知識轉移的根基。

我們欣見過去數年，成功申請公共資助的研究項目有顯著的上升，特別是於 2018-19 學年研究資助局的「傑出青年學者計劃」，嶺大的申請成功率達 67%，乃所有教資會資助院校之冠。我們會透過評核、提供誘因、獎賞計劃、出版及出席會議的支援，提升研究質素。未來六年，嶺大會集中提升研究及學術的質量及影響力：

進展

- 為未來研究發展制定策略性研究專題，以增加競逐性的研究及知識轉移項目的資助數目及總資助金額
- 提升研究成果的質素及影響力，以研究項目在 2020 年「研究評審」中得到「世界領先」或「國際卓越」評價的百分比為參考指標
- 建立國際及區域性的跨大學平台，推動研究合作、出版及知識轉移活動，以祈增加研究、知識轉移項目及與海外院校合辦活動的數量

全新計劃

- 通過「亞洲博雅大學聯盟」，推動比較研究
- 參與策略性研究資助合作，增加研究對社會的影響力
- 於粵港澳大灣區成立聯合研究中心和研究所
- 支援中小學推動 STEAM 教學，並與海外及國內高等院校合作，加強博雅教育於 STEAM 中擔當的角色

(四) 加強宿舍教育及培訓學生的領導才能及企業家精神

我們明白嶺大的博雅教育與畢業生的人生成就環環相扣。嶺大一面積極培養學生成為有責任心及關愛他人的公民，使他們能夠在改善人民福祉的工作中擔當領導角色，一面鼓勵學生為自己活出有意義的人生，二者同樣重要。

在嶺大，高質素的全人教育及宿舍教育是扶助學生成長的關鍵。我們培養學生在面對不同的環境及突發的問題時，懂得如何作出正面反應，並且在學術、專業及社會不同領域中能夠與他人進行良好溝通，達致全面卓越。嶺大會繼續豐富服務研習內容，啟發學生正視世界面對的人文挑戰，以創新、企業家精神及設計思維作為解難的方法，並運用科技作為尋找解決方案的額外途徑：

進展

- 增加國際實習及服務研習機會 - 特別是在發展中的經濟體 - 及海外交流目的地的數目
- 擴大僱主網絡以增加實習及畢業後工作安排的機會，幫助學生瞭解未來職場

的機遇及挑戰

- 鼓勵學生積極參與跨院校比賽
- 給予學生更多領導才能培訓的機會，磨練領導技巧
- 調整服務研習課程及項目，以滿足不同本科學生的需要
- 優化「嶺大創業行動平台」推廣創新及企業家精神，並通過與本地及地區創科項目合作及招募義務工作者及導師，增加創業項目及活動的數量

全新計劃

- 推出創業副修課程及加強創新及企業家精神的教育
- 增加學生參與企業家精神、實習、領導才能之培訓及其他體驗式學習項目及機會的百分比
- 集學生服務中心及和富李宗德諮詢及輔導心理學研究中心之力，推出更多有益身心的健康活動及計劃
- 提升學生的科技基本知識，讓學生理解不同科技的應用對未來職業變化的影響
- 增加校園跨文化體驗，包括透過宿舍教育，籌辦推廣瞭解多元文化的活動

(五) 強化大學拓展

嶺大堅決追求卓越的精神成功培養了一批畢業生，他們無論在公營及私營行業均取得成就，為香港及其他地區的發展作出重大的貢獻。同時，嶺大亦受惠於他們的無私回饋和支持，例如捐獻及騰出時間啟蒙我們的學生。

我們十分重視校友，故此，嶺大將推出一系列措施以強化大學與校友的聯繫。未來六年，我們將大力擴展本地及國際的網絡，增加私人及公共性質的捐獻來源，及透過統一的傳訊及市場推廣策略，宣揚嶺大的傑出學術成就。

進展

- 強化傳訊力度，推廣嶺大特質及其品牌

- 加強大學與本地社區及外界持分者的聯繫
- 聯繫中型企業及具發展潛力的公司（市值最少達 10 億港元），增加新捐款人的數目
- 強化校友網絡，透過舉辦嶄新籌款活動，例如「感恩樹籌募活動」及「椅子贊助活動」，鼓勵校友捐助母校

全新計劃

- 保持以「博雅教育·成就一生」為主的品牌推廣活動
- 鼓勵及支援教職員以不同形式服務社群，包括教學、研究及外展服務，透過貢獻社會提升嶺大的名聲
- 為本地、內地及海外畢業生建立更強大的校友網絡
- 向畢業生推廣樂善好施的文化，鼓勵校友回饋母校
- 加強與捐款人聯繫，以支持重點課程及傑出研究領域
- 舉辦大型籌款活動，增加籌款金額及捐款人數目

（六）加快校園發展

我們將加倍努力，務求把嶺大發展為可持續發展的智慧校園，讓教職員及學生透過網上平台，與全球合作夥伴進行跨學院的教學及學習、研究及知識轉移活動。嶺大亦會提升現有設施，興建新設施及運用數碼網上科技，創造更多實體及虛擬教學及學習空間。

進展

- 通過建造全新的夾層樓面及提升現有設施，將圖書館發展為以科技強化的教與學中心，為教職員及學生提供可靠、靈活及具創意的環境作學習及研究之用
- 投資更新兩個數據中心的資訊科技系統，支援智慧校園的發展
- 充分利用數碼科技推動校園的可持續發展，從而達到保護環境、節省能源、保育及減廢之效

全新計劃

- 發展多個校外學習中心，豐富教職員及學生的教學與學習體驗
- 在粵港澳大灣區成立全新研究及學習中心
- 興建一系列實驗室（樂齡科技體驗館、數據科學室、動畫及數碼藝術室及人工智慧及教育室）以支援嶺大新開辦的課程及研究項目，推行智慧型教與學及促進跨學科學習
- 把傳統課室、演講廳及導修課房間改建成智慧教學空間，並把嶺南大學檔案室及藝術廊的現有設施重新設計及翻新，配合大學的發展需要
- 完成興建「嶺南坊」

機構支援

強力的機構支援對我們成功完成使命至關重要。為落實六大策略發展領域的措施，我們致力透過系統性的財務策劃及管理，確保大學的財政穩健。此外，我們亦正構建一個穩健及以表現為本的文化和管理系統，並透過精簡業務流程及架構，提升大學整體效率和效能。

2019年8月16日