



**Lingnan** 嶺南大學  
University

**Envisioning the Future  
Venturing On a New Path**

**Strategic Plan  
2016-2022**

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## Foreword

Over the years, Lingnan University's outstanding teaching, learning, scholarship and community engagement have demonstrated the values of its liberal arts education in Hong Kong's higher education sector. Our distinctive position was further testified when *Forbes* named us one of the "Top 10 Liberal Arts Colleges in Asia" in 2015. As we stride forward into our golden jubilee, it is an opportune time for us to consolidate our strengths and identify opportunities for further development, so as to steer the University to the next level of excellence.

After extensive consultations with various stakeholders of the University, a new Strategic Plan for 2016-2022 has been formulated. In the context of changing global trends and increasing competition in higher education, we considered it a priority to further strengthen our academic development and research as well as student development. Part of this initiative includes leveraging our wealth of experience in liberal arts education and our research excellence to collaborate with eminent universities, offer more distinct degree programmes, provide research opportunities for outstanding students across the world, and elevate our reputation in the international arena.

Students are always our first priority at Lingnan as we pride ourselves on transforming young hearts and minds through a unique learning experience. We believe our mission as a liberal arts education provider is not only about preparing students for their future career, but also instilling in them a critical mind, a sense of care and respect for nature and humanity, as well as an understanding of the world, all of which are essential for success in life. This will be achieved through enhancing the curriculum, global learning and internship opportunities as well as service-learning and hostel education as outlined in the plan.

We would like to take this opportunity to offer our sincere gratitude to all those who have contributed to the various stages of the formulation of this Strategic Plan. We call on the continued support of the entire University community to make this plan a success.

Rex Auyeung  
Chairman of the Council

Leonard K Cheng  
President

## **Executive Summary**

### **Formulation of the Plan**

Lingnan has developed a strategic plan for 2016-2022 with the intent of steering the University to the next level of excellence. In its formulation, the University has examined the challenges and opportunities Lingnan faces, the 2014 Research Assessment Exercise (RAE) results, the 2016-19 Academic Development Proposals (ADPs) exercise and outcomes, the preparation for the 2016 Quality Assurance Council (QAC) audit and the subsequent audit report. This plan addresses the educational needs of present and future generations, with reference to a recommendation on the formulation of strategic plans in the Newby Report on university governance and University Grants Committee (UGC) members' feedback on Lingnan's broad strategic directions during their campus visit on 21 April 2016. The University has also taken on board a suggestion made by the UGC Task Force on Implementation of Governance Report Recommendations (TFGov) in July 2016 that the new plan be drawn on a six-year cycle to better align with the ADP cycle (namely each triennium for three years and six years for two trienniums). Thus, this new plan will span the period from 2016 to 2022.

### **Key Strategic Areas**

With the goal of becoming a leading liberal arts university in Asia, Lingnan is determined to build on its existing achievements while being cognizant of its challenges and inadequacies. In line with the revised vision and mission statements, five areas have been identified for strategic development:

1. Academic Development and Research
2. Student Development
3. Campus Development
4. Institutional Advancement
5. Sub-degree and Continuing Education

### **Highlights of the Plan**

- Capitalising on the growing interest in liberal arts education in Asia and Lingnan's liberal arts branding, the University will jointly offer a global elite liberal arts programme for top students in Asia with eminent partner universities.
- The University endeavours to enhance its undergraduate students' language proficiency

so that they are equipped to meet their learning and working needs.

- The University will collaborate with leading universities or institutions in the region and beyond to offer strategic regional or international masters and doctoral programmes. This joint effort is catalytic in enhancing Lingnan's research culture and training, while advancing its scholarly achievements.
- Lingnan will consolidate its research strengths and forge closer ties with eminent universities and institutions in promoting regional and international cooperation in attaining research excellence and the internationalisation of student learning.
- The University will strive to empower students in defining and pursuing their goals.
- The University will continue to enhance its quality in teaching and learning with supportive infrastructures and policies conducive to the pursuit of scholarly and pedagogical excellence.
- The University will strengthen its brand recognition by promoting the value of liberal arts education through its achievements as a high quality liberal arts university in Asia.
- In respect of the provision of sub-degree and continuing education, the University will focus on vocationally-oriented programmes designed to meet Hong Kong's changing manpower needs.

## **Introduction**

### **Significant Achievements under Strategic Plan (2009-2016)**

The Strategic Plan for 2009-16 was devised in the context of the 334 academic reform. Seizing the transition to a four-year system, the University successfully launched the 4-year 120-credit curriculum that provides a broad-based and all-round education for its undergraduates by consolidating its liberal arts elements.

Since 2009, the University has made significant progress in the six key strategic areas, viz. (1) Academic Development, (2) Research, (3) Student Development, (4) Institutional Advancement, (5) Academic Support Services and (6) Sub-degree and Continuing Education. Apart from launching the 4-year curriculum, the University achieved full residency in 2014 and was named by Forbes as one of the “Top 10 Liberal Arts Colleges in Asia” in 2015. Furthermore, the University has jumped by 33 places and is ranked 109<sup>th</sup> in the *Quacquarelli Symonds (QS) University Rankings: Asia 2016*, as compared to 142<sup>nd</sup> in 2015.

Academically, the University’s efforts in the provision of a “high quality learning environment distinguished by small classes and close relationships between staff and fellow students” have been fully acknowledged by the Quality Assurance Council in its quality audit report: “The Audit Panel found much evidence of the University’s commitment to achieve excellence through a liberal arts education and to provide a wide range of opportunities for whole-person development for it(s) students.” The Audit Panel also endorsed Lingnan’s “commitment to increase interdisciplinary learning opportunities”, the University’s initiative to ensure a systematic provision of general science courses by the establishment of a Science Division, and its balanced emphasis on teaching and research.

The Audit Panel also applauded the “value added to the University’s atypical student body, which is realised through substantial financial and human investment in small classes and broad exposure of students to international and service-learning experiences”.

On the research front, the Research Assessment Exercise (RAE) 2014 confirmed the University’s research strengths and scholarship. In this exercise, a total of 124 Lingnan academic staff members submitted 481 items of research outputs for assessment in 13 cost centres under the three RAE panels in “Business & Economics”, “Humanities” and “Social Sciences” respectively. Overall, Lingnan attained a 25.69% rating in the 4-star and 3-star categories combined, and some cost centres compared favourably with the sector-wide attainment in terms of the percentage of 4 stars and 3-plus-4 stars ratings. With the goal of

elevating Lingnan's research achievements, the University will redirect its resources based on a range of strategic factors, including the cost centres' performance in the RAE, teaching, and contribution to Hong Kong. Specific cost centres will be identified for research pooling with other institutions in order to synergise research effort and enhance international recognition.

### **Strategic Plan for 2016-2022**

The 334 academic reform has resulted in a massive transformation of Hong Kong's education system, bringing challenges and opportunities to the local tertiary education sector. Under the 4-year system, all other universities in Hong Kong have expanded their general education component. This has certainly undermined Lingnan's uniqueness in offering its liberal arts education, characterised by a broad-based curriculum. Thus, Lingnan will need to better differentiate itself by strengthening its education beyond the confines of the curriculum.

At the same time, tertiary institutions in the region and beyond are making headway in enhancing their international competitiveness; some have set up branch campuses or formed strategic alliances in China and the region. International league tables are now a routine source of information on the relative standing of universities worldwide. Notwithstanding their inherent limitations, prospective students, parents, education advisors, government officials and society at large do take ranking outcomes seriously. As a small institution focussing on undergraduate education, Lingnan is at a disadvantage in terms of rankings, especially when compared with research-intensive universities. As such, there is a risk that Lingnan's quality education and research might not be positively reflected in these ranking exercises, to the detriment of its ability to compete for students, faculty and resources.

With these formidable challenges in mind, the University has to plan strategically. The new plan was thus developed with reference to the 2014 RAE results, the 2016-19 ADPs exercise and outcomes, the preparation for the 2016 QAC audit and the quality audit report, as well as the aforementioned risks. Only by drawing on all the relevant information and ruminating over the implications of the dynamics of the local and global tertiary education sectors can the University be well positioned to formulate a plan that will steer it to the next level of excellence.

### **Planning, Consultation and Approval Process**

Led by the President, a Steering Group was formed in September 2015 to devise the Strategic Plan for 2016-2022. Among other things, the Group examined the positioning of Lingnan in terms of the external environment and internal strengths and weaknesses, reviewed the key

strategic areas and identified strategic goals for each area. After a draft Strategic Plan was formulated in late 2015, wide consultation was conducted through open forums, management retreat and formal meetings to collect views and suggestions from various University stakeholders including staff, students, Council and Court members. A revised version incorporating these comments and suggestions as well as recommendations of the QAC quality audit report were then endorsed by the Senate in late May 2016 and approved by Council in August 2016.

The terms of reference and membership of the Steering Group are provided in Appendix 1.



## **Vision, Mission and Core Values**

In 2015, the University revised its vision, mission and core values statements and confirmed its commitment to liberal arts education, with a view to better reflecting all the major functions of the University's activities including teaching, learning, research and community engagement.

At Lingnan, liberal arts education is achieved through the University's broad-based curriculum, close staff-student relationship, rich residential campus life and extra-curricular activities, active community service and multi-faceted workplace experience, strong alumni and community support, and global learning opportunities.

### **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 Chinese and Western liberal arts traditions;
- nurturing students to achieve all-round excellence and imbuing them with its core values; and
- 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.

## **Opportunities and Challenges**

### **Opportunities**

- The growing recognition of liberal arts education in the region testifies to the increasing public awareness of its merits. The emergence of Asia liberal arts institutions with both strong brands and enviable resources (Yale-NUS College, NYU Shanghai, and Duke Kunshan, among others) is a testament to this emerging trend.
- Many Lingnan students come from grass-root families, and they are well positioned to experience, and benefit from, the transformative power of liberal arts education. The success of these graduates will demonstrate the added value of their studies at Lingnan and publicise the worth of liberal arts education.
- The Global Scholar Programme, initiated by Lingnan, was developed by the Global Liberal Arts Alliance to honour the Alliance's best undergraduate students. This initiative not only enables the selected Lingnan students to broaden their international outlook and enrich their scholarly pursuit, but also encourages the exchange of international experience with other students.
- The establishment of the Science Unit under the Core Curriculum and General Education Office facilitates the planning, development and provision of general science education for Lingnan's undergraduate students irrespective of their majors.
- Under a framework of structured exchanges, Lingnan can diversify its Summer School offerings by engaging scholars from its benchmarked institutions to teach in the University.
- The 50<sup>th</sup> anniversary of Lingnan in Hong Kong serves to promote the University.

### **Threats/Challenges**

- The research block grant, based on performance in the RAE and Research Grants Council grants, can critically shrink Lingnan's UGC funding and reduce its resources for teaching and learning.
- The University faces increased competition from emerging liberal arts institutions in Asia with both strong brands and resources.
- The enrolment cap imposed by the UGC has limited Lingnan's admissions flexibility, hence constraining the University's growth and development.
- The retention of top-tier academic staff at various levels is a challenge, as Lingnan strives within the local context (i.e., keen competition in research performance) to

shape an institutional environment and culture that is conducive to liberal arts education and scholarship.

- Maintaining a balance between teaching and research that befits Lingnan's commitment to liberal arts education is a challenge that impinges on faculty morale.
- As pointed out in QAC's quality audit report, the University needs to fully adopt an outcome-based approach to teaching and learning by thoroughly implementing "criterion-based assessment." Furthermore, the University needs to focus on benchmarking its academic standards against local, regional and international institutions.
- As a small institution engaged in building up its reputation, Lingnan faces challenges in its fund-raising efforts.
- The Community College (CCLU) and Lingnan Institute for Further Education (LIFE) of the University face the threat of shrinking demand for sub-degree programmes as a result of demographic changes and keen competition.

## **Positioning of the University and Its Ideal Graduates**

### **Positioning of Lingnan University**

Notwithstanding the challenges Lingnan faces, it has established itself as a unique university in Hong Kong by virtue of its liberal arts tradition. Fundamentally, Lingnan takes pride in the provision of, namely, a) quality whole-person education by combining the best of Chinese and Western liberal arts traditions; b) a combination of liberal arts with specialised disciplinary education, including professional and pre-professional education; and c) an optimal balance between teaching and research. The Lingnan education experience is characterised by students' whole-person development, close staff-student relationship, a broad curriculum providing a liberal arts foundation and transferable skills, rich co-curricular learning, a full-residential campus, small classes, an institutional culture that enhances staff-student interaction within and outside classrooms and a strategic emphasis on globalisation.

Lingnan fully embraces UGC's goal of role differentiation in higher education. It aspires to become a leading liberal arts university in Asia not only by offering a unique educational experience, but also by excelling in strategic research areas and community engagement. In short, Lingnan strives to achieve a good balance between teaching and research, with due attention given to research that informs teaching and learning.

Although Lingnan has made great strides in the 2009-16 period, there are challenges and issues that need to be addressed. To take the University to the next level by maximising its advantages and minimising its disadvantages will require not only the deployment of appropriate strategies, but also the effective engineering of changes in the University's organisation structure, policy, culture and mode of operation.

### **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, good sense of judgement and an awareness of the complexities that characterise enduring human dilemmas. (See Appendix 2 for a detailed profile of Lingnan's ideal graduates).

## **Key Strategic Areas, Goals and Initiatives**

### **1. Academic Development and Research**

Lingnan is committed to academic excellence. With the 4-year curriculum firmly in place, the University strives to enhance both the teaching quality and the educational experience of its undergraduate and postgraduate students through deploying innovative pedagogies and state-of-the-art education technologies, with an emphasis on a broad-based curriculum and interdisciplinarity at the undergraduate level. Lingnan prides itself on its commitment to a creative and synergistic integration of teaching, research and service. As a guiding principle, academic staff's performance in teaching and research is equally valued. In research, given the size of Lingnan, it needs to focus on selected strategic areas to achieve international distinction. The University will continue to support and consolidate knowledge transfer activities, through which the demonstrable contribution of research at Lingnan to society is imprinted.

In order to advance the University's academic and research excellence, Lingnan will undertake a number of initiatives spanning the following areas:

#### **Undergraduate Programmes**

- Develop measures for benchmarking academic standards, institutional performance, curricula and student profile against local, regional and international peer institutions
- Ensure full implementation of the “outcome-based approach to teaching and learning” (OBATL) and criterion-referenced assessment by the commencement of the 2017/18 academic year
- Institute rigorous and regular course level moderation mechanisms for maintaining academic standards
- Demonstrate the University's commitment to academic integrity by devising and implementing relevant policies and procedures across the institution
- Develop admissions strategies for enhancing the quality of the student intake
- Promote the newly-launched Bachelor of Business Administration programme in Risk and Insurance Management, and develop it into a flagship programme
- Expand the plan for an interdisciplinary self-designed major for Bachelor of Arts students and refine its implementation process
- Promote interdisciplinarity in the Bachelor of Social Sciences programme, especially in relation to social and public policies and Asian Pacific studies
- Co-brand with eminent universities to launch a global elite liberal arts undergraduate programme

- Introduce new interdisciplinary majors (such as science and environmental studies; creative arts and culture; regional and comparative studies; and health and social care management), and explore the possibility of developing a cross-disciplinary major, based on the initiatives of a shared 'Global Studies' programme among Global Liberal Arts Alliance institutions
- Facilitate student participation in exchange programmes by making the credit transfer system more flexible
- Introduce mandatory English language entry and exit tests
- Strengthen students' research competence through capstone projects, supervised individual research and developing their library research skills
- Enrich students' international learning experience through collaboration with member institutions of the Global Liberal Arts Alliance and the Alliance for Asian Liberal Arts Universities
- Revitalise the Core Curriculum in support of the University's mission and strengthen the foundation for interdisciplinary and multidisciplinary learning
- Promote e-learning and develop innovative pedagogies using and incorporating digital and online education technologies (e.g., blended courses, flipped classroom, online assessment, etc.)

### **Postgraduate Programmes**

- Ensure full implementation of OBATL and criterion-referenced assessment by the commencement of the 2017/18 academic year
- Articulate a strategy for expansion of taught postgraduate programmes, including the development of joint international or regional programmes with leading institutions that come with flexible delivery modes and strong experiential learning elements
- Establish a Division of Graduate Studies to oversee quality assurance, management and promotion of taught postgraduate programmes
- Create an inter-university postgraduate research platform to promote PhD student exchange with partner institutions and to identify strategic areas for co-branding executive/professional doctoral programmes with leading institutions

### **Research**

- Identify and support strategic areas for future research development with reference to the University's overall strategic goals, comparative advantage and 2014 RAE results
- Review and consolidate support for research centres with a view to promoting synergised interdisciplinary and multidisciplinary research, as well as knowledge transfer projects
- Develop inter-university platforms for promoting international and regional research

cooperation, publication and knowledge transfer

- Explore the establishment of a Lingnan Research Institute in Shenzhen, China to facilitate joint research, knowledge transfer and postgraduate training involving mainland Chinese partners
- Engage undergraduate students in faculty research and supervise student-initiated research, including community-based research and service-learning projects
- Promote research on teaching and learning with the aim of enhancing student learning

### **Academic Human Resource Management**

- Initiate strategic recruitment at the University level to attract outstanding research talents in selected strategic areas
- Introduce a new research track for academic staff, with the intent of enhancing research productivity and faculty recruitment
- Introduce a new teaching track for academic staff, with the goal of enhancing the quality of teaching at both the undergraduate and taught postgraduate levels and pursuing excellence in pedagogical research
- Enhance the efficiency of staff deployment through a better mapping between staff's strengths and roles in the University
- Implement a funding mechanism that is driven by research performance in order to elevate the University's research profile
- Enhance staff cultural diversity with a view to integrating staff strengths to facilitate the provision of quality whole-person education by combining the best of Chinese and Western liberal arts traditions



## **2. Student Development**

Students are the most important asset of Lingnan. In line with its liberal arts tradition, the University will continue its emphasis on quality whole-person education with the goal of empowering them to achieve all-round excellence. This education aims to transform the students' outlook on life through personal discovery. It also aims to improve their competencies, widen their horizon and exposure, and generate high value-added developmental experiences, all in a supportive learning environment.

More specifically, the University has established two specific goals for this strategic area, namely (a) The nurturing of intellectual and linguistic confidence coupled with a strong sense of community, facilitated by exposure to a vibrant hostel life and the rich co-curricular experiences provided by the Integrated Learning Programme (ILP); and (b) The development of students' international outlook, job competence, entrepreneurial spirit and positive leadership qualities through globalised, on and off campus learning opportunities. The following array of initiatives will be undertaken to accomplish the above goals:

### **Enriching Hostel Experience**

- Strengthen the role of hostels in enhancing students' language proficiency (English and written Chinese, in particular) through close collaboration with different academic/support units by initiating language enhancement and book club programmes
- Provide greater academic support for students through hostel life by encouraging student residents to attend academic seminars as part of the ILP
- Put in place an enhanced support and quality assurance system for advancing hostel education and experiences in line with the University's mission and attributes of the ideal Lingnan graduate

### **Broadening International Perspectives**

- Provide students with more exchange opportunities on the Mainland, including exchange programmes, summer programmes, internships, short-term study visits, field trips, company visits, and class observations
- Provide students with opportunities to study in institutions beyond the Anglo-American mainstream
- Actively locate overseas internship opportunities in developing economies such as countries covered by China's Belt and Road Initiative (including ASEAN), and in emerging industries (including startups and innovative industries)
- Collaborate with overseas organisations in identifying service-learning projects worldwide
- Engage students in ILP's "Around the World Series" and prepare them to become global

citizens by encouraging them to explore other cultures in the world

- Restructure the Office of Mainland and International Programmes as the Office of Global Education to become the University's central agency for coordinating the globalisation of Lingnan's educational experience and managing international partnerships
- Develop quantitative and qualitative metrics for evaluating the effectiveness of the various types of international experiential learning activities

### **Enhancing Job Competence**

- Encourage student participation in cross-institutional competitions and global internships
- Publicise the employer networks of the Career Development Committee, the mentorship by alumni and renowned leaders in the community, the collaborative projects with the community through service-learning, and the qualifications granted by professional bodies
- Promote a culture of professionalism in respect of students' self-image, attitude, skills, knowledge, and social etiquette
- Equip students with knowledge and skills in searching, evaluating and utilising information on future workplace opportunities

### **Developing Positive Leadership Qualities**

- Provide leadership training for students, especially those with leadership or representative capacities in the University, and provide them with more opportunities to practise and sharpen their leadership skills
- Consolidate support for teaching staff in offering service-oriented courses and projects
- Promote competition in the offering of service-oriented courses by allowing students to take these courses outside their major departments
- Encourage students to take up global service-oriented projects, especially those in developing countries

### **Cultivating Entrepreneurial Spirit and Experience**

- Establish a platform to promote entrepreneurship in a liberal arts context
- Promote key concepts in, and the practice of, entrepreneurship through formal course offerings, extra-curricular activities, student societies, and outreach activities
- Widen students' exposure to entrepreneurial experiences by collaborating with local and regional entrepreneurial programmes and activities and through engaging volunteer mentors

### **3. Campus Development**

The University strives to provide a supportive learning environment, with adequate resources and an appropriate infrastructure to facilitate quality research, teaching and learning. To plan and address the need for space and facilities, the University will initiate a review of the campus master plan to ensure that the campus and its facilities are in support of the University's vision and missions in the long term. Within this strategic area, the University will undertake the following projects aimed at developing more space and facilities in addition to renovating existing premises:

- Launch the construction of staff quarters for facilitating closer staff-student interaction, staff retention and recruitment, and the long-term financial sustainability of the University
- Build a Multimedia Black Box Theatre for enriching the cultural and artistic life on campus
- Facilitate better space utilisation and upgrade the information technology infrastructure in the Library for promoting collaborative learning, an enhancing learning experience, and serving students with special education needs
- Renovate and better utilise the ITSC office space for more effective workflow arrangements
- Increase the number of apartments for visiting professors and scholars in the Visitors Quarters through remodeling the existing units

#### **4. Institutional Advancement**

Lingnan has a long history of providing quality and distinctive higher education in Hong Kong. In the coming years, Lingnan will continue to promote the value of liberal arts education and its overall reputation and identity. To achieve these goals, Lingnan will strengthen its local and international outreach and communication networks and work on generating donations to support the institution's development. Lingnan recognises the importance of alumni, and is mindful that alumni support is critical to the future development of the University. As such, the University will embark on a number of initiatives to consolidate connections with them. In the aspect of institutional advancement, the University will:

##### **Branding and Promoting Reputation**

- Forge an Alliance for Asian Liberal Arts Universities to co-brand liberal arts education with leading universities in Asia
- Foster inter-university cooperation through the Alliance for Asian Liberal Arts Universities in the areas of student learning, academic, research and civic engagement
- Strengthen the University's connections with the local community and its external stakeholders
- Initiate a branding campaign in connection with the University's 50th anniversary celebration based on a thorough brand audit, the findings of which will help the University identify its brand position and communication strategies

##### **Fund-raising**

- Strengthen the alumni network and encourage alumni donations
- Enhance communication with existing and prospective donors, and expand the donor network
- Forge links with current and potential donors
- Connect with medium-size enterprises and up-and-coming companies

##### **Alumni Relations**

- Strengthen the connections with alumni by updating the database of the alumni who graduated in the 80s and 90s and those from the postgraduate programmes
- Encourage and engage alumni to form alumni associations in the name of Lingnan University
- Foster a giving culture among alumni and encourage them to contribute to the University in a variety of ways, e.g. volunteering as mentors and coaches, donations, etc.
- Promote a sense of pride among alumni in being a "Lingnanian" and engage them in Lingnan events

## **6. Sub-degree and Continuing Education**

The University will continue its effective provision of quality academic programmes, but with a clearer focus on vocationally-oriented programmes that meet the current human resources needs of the economy:

- Develop full-time academic programmes which are vocationally-oriented and capable of enhancing the articulation path at CCLU and LIFE
- Provide quality community education by developing lifelong learning programmes that focus on professional pursuits, and short courses that align with personal interests and development
- Merge CCLU and LIFE for administrative efficiency and resources efficacy

## **The Way Forward**

This strategic plan reflects Lingnan's commitment to the provision of quality liberal arts education in Hong Kong through excellence in teaching, research and services. The University's primary goals in the coming years are to first, ensure that it equips students with the necessary skills and knowledge that enable them to become leaders and global citizens who will continue to contribute to an increasingly complex society and secondly, to produce research that will make an impact on both academia and society in general. This forward-looking plan is a blueprint for Lingnan's future development, and the various Faculties, departments and units of the University will seek to develop strategies in support of the vision, missions and aspirations presented in this plan.

In 2017, Lingnan will celebrate the 50<sup>th</sup> anniversary of its founding as a higher education institution in Hong Kong. With the support and concerted efforts of its stakeholders and building on its successes to date, in its next 50 years the University will be well positioned to achieve an even greater level of excellence and distinction in the higher education arena locally, regionally and internationally.

## **Appendix 1 – Terms of Reference and Membership List of the Steering Group for the Development of the 2016-2022 Strategic Plan**

### ***Terms of Reference***

To steer and monitor the formulation and implementation of the Strategic Plan, to examine the positioning of Lingnan and to identify strategic directions and propose strategic initiatives for inclusion in the Strategic Plan

### ***Membership***

Chairman	: President	Prof. Leonard K Cheng
Members	: Vice-President	Prof. Ka-ho Mok
	Associate Vice-President (Academic Affairs)	Prof. Yiu-chung Wong
	Associate Vice-President (Academic Quality Assurance and Internationalisation)	Prof. Shalendra Sharma
	Associate Vice-President (Student Affairs)	Dr. Dong-hui Li
	Deans	Prof. Yifeng Sun (Arts) Prof. Liming Liu (Bus) Prof. Xiangdong Wei (SocSc)
	One senior academic staff selected from each Faculty	Prof. Stephen Chan (Arts) Prof Geng Cui (Bus) Prof Alfred Chan (SocSc)* Prof. David Phillips (SocSc)+
	Co-opted Member	: Director of Communications and Public Affairs
Secretary	: Registrar	Mrs Monica Tsang (from September 2015 to August 2016) Prof. Yiu-Chung Wong (as Acting Registrar from September 2016)

\* up to March 2016

+ from July 2016

## **Appendix 2 - Profile of the Ideal Lingnan Graduate**

For undergraduate programmes, the ideal Lingnan graduate will possess the following attributes in terms of knowledge, skills and attitudes:

### **Knowledge:**

- strong oral and written language competence in both English and Chinese (Putonghua as well as Cantonese)
- a secure grounding in his or her chosen academic field(s) and an awareness of possible cross-disciplinary applications
- proficiency in information technology

### **Skills:**

- excellent interpersonal communication ability
- strong analytic competence and a capacity for independent critical thinking
- creative problem-solving and effective planning capabilities

### **Attitudes:**

- a commitment to serving the community
- an international outlook and an ability to understand problems from various cultural perspectives
- tolerance, integrity, civility and a sense of personal responsibility when interacting with others
- a desire for life-long learning





Lingnan 嶺南大學  
University

展望未來  
創新路向

**2016-2022 年度**  
**策略發展計劃**

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願景、使命和核心價值

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2. 學生發展
3. 校園發展
4. 大學拓展
5. 副學位和持續進修教育

未來路向

## 前言

多年來，嶺南大學於教與學、學術研究和社區參與方面表現卓越，在香港高等教育界展示了其博雅教育的價值。嶺大在 2015 年被《福布斯》評為「亞洲十大頂尖博雅學院」之一，進一步印證了我們獨特的地位。嶺大適逢邁向金禧，正好讓我們審視大學的優勢及聚焦於具潛力發展的領域，以引領大學邁向下一個卓越高峰。

與大學各持份者經過廣泛的諮詢後，我們制定了 2016-2022 年度的全新策略發展計劃。在全球高等教育環境不斷變化，以及競爭日趨激烈的情況下，我們認為應優先進一步加強學術發展與研究，以及學生發展。其中憑著我們在博雅教育的豐富經驗及卓越研究，積極與著名大學合作，開辦更多獨特的課程，及為優秀學生提供海外研究的機會，並提升我們在國際上的聲譽。

本校一直把學生放在首位，年青人能夠在嶺大受惠於獨特的學習體驗而展現出不一樣的人生，我們為此引以為傲。嶺大推廣博雅教育並不單是為學生未來的就業準備，也要培養他們慎思明辨的能力、對大自然和人性的關懷和尊重，以及對世界的理解，這些都是成功人生的要素。新的策略發展計劃，就是要通過加強課程內容，促進全球學習和實習機會，致力推展服務研習與舍堂教育以實現此目標。

藉此機會，我們衷心感謝在制定策略計劃各階段作出貢獻的所有人士，並呼籲大學全體成員繼續支持大學的發展，讓這計劃得以成功。

校董會主席  
歐陽伯權

校長  
鄭國漢

## 摘要

### 計劃的制訂

為推動大學更上層樓，嶺大制訂了 2016 至 2022 年度的策略發展計劃。在擬定發展計劃的過程中，我們檢視了大學所面對的挑戰和機遇，並參考以下資料：「2014 年研究評審工作」結果；「2016 至 2019 年學術發展建議書」的建議；提交予 2016 年質素保證局核證的資料及隨後的核證報告；教資會對大學管治的研究報告內有關制訂策略發展計劃的建議；教資會成員於 2016 年 4 月 21 日參訪嶺大，對大學廣泛策略方向提出的意見。另一方面，教資會工作小組於 2016 年 7 月發表的執行管治報告，建議嶺大的新發展計劃以六年為期，可與以三年為一週期的「學術發展建議」配合得更好。因此，新發展計劃橫跨的年期為 2016 至 2022 年。

### 主要策略領域

為了成為亞洲首屈一指的博雅大學，嶺大決心在現有成就上繼續努力發展，同時認清需要面對的挑戰及不足之處。按照嶺大新修訂的願景和使命，我們確定了以下五個策略發展領域：

7. 學術發展及研究
8. 學生發展
9. 校園發展
10. 大學拓展
11. 副學位和持續進修教育

### 計劃重點

- 博雅教育在亞洲越來越受重視，而嶺大早已建立了博雅教育的品牌。憑著這優勢，嶺大將積極與知名的夥伴大學合作，共同開辦環球精英博雅教育課程，以吸納亞洲優秀的學生。
- 大學竭力提升本科生的英語能力，以應付學習和工作上的需要。
- 與區內及區外的著名大學或院校合作，提供策略性的地區或國際碩士及博士課程。聯校合辦課程可發揮催化作用，有助強化嶺大的研究文化及培訓，同時提升大學的學術成就。
- 嶺大將會整合其研究力量，並推廣地區及國際合作，與知名大學和院校保持更緊密聯繫，令研究水平更臻卓越，學生在學習上更趨國際化。
- 大學將致力幫助學生確立和追求他們的目標。

- 大學將繼續致力提高教學質素，提供支援性基礎設施，以及實施有關政策，令學術和教學水平更趨卓越。
- 以嶺大作為亞洲高質素博雅大學所取得的成就為重點，推廣博雅教育的價值，從而加強嶺大的品牌知名度。
- 在副學位和持續進修教育方面，大學將會把重點放在職業導向型課程，以滿足香港在人力資源上的需求。

# 引言

## 2009 至 2016 年度策略發展計劃的重要成就

2009 至 2016 年度的策略發展計劃是在「三三四」學制改革的背景下制訂。嶺大成功推行以 120 學分為基礎的四年制課程架構，以配合過渡至大學四年制。通過整合博雅教育的各項元素，為大學本科生提供基礎寬廣及全面的教育。

自 2009 年起，嶺大在六個主要策略領域取得了重大進展。這六個領域分別為：(一) 學術發展；(二) 研究；(三) 學生發展；(四) 大學拓展；(五) 學術支援服務；(六) 副學位及持續進修教育。除了推出四年制課程外，嶺大亦於 2014 年開始為學生提供四年全宿，並於 2015 年被《福布斯》評為「亞洲十大頂尖博雅學院」之一。此外，根據 Quacquarelli Symonds (QS) 公佈的 2016 年亞洲大學排名，嶺大從 2015 年的第 142 位躍升至第 109 位，大幅度上升了 33 位。

在學術方面，質素保證局充分認同「嶺大採用小班教學，而且教職員與學生關係密切，使學生可受益於優質的學習環境。」核證報告指出：「評審小組發現不少證據，顯示嶺大通過博雅教育力臻至善，並提供多元化機會，致力培育學生全人發展。」評審小組亦認可嶺大致力「履行增加跨學科學習機會的承諾」；透過成立科學教研組，積極提供系統的科學課程；以及均衡發展教學與研究。

評審小組亦讚賞「嶺大投入大量的財力和人力，以實施小班教學及提供多元化的國際和服務研習體驗，讓嶺大獨特的學生群體因受惠於博雅教育而得以增值。」

在研究方面，「2014 年研究評審工作」確認嶺大在研究方面的能力及學術水準。嶺大共有 124 名教員提交了 481 項研究成果參與評審，涵蓋「商科及經濟」、「人文學」與「社會科學」三個評審小組屬下的 13 個成本中心。總括來說，嶺大獲得四星和三星評級的研究合共的比率為 25.69%。在某些成本中心，嶺大的四星和三星評級比率成績非常突出。為了提升在研究方面的成就，嶺大將會基於一系列策略性因素來決定如何投放資源，這些因素包括各成本中心在「研究評審工作」、教學及對香港的貢獻的表現。嶺大將挑選個別成本中心與其他院校合作研究，發揮協同效應，以提升國際知名度。

## 2016 至 2022 年度策略發展計劃

「三三四」學制改革為香港教育制度帶來巨大的轉變，為本地高等教育帶來種種挑戰與機遇。在四年學制下，香港其他的大學均擴展其通識教育。嶺大提供的博雅教育以基礎寬廣課程為特色，這方面的獨特性，無可避免地因而給削弱。因此，嶺大有需要加強課

程以外的教育，令其定位更獨特清晰。

與此同時，區內外的高等教育學府在增強國際競爭力方面不遺餘力。有些學院成立了海外分校，或在中國及區內建立策略性合作關係。國際排名榜已成為全球大學競較的主要場地。儘管這些排名榜有其限制，但未來的大學生、父母、教育顧問、政府官員，以至整個社會，均非常重視這些名次排位。嶺大是一所專注於本科教育的小規模學府，與研究型大學相比，在排名方面勢必處於不利位置。在這情況下，嶺大高質素的教育及研究，未必能正面反映在這些排名榜上，因而影響大學在吸納學生、教職員及資源等各方面的競爭潛力。

面對如此艱巨的挑戰，大學必須有策略地為未來發展做好籌劃。新的發展計劃參考了「2014年研究評審工作」結果、「2016至2019年學術發展建議書」的建議、提交予2016年質素保證局核證的資料及隨後的核證結果，以及參照前面提到的各種風險。大學必須善用這些相關資料，並考慮本地及全球高等教育的動向可能帶來的影響，才能制訂一個推動大學更上一層樓的發展計劃。

### **計劃、諮詢及審批程序**

在校長的領導下，督導小組於2015年9月成立，負責擬定2016至2022年度的策略發展計劃。督導小組檢視了嶺大現時的定位，考慮到外在環境、內部優勢及弱點；並審視每一個主要策略範疇，定下策略目標。督導小組於2015年底完成擬定策略發展計劃的草案後，通過公開論壇、管理人員退修討論會及正式會議，並向大學教職員、學生、校董會及諮議會等各方持份者作出諮詢。持份者提出的意見，以及質素保證局核證報告的建議，均納入修訂後的版本。新策略發展計劃於2016年5月獲教務會批准，並於2016年8月獲校董會正式通過。

有關督導小組的職權範圍及成員名單，請參閱附錄一。

## 願景、使命和核心價值

嶺大於 2015 年就其願景、使命和核心價值的表述作出修改，重申致力實踐博雅教育的決心，更確切地反映大學各方面活動的主要功能，包括教學、學習、研究和貢獻社群。

嶺南大學通過以下模式，實踐博雅教育：基礎寬廣的課程設計、緊密的師生關係、豐富多采的舍堂生活和課外活動、積極參與社區服務和多元化的工作體驗、強大的校友和社區支援，以及全球性的學習機會。

### 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平的語文能力，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」，多年以來一直承傳着嶺南精神，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。

## 機遇與挑戰

### 機遇

- 博雅教育在亞洲越來越受重視，反映大眾對博雅教育優點的認識有所增加。在亞洲，有不少博雅大學已成為著名品牌，並獲得甚多的資源（例如耶魯新加坡國立大學學院、上海紐約大學及崑山杜克大學等），力證這新興趨勢無庸置疑。
- 不少嶺大學生來自草根家庭。他們體驗到博雅教育帶來改變的力量並因而受益。這些畢業生的成就，正好說明嶺大作育英才的果效，佐證博雅教育的價值。
- 「環球學人計劃」由嶺大倡議，並得到博雅學府聯盟協力推展，旨意表揚該聯盟的最優秀本科生。計劃不單讓獲選的學生拓闊國際視野及學術知識，亦鼓勵他們與其他學生交流國際經驗。
- 在核心課程及通識教育辦事處之下成立的科學教研組，有助設計、發展及提供科學通識教育，讓主修不同課程的本科生修讀。
- 在既有的交流框架下，嶺大可邀請海外同類大學的學者前來任教暑期課程，讓暑期課程更多元化。
- 嶺大在香港建校 50 週年的慶祝活動是宣傳大學的良機。

### 挑戰

- 整體補助金是基於「2014 年研究評審工作」的表現及研究資助局給予的資助而定。教資會有機會縮減對嶺大的撥款，因而影響教學資源。
- 來自亞洲其他新興博雅大學的競爭越趨劇烈，這些大學無論在知名度和資源方面均佔優勢。
- 教資會對嶺大實施的收生人數上限，限制了收生靈活性。大學的擴充和發展因而受到局限。
- 嶺大致力塑造有助發展博雅教育和提升學術水平的環境及文化；在學術研究方面，正面對很大競爭，要留住不同級別的頂級教學人員並不容易。
- 嶺大作為致力宏揚博雅教育的大學，須保持教學與研究之間的平衡。這個挑戰會對教職員的士氣造成衝擊。
- 質素保證局核證結果指出，大學需全面採取果效為本的教與學方法，徹底推行「標準參照模式評核」。此外，大學需致力與本地、區內及國際間同類院校在學術標準方面進行基準參照。
- 作為一所努力樹立名聲的小規模大學，嶺大在籌款能力上面臨不少挑戰。

- 由於人口結構改變，以及提供副學位課程的院校競爭激烈，嶺南大學社區學院及持續進修學院正面對副學位課程需求萎縮的威脅。

## 大學定位及其理想畢業生

### 嶺大的定位

儘管面對不少挑戰，嶺大建基於傳統博雅教育的優點，早已發展成為香港一所獨一無二的大學。嶺大全面地提供（1）融合最優秀的中西博雅教育傳統的優質全人教育；（2）結合博雅教育與專業學科教育，包括專業和專業先修教育；（3）適切平衡的教學與研究。嶺大教育體驗的特色包括：學生全人發展、緊密師生關係、基礎寬廣的課程設計以提供博雅教育基礎及可轉移的技能、豐富的聯課活動、四年全宿的校園生活、小班教學、鼓勵師生在課堂內外互動的大學文化，以及對國際化的重視。

教資會的目標是令香港不同的高等教育院校能做到角色分工，嶺大對此深表贊同。嶺大致力成為在亞洲領先的博雅教育大學，不單提供獨特的教育體驗，亦在策略性研究領域及社區參與方面追求卓越成就。簡單而言，嶺大致力在教學與研究兩者間取得良好平衡，並著重提升教與學的研究。

雖然嶺大在 2009 至 2016 年期間已取得長足進展，但仍然面對不少挑戰和困難。為了更上層樓，大學需要善用優勢，改善弱點。當中除了要運用適當的策略外，亦需有效改變大學的組織結構、政策、文化和運作方式。

### 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、對人類問題深思熟慮。（有關理想的嶺大畢業生特質的詳細描述，請參閱附錄二。）

## 主要策略領域的目標及計劃細節

### 1. 學術發展和研究

嶺大在學術上力臻卓越，在四年制課程下，嶺大採用嶄新的教學法及先進的教學科技，並以基礎寬廣及跨領域學科為本科課程設計的重點，旨為提高教學質素，以及豐富本科生和研究生的學習經驗。嶺大致力以創新及協同的方式，結合教學、研究和服務，並以此為傲。根據大學的指導原則，教員在教學和研究方面的表現同樣受到重視。作為小型大學，嶺大在研究方面須集中於某些策略性領域，以爭取國際聲望。嶺大將繼續支持及加強知識轉移活動，藉此體現嶺大在研究方面對社會作出的貢獻。

為了進一步提升卓越的學術和研究水平，嶺大將在以下各個範疇推行多項措施：

#### 本科生課程

- 制定方法與本地、區內及國際同類院校作基準參照，包括學術水平、院校表現、課程及學生的水平。
- 確保充分實施「果效為本的教與學方法」，並自 2017-18 學年起，實行標準參照模式評核。
- 建立嚴謹和定期的課程程度審核機制，以保持學術水平。
- 為展示大學對學術操守的重視，於校內全面實施相關政策和程序。
- 制定收生策略，以提高新生質素。
- 推廣新開辦的工商管理學士 - 風險及保險管理課程，並將其發展為大學的重點課程。
- 擴大文學院學生跨學科自訂主修課程的計劃，並完善其執行過程。
- 推廣社會科學學士課程跨學科學習，特別是關於社會及公共政策與亞太研究。
- 與知名大學合作開辦全球精英博雅教育本科課程。
- 引進新的跨學科主修科(例如科學與環境研究、創意藝術與文化、地區與比較研究、健康與社會保健管理等)。建基於與世界博雅學府聯盟成員院校合辦「全球研究」課程的構思，探討開展跨學科主修課程的可行性。
- 增加學分轉換系統的靈活性，以便學生參與海外交流計劃。
- 引進強制性入學及畢業英語考試
- 通過結業研究項目、個別指導及培養圖書館研究技能，從而加強學生從事研究的能力。
- 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合作，豐富學生的國際學習體驗。
- 改善核心課程，以支持大學的使命，以及鞏固跨學科與多學科學習的基礎。
- 利用及結合數碼與網上教學科技(例如網上和傳統混合教授課程、翻轉教室、網上

評估等)，推廣電子學習及開展創新教學法。

### 研究生課程

- 由 2017-18 學年起，全面實施果效為本的教與學方法及標準參照模式評核。
- 為擴展修課式研究生課程制訂策略，包括與著名院校發展合辦國際或地區課程，從而引進靈活授課方法及大量經驗學習元素。
- 建立嶺大研究生部，監督修課式研究生課程的質量保證、管理及推廣。
- 創立大學之間的研究院研究平台，鼓勵博士生到夥伴院校交流；找尋適合的策略領域，與知名院校合作開辦高階主管/專業的博士課程。

### 研究

- 參照大學的整體策略性目標和相對優勢，以及教資會 2014 年研究評審工作結果，定出未來研究發展的策略性領域，並予以支持。
- 檢討和加強對各研究中心的支持，推廣協同合作的跨學科及多學科研究，以及知識轉移項目。
- 發展大學之間的平台，推廣國際及地區合作的研究、出版和知識轉移。
- 探討在深圳建立一所嶺大研究學院的可能性，促進聯合研究、知識轉移，以及與國內夥伴合作指導研究生。
- 讓本科生參與學院的研究；指導由學生主導的研究，包括社區研究調查及服務研習項目。
- 推廣對教與學的研究，以鞏固學生的學習。

### 教學人力資源管理

- 啟動大學層面的策略性招聘，吸引在既定策略性領域的傑出研究人才。
- 為大學教員引進新的研究教席，以提高研究生產力及利於學院招聘。
- 為大學教員引進新的教學教席，以提升本科及修課式研究課程的教學水平，以及在教學方法研究方面有更卓越的成果。
- 將教學人員的長處與大學各個職位做最佳的配對，以提高教學人員調配的效能。
- 實施以研究表現為指標的批撥經費機制，藉此提升大學在研究方面的地位。
- 吸納不同文化背景的教學人員，結合各人長處，從而有助提供融合了中西博雅教育傳統精粹的優質全人教育。

## 2. 學生發展

學生是嶺大最重要的資產。本着博雅教育的傳統，嶺大將繼續以優質全人教育為中心，讓學生達致全人發展。博雅教育旨在讓學生自行尋找和建立人生觀；並透過優越的學習環境提高學生的能力、擴闊他們的視野，以及提供能為學生增值及幫助他們發展的學習體驗。

大學為這策略領域確立兩大具體目標：(一) 藉着充滿活力的宿舍生活，以及綜合學習課程提供的豐富課外活動體驗，協助培養學生在學問和語言方面的自信，以及對社會的責任感；(二) 通過大學提供的各種校內、校外及國際性的學習機會，發展學生的國際視野、工作技能、企業家精神，以及正面的領袖質素。為實現以上目標，大學將採取以下措施：

### 豐富學生的宿舍生活體驗

- 透過與不同學術及支援單位密切的合作，舉辦提高語文能力的活動及讀書會計劃，從而加強宿舍生活在協助提高學生語文能力（特別是英語及中文寫作）方面發揮的作用。
- 通過宿舍生活，為學生提供更多學業支援。鼓勵住宿學生參加學術研討會，作為綜合學習課程的一部分。
- 根據大學的使命，以及理想的嶺大畢業生所具備的特質，實施增加支援和質量保證的系統，以提升宿舍教育和體驗。

### 擴闊國際視野

- 為學生提供更多到內地交流的機會，包括交換生計劃、暑期課程、實習、短期遊學、實地考察、參觀企業及課堂觀摩等。
- 提供機會給學生到英美等主流國家以外的大學進修。
- 積極物色發展中國家的實習機會，例如「一帶一路倡議」所涵蓋的國家（包括東盟）；並物色新興行業（包括初創公司和創新行業）的實習機會。
- 與海外機構合作，物色世界各地的服務研習項目。
- 鼓勵學生參與綜合學習課程的「全球系列」計劃，從而認識世界各地文化，成為世界公民。
- 將大學的「內地與國際學生交換計劃辦事處」重組成「環球教育處」，負責協調環球教育體驗和管理國際夥伴事務。
- 發展一套質量指標，評估各類型國際體驗學習活動的效益。

### 提高工作技能

- 鼓勵學生參與大學學界比賽及海外實習。
- 宣揚以下的資訊：就業發展委員會的僱主網絡、擔任學長的校友及社會知名領袖、與社區合作的服務研習項目，以及獲得專業團體授予的資格。

- 就學生的自我形象、態度、技能、知識及社交禮儀多個方面，推廣重視專業的文化。
- 訓練學生具備尋找工作過程所需的知識和技能，包括搜尋、評估和善用與未來工作機會相關的資料。

### **培養正面的領導才能**

- 為學生提供領袖培訓，特別是具領導才能或在大學擔任代表職位的學生；讓他們有更多機會實習和提高領導技能。
- 在服務導向的課程和項目方面，為教員提供更多支援。
- 容許學生參加主修學系以外的服務導向課程，藉此鼓勵教員提供這類課程。
- 鼓勵學生參加國際服務導向項目，特別是在發展中國家進行的項目。

### **培養企業家精神與經驗**

- 在博雅教育的背景下，建立平台推廣企業家精神。
- 藉正規課程、課外活動、學生組織及外展活動，推廣企業家精神的主要概念和實踐。
- 與本地及地區企業合作，舉辦課程和活動，邀請義務學長參與，藉此擴大學生對企業精神的認識。



### 3. 校園發展

嶺大致力提供良好的學習環境、充足的資源，以及適當的設施，以促進高質素的研究、教學和學習。為滿足對空間和設施的需求，大學將檢討校園發展計劃，以確保校園及有關設備長遠而言有助支持大學的願景和使命。除翻新目前建築物外，大學將推行以下多個項目，發展更多空間和設施：

- 興建教職員宿舍。這除了促進教職員與學生之間的緊密互動，也有助招聘和挽留人才，長遠來說亦有利大學的財務可持續性。
- 興建多媒體黑盒劇院，以豐富校園的文化藝術生活。
- 更好利用圖書館空間，以及提升圖書館的資訊科技設施，藉此推廣協同學習、促進學習體驗，及為有特殊需要的學生提供服務。
- 翻新及更好利用資訊科技服務中心的辦公室空間，有效地安排工作流程。
- 通過翻新現行的訪客宿舍，增加為客座教授和學者而設的住宅數量。

## 4. 大學拓展

嶺南大學是香港一所歷史悠久，提供優質高等教育的院校。在未來的日子，嶺大將繼續推廣博雅教育的價值，以及致力提升大學的名聲與形象。為達至此目標，嶺大將加強本地及國際的對外關係與網絡，並努力爭取捐款，以支持大學的發展。嶺大明白校友的支持是十分重要的，對大學未來的發展具關鍵作用。因此，大學將採取多項方針，積極加強與校友的聯繫。在大學拓展方面的方略包括：

### 品牌推廣與提振名聲

- 與其他亞洲頂尖大學探討成立「亞洲博雅大學聯盟」，共同建立博雅教育的品牌。
- 通過「亞洲博雅大學聯盟」，促進大學之間在學生學習、學術、研究及公民參與等各方面的合作。
- 強化大學與本地社區及外界持份者的聯繫。
- 進行徹底的品牌審計。研究結果有助大學確定其品牌定位及傳訊策略，並按有關結果籌劃品牌推廣活動以慶祝大學踏入 50 週年。

### 籌款

- 加強校友網絡，鼓勵校友向母校捐助。
- 加強與捐款人及潛在捐款人的溝通，擴大募捐網絡。
- 建立與現有捐款人及潛在捐款人的聯繫。
- 與中型企業及嶄露頭角的公司建立聯繫。

### 校友關係

- 加強與校友的聯繫。更新 80 年代和 90 年代畢業，以及所有研究院畢業校友的資料庫。
- 鼓勵校友成立以嶺南大學為名的校友會。
- 培養校友為母校貢獻的文化。鼓勵他們以不同方式向母校作出貢獻，例如擔任義務學長及教練、捐款等。
- 向校友推廣作為「嶺南人」的自豪感，鼓勵他們參與嶺大的活動。

## 5. 副學位及持續進修教育

大學將繼續提供優質的課程，重點將放在職業導向型課程，以符合目前本港經濟對人力資源的需求。

- 開發職業導向型、並有助鞏固嶺南大學社區學院及嶺南大學持續進修學院的銜接的全日制課程。
- 發展追求專業知識的終身學習課程，以及為滿足個人興趣與幫助個人發展的短期課程，從而提供優質的社區教育。
- 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。

## 未來路向

本策略發展計劃反映嶺大通過優秀的教學、研究及服務，致力為香港提供高質素的博雅教育。大學未來的主要目標，首先是確保學生具備成為領袖和世界公民所需的技能和知識，以繼續為日趨複雜的社會作出貢獻。其次，大學的研究項目將會在學術界和社會持續產生影響。這個具前瞻性的計劃是嶺大未來發展的藍圖。大學的各個學院、部門及單位，將謀求制訂策略，以支持本計劃彰顯的願景、使命和抱負。

嶺南大學將於 2017 年慶祝在香港建校 50 週年。建校至今，嶺大已取得一定成就。在各方持份者的支持及共同努力下，大學定能在未來 50 年於本地、區內及國際的高等教育界取得更卓越的成就。

## 附錄一：2016 至 2022 年度策略發展計劃督導小組的職權範圍及成員名單

### 職權範圍

督導及監督策略發展計劃的制訂和推行；審視嶺大的定位；確定策略性方向；提議納入發展計劃內的策略性倡議。

### 成員名單

主席	: 校長	鄭國漢教授
成員	: 副校長	莫家豪教授
	協理副校長 (學術)	王耀宗教授
	協理副校長 (學術素質保證與國際事務)	夏爾馬教授
	協理副校長 (學生事務)	李東輝博士
	院長	孫藝風教授 (文學院)
		劉黎明教授 (商學院)
		魏向東教授 (社會科學院)
	每個學院選出一位高級教學人員	陳清橋教授 (文學院)
		崔耕教授 (商學院)
		陳章明教授 (社會科學院)*
		Prof. David Phillips (社會科學院) +
增選成員	: 傳訊及公共事務處處長	陳毓秀女士
秘書	: 教務長	曾戴慕愛女士
		(2015 年 9 月至 2016 年 8 月)
		王耀宗教授
		(由 2016 年 9 月起擔任署理教務長)

\*至 2016 年 3 月  
+2016 年 7 月加入

## 附錄二：理想的嶺大畢業生特質

就本科課程而言，理想的嶺大畢業生將具備以下知識、技能和態度方面的特質：

### 知識：

- 良好的英文及中文（包括普通話及廣東話）會話及書寫語言能力
- 穩固的本科知識基礎及對其跨學科應用的了解
- 應用資訊科技的能力

### 技能：

- 出色的人際溝通能力
- 良好的分析力及獨立思考、慎思明辨的能力
- 創新、解決問題及策劃的能力

### 態度：

- 服務社會的熱忱
- 國際視野及從不同文化角度了解問題的能力
- 寬容、誠懇、謙恭及富責任感的待人態度
- 終身學習的意志