

## **APPENDIX B: INSTITUTIONAL RESPONSE TO THE AUDIT FINDINGS**

Lingnan University (LU) would like to thank the Quality Assurance Council and the Audit Panel for conducting the quality audit on the sub-degree (SD) programmes offered by the Lingnan Institute of Further Education (LIFE), and for the valuable comments and suggestions made in the Audit Report. LU is committed to providing quality SD programmes and valuable learning experiences to students to help them meet their learning, vocational and professional development needs. The audit exercise has provided us with a precious opportunity to self-review and self-evaluate, in a critical way, the operation of LIFE and the quality of SD programmes we offer. We are pleased that the Audit Report has confirmed our good practices, affirmed the initiatives we are taking, and suggested areas for further improvement and enhancement of our SD programmes.

LU welcomes the Panel's recognition of the positive attitude and the proactive course of action we have taken. From addressing and resolving the enrolment management issue a few years ago to the steady progress we achieved in putting our SD operations on a financially more sustainable basis, we are confident that we have taken a crucial step in the right direction for future development. We are encouraged by the Panel's commendations of the quality of LIFE's teaching staff, who are characterised by openness, accessibility and determination to help students achieve. We are appreciative of the Panel's commendations that our extra-curricular and student development activities and support services are well designed and effective in enhancing whole-person development, and that the Language Enhancement Programme not only assists students in achieving an acceptable level of language competence but also encourages and supports the higher-level ambitions of more advanced students. We are also pleased that the Panel found existing LIFE policies and procedures for curriculum design and programme development and approval broadly fit for purpose, and the programme delivery sound.

We welcome the Panel's affirmation of the initiatives we have taken to develop a more sharply focused set of Key Performance Indicators and additional quantitative measures to track SD operations towards both the stated strategic priorities of LIFE and the University's strategic objectives. We are also thankful for the Panel's confirmation of our commitment to supporting and ensuring LIFE teaching quality by providing professional and pedagogical development opportunities, monitoring teaching performance, and recognising outstanding teachers. We are pleased that the Panel acknowledged our plan to encourage the engagement of LIFE students in all aspects of the governance of LIFE and our decision to consider programme proposals at QF Level 3 or below by the LU Senate and the implementation of a new programme re-approval procedure, in support of our undertaking to review LIFE's committee structure and to introduce programme-level student learning experience and alumni surveys. We will continue our efforts unswervingly in these directions and carry out the above initiatives to further enhance the quality assurance system, SD operations, and student learning.

We are in full agreement with the Panel's recommendations, in particular the need to examine and revise the governance relationships among LU Council, LU Senate and the Board of Governors of LIFE, as well as LIFE's management and link to LU. To this end, the University has decided to appoint an Associate Vice-President to oversee LIFE and to lead a taskforce to conduct a comprehensive review of its governance and management structures.

In addition, LIFE is committed to fully implementing the Outcome-based Approach to Teaching and Learning and Criterion Referenced Assessment. It will take steps to update its assessment policy and develop institutional pedagogical development priorities and action plans for professional development of teaching staff. Steps will also be taken to develop and implement plans to review LIFE's committee structure in view of its small scale and limited human resources, to embed external expert support more systematically, to develop e-learning for the enhancement of teaching and learning, to benchmark our programmes with similar programmes at other institutions, and to adopt a more integrated, coherent, and enhancement-oriented approach to collecting and analysing data, all for the sake of quality assurance and enhancement going forward.

Once again, we wish to express our sincere gratitude to the Audit Panel for this most meaningful exercise and its comprehensive and invaluable suggestions for quality enhancement in the development of our SD programmes.