



HSMC Strategic Plan 2018-2023

Riding on the New Era: Private University with a Difference



恒生管理學院
HANG SENG
MANAGEMENT COLLEGE



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Message from the Chairman of Board of Governors

This publication marks the launch of the second five-year Strategic Plan of Hang Seng Management College (HSMC) since its establishment in 2010 to assume a significant role in the self-financed tertiary education sector. Starting with its predecessor Hang Seng School of Commerce (HSSC) founded in 1980, HSMC is on the threshold of a breakthrough in its proud history of nearly four decades. Building on the tremendous success of the previous rolling blueprint *Strategic Plan 2013-2018 - Roadmap to University and Beyond*, the College is now gearing its efforts towards realising its overarching objective of securing private university title.

Unity is strength. The year-long exercise of devising this Plan has involved extensive input from internal and external stakeholders. Thanks to the solid support from my fellow members of the Board and College Council, together with the dedicated College Management, constructive ideas and suggestions generated throughout the process of robust discussions have been collated for possible incorporation into action plans. As we are nearing our goal of attaining university title, the collective wisdom embodied in the latest strategic blueprint manifests a new vision for the coming five years. The implementation of the Plan will bring to fruition our concerted efforts to strive for academic excellence as a unique private liberal-arts-oriented institution in the region.

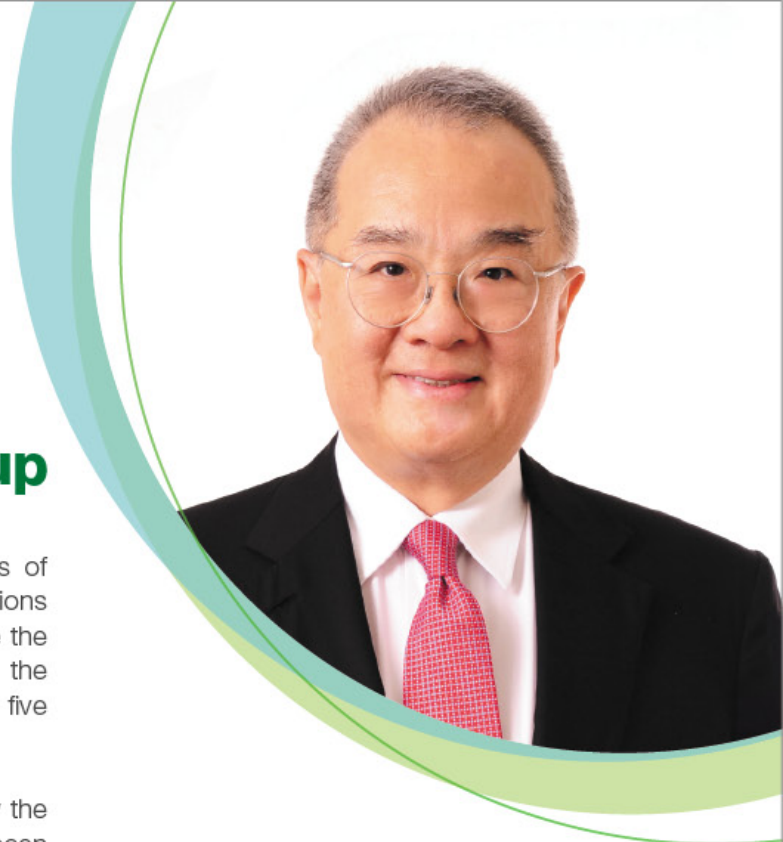
In the new era of global development, Hong Kong will inevitably experience the challenges of sweeping economic and social changes, to no small extent driven by the revolution in digital information and technology. China's rapid transformation in recent years and its Guangdong-Hong Kong-Macao Greater Bay Area initiatives offer abundant opportunities for Hong Kong through closer economic integration with neighbouring cities in the Pearl River Delta. In this new chapter of transition and expansion, this Plan for HSMC becomes all the more crucial as goals and strategies are spelt out in the ensuing chapters to guide all members of the College to identify and respond to the opportunities from evolving regional development.

I would like to take this opportunity to extend my heartfelt appreciation to the Strategic Planning Group – led by Dr Moses Cheng – and the five Sub-groups for their invaluable input, as well as the generous feedback from all stakeholders. Such a challenging task could not have been accomplished without the seamless teamwork, strong partnerships and superb collaborations among all the parties involved.

In my capacity as Chairman of the Board, I am pleased to have witnessed phenomenal development at HSMC in accordance with the blueprint of the current Strategic Plan. I have every confidence that with the continued support from the College community and various sectors of the wider community, HSMC will be in an even stronger position to scale new heights in its future endeavours.

Rose LEE Wai Mun, JP
Chairman
Board of Governors

Message from the **Chairman of College Council and Strategic Planning Group**



Developing the five-year Strategic Plan is a process of vital importance to HSMC. After months of deliberations and campus-wide consultation, I am delighted to see the unveiling of the HSMC's new Strategic Plan charting the course of development for the College in the next five years, 2018-2023.

Led by the College Management and orchestrated by the Strategic Planning Group, the planning process has been brought to a fruitful conclusion through the collaboration and joint efforts of the Management, students, staff, alumni, parents, educators and employers. The following chapters in this Plan articulate the five strategic focus areas, covering both soft power and hardware conducive to enhancing HSMC's sustainability and competitiveness. The goals and targets set out therein will be revisited and further revised when necessary to accommodate any new developments in this fast changing time.

Change is indeed the only constant. The world has undergone sweeping economic, social and political changes since the dawn of the 21st century. Hong Kong is no exception. On the theme of "Riding on a New Era: Private University with a Difference", this Strategic Plan adopts a trailblazing approach to planning well ahead and in anticipation of future changes. To quote Aristotle: "Knowing yourself is the beginning of all wisdom."

In putting together these strategic plans, HSMC has endeavoured to further explore our unique role in the higher education sector of Hong Kong, expand our knowledge frontier and to build towards a sustainable future.

In addition to encouraging academic pursuits on campus, the College will further enrich students' learning experience by affording them well-rounded exposure in terms of residential life, overseas exchange, internship and service learning. The all-round education offered by this fine institution will not only bring about the desirable learning outcomes for our students, but will also lay the groundwork for consolidating Hong Kong's position as a world-class city.

I would like to take this opportunity to thank all who have been involved in and contributed to putting together this Plan. My gratitude goes to the members of the Strategic Planning Group and the five Sub-groups for their wise counsel and impactful hard work. As we embark on the eventful journey of the Strategic Plan 2018-2023, the steadfast dedication of our high-calibre College community and the unwavering support of various sectors of society are all the more important. Now that we have the best possible soft power and hardware in place, I am confident that we will be ready to ride on a new era and ride out the challenges ahead.

Moses CHENG Mo Chi, GBM, GBS, OBE, JP
Chairman
College Council and Strategic Planning Group



Message from the President

It gives me great pleasure to launch the *HSMC Strategic Plan 2018–2023 - Riding on the New Era: Private University with a Difference* to chart the best course for the College's next phase of development, distilling the collective wisdom of members of the HSMC family after extensive consultation with different stakeholders.

As a residential institution which maximises living and learning experience, HSMC puts quality teaching and students' all-round development as its highest priorities. Our "Liberal + Professional" education model incorporates the iGPS "desired graduate attributes" framework, with the aim of nurturing our students to become responsible global citizens with critical thinking, innovative minds, caring attitude, moral values and a sense of social responsibility.

Self-financed institutions are often more flexible with greater leeway to introduce diverse programmes and teaching innovations. Being the first and only self-financed degree-granting institution in Hong Kong to adopt a Residential College System, HSMC provides students with such valuable opportunities as service learning, international exchange and independent research. At present, our College offers some 1,000 local and overseas internships every year, enhancing student exposure and strengthening employability of graduates.

A lot has been achieved during the last five years. In addition to launching new bachelor's degree programmes ranging from applied and human-centred computing, Asian studies, actuarial studies and insurance, convergent media and communication technology to cultural and creative industries, as well as the first HSMC master's degree programme in translation, we have also been granted Programme Area Accreditation (PAA) status in three areas of study and training in the Institutional Review by Hong Kong Council for Accreditation of Academic and Vocational Qualifications. Many of these programmes are unique and the first of their kinds.

Another fine example is HSMC's impactful research, with orchestrated strength in corporate sustainability. We have recorded the highest four-year cumulative funding amount and the highest number of funded projects among all local self-financed degree-granting institutions. Now is the opportune time to revisit our long-term aspirations and raise the bar even higher. We shall continue to build upon the foundation we have laid and scale new heights.

The essential principles at the heart of the Strategic Plan are embodied in our purpose, vision, missions and core values. HSMC aspires to be a leading private liberal-arts-oriented university in the region, recognised for excellence in teaching, learning and research, serving and advancing our society and the world. We have never lost sight of our mission to ensure students' lifelong accomplishments, which remain a prominent focal point in this Strategic Plan.

The five strategic focus areas – encompassing curriculum, research, students, public engagement, and campus sustainability – each comprises specific strategic goals with action plans that will guide us towards accomplishing the overarching strategic missions articulated in the Plan.

This document serves as a framework of strategic directives regarding HSMC's development for the next five years, and its brevity is therefore intentional. For internal execution, a more detailed implementation plan, complete timeframe, targets and responsible units, will be formulated on the basis of this blueprint in due course.

My heartfelt thanks go to all those involved in and contributed to the various stages of the formulation of this Strategic Plan, especially all members of the Board of Governors, College Council, Strategic Planning Group, the five Sub-groups and College Management for their constructive and insightful input, as well as colleagues of the College Secretariat who arranged a series of consultation sessions to collect feedback from different stakeholder groups. Over 800 participants attended the consultation sessions and around 500 responses and comments were received during the consultation process. We are very much encouraged by the overwhelming support of the respondents. While we have yet more important milestones to pass, the College is well on its way to securing private university title.

I would like to take this opportunity to call on our HSMC community to continue to lend their generous support to our efforts. I have every confidence that, with one heart and one goal, we will succeed in paving the way for the current and future generations of HSMC students and graduates to realise their potential as exemplars of excellence in Hong Kong's higher education.

Simon HO Shun Man
President

Executive Summary

The *HSMC Strategic Plan 2018-2023 – Riding on the New Era: Private University with a Difference* sets the direction and priorities for HSMC in the next five-year period from 2018 to 2023.

Beginning in April 2017, HSMC embarked on a year-long, comprehensive and collaborative development and consultation process to formulate our next five-year institutional Strategic Plan. A Strategic Planning Group (SPG), led by the Chairman of College Council, consisting of Governors, College Council members and

the College Management, was formed to steer the strategic planning. Five Sub-groups, each led by a Governor or College Council member and a presidential officer and comprises some Governors, College Council members, representatives from Schools, Administrative and Support Offices, Standing Committees under the Academic Board, the Senior Management Committee and the Students' Union (four of the Sub-groups had student members), were formed under the SPG to develop aspiration statements, strategic goals and actions for each of the five specific areas.

During the strategic planning process, HSMC reviewed its vision, missions and core values which underpin our work, our positioning and our accomplishments over the last five years. Drawing from a comprehensive analysis of the College's operating environment, strengths, constraints, opportunities and threats, with due reference to the international higher education landscape, the respective strategic goals and actions under the five strategic focus areas were developed. Some distinctive new initiatives are summarised below:

- Establishment of an art and design academic unit that offers new creative modules/programmes;
- Establishment of the Student Innovation & Entrepreneurial Centre to cultivate the innovative and entrepreneurial mindset of the HSMC students;
- Launch of the "One Student, One Internship" scheme allowing every undergraduate student to gain internship experience;
- Full implementation of the Residential College System that can engage more non-residential faculty members and students, and to offer credit-bearing Common Core and General Education modules at the Residential Colleges;
- Establishment of the Centre for Community Engagement, the first of its kind in the self-financed higher education sector in Hong Kong;
- Establishment of the Institute for Youth Sustainability Leadership, the first of its kind in the self-financed higher education sector in Hong Kong to attain the United Nations' 17 Sustainable Development Goals (SDGs);
- Active participation in the UNESCO Global Humanities Chair Project for HSMC is the only invited Full Collaborative Member in Hong Kong (as well as one of the five in the world);
- Expansion of the scope and amplification of the impact of the pioneering Business Journalism Awards scheme;
- Re-development of the existing Old Hall into a new 9-storey administration & academic building and the existing College Hall into a new 10-storey creative art and design tower, upon funding availability;
- Diversification of the study of foreign languages and cultures, e.g., ASEAN, Middle Eastern, Latin, and European;
- Enhancement of the study and application of creative technology including AI, big data analytics, Fintech, Blockchain, e-commerce, etc.;
- Establishment of a creative culture hub for planning and organising more creative cultural activities; and
- Establishment of HSMC as a smart university, using smart technologies, developing smart applications and introducing smart practices to empower staff and students, streamline management and operations and transform teaching and learning.

The Strategic Plan consultation process was broad-based and inclusive. It engaged students, faculty members, management and support staff, alumni, Governors, College Council members and other stakeholders such as, parents, educators and employers, in shaping the College's strategic direction for the next five years. Opinions were also solicited through meetings with the SPG, Board of Governors, College Council, Academic Board and Senior Management Committee to refine the Strategic Plan.

Implementation of the *HSMC Strategic Plan 2018-2023 – Riding on the New Era: Private University with a Difference* will bring members of the HSMC community together, enhance our ability to anticipate and respond to challenges and opportunities, and strengthen our capability to drive growth proactively for HSMC. It will be a road map for our emergence as a leading private liberal-arts-oriented university in the region, recognised for excellence in teaching, learning and research, serving and advancing our society and the world.

Preamble

Ever since the dawn of the new millennium, sweeping socio-economic changes have been taking place on a global scale. While changes can be disruptive, social and economic progress, coupled with technological innovations, has served to improve people's lives all over the world. Consistently perched on the forefront of phenomenal economic growth in the past decade, China is a glowing example in this new era. In the wake of its accession to the World Trade Organisation in 2001 in particular, the Mainland is now the world's second-largest economy. Looking ahead, the ever-evolving macro environment will surely continue to shape the challenges and opportunities in Hong Kong's higher education sector. The same can be said of the rapid advances in HSMC in terms of both its infrastructural and academic qualities.

Against this backdrop, it is not hard to see why the importance of maintaining Hong Kong's competitiveness as well as fostering economic growth is consistently highlighted in the HKSAR Government's policies. Sustained socio-economic development is not only essential to people's livelihood but also conducive to providing our young people with better employment opportunities and chances of upward social mobility. Public subsidies for students of self-financed tertiary programmes will no doubt go a long way towards complementing on-going efforts to achieve such lofty goals.

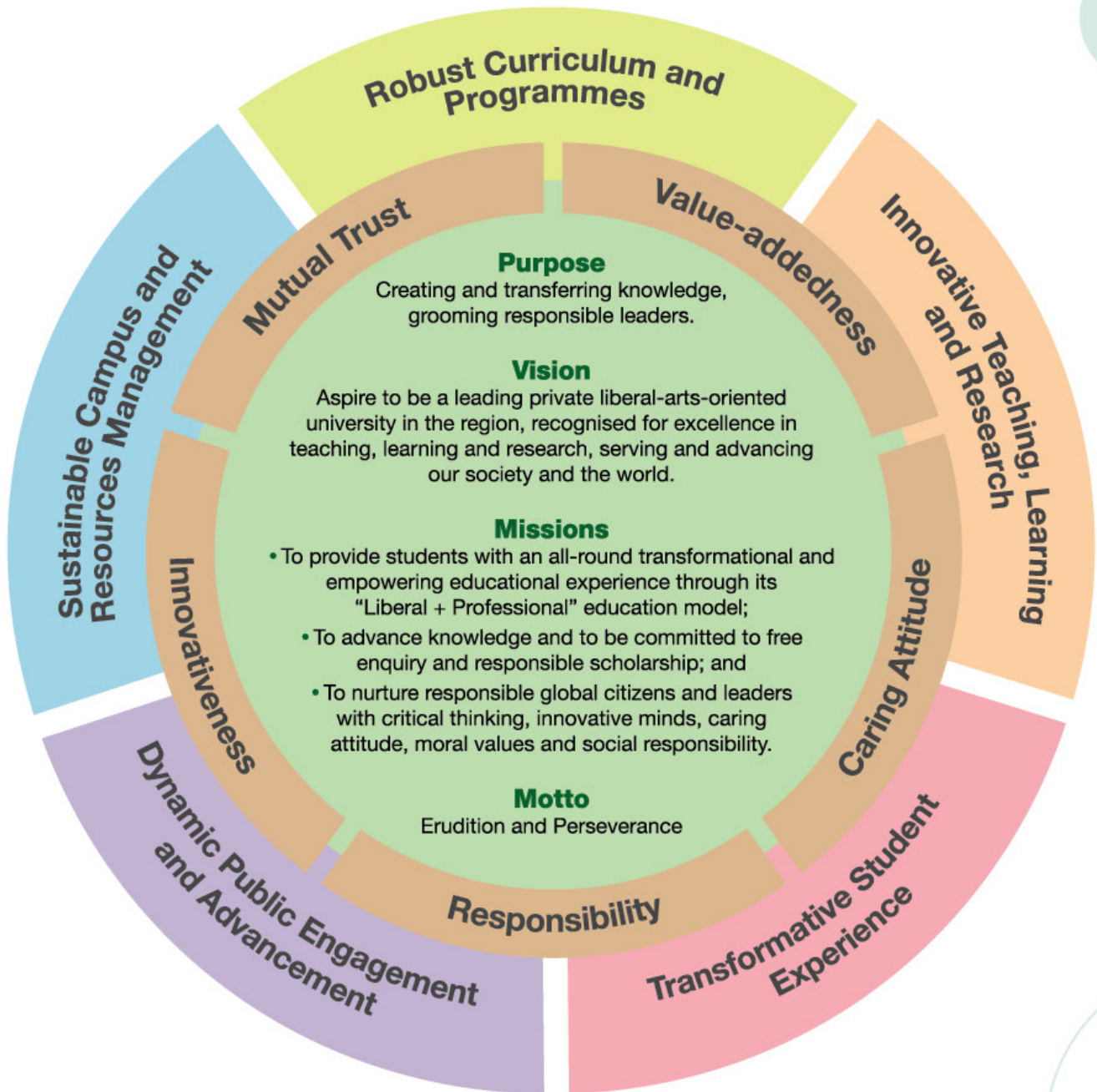
Despite the unforeseeable but inevitable changes lying ahead, we can prepare ourselves by adopting the "think globally, act locally" approach as well as leveraging the deep Chinese cultural heritage and wisdom as an asset. The recent Guangdong-Hong Kong-Macao Greater Bay Area and the One Belt One Road initiatives, for instance, will open up a world of opportunities for the province and the two SARs. Hong Kong, as an Asia's World City, a distinctive and unique cultural and commercial hub where "East meets West", and the gateway to China in the region, will need to maintain its international standing and play a significant role in the continued growth of Mainland China.

Being a dynamic and promising institution, and following the founders' beliefs and past successes, HSMC is looking to build on its well-balanced "Liberal + Professional" education model with a strategic focus on nurturing students' humanistic qualities and unleashing their talents.

Themed as "Riding on a New Era: Private University with a Difference", the Strategic Plan 2018–2023 presents a clear picture of the positioning strategies for HSMC and its students in the global village. The five strategic focus areas outlined in this forward-looking Plan encompass vital initiatives, ranging from a broad-based and integrated curriculum to diverse programmes which cover internship, service learning and exchange at home and abroad. According to an independent survey, HSMC graduates are highly valued by employers for their solid professional training and well-rounded development. In this connection, the College will further collaborate with various sectors in the society to enhance success of our students in both academic achievement and career development.

Aspiring to become a leading private liberal-arts-oriented university in the region, HSMC is dedicated to nurturing globally-engaged professionals to excel and lead in our fast-changing community and further afield.

Purpose, Vision, Missions, Motto and Core Values



During the course of this strategic planning process, HSMC's Vision and Missions were revised to more accurately reflect our aspirations for the future.

Purpose

Creating and transferring knowledge, grooming responsible leaders.

Vision

Aspire to be a leading private liberal-arts-oriented university in the region, recognised for excellence in teaching, learning and research, serving and advancing our society and the world.

Missions

- To provide students with an all-round transformational and empowering educational experience through its “Liberal + Professional” education model;
- To advance knowledge and to be committed to free enquiry and responsible scholarship; and
- To nurture responsible global citizens and leaders with critical thinking, innovative minds, caring attitude, moral values and social responsibility.

Motto

Erudition and Perseverance

Core Values

- Mutual Trust
- Value-addedness
- Innovativeness
- Caring Attitude
- Responsibility



HSMC's “**Liberal + Professional**”
Education Model and
Desired Graduate Attributes Framework – iGPS

HSMC's "Liberal + Professional" Education Model

HSMC identifies quality teaching and students' all-round development as its highest priorities. It adopts the "Liberal + Professional" education model, incorporating the iGPS "desired graduate attributes" framework (wherein i = Intellectual Competence, G = Generic Skills, P = Personal Development, and S = Social Engagement). HSMC is committed to the transformative power of this education model that facilitates the realisation of the individuals' full potentials.

"Liberal" means a broad-based and cross-disciplinary approach to connect knowledge domains, think and solve problems. The College believes that the purpose of undergraduate education is not solely for acquiring more knowledge and a better job prospect after graduation, but also for cultivating students' personal values, interests and transferrable core competencies, preparing the students to become well-rounded and responsible individuals who can handle future work and life challenges confidently, with a commitment to acting for the betterment of society.

"Professional" means that although HSMC's educational approach is broad-based and cross-disciplinary, many HSMC's degree programmes have a professional orientation which aims at equipping students with the relevant knowledge and skills to enter into particular professions, as most college graduates in Hong Kong seek a full-time job right after their first degree.

As a self-financed institution, the College finds strength in its autonomy, flexibility and responsiveness to meet community and business needs by developing new innovative programmes, many of which are the first of its kind in Hong Kong.

In academic programme design, there is a good balance of major studies, Common Core Curriculum and free electives; where ample development opportunities/activities form an integral part of students' holistic educational experience. These opportunities/activities include valuable residential life, internship, service, leadership, global exchange and independent research. Students actively engage themselves in different learning opportunities, so that they would know themselves better, broaden their global horizons, learn to learn continuously, boost their self-confidence and realise their potential. The aim is to nurture young talents with critical thinking, innovative minds, caring attitude, moral values and a sense of social responsibility.

HSMC adopts as many liberal arts education features as possible in its education process. These distinctive features include:

- A primary focus on undergraduate education;
- A cross-disciplinary Common Core Curriculum;
- Residential Colleges that combine living with learning;
- Interactive small-class teaching;
- Close student-teacher relationships;
- Guidance and mentorship for individual students in and outside classrooms;
- Extensive outreaching and experiential learning opportunities including community service, internship, international exchange and independent research; and
- Exit test requirements ensuring high levels of English and Putonghua language proficiencies.

HSMC Desired Graduate Attributes Framework – iGPS

The College aims to nurture students to possess the following desired graduate attributes - iGPS:

Intellectual Competence (i): Includes a solid foundation in chosen academic disciplines and the ability to think critically, to solve problems analytically, and to engage in lifelong learning.

Generic Skills (G): Includes skills in:

- languages in both English and Chinese (Cantonese and Putonghua);
- use of information technology and data analysis;
- interpersonal communication; and
- teamwork and leadership.

Personal Development (P): Includes self-awareness, character, ethical values, mental and physical health, emotion management, personal effectiveness and work attitude.

Social Engagement (S): Includes the willingness to serve the community and a commitment to acting for the betterment of society.

The acronym iGPS also carries the symbolic meaning of “i” and the “GPS”: with “i” referring to the individual student and “GPS” taking on the metaphor of “Global Positioning System” which can guide the development of the student through the diverse educational experience at HSMC.



Five Strategic Focus Areas

1. Robust Curriculum and Programmes
2. Innovative Teaching, Learning and Research
3. Transformative Student Experience
4. Dynamic Public Engagement and Advancement
5. Sustainable Campus and Resources Management



1. Robust Curriculum and Programmes

Aspiration Statement:

We aim to promote a student-centred and interdisciplinary curriculum with academic rigour, innovations and flexibility, so that students will be equipped with needed professional knowledge and intellectual competencies and become graduates of choice regionally and globally.





GOAL 1

Develop new programmes that support local and regional socio-economic development

- a. Develop new areas of undergraduate and postgraduate programmes with reference to government policies and socio-economic development. In particular, a number of cross-disciplinary programmes are in the planning stage.
- b. Plan to establish new academic units such as art and design as well as law.
- c. Consult industrial partners and employers proactively and engage them in new programme development.
- d. Encourage industrial partners to set up study units/centres on campus, reciprocally, HSMC sets up research/development centres in some external organisations.

GOAL 2

Enhance the academic framework to allow higher flexibility for diverse study modes

- a. Streamline the existing undergraduate curriculum structure and the requirement of each major programme.
- b. Extend the scope of major/minor studies to cover more disciplines.
- c. Revisit and revise the current credit system to allow more flexibility catering for different graduation plans.
- d. Develop joint programmes with overseas universities to offer students with more programme choices and international experience.



GOAL 3

Enhance the employability of students in both regional and global contexts

- a. Analyse students' language profile/needs and review the Chinese and English Common Core language modules to sharpen their language skills.
- b. Diversify the study of foreign languages and cultures, e.g., ASEAN, Middle Eastern, Latin and European, to meet students' and society's needs.
- c. Expand the variety of internships and introduce sandwich programmes to enrich students' learning experience and better prepare them for future employment.
- d. Elevate regional and global recognition of existing programmes through pursuing Association to Advance Collegiate Schools of Business (AACSB)'s accreditation and professional recognition.

GOAL 4

Strengthen existing programmes with innovation and technology

- a. Expand the infrastructure to promote innovation, science and technology.
- b. Review the Common Core Curriculum and enhance studies in the application of creative technology including AI, big data analytics, Fintech, Blockchain, e-commerce, etc.
- c. Support professional development programmes with a focus on innovation and technology that are relevant/applicable to particular disciplines.

GOAL 5

Augment arts and culture components in curricula and programmes

- a. Design more interdisciplinary modules to incorporate elements of arts and culture.
- b. Develop more programmes related to arts and culture to meet the future manpower needs of Hong Kong.

GOAL 6

Substantiate the pursuit of academic excellence by enhancing our rigorous quality assurance system

- a. Further improve quality assurance policies and procedures as an outcome-oriented process.
- b. Strengthen the training on academic quality assurance for relevant staff.

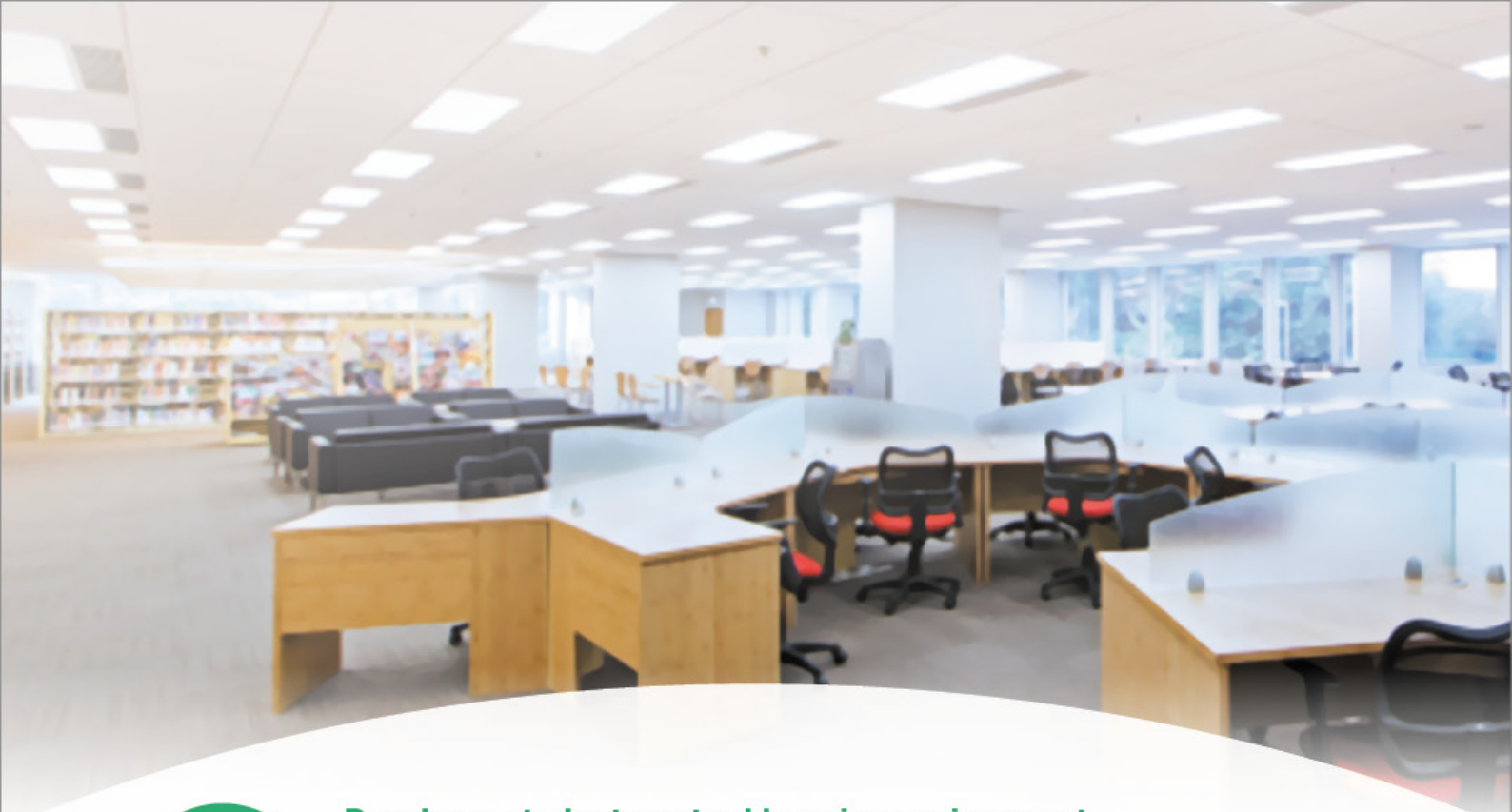


2. Innovative Teaching, Learning and Research

Aspiration Statement:

We aim to foster an intellectually challenging and student-centred community that encourages active, collaborative and creative teaching and learning and engages in impactful research for social advancement.





GOAL 1

Develop a student-centred learning environment

- a. Enhance the design and provision of learning facilities and support to promote student-centred learning.
- b. Design a flexible programme structure to facilitate students' academic pursuits.
- c. Develop a mechanism to increase student engagement in the programme/module design process.
- d. Enhance the feedback mechanism to ensure that student feedback is actively sought and the ensuing measures are incorporated into our teaching and learning.
- e. Organise academic skills training for first-year students to enhance their learning experience.
- f. Establish the Student Innovation & Entrepreneurial Centre to cultivate the innovative and entrepreneurial mindset of the HSMC students.

GOAL 2

Foster a creative, multi-disciplinary, collaborative and inclusive teaching and learning culture

- a. Promote cross-department/school collaboration and multi-disciplinarity through module and programme development.
- b. Establish a creative culture hub for planning and organising more creative cultural activities.
- c. Enhance the culture of innovation pedagogy through staff development and sharing of good practices among teachers.
- d. Continue to encourage and support students to participate in innovative projects and activities organised internally and externally.

GOAL 3

Integrate emerging technologies into curricula and teaching and learning process

- a. Utilise emerging technologies in at least 90% of the modules to enhance teaching and learning effectiveness.
- b. Develop a collaborative e-learning platform beyond the classroom to allow interactive and collaborative learning among students (e.g., students to share major findings through online video).
- c. Advocate the use of e-learning facilities through organising training workshops for staff and students.
- d. Continue to develop more MOOCs and blended modules.

GOAL 4

Enhance teaching through integration of research and professional engagement

- a. Introduce professional engagement leave to support teachers' industrial/professional attachment and to enhance practical and professional relevance in their teaching.
- b. Strengthen the teaching-research nexus by drawing on up-to-date research findings to enhance teaching materials, course design, project work and class discussion quality.
- c. Continue the provision of research grant to support students' independent research and increase student engagement in staff's research projects by making research opportunities available to students.





GOAL 5

Emphasise research with demonstrated impact

- a. Promote and assess research impact in terms of “an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia” (defined by the Higher Education Funding Council for England).
- b. Strengthen infrastructure to support policy research by establishing new public policy research centres.
- c. Review the current College-wide research theme “Corporate Sustainability, Social Responsibility and Innovations” and develop others as necessary.
- d. Promote a knowledge-sharing/transferring culture through developing an online research platform database.

3. Transformative Student Experience

Aspiration Statement:

We are dedicated to equipping our students with the iGPS desired graduate attributes so that they will become positive, collaborative, ethical and responsible global citizens with critical thinking, innovativeness, human caring and social responsibility. These attributes are achievable through a comprehensive and transformative student experience at HSMC.

Adopting the “Student Learning **FIRST**” strategy, we are committed to providing every HSMC student with transformative experiences that contribute to their intellectual and personal growth.





GOAL 1

First Year Experience - Facilitate HSMC freshmen's transition from secondary to university education and foster their positive values and attitudes

- a. Offer Year One students a series of enriched academic-related and co-curricular orientation activities and workshops with the aim of easing their transition to university-level education, enhancing their sense of belonging to HSMC and helping them to develop a positive outlook on life.
- b. Build students' character through a wide array of co-curricular activities.
- c. Strengthen the existing Personal Tutor System/ Campus Life Mentorship System/ Peer Mentorship System by
 - (i) supporting and enabling faculty members on how to guide and provide support to Year One students;
 - (ii) making more use of peer mentors (senior year students); and
 - (iii) inviting more alumni to serve as students' mentors.

GOAL 2

Internship and International Exposure – Set progressive goals to provide every undergraduate student with an internship learning experience during the course of their studies, to recruit students outside Hong Kong and to encourage HSMC students going abroad to expand their global perspective

- a. Introduce a thematic campaign “One Student, One Internship”, whereby all undergraduate students will be offered an internship learning experience locally, regionally or internationally during the course of their studies at HSMC.
- b. Further increase diversity of student profile through admission of more non-local students to about 10% of the total student population.
- c. Step up efforts to increase the number of exchange partner institutions and increase the number of exchange students (both incoming and outgoing) to around 20% of each student cohort.
- d. Further widen the international exposure of students by providing around 70% of each student cohort with opportunities to undergo overseas learning activities outside Hong Kong, including off-shore internship programmes, service learning activities, summer study tours, overseas summer courses, short-term visits and interflows with overseas counterparts every year.
- e. Solicit more external funds to support students to participate in exchange programmes.

GOAL 3

Residential College (RC) System – Fully implement the RC System and integrate living with learning to facilitate learning that is collaborative, ethical and responsible

- a. Introduce RC Membership System whereby:
 - (i) interested faculty members are invited to join one of HSMC's four RCs as Fellows to support RC-related activities; and
 - (ii) non-residing students are invited and allocated to be affiliated with one of HSMC's four RCs as non-residential members for all four years (and beyond).
- b. Offer credit-bearing Common Core and General Education modules and academic seminars at the RCs to create more academic ambience.

GOAL 4

Service Learning and Community Engagement – Integrate learning with service to the community and widen students' perspective and understanding of societal needs through experiential learning

- a. Advance service learning and community engagement at HSMC by working collaboratively with community partners and HSMC Schools and Departments.
- b. Establish the-first-of-its-kind Centre for Community Engagement in the self-financed higher education sector in Hong Kong to promote and support College-wide community services, service learning, community research and innovations, and community-embedded courses.
- c. Establish the Institute for Youth Sustainability Leadership, empowering youths to identify solutions to attain the United Nations' 17 Sustainable Development Goals (SDGs), which will be among the pioneer efforts in the self-financed higher education sector in Hong Kong.





GOAL 5

Technology Intelligence – Promote the smart and comprehensive uses of technologies among students

- a. Promote “Smart IT” among students and to empower them to become collaborative, ethical and responsible users of IT for learning, services, communication, and work.

- b. Enhance the existing student service systems and develop new e-platforms to better serve both undergraduate and postgraduate students and students with special needs.

4. Dynamic Public Engagement and Advancement

Aspiration Statement:

We strive to build up the College's reputation/image as a preferred private tertiary institution with uniqueness in liberal arts education, strong public recognition, and wide community support in various forms for our continuous development.



GOAL 1

Promote the College's uniqueness in liberal arts education

- a. Invite local and overseas successful/reowned figures to College-wide functions to introduce the benefits of liberal arts education.
- b. Organise more events/forums targeting parents, potential students and secondary schools to feature the strengths of liberal arts education.
- c. Highlight the advantages and values of liberal arts education in promotional activities and channels.
- d. Produce a special publication featuring the essence, importance and benefits of liberal arts education.

GOAL 2

Strengthen relationships with external and internal stakeholders

For external stakeholders

- a. Strengthen an even closer partnership with industries by taking a proactive approach in identifying their needs and assisting them to explore new development aspects or operation systems.
- b. Participate actively in the UNESCO Global Humanities Chair Project for HSMC is the only invited Full Collaborative Member in Hong Kong (as well as one of the five in the world).
- c. Enhance the promotion of existing events or programmes such as Business Journalism Awards and Junzi Corporation Survey, to showcase the College's efforts in providing impetus to related industries in their development.
- d. Strengthen the engagement of alumni and donors in College-wide events for closer relationships and better understanding of HSMC's development.
- e. Facilitate the establishment of School, Department and Residential College-based alumni associations and take active steps to forge closer ties among alumni associations of various interests.

For internal stakeholders

- f. Invite more alumni who are seasoned professionals or successful business leaders to share their career stories and give career advice to students.
- g. Actively encourage students to participate in alumni activities for their earlier involvement in alumni affairs.
- h. Solicit donations to set up scholarships which support fresh graduates' further education.
- i. Establish long-service award for staff members to show the College's appreciation to their dedication and to encourage their continuous support for and contributions to HSMC.

GOAL 3

Feature the College as a preferred tertiary institution among prospective students and parents, and the College graduates as employers' choice

- a. Enhance promotion of HSMC students' attributes and internship experience to attract potential employers.
- b. Strengthen and expand the collaboration with industrial partners and professional organisations for job placement/internship, including bonding scholarships that can extend the internship period.
- c. Strengthen engagement with parents.

GOAL 4

Encourage student participation in College-wide activities and external events

- a. Actively encourage more students to take part in College activities and external competitions.
- b. Reinforce support in various forms for students who participate in sports, music, arts and cultural activities to broaden their perspectives and enhance their soft skills.





GOAL 5

Foster initiatives on community involvement

- a. Build a platform for students to initiate and organise community services and activities which can make good use of their talents and skills.
- b. Solicit funds from external parties to set up a reward system under which students' voluntary work hours can be translated into cash donation to charitable organisations or the HSMC's Students' Union.
- c. Actively encourage students to broaden their scope of learning by including community services in research or projects related to their studies.
- d. Strengthen the ties with secondary schools by providing training on life skills and organising lectures or game activities for their students.

GOAL 6

Enhance fundraising programmes to solicit donations

- a. Design and organise regular donation programmes which target different generations of alumni and fresh graduates to build up ties with them soon after their graduation.
- b. Develop new fundraising programmes and means including alumni monthly giving scheme and internet-based fundraising scheme.
- c. Work closely with Departments to enhance the alumni network for raising fund continuously.
- d. Continue to expand funding sources for the College by proactively soliciting support from corporations and charitable foundations.

5. Sustainable Campus and Resources Management

Aspiration Statement:

We believe that the management and operations of the College shall be effective, efficient, accountable, collaborative and responsive, through robust and sustainable planning, allocation and optimisation of financial, human, information and physical resources, to support and advance teaching and learning, research and service.





GOAL 1

Financial Resources - Diversify revenue sources by growing income from alternative sources other than donations

- a. Facilitate the development of new undergraduate and postgraduate programmes with high market demand in order to optimise the use of campus capacity, the fixed cost allocation and the tuition fee income.
- b. Increase other revenues from executive training, consultancy, applied research, continuous professional development programmes jointly offered with professional bodies.
- c. Develop and implement revenue generation models on the use of College facilities for approved activities organised by College's partnering organisations.

GOAL 2

Financial Resources - Revamp and enhance financial resources allocation model for supporting and achieving the strategic goals of the College while maintaining cost-efficiency and financial stability

- a. Enhance the resources allocation model in light of the development priorities for academic and learning and campus facilities.
- b. Enhance the costing model with identifiable cost drivers and quantifiable metrics to facilitate financial analysis of academic programmes, projects and major initiatives to support sustainable growth.
- c. Formulate incentive schemes to reward academic units for income generated and funds raised.
- d. Enhance management information reports to foster transparency and accountability.
- e. Strengthen the monitoring of programme development and invest in new areas of programmes with growing needs and impacts.

GOAL 3

Space and Facility Resources - Expand Gross Floor Area (GFA) and optimise the utilisation and management of current space

- a. Renew the two land leases in 2020, develop the unused GFA and negotiate with relevant government bureaux and departments for the increase of GFA.
- b. Re-develop the existing Old Hall site to become a new 9-storey administration & academic building (with podium-level facilities), upon funding availability.
- c. Re-develop the existing College Hall (connecting to Block M) to become a 10-storey tower housing the creative art and design related disciplines, upon funding availability.
- d. Seek additional space from the lands nearby through negotiation with relevant government bureaux and departments.
- e. Develop off-campus facilities through various means.
- f. Re-design under-utilised facilities for change of the use of certain areas/facilities.

GOAL 4

Space and Facility Resources - Conduct facilities improvement for sustainable development

- a. Identify areas for improvement and enhancement, including connectivity and barrier-free access among old and new building facilities.
- b. Identify and implement energy conservation measures and launch internal and external sustainability campaigns to cultivate the mindset and influence the behaviours of staff and students.
- c. Enhance facility management tools for operational efficiency through up-to-date technology and smart devices developed by Information Technology Services Centre.
- d. Develop the Water Project, i.e., the vitalisation of the nullah running through HSMC; and enhance the College's environment by incorporating unique humanistic and eco-friendly features.

GOAL 5

Human Resources - Strengthen staff competency and succession planning through effective recruitment and successful staff development programmes

- a. Devise and implement strategic recruitment plans for global recruitment of academic staff.
- b. Devise and implement strategic recruitment plans for management and support staff with detailed job specifications matching people with jobs.
- c. Develop and implement revamped remuneration packages to attract and retain the best talents.
- d. Develop and implement strategic policies on staff development programmes for academic, management and support staff.
- e. Formulate effective staff succession plan for different levels of staff.

GOAL 6

IT and Data - Develop HSMC into a smart university, using smart technologies, developing smart applications and introducing smart practices to empower staff and students, streamline management and operations, as well as transform teaching and learning

- a. Smart Management – introduce data analytics as information resources for supporting planning and management.
- b. Smart Devices – introduce smart devices to support data capture and remote control in the management of campus buildings and facilities.
- c. Smart System Application – adopt Building Information Modeling (BIM) system.

GOAL 7

Operations Management and Sustainability - Further improve administrative and support processes for operational efficiency

- a. Revise and re-engineer workflows and procedures to seek optimisation.
- b. Rationalise the meeting frequencies and logistics for committees, work groups and task forces in the College for better efficiency and effectiveness.
- c. Expand e-processes and integration of operation systems for process efficiency.
- d. Implement work simplification initiatives and streamline oversight and approval processes.
- e. Outsource more non-core functions for cost saving and staffing flexibility.

GOAL 8

Operations Management and Sustainability - Strengthen the institutional framework for effective risk management and accountability

- a. Formalise the management structure for effective risk management and mitigation of compliance, financial and reputational risks.
- b. Continue to evolve our governance framework by adopting best practices to recognise the interests of stakeholders.



Concluding Remarks

Gearing up for a Great Future

Looking back on our past signposts pointing the way forward, HSMC's first Strategic Plan 2013-2018 has served its instrumental purpose of charting the "Roadmap to University and Beyond", with a concomitant emphasis on our desired graduates attributes. With the focus firmly in our sights, we are gratified to see that our labours have started to bear fruit. Likewise, we are thrilled to be on the threshold of an exciting new chapter in our history of development as the College is about to realise its next overarching goal of securing university title. In this connection, under the able leadership of the Board and College Council, the Strategic Planning Group has fleshed out the Plan for the next five years based on an all-encompassing approach.

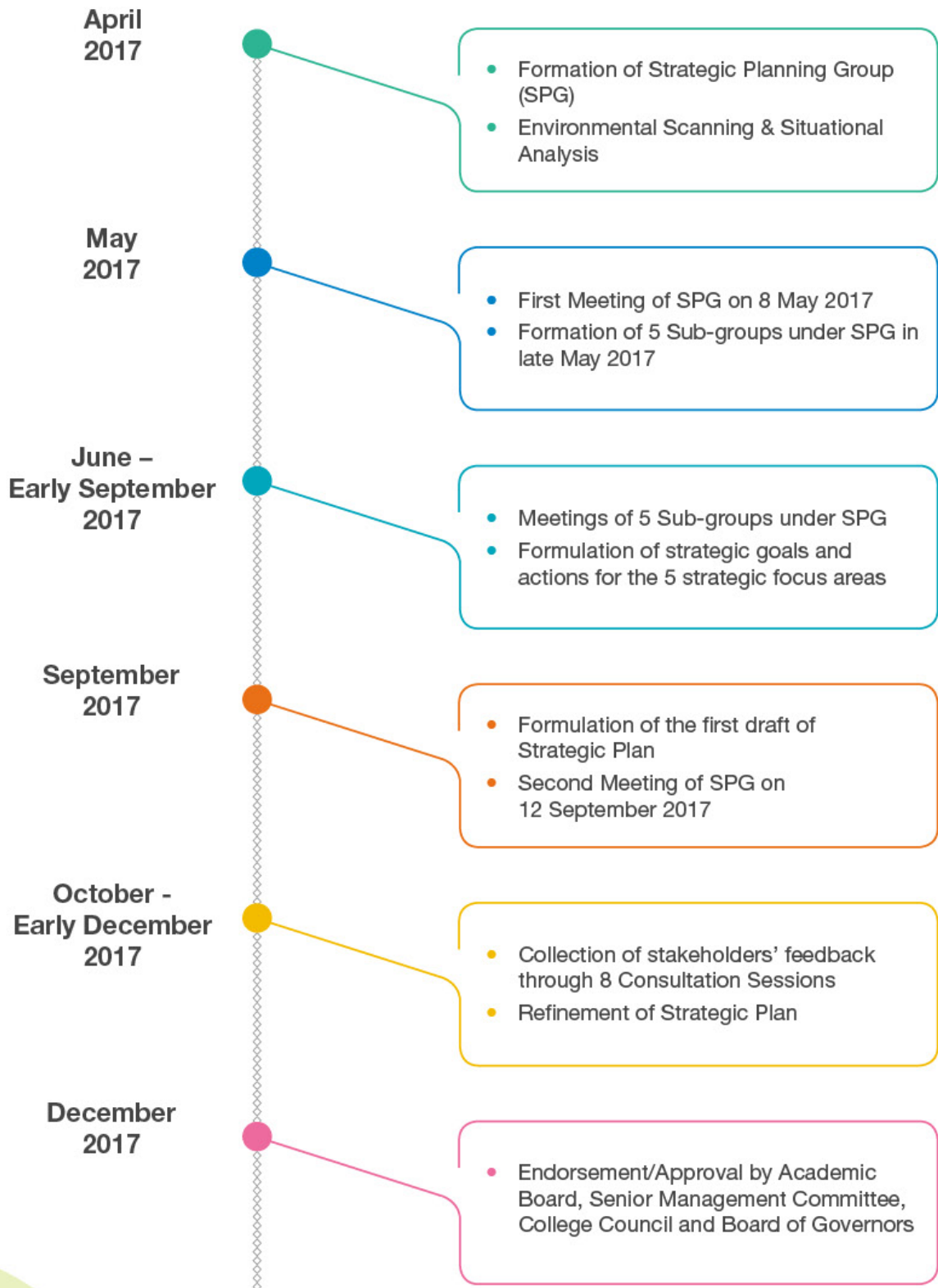
The year-long planning process is a most rewarding exercise for HSMC. We greatly appreciate the wise counsel of the Governors and College Council members, the active participation of all our stakeholders and their constructive input throughout the campus-wide consultation process. The implementation of this new Plan will testify to the HSMC community's solidarity in staying on course in the five strategic focus areas conducive to a sustainable future. More than ever, the College will count on the loyal support of the internal community of our staff and students, as well as the external community of our alumni, partners and friends, to carry on with our trailblazing culture while pursuing academic and research excellence.

HSMC has been most encouraged by the HKSAR Government's commitment to fostering the development of the self-financed tertiary education sector. The forward-looking approach adopted in this Strategic Plan aims beyond the acquisition of university title. Combining visionary leadership with the concerted efforts of our dedicated staff, the College is well on track for a greater role in contributing to the Hong Kong society and neighbouring regions.

As the saying goes, "pursue excellence and success will follow". Building on a solid foundation laid nearly four decades ago, the HSMC community can look forward to an even more promising future as the College is poised to take our quest for all-round excellence to the next level not only as a prominent private university, but also as an intellectual cradle of Hong Kong's new generation of talented leaders.



Formulation Process



Consultation Sessions



Date	Target Stakeholders
(i) 11 October 2017 - <i>English Session</i>	HSMC Academic Staff
(ii) 14 October 2017 - <i>Cantonese Session</i>	Parents
(iii) 17 October 2017 - <i>Cantonese Session</i>	HSMC Students
(iv) 9 November 2017 - <i>English/Cantonese Session</i>	HSMC Students
(v) 16 November 2017 - <i>Cantonese Session</i>	HSMC Governors and College Council Members
(vi) 22 November 2017 - <i>Cantonese Session</i>	HSMC Academic Staff, Management & Support Staff and Alumni
(vii) 1 December 2017 - <i>Cantonese Session</i>	HSMC Management & Support Staff
(viii) 5 December 2017 - <i>Cantonese Session</i>	Employers



Membership of Strategic Planning Group and Sub-groups

Strategic Planning Group

Chairman

Dr Moses CHENG Mo Chi

Governor & Chairman of College Council

Members

- *Dr HO Tzu Leung*
Governor
- *Mr Thomas LIANG Cheung Biu*
Governor
- *Dr Patrick POON Sun Cheong*
Governor,
Chairman of Fundraising and Donation
Committee & Chairman of
HSMC-Foundation Management Committee
- *Mr Martin TAM Tin Fong*
Governor
- *Ms Suzanne CHAN Shet Hung*
Member of College Council &
Vice-Chairman of Finance Committee
- *Dr Jacky CHEUNG Wah Keung*
Member of College Council
- *Professor Simon HO Shun Man*
President
- *Professor Gilbert FONG Chee Fun*
Provost
- *Professor HUI Yer Van*
Vice-President (Academic & Research)
- *Dr Tom FONG Wing Ho [also Secretary]*
Vice-President (Organisational Development)

Dates of Meetings

- 8 May 2017
- 12 September 2017

Sub-group I: Robust Curriculum and Programmes

Conveners

- *Dr Moses CHENG Mo Chi*
Governor & Chairman of College Council
- *Professor Gilbert FONG Chee Fun*
Provost

Members

- *Mr James S. TSIEN*
Member of College Council
- *Professor HUI Yer Van*
Vice-President (Academic & Research)
- *Dr Tom FONG Wing Ho*
Vice-President (Organisational Development)
- *Dr Shelby CHAN Kar Yan*
Acting Dean of School of Translation
- *Mr James CHANG Chih Yu*
Associate Dean of School of Communication
- *Mr Ted CHUCK Tat Man*
Senior Programme Manager of Registry
- *Professor Desmond HUI Cheuk Kuen*
Professor of Department of Social Science,
School of Humanities and Social Science &
Member of Academic Planning and
Development Committee
- *Professor Thomas LUK Yun Tong*
Interim Dean of School of Humanities and
Social Science, Head of Department of
English & Chairman of Common Core
Curriculum Committee
- *Dr Brossa WONG Yeuk Ha*
College Registrar
- *Mr WONG Chun Lam*
Student Representative

Co-opted Member

Dr SIU Sai Cheong

Associate Professor of School of Translation

Secretary

Ms Lancy HO

Assistant to the Provost

Dates of Meetings

- 13 June 2017
- 30 August 2017

Sub-group II: Innovative Teaching, Learning and Research

Conveners

- *Professor NYAW Mee Kau*
Member of College Council
- *Professor HUI Yer Van*
Vice-President (Academic & Research)

Members

- *Professor Richard WONG Yue Chim*
Governor
- *Professor Gilbert FONG Chee Fun*
Provost
- *Dr Tom FONG Wing Ho*
Vice-President (Organisational Development)
- *Professor Bradley R. BARNES*
Dean of School of Business
- *Dr Gavin BUI Hiu Yuet*
Associate Professor of Department of English, School of Humanities and Social Science & Member of IT Advisory Committee
- *Dr Ben CHENG Ka Ming*
Associate Director (Teaching and Learning Enhancement) of Centre for Teaching and Learning & Member of Teaching and Learning Quality Committee
- *Professor Francis CHIN Yuk Lun*
Director of the Deep Learning Research & Application Centre & Member of Research Committee
- *Professor Desmond HUI Cheuk Kuen*
Professor of Department of Social Science, School of Humanities and Social Science
- *Ms Sarena LAW Yuk Lin*
College Librarian & Member of Library & Learning Resources Committee
- *Professor Paul LEE Siu Nam*
Professor of School of Communication & Member of Research Committee
- *Dr Daniel MO Yiu Wing*
Associate Director (E-learning) of Centre for Teaching and Learning & Member of Teaching and Learning Quality Committee
- *Dr SIU Sai Cheong*
Associate Professor of School of Translation
- *Professor TANG Man Lai*
Associate Dean of School of Decision Sciences & Head of Department of Mathematics and Statistics
- *Mr WONG Chun Lam*
Student Representative

Secretary

Ms Ritz HO Lok Yan
Assistant to Vice-President (Academic & Research)

Dates of Meetings

- (i) 22 June 2017
- (ii) 4 August 2017

Sub-group III: Transformative Student Experience

Conveners

- *Dr HO Tzu Leung*
Governor
- *Dr Tom FONG Wing Ho*
Vice-President (Organisational Development)

Members

- *Mr Dannie CHEUNG Kong Ting*
Member of College Council
- *Ms Rebecca CHAN Po Yu*
Director of Student Affairs
- *Dr Ben CHENG Ka Ming*
Residential College Master & Member of Residential Colleges Management Committee
- *Dr Paul FUNG Kai Yeung*
Associate Professor of Department of English, School of Humanities and Social Science, Residential College Master & Member of Student Affairs Committee
- *Mr JIM Sze Chung*
Manager (Physical Education) of Student Affairs Office & Secretary of Committee on Sports and Physical Education
- *Ms Maria KWOK Yuk Ling*
Hall Manager & Member and Secretary of Residential Colleges Management Committee
- *Dr Thomas LEUNG Kim Ping*
Associate Dean of School of Business
- *Dr Jacky LEUNG King Tai*
Senior Lecturer of Department of Mathematics and Statistics, School of Decision Sciences
- *Mr Kingston SUN Kin Sang*
Associate Head of Campus Development and Management Office
- *Dr Brossa WONG Yeuk Ha*
College Registrar
- *Mr Andy LAI Ka Wing*
Student Representative
- *Mr WONG Chun Lam*
Student Representative

Secretary

Ms Tammy CHAN Ka Mei
Head of College Secretariat

Dates of Meetings

- (i) 28 June 2017
- (ii) 31 August 2017

Sub-group IV: Dynamic Public Engagement and Advancement

Conveners

- *Dr Patrick POON Sun Cheong*
Governor, Chairman of Fundraising and Donation Committee & Chairman of HSMC-Foundation Management Committee
- *Professor Scarlet TSO Hung*
Associate Vice-President (Communications and Public Affairs) & Dean of School of Communication

Members

- *Dr Jacky CHEUNG Wah Keung*
Member of College Council
- *Dr Tom FONG Wing Ho*
Vice-President (Organisational Development)
- *Ms Elisa CHAN Man Wai*
Director of Advancement and Alumni Affairs Office
- *Dr Collin WONG Wai Hung*
Head and Associate Professor of Department of Supply Chain and Information Management, School of Decision Sciences
- *Ms Lilian YEUNG Lai Kwan*
Senior Lecturer of Department of Accountancy, School of Business & Chairman of Alumni Affairs Committee
- *Mr CHOW Pak Chun*
Student Representative

Secretary

Ms Alison WONG Wai Yi
Manager of Communications and Public Affairs Office

Dates of Meetings

- (i) 19 June 2017
- (ii) 6 September 2017

Sub-group V: Sustainable Campus and Resources Management

Conveners

- *Mr Martin TAM Tin Fong*
Governor
- *Professor Simon HO Shun Man*
President

Members

- *Mr Thomas LIANG Cheung Biu*
Governor
- *Ms Suzanne CHAN Shet Hung*
Member of College Council & Vice-Chairman of Finance Committee
- *Dr Tom FONG Wing Ho*
Vice-President (Organisational Development)
- *Professor Bradley R. BARNES*
Dean of School of Business
- *Mr Patrick LAM Man Ho*
Director of Finance & Member of Resources Allocation Committee
- *Dr Hackman LEE Hon Yin*
Head of Campus Development and Management Office
- *Professor Lawrence LEUNG Chi Kin*
Dean of School of Decision Sciences
- *Mr Cornelius MAN Chi Kwong*
Registrar
- *Mr Samuel SHUM Tse Ming*
Senior IT Manager & Member of Space Allocation and Facilities Management Committee
- *Professor WONG Po Choi*
Director of Information Technology
- *Dr Brossa WONG Yeuk Ha*
College Registrar
- *Ms Mary YEUNG Mi Lan*
Head of Human Resources Office

Secretary

Ms Zoe HO Ngar Man
Senior Executive Officer of President's Office

Dates of Meetings

- (i) 29 June 2017
- (ii) 21 August 2017

Editorial Group

Dr Tom FONG Wing Ho, Vice-President (Organisational Development)
Ms Tammy CHAN Ka Mei, Head of College Secretariat
Ms Eva KWOK Yee Ming, Executive Officer of President's Office



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