

STRATEGIC PLAN
**Striving to Nurture
Transforming the Future**
2019-2023



香港公開大學
THE OPEN UNIVERSITY
OF HONG KONG

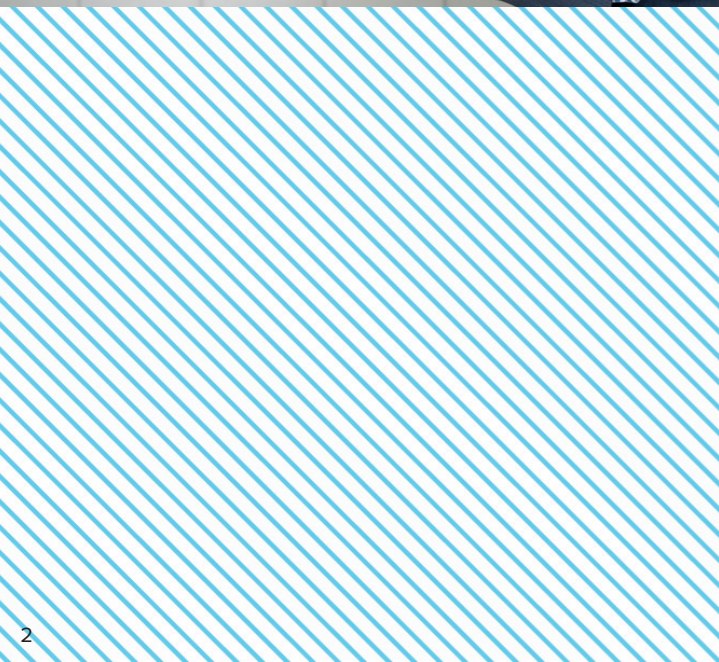
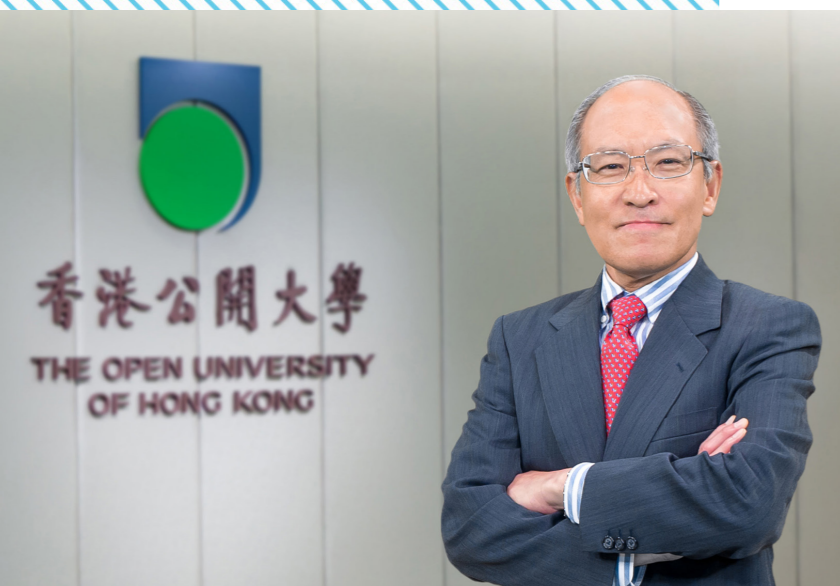
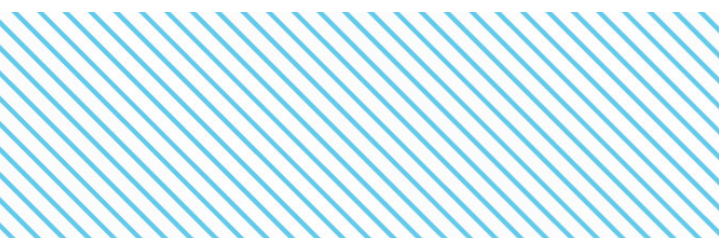




**Striving to
Nurture
Transforming
the Future**

Michael Wong Yick-kam

Chairman, University Council



'The Open University of Hong Kong has come a long way, and keeping up its momentum is a challenge. Holding fast to our commitment to quality university education, under which we provide both full-time and part-time learning opportunities to students and working adults, we are looking to surge forward into exciting new areas of innovative pedagogy, applied research, and student-centred education.'

Professor Yuk-Shan Wong

President



'The needs of our community are changing rapidly in line with new demographic, economic and technological trends. We aim to anticipate and manage these changes by developing relevant practical professional programmes, and delivering a stream of expert talent to serve Hong Kong and the rapidly developing Guangdong-Hong Kong-Macao Greater Bay Area.'

Foreword

The Open University of Hong Kong (OUHK) is a young university. It was founded in 1989 as the Open Learning Institute of Hong Kong, a niche institution offering academic programmes based on open admission and distance learning with the mission 'Education for All'. From the outset, it set its sights high. Embracing a youthful culture of dynamism, flexibility and innovation, it aimed at the future and, by 1997, was awarded the title of a full university.

That rapid early growth and transformation set the tone for what was to come. Since 1997, the OUHK has branched out on many fronts: building up respected full-time undergraduate programmes, expanding its part-time and distance learning offerings, and establishing new fields of expertise and research. Earlier Strategic Plans (for 2001–2010 and 2008–2017) drove us forward in new directions, especially by helping us to identify the evolving needs of Hong Kong and launch initiatives to meet them. The University's efforts to realize its vision of providing open and flexible education to all progressed by leaps and bounds.

Today, after almost 30 years of rapid forward advancement, the OUHK has truly come of age. The University is offering professional programmes addressing real demand from the community. Our graduates are increasingly sought after by employers in Hong Kong and beyond. And, in an age of ever-greater connectivity, our academic staff and graduates are fuelling the social and economic development of our neighbouring cities in the Greater Bay Area.

All this sets the stage for the launch of the OUHK's latest Strategic Plan, covering 2019–2023. Having forged a strong academic reputation in Hong Kong, it is now time to go further. This Strategic Plan defines how we will do this, along five key routes that reflect the realities of our modern world and leverage our core strengths of innovation, flexibility and relevance. They include supplementing our existing quality academic programmes with new and innovative pedagogical tools, and further enriching our students' learning experience by widening their real-world exposure. Our academic research activities will be strengthened and developed as we flex our academic muscles. All this will be in a context of efficient management of resources that will ensure the OUHK is not only healthy and sustainable, but also vibrant and forward-looking with a continual growth in reputation and brand positioning.

Core Values

FAIRNESS

We believe in fairness in society. In particular, we subscribe to the notion that everyone should have an equal opportunity to have access to education, including tertiary education, if they so desire, irrespective of their socio-economic and demographic status.

INTEGRITY

We are committed to upholding integrity and to instilling its importance in students so that they become responsible citizens and role models for their peers.



PERSEVERANCE

We promote perseverance as an important ingredient for success both on the part of the University in its pursuit of distinction, and for our students in their quest for knowledge and skills in preparation for a career.

INNOVATION

We recognize the significance of innovation as a vehicle for the University to excel, and build on its strengths and combat its limitations in facing future challenges and opportunities. At the same time, we wish to develop our students' ability to innovate in their journey through life.



Vision and Mission

Our Vision

To be a leader in providing open and flexible education to all, and to excel as a provider of quality higher education.

Our History

Established by the Hong Kong Government in 1989 as a provider of distance education, OUHK began offering full-time programmes in 2001. Over the years we have grown into a leader in open and flexible education in the Asia Pacific region, and our full-time face-to-face programmes for qualified secondary school leavers are on par with other established universities across Hong Kong. OUHK today is a young, dynamic, full-fledged university.

Our Mission

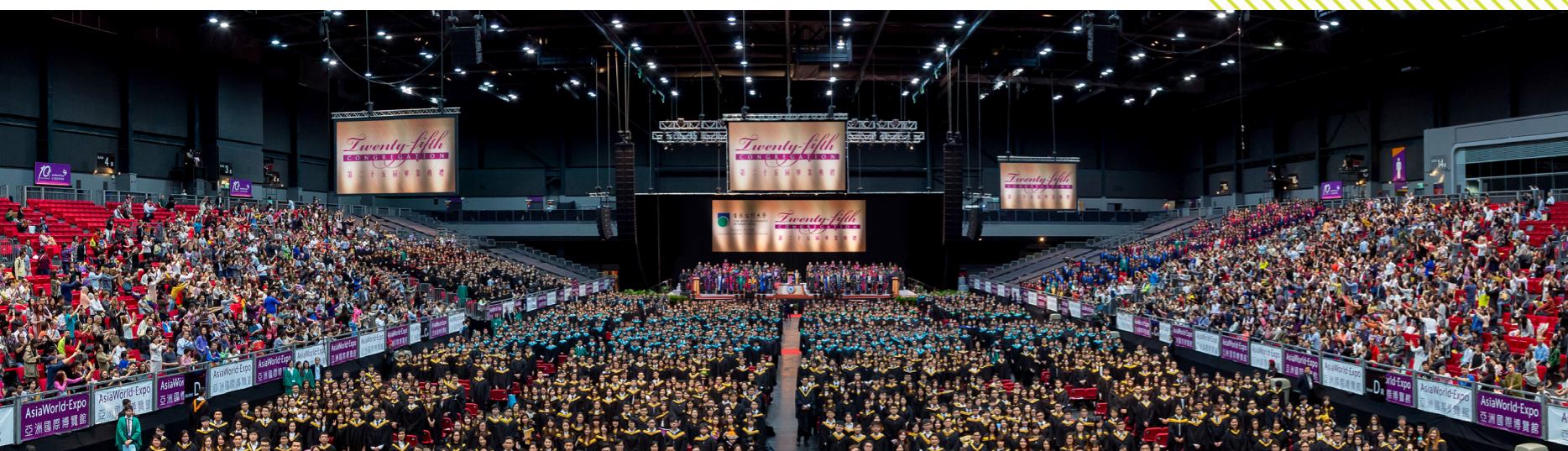
To advance learning, knowledge, and research that meet students' learning aspirations and society's talent needs, focusing on practical and professional programmes. As a multi-mode university, we use innovative teaching and education technology to offer world-class education, guided by our core values of fairness, integrity, perseverance, and innovation.

STRATEGIC PLAN

2019-2023



A university of choice for quality teaching and learning



The OUHK has transformed into a fully-fledged university today. We pride ourselves on our commitment to quality teaching in our wide range of professional and practical full-time undergraduate degree programmes, which attract qualified secondary school leavers on a par with other universities in Hong Kong. On the other hand, our growing suite of well-developed taught postgraduate programmes, for both full-time and part-time degree-holders, is diverse and meets societal needs. Moreover, we shall continue to deliver traditional open and flexible education for all, especially working adults. We are confident that our unique academic programmes will prepare graduates well for the challenges and opportunities in the economic development in the Guangdong-Hong Kong-Macao Greater Bay Area.

As we move towards our 30th anniversary, we are striving to become a university of choice for quality teaching and learning.

Strategic

GOALS



With commitment to our vision, mission and core values, we are determined to:

PROVIDE high-quality academic programmes through innovative pedagogies to meet society's need for talent;

ENRICH our students' learning experience, both within and beyond the curriculum, for personal and career development;

ENCOURAGE students to participate in mainland and overseas exchange activities to understand more about their country and to broaden their international horizons;

NURTURE an environment conducive to academic research to complement teaching and learning;

DEVELOP our university facilities into a warm and welcoming campus to support the growing focus in full-time face-to-face teaching; and

STRENGTHEN our financial sustainability through enhanced efficiency and effective deployment of resources in areas of strategic priority.

Focused Areas of Priority for

STRATEGIC

DEVELOPMENT

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To achieve our goals, **5** focused areas of priority have been identified for strategic development.





01 Premier Quality Teaching

As a university that is committed to providing quality higher education, we attach the utmost value to teaching and students' learning experience. Innovative and student-centred approaches to teaching and learning will be adopted.

Strengthen our pedagogical initiatives

To strengthen the academic quality of our teaching staff and improve student services through the implementation of a suite of quality enhancement measures in the next three years, which include:

- ▶ engaging experienced scholars as academic consultants; and
- ▶ exploring various pedagogical initiatives to improve educational delivery, such as the 'Independent Learning & Study Skills Pack' and an iBookcase mobile app.



Emphasize student-centred teaching and learning

To foster a collaborative environment that is conducive to pursuing excellence in teaching and learning by:

- ▶ promoting good teaching, supporting students' learning needs, sharing teaching practices, and providing faculty development;
- ▶ identifying and sharing innovative pedagogies and educational technology to enhance teaching and learning among academic staff; and
- ▶ organizing a range of activities, such as training, talks and workshops, to cultivate an academic community with shared interests and goals.



To strengthen student motivation and engagement by emphasizing a student-centred approach in our teaching and learning processes as good teaching depends on dynamic interactions with students. We will enhance our student feedback channel for insights into how teaching and learning may be improved.

To enhance students' language skills to prepare them for success in a globalized and knowledge-based society by:

- ▶ making every effort to enhance the all-round language capability of students, including communication and presentation skills; and
- ▶ cultivating and fostering an environment conducive to the use of English on campus.

Adopt innovative curriculum design

To review the undergraduate curriculum which has operated under the 3-3-4 system for some time to ensure that our students achieve the attributes needed to serve society better and meet its growing needs. In particular, general education is very important for equipping our students with a broad knowledge base and skill sets to prepare them for lifelong learning.



To collaborate with industry and continue to develop new programmes in the practical, applied and professional areas needed for the rapid changes in society and development in Hong Kong, as well as cater for students' career development needs and society's need for talent.

To expand our taught Master's programmes in different fields to cater for students' aspirations for continuing education and the needs of industry and society for people with in-depth knowledge and critical skills.



02

A Rewarding and Fulfilling Learning Experience

‘Enable Success and Enrich Life’ is central to our mission in student development. We will work hand-in-hand with students to cultivate a most attractive university life. The enriched experience will inspire students to grow and develop personally, enhance a stronger sense of belonging and, most importantly, promote success in realizing their full potential.

Enhance student engagement and development

To strengthen the system of academic advising and student mentoring for:

- ▶ promoting students’ awareness of the aims of university education;
- ▶ nurturing them with life skills for university study;
- ▶ enlightening their academic, career and life goals; and
- ▶ empowering them to think logically and critically, and develop plans to achieve their goals.

To match each first-year student with a senior-year student, alumni or faculty staff as a mentor under a peer mentorship scheme for:

- ▶ strengthening the orientation of new students;
- ▶ establishing their sense of belonging; and
- ▶ facilitating their progress to academic success.

To integrate co-curricular and extra-curricular activities into the undergraduate curriculum for:

- ▶ fostering students' all-round development;
- ▶ helping them develop their talents and abilities; and
- ▶ preparing them for a career on graduation.



Broaden student exposure to the world beyond the classroom

To strategically expand our offshore study tours, and exchange and immersion programmes, to broaden students' horizons and instil in them a global outlook, as we strongly believe in the value of exposing our students to a wide range of activities outside the classroom.

To encourage students to participate in competitions in arts, business, sports, cultural, science and technology activities through which to build up their self-confidence and benefit from their exposure to the real world.



To partner with industry, businesses and employers to establish more internship opportunities, both local and offshore, to pave the way for career excellence, as internships provide students with valuable insights and exposure to real working life.

To strengthen the alumni networks and promote communication between the alumni and the University, and to leverage on the alumni network for student engagement and support.

Conference on Ethical Responsible Business Challenges and Opportunities for Trans

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International
Governance

03

Research Capacity Enhancement

Even though the OUHK's main mission is teaching, we consider research an inseparable part of our academic activities as research informs and complements teaching.

The University has been a proud beneficiary in successive rounds of RGC funding exercises under the Competitive Research Funding for the Local Self-financing Degree Sector since 2014. We have established five research institutes and four research centres, focusing on different themes, and engaged distinguished professors and research professors. We have also set up a research office to support our growing range of research activities.

Enhance research capacity in strategic niche areas



To encourage academic colleagues to participate in research in selected niche areas, we have allocated extra resources for academic units to appoint Academic Consultants.

To continue the implementation of a number of incentive schemes to motivate colleagues to participate in research.

To continue to improve the research infrastructure, strengthen resource support to staff in terms of both time and personnel, and reward staff for research effort.

To focus on applied research to complement our course offerings as our academic programmes are more practical and career oriented, with the aim of research informing teaching.

To strengthen and consolidate our strategic research themes, and to direct efforts to a few areas in which the University can excel.

Enrich our research programmes and research culture

To develop a broader portfolio of MPhil and PhD programmes to attract a healthy stream of graduate students to join the programmes. These students will be affiliated to a research institute and receive a stipend. They will also provide research assistance in theme-based studies on a project basis.

To strengthen our research capacity by developing an international research network to foster collaborative research.





04

A Welcoming Campus for Student Learning

The University has successfully obtained a Government land grant for a campus extension to house the OUHK Jockey Club Institute of Healthcare which is due for completion in 2020.

This initiative reflected our timely response to the ongoing need for healthcare professionals in the ageing community. At the same time, the extension provides enhanced teaching facilities and more student amenities.

Build a harmonious and vibrant campus environment

To create a harmonious and vibrant campus environment for students and staff, capitalizing on the public park which is adjacent to our new campus on Sheung Shing Street.

To achieve an environmentally friendly and sustainable campus and to attain Platinum BEAM Plus for the new complex, on a par with our existing Jockey Club Campus on Chung Hau Street.



Expand the campus with a service mindset

To conduct a review to optimize the utilization and management of space upon completion of the OUHK Jockey Club Institute of Healthcare.

To review facility management guidelines to ensure greater accountability in the use and allocation of space.

To continue to explore and identify possible sites for campus expansion to cater for the need for more space for teaching, learning and student activities.

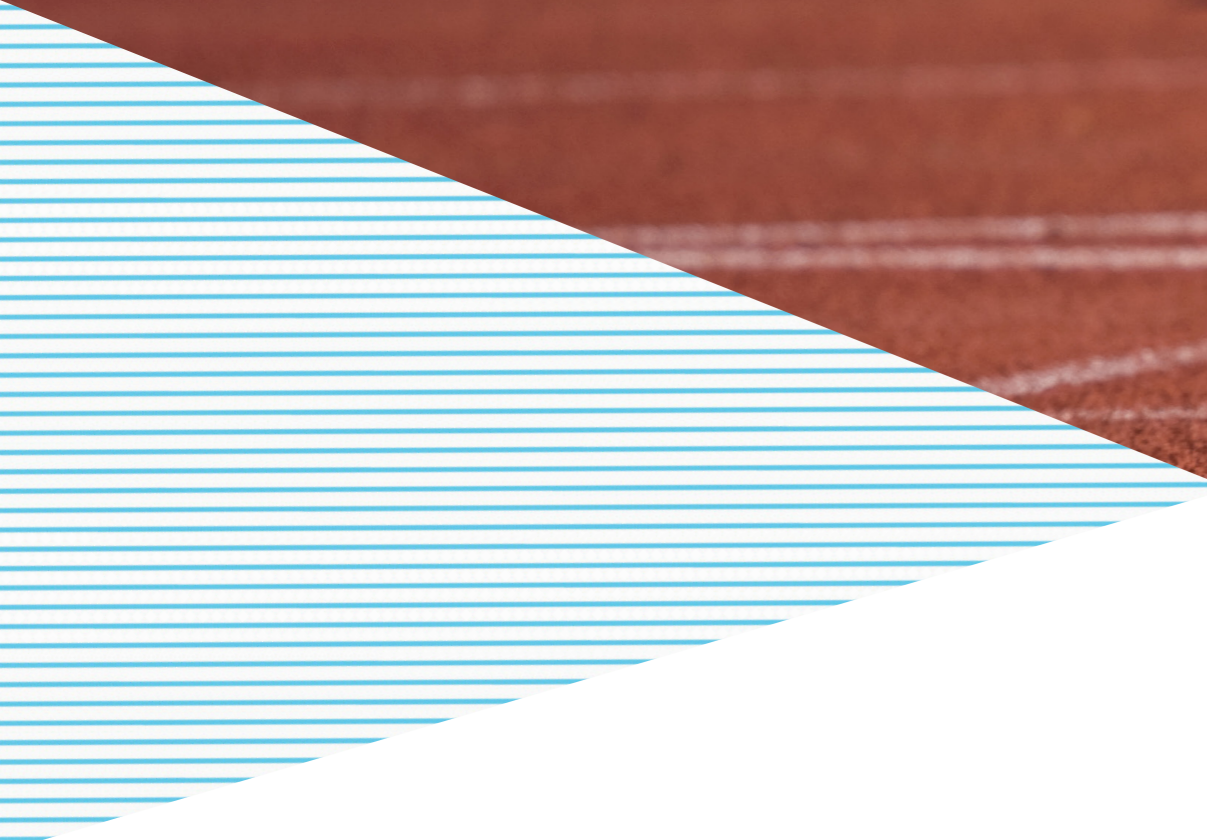
Plan for the future

To explore shared usage of campus facilities with sister institutions based on the concept of a sharing economy.

To leverage on the Jockey Club Institute of Healthcare project to explore smart technology and pioneer innovative use of space for the entire campus.

To continue to seek government support for the provision of residential facilities for our students so as to foster a better sense of belonging and an enriched campus life for our students. Such facilities will also be used for international exchange programmes.





05 Excellence in Administration and Governance

In a competitive environment and with increased students' expectations, self-financing institutions are now facing increased pressure to demonstrate efficiency and effectiveness.

We seek to adopt more innovative approaches to efficiency, which not only help to make savings, but also enhance effectiveness across all administrative and academic activities.

Streamline to enhance efficiency and productivity

To continue to streamline various administrative functions to enhance efficiency and transparency, and to give better support for our academic development.





Strive for prudent financial management

To secure a steady income stream and proactively manage costs as it is important for the OUHK, as a self-financing institution, to maintain financial sustainability.

To continue to adopt prudent management practices to enhance efficiency and prioritize resources in alignment with our strategic objectives.

Nurture a service mindset and performance culture

To implement the newly adopted Pay and Reward System (PRS) to promote a performance-based culture, and to ensure long-term financial sustainability.

To nurture a performance-based culture, which will enhance the University's overall quality, reputation and branding to support its long-term development.

To deliver a flexible, efficient and responsive budget management system to cope with the changing environment and budget needs.

To explore the use of effective analytics to help develop new initiatives to enhance administrative and professional services.



Enhance the quality of our university governance

To maintain and improve our internal audit, and procurement/administration systems and procedures.

To facilitate the participation of University Council members in university policy matters and enhance the communication between Council members and the University.

To develop peer networks for the sharing of best practices among institutions as we believe that benchmarking, both internal and external, is a useful tool for driving efficiency.

To ensure the University upholds the principle of transparency and promotes its social and environmental responsibilities.

GO FURTHER

The Next Five Years and Beyond



In the last decade, the Open University of Hong Kong has undergone rapid transformation which has had an enormous impact on the community and the tertiary sector. Embracing advances in educational technology and pioneering a diverse range of professional and practical programmes, we have enriched our students' learning experience and addressed societal needs in a timely manner. We aspire to build upon the hard-won achievements to further enhance the University's reputation and brand positioning, nurturing more talent for society.

The Strategic Plan 2019–2023, by identifying five focused areas of priority for further strategic development, encapsulates our goals and action plans for the next five-year period and beyond, with a view to bringing the University to new heights. It will take the University beyond past achievements so that our students will GO FURTHER, and compete favourably with their peers in Hong Kong and other parts of the rapidly changing world.

Together we shall strive to transform the future.



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