



東華學院  
TUNG WAH COLLEGE

Talent · Wisdom · Commitment 才 · 智 · 承諾

# Strategic Plan

2016/2017 – 2020/2021



The background is a vibrant blue gradient. In the upper left, a bright white light source emits several thin, white rays that fan out across the top. Scattered throughout the image are several white circles of varying sizes, some of which are semi-transparent, creating a bokeh effect. The text is positioned on the left side, centered vertically.

# **Paving the Way for Becoming a Private University**

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# Table of Contents

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<b>Foreword</b> .....	1
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<b>Planning Context</b> .....	2
-------------------------------	---

Introduction	
Present Situation	
The Environment	
The Higher Education Sector	
The Pathway to Become a Private University	

<b>Vision, Mission and Core Values of TWC</b> .....	5
---	---

<b>Strategic Goal</b> .....	6
-----------------------------	---

## **Key Strategic Areas**

Programme Development .....	7
Teaching and Learning Quality .....	8
Research Capability .....	9
Student Development .....	10
Governance and Management .....	11
Finance and Human Resources .....	12
Campus and Facilities .....	13
Image and External Relations .....	14
Acronyms .....	15

# Foreword



Thank you for your interest in reading this second 5-Year Strategic Plan of our Tung Wah College. The main theme of this Plan is “Paving the Way for Becoming a Private University”. I am glad that after discussion and consultation with staff, management, members of College Council and Board of Governors, we came to a consensus that the College should move along the direction towards obtaining a university title in the next 5 to 10 years.

This Strategic Plan has laid down our strategic objectives and actions in eight areas, namely, programme development, teaching and learning quality, research capability, student development, governance and management, finance and human resources, campus and facilities, and image and external relations. I am confident that with our concerted efforts, we will achieve our goal in foreseeable future. Yet, your support to us is indispensable along our road to private university. I, therefore, invite you to give us your suggestions or comments on any aspects of our College’s development. We will make our best endeavour to nurture the young generation and contribute to the betterment of our society and mankind.

Professor Yu-hon Lui  
President

# Planning Context

## Introduction

Tung Wah College (TWC) was established in March 2010 by Tung Wah Group of Hospitals (TWGHs) as a self-financing tertiary education institution to provide quality education in response to community needs. Having gone through the rigorous college-wide accreditation and passed the Institutional Review (IR) by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) in 2010, TWC finally attained its degree granting status and was registered as an approved self-financing post-secondary college under the Post-Secondary Colleges Ordinance (Cap. 320) on 8 April 2011.

This Plan is TWC's second 5-Year Strategic Plan. It covers the period from 2016/2017 – 2020/2021 and outlines the direction that the College will move in and the strategies to be adopted for the next 5 years.

## Present Situation

TWC admitted the first cohort of students in September 2011. At present, TWC has 4 Schools namely Arts and Humanities (ARH), Business (BUS), Medical and Health Sciences (MHS), and Nursing (NUR), offering a total of 12 programmes (including 6 degrees which cover 14 majors and 6 sub-degrees), with various new programmes under active planning, accreditation or about to launch. Its student population has been on the rise and exceeded 2,300 in 2016/2017. Since inception, TWC has nurtured close to 1,000 graduates.

### Programmes Offered in 2016/2017

School	Programme
ARH	Bachelor of Social Science (Applied Psychology major)
	Higher Diploma in Psychology
	Higher Diploma in Early Childhood Education
BUS	Bachelor of Business Administration <i>(with 4 majors in Professional Accountancy, Finance Services, Marketing, Health Services Management)</i>
	Bachelor of Business Administration in Entrepreneurship and Management
	Higher Diploma in Business Studies
MHS	Bachelor of Medical Science <i>(with 5 majors in Basic Medical Sciences, Forensic Science, Medical Laboratory Science, Radiation Therapy, Veterinary Health Studies)</i>
	Bachelor of Science in Occupational Therapy
	Associate of Health Studies
NUR	Bachelor of Health Science (Nursing major)*
	Bachelor of Health Science (Applied Gerontology major)
	Higher Diploma in Nursing
	Diploma in Health Studies <i>(part-time)</i>

\* Since 2015/2016, 200 places of the programme have been included in the Study Subsidy Scheme for Designated Professions/ Sectors (SSSDP) of which students have to apply through Joint University Programmes Admissions System (JUPAS).



TWC is established and positioned to be a teaching institution but it is keen on developing a research culture with a focus on applied research and building its research capability to support and enrich teaching and learning. As reflected in the improving results of Research Grants Council's (RGC's) Competitive Research Funding Schemes, academic research at TWC has been progressing in this direction in recent years.

The financial condition of TWC is considered as healthy. In the recent 2 years, the College has changed from deficit to surplus in its operation. As of 31 August 2016, TWC has a reserve of HK\$161.5 million.

With a steady and modest growth in the first five years, TWC has now been playing an active role in provision of quality tertiary education to nurture professional talents (especially in the areas of nursing, medical and healthcare) for our society.

Building on the success of the College in the first five years, TWC will continue to excel, grow from strength to strength and pave the way for further advancement to progressively become a quality tertiary institution with reputable programmes and a strong foothold and eventually acquire a university title.

## The Environment

Hong Kong is a very dynamic society and constantly experiences different changes in economic, social, political and technological aspects etc. Among other things, two recent changes which have obvious implication on the College are worth noting.

### *Rapidly Ageing Population*

Due to demographic changes, the population is ageing very rapidly. According to the Government's projection, people aged 65 or above will increase from 17% in 2016 to nearly one-third (32%) by 2041 and people aged between 15 and 64 will fall from 72% to 59% in the same period. The supply of labour force in Hong Kong has become stringent, and hence there is a pressing need to train up the younger generation to provide quality work force for our society.

### *Expansion in Healthcare Services*

The rapidly ageing population puts tremendous pressure on the health care services. As set out in the Policy Address 2016, to cope with the ageing trend, the Government of Hong Kong Special Administrative Region (HKSAR) has decided to allocate more resources to strengthen the provision of public healthcare services in coming decade. New initiatives include building new hospitals / redeveloping existing hospitals, providing some 5,000 additional public hospital beds and over 90 new operating theatres, constructing ambulatory care centres and large day hospitals, promoting preventive care and more attention to personal health. These initiatives, together with the current problem of manpower shortage, create strong demand for well-trained health professionals in the coming 10 years.

# The Higher Education Sector

TWC is operating in a highly competitive higher education sector which is full of challenges ahead. It is widely recognised that the sector is entering into a “severe winter” stage in coming years as it faces the serious problems of shrinking demand and over-supply.

## *Shrinking Demand*

On the demand side, the Hong Kong Diploma of Secondary Education Examination (DSE) student population keeps on declining. In 2013/2014, there were 66,500 DSE candidates but the number dropped to 62,100 in 2014/2015 and decreased further to 57,000 in 2015/2016. According to the Education Bureau’s projection, the downtrend will continue till 2022. It is foreseen that the total available degree places offered by both University Grants Committee (UGC) institutions and self-financing institutions would soon exceed the number of DSE candidates meeting the “3-3-2-2” minimum entry requirements. Each self-financing institution is using different means to compete for students. The competition will become increasingly intensified even in our niche areas.

## *Study Pathway and Students in Mainland and Taiwan*

The local tertiary institutions face fierce competition not only among themselves but also with the tertiary institutions in Mainland China and Taiwan. In recent years, increasing number of Hong Kong students choose to study in Mainland China and Taiwan, partly due to cheaper tuition fees and living costs there, partly because of the HKSAR Government’s Mainland University Study Subsidy Scheme to assist DSE students to pursue further studies in the Mainland China.

## *Study Subsidy Scheme for Designated Professions/Sectors*

A more favorable change for self-financing education institutions is perhaps the launch of the Study Subsidy Scheme for Designated Professions/Sectors (SSSDP) for a pilot of 3 years starting from 2015/2016 academic year. With an aim to nurture talents to meet Hong Kong’s social and economic needs, the SSSDP subsidises about 1,000 students per cohort to pursue designated full-time locally-accredited self-financing degree programmes in selected disciplines. If the SSSDP were to be enlarged to cover more self-financing degree programmes or would become a regular scheme, the College could apply for adding more niche professional programmes (particularly those in health disciplines).

# The Pathway to Become a Private University

In July 2015 the Education Bureau promulgated the document “Roadmap for Becoming a Private University”. The Roadmap outlines 4 major criteria for self-financing post-secondary education institutions to be met before making an application for university title for consideration by the Chief Executive in Council:

- a. Have obtained Programme Area Accreditation (PAA) status in at least 3 areas;
- b. Have demonstrated a certain level of research capability by having successful applications under publicly-funded research-related schemes;
- c. Have a minimum student enrollment of 1,500 (full-time equivalent) at degree level for the past 2 consecutive academic years immediately preceding an application for university title; and
- d. Have obtained the IR Status from the HKCAAVQ to demonstrate its fundamental ability to meet the standards expected of a university in terms of governance and management, financial sustainability, academic environment, quality assurance and research capability.

The Roadmap would serve as a good blueprint for TWC to devise its development plan in the next 5 to 10 years so as to achieve the ultimate goal of becoming a quality and leading private university.

# Vision, Mission and Core Values of TWC

## Vision

The vision of TWC is to become a renowned privately funded tertiary education institution in Hong Kong, recognised for high quality programmes which emphasise practical application while exhibiting TWGHs' spirit of selfless caring for needy people.

## Mission

As a tertiary education institution, TWC's mission is

- to nurture socially responsible and caring citizens with integrity, sound attitudes, professional knowledge and competence, who are able to apply theory to practice, to embark on meaningful careers, to pursue life-long learning and to serve the community and mankind;
- to offer quality programmes leveraging on the acknowledged strengths and expertise of TWGHs' core services and specialties, thereby enabling TWC to occupy a superior position as a programme provider in these areas;
- to provide a holistic and outcome-based education through both the formal curriculum and co-curricular activities;
- to engage in applied research work so as to enrich teaching and learning and to cultivate the ability to create and innovate;
- to be a celebrated home where students can pursue their learning and develop their potential and colleagues can further develop and engage their talents; and
- to offer tertiary education to young people with unique talents, who otherwise may be deprived of such opportunity, by affirming these individuals and giving them a chance to be accepted and to serve the society.

## Core Values

TWC's core values are:

- Passion and unreserved dedication to education;
- Respect and love for our students, our colleagues and their families;
- Continuous commitment to excellence in education;
- Eagerness to serve and work with the community for its development and well-being;
- Open, just, caring style of management; and
- Determination to manage and deploy resources carefully and effectively.

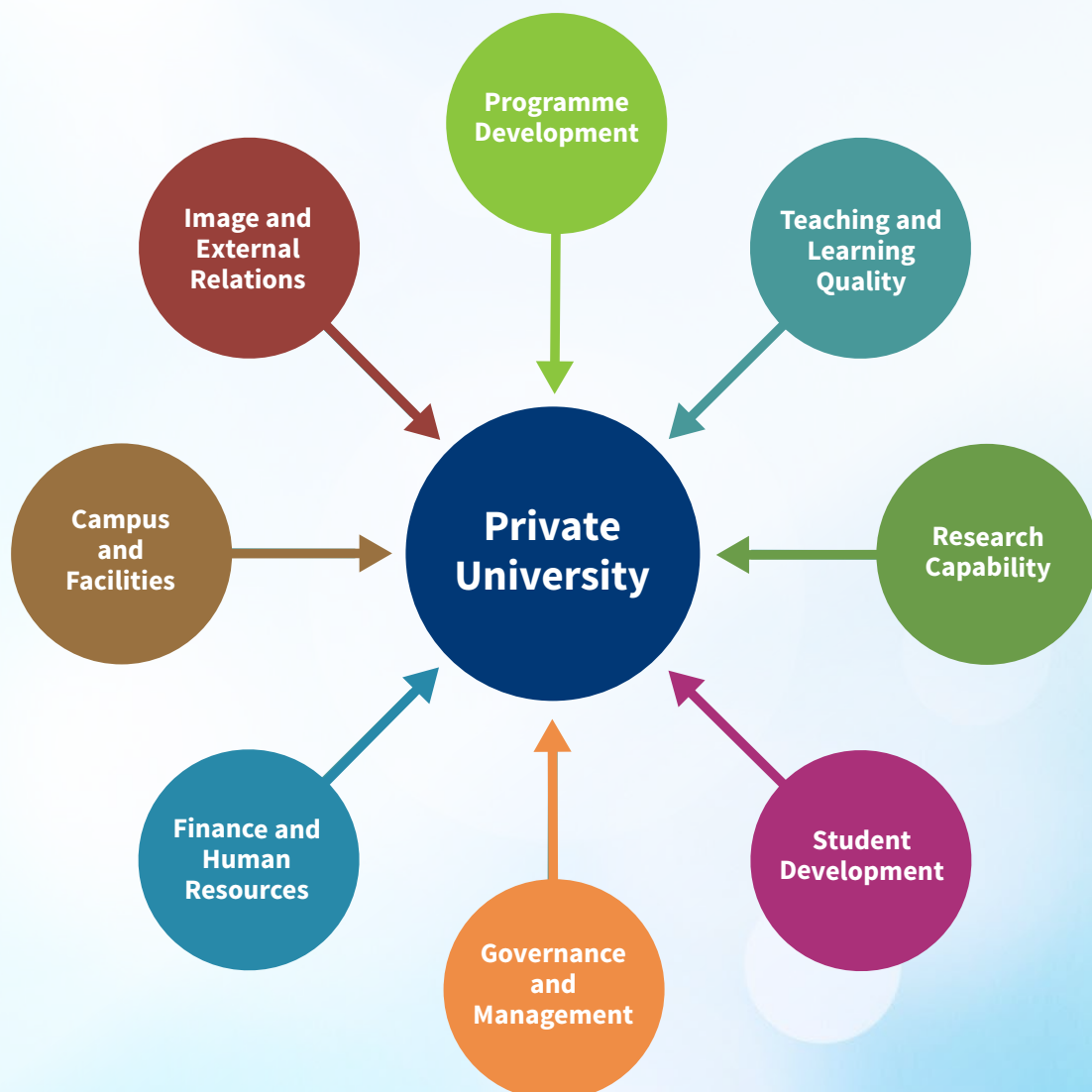
# Strategic Goal

TWC strives to become a quality privately funded tertiary institution (which may pave the way for the College towards a private university) in Hong Kong, with a focus on student-centered quality education and a strong niche and reputation and foothold in medical and health disciplines.

In the short run, the College plans to review and consolidate the existing programmes aiming to identify the niche in each programme area and to strengthen the programmes that have not attracted viable student numbers in the past.

In the long run, the College plans to move into a private university by enhancing the range and diversity of its programme areas beyond medical and health education, and by developing other strong niche programmes as anchors. It should also strengthen its academic environment, quality assurance and research capability, and improve its internal governance and management and financial sustainability.

TWC aspires to acquire the university title within the next 5-10 years (i.e. between academic year 2021/2022 and 2026/2027). The upcoming five academic years from 2016/2017 to 2020/2021 would be taken as a preparation stage in which TWC's strategic goal is to consolidate its foundation in eight key strategic areas so as to pave the way for becoming a private university between the next 5-10 years.



# Key Strategic Areas

## Programme Development

TWC has a niche in medical and health education. While it is for sure that the College's academic direction would continue to focus and deepen this niche in the coming 5 years, TWC would cautiously enrich the diversity of its programmes and disciplines, so as to minimise the concentration risk of over-reliance on individual programmes/areas and to prepare for achieving the long term goal of becoming a university.

### Strategic objectives

- a. To effectively develop and offer high quality professional programmes in response to and in anticipation of societal needs;
- b. To review and make improvements to the existing programmes that are not in the College's niche areas; and
- c. To enhance the breadth and diversity of programmes to build up at least 3 potential areas for PAA while at the same time to consolidate existing popular programmes and build up strong foundations for them.

### Strategic actions

- a. Obtain re-accreditation of existing programmes: There are 9 existing programmes due for re-accreditation in the upcoming five years. Efforts will be made to ensure their successful re-accreditation.
- b. Obtain accreditation of new programmes: It is planned to develop a total of 18 programmes (including Master degree, Bachelor degree and sub-degree) which include 3 Higher Diplomas to replace the existing Associate degrees, and 3 standalone degrees split from 3 existing majors. The new programme development deliberately covers both health care and non-health related disciplines, with an aim to ensure balanced and healthy development for the College as a whole in the long term.
- c. Obtain professional accreditation of programmes: The College would seek professional accreditation in its three existing programmes (namely Medical Laboratory Science (MLSc), Radiation Therapy (RT) and Occupational Therapy (OT) and those new professional programmes (e.g. Early Childhood Education, Physiotherapy).
- d. Implement new improvement measures to achieve successful re-accreditation of programmes that are not in the College's niche areas: For individual programmes that are not in the College's niche areas but are of strategic value, TWC will explore and implement several improvement measures to boost up their student enrollments and ensure that they would be successfully reaccredited.
- e. Admit additional programmes into SSSDP: On top of the Nursing degree which has been included in SSSDP since 2015/2016, and the MLSc and RT degrees which would be included from 2017/2018, other programmes (e.g. OT) would also be submitted for admission into the SSSDP where appropriate.
- f. Acquire PAA status: TWC plans to apply for PAA in its niche area(s) and targets to successfully acquire PAA status in at least one area in the forthcoming five years.
- g. Develop flagship programme(s) for each school: TWC targets to develop at least one flagship programme for each School. The flagship programmes should either be highly popular in terms of enrollment or enjoy very good reputation in relevant professions/areas.
- h. Offer part-time professional training programmes: Depending on the market demand and capitalising on the expertise of TWC's staff, part-time professional training programmes will be designed and offered for professional upgrade and development of practitioners in the relevant professions to facilitate the professional development as well as to achieve efficiency and economies of scale.
- i. Recruit students from all sources: With wider programme choice, TWC would strive to recruit students from local, mainland and overseas to ensure that its programmes are both operationally and financially viable. Particularly, TWC would explore with the education authorities in Hong Kong and China on how to relax the current restriction on recruitment of Mainland students as soon as practicable.



## Teaching and Learning Quality

TWC's vision is to provide high quality tertiary education. Among other things, strengthening teaching and learning quality on a continuous basis is of utmost importance.

### Strategic objectives

- a. To enhance the quality of teaching and learning; and
- b. To provide students with an effective and stimulating learning environment.

### Strategic actions

- a. Review the Quality Assurance mechanism, policies and practices to streamline, look for further improvement and build up a quality culture.
- b. Organise more training seminars and workshops to strengthen the understanding and adoption of outcome-based teaching and learning.
- c. Invite experts to share experiences and good practices in teaching and learning.
- d. Negotiate with the Hospital Authority (HA) and relevant bodies to facilitate academic staff in health disciplines to engage in regular clinical update in order to keep them abreast of the latest skills, technology and professional knowledge in their fields.
- e. Strengthen the inputs and support from external parties (such as experts in the industry, collaborative partners, professional bodies etc.) in programme development and delivery as well as the implementation of Work-Integrated Learning Programme (WILP).
- f. Use advanced information technology to facilitate teaching and learning.
- g. Explore e-learning opportunities and develop a plan to promote and enhance e-learning.

# Research Capability

Though TWC is positioned to be a teaching institution, it strongly encourages academic staff to pursue applied research to benefit and enrich teaching and learning. In the coming 5 years, TWC would put more resources on strengthening its research infrastructure and capability in order to meet respective requirements for programme re-accreditation, PAA and private university.

## Strategic objectives

- To improve the infrastructure and cultivate a research culture to support research and scholarly activities; and
- To enhance research capability at College and School levels for improvement of teaching and learning as well as fulfillment of the requirements for PAA and IR.

## Strategic actions

- Establish the Research Office to provide administrative support to academic staff for applications of internal and external competitive research grants.
- Strengthen the research supports (including financial, technical and editing etc.) to facilitate academic staff to pursue research and scholarly activities in their subject areas.
- Recruit senior academics to provide leadership in research.
- Organise research seminars and workshops for academic staff to develop their research capability and share their research output.
- Invite renowned scholars to visit and conduct joint research with academic staff.
- Establish one to two research centres to promote researches in the disciplines that TWC has the niche and expertise.
- Set up a mechanism to recognise and reward good research performance.



# Student Development

TWC aims to nurture students to be socially responsible and caring professionals. Student development is one of the major focuses in our programmes and operation. The College will plan and organise a wide variety of student development activities to strengthen our students' competency, enrich their learning experience, broaden their perspectives and horizons and enhance their employability upon graduation.

## Strategic objectives

- To strengthen students' competency in relevant professions and widen their perspective beyond their professions; and
- To develop students to be socially responsible and caring professionals with integrity, positive attitude and lifelong learning ability.

## Strategic actions

- Define attributes/positioning of TWC graduates for programme development and delivery.
- Review the general education framework to widen students' perspective.
- Engage in international collaboration/partnerships with overseas institutions to increase international exposure for our students.
- Establish more partnership with Mainland and overseas universities to enhance the opportunities of student exchange and visits.
- Provide more internship and social services opportunities for students by exploring and establishing relationship with more business partners and riding on the business network of TWGHs.
- Invite prominent professionals and business leaders to share their development and successful stories with students.
- Allocate donation fund and/or matching grant to provide financial support to students for their participation in development activities.
- Enhance students' soft skills required for personal growth and career development through the activities organised by Student Affairs Office (SAO).
- Implement a concrete programme plan to enhance students' participation in social services.
- Strengthen students' English language proficiency through the activities organised by the Centre for Academic and Professional Language Enhancement (CAPLE).
- Increase diversity of student profile by admitting students of different cultures.



# Governance and Management

Pursuant to Cap. 320 regulations, TWC has a dual governing structure of Board of Governors (BoG) and College Council (CC). To facilitate the College's effective development, it is essential to clearly delineate the roles and responsibilities among the two tiers and the College Management. In addition, TWC also needs to strengthen its senior management structure to assist the President in policy formulation and execution.

## Strategic objectives

- a. To enhance the College's effectiveness in formulating and executing its strategies and policies to achieve the College's role, mission and targets.

## Strategic actions

- a. Review the governance and management structure to make available a clear delineation of roles and responsibilities of BoG, CC and the Management.
- b. Review the terms of reference of BoG's and CC's sub-committees.
- c. Recruit two vice presidents in order to strengthen the management effectiveness.
- d. Propose and implement key performance indicators for monitoring both financial and non-financial performance of the College.
- e. Build up the internal audit function of the College for continuous process improvements.



# Finance and Human Resources

Being a self-financing institution, TWC is very concerned about the financial viability and sustainability of its programmes and operation. TWC will strive to improve its operating effectiveness and financial performance and raise funds so as to build a solid foundation for sustainable development. Besides, the College needs to continuously review and raise the quality of its human resources as it is the staff members who make things work and impact its mission of providing quality education.

## Strategic objectives

- a. To build a solid financial foundation and sustainable talent management mechanism in support of the College's growing operation and continuous development.

## Strategic actions

- a. Enhance the budgetary control and resources allocation mechanism by engaging the support of all staff in implementation of the cost saving measures and development of more cost-effective new programmes.
- b. Review the fundraising policy, mechanism and strategies to solicit more donations to support student development, teaching and learning enhancement, and research development etc.
- c. Actively engage in fundraising by setting up an action plan with targeted donation amount with timeline.
- d. Make use of the College's reserves to improve its operation and support its continuous development.
- e. Review the human resources management policies and mechanisms by reference to other tertiary education institutions.
- f. Establish an accountability mechanism and culture through a well-defined performance appraisal system and performance reward scheme.
- g. Review the pay structure to attract and retain talents.
- h. Review staff development policies and mechanism, and motivate staff to upgrade their job-related knowledge and skills.
- i. Set up a special budget for President to recruit senior faculties for strategic development.



# Campus and Facilities

Due to its rapid development, TWC expects to reach its full capacity in coming years. There is an urgent need to find additional space and expand the campus to support the College's operation and development. It would be crucial for the College to consider either renting additional space or in search of its own campus/premises for long term development.

## Strategic objectives

- To economise and make the best use of existing campus space;
- To expand the campus space and upgrade the facilities to provide better support for the College's operation and development as well as student learning; and
- To secure additional rented space in the short term, and eventually secure a self-owned campus in the long term.

## Strategic actions

- Enforce policies of space allocation and standard furniture provision to economise the use of limited resources.
- Review and improve campus environment and facilities to support quality teaching and learning based on users' requirements.
- Explore and identify potential place(s) for campus expansion through different means.
- Work out/implement a concrete and feasible plan to expand the campus space so as to alleviate the problem of shortage in classroom and laboratory space and to address the long-term needs to become a university.





## Image and External Relations

Recognition and support of stakeholders and the public are essential to TWC. The College needs to build up a prestigious image and strong partnership with relevant organisations to facilitate the soliciting of supports. At the same time, a clear identity for TWC must be established to increase the sense of belonging of various stakeholders towards the College.

### Strategic objectives

- To enhance TWC's profile as a reputable provider of quality education and its image as a leader in healthcare education among self-financing institutions;
- To strengthen its collaboration with local and international organisations; and
- To cultivate a sense of belonging and pride among staff, students and alumni as members of TWC.

### Strategic actions

- Rebuild the public relations office and devote more resources to public relations activities.
- Build up a clear College identity through more engagement of the media to report its academic achievements and latest developments.
- Strengthen the promotion and public relations function to establish a leading and quality image for the College, in particular in those areas with niche and expertise.
- Promote and publicise the importance, value and contribution of the College's various professional programmes to relevant professions, industries and the whole community.
- Establish more collaboration with local and overseas organisations and make use of the network of TWGHs to solicit their supports in the College's activities.
- Enhance communication with the local school community to attract more student intakes.
- Conduct employers' survey to solicit feedback for continuous programme improvement.
- Develop more effective mechanisms and channels to keep internal and external stakeholders abreast of the College's new developments and achievements.

# Acronyms

ARH	-	School of Arts and Humanities
BoG	-	Board of Governors
BUS	-	School of Business
CAPLE	-	Centre of Academic and Professional Language Enhancement
CC	-	College Council
DSE	-	Diploma of Secondary Education Examination
HA	-	Hospital Authority
HKCAAVQ	-	Hong Kong Council for Accreditation of Academic and Vocational Qualifications
HKSAR	-	Hong Kong Special Administrative Region
IR	-	Institutional Review
JUPAS	-	Joint University Programmes Admissions System
MHS	-	School of Medical and Health Sciences
MLSc	-	Medical Laboratory Science
NUR	-	School of Nursing
OT	-	Occupational Therapy
PAA	-	Programme Area Accreditation
RGC	-	Research Grants Council
RT	-	Radiation Therapy
SAO	-	Student Affairs Office
SSSDP	-	Study Subsidy Scheme for Designated Professions/Sectors
TWC	-	Tung Wah College
TWGHs	-	Tung Wah Group of Hospitals
UGC	-	University Grants Committee
WILP	-	Work-Integrated Learning Programme

## **Compiled and edited by:**

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Special thanks to all College members who made contributions to this Strategic Plan.

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