



東華學院
TUNG WAH COLLEGE

Talent · Wisdom · Commitment 才 · 智 · 承諾



FIVE-YEAR STRATEGIC PLAN 2021-2026



東華學院
馬錦燦紀念大樓

馬清偉題

**Five-Year Strategic Plan
Sustainable Growth**

TABLE OF CONTENTS

Message from the Chairman of TWGHs Board of Directors and Board of Governors of TWC, Mr. Tam Chun Kwok Kazaf	3
Message from the Chairman of College Council of TWC, Mrs. Viola Chan Man Yee-wai, BBS	4
Message from the President of TWC, Professor Sally Chan	5
Introduction	6
TWC's Achievements and its Future	7
Vision, Mission and Core Values of TWC	9
Consultation Process of the 2021-2026 Five-Year Strategic Plan	10
Theme of the 2021-2026 Five-Year Strategic Plan: Sustainable Growth	11
STRATEGIC AREA 1	
To Build a Foundation for the Attainment of Private University Title	13
STRATEGIC AREA 2	
To Deliver a Sustainable and Distinct TWC Education that Contributes to the Community	17
STRATEGIC AREA 3	
To Build a Sustainable Future for TWC	21
STRATEGIC AREA 4	
To Conduct Translational Research to Inform and Innovate	24
STRATEGIC AREA 5	
To Invest in the Development of a Sustainable Campus	26
STRATEGIC AREA 6	
To Develop Students Who Serve and Shape the Future of our Society	28
STRATEGIC AREA 7	
To Empower People for Sustainable Education	31

Message from the Chairman of TWGHs
Board of Directors and Board of Governors of TWC,

MR. TAM CHUN KWOK KAZAF

Since its establishment by Tung Wah Group of Hospitals (TWGHs) in 2010, Tung Wah College (TWC) has always strived to nurture talents and leaders who understand and carry out their mission to contribute to the society, thereby realising the philanthropic spirit of TWGHs. As the Chairman of TWGHs and the Chairman of the Board of Governors of TWC, I am proud to have witnessed TWC's continuous growth and remarkable contribution to the community in the past decade. And I am more than excited to see TWC advance to its next phase – the attainment of private university title.

To attain university title and fulfil its vision, TWC must re-examine every facet of the institution's management and academic environment, at the same time, be at all times entrenched in its core: a higher education institution with passion and unreserved dedication to education and the well-being of the society.

Having said so, communication with all its stakeholders is an essential step in setting the strategic directions of TWC. This Strategic Plan is prepared with the collective efforts of the Board, the College Council, the College Management, as well as each and every stakeholder to TWC, building on TWC's foundation and guiding TWC to advancement in the next five years. Heartfelt thanks to you who provided us with constructive ideas and recommendations. At the same time, I invite everyone to be a part of our journey in building a renowned tertiary institution that provides high-quality education to future talents of Hong Kong, paving the ways towards a sustainable society and a better future.

Established in 1870, TWGHs has been expanding to offer better and more extensive services for the well-being of the Hong Kong community over the past hundred years. Equally, I hope to see TWC, as part of TWGHs, evolve into a better tertiary education institution that shoulders the burden of addressing societal issues and always seeks to do more for the betterment of the Hong Kong society and the Region.

I wish TWC every success upon entering a new stage of development in the next five years, with unity, diligence, and enthusiasm. With ample support from not only within us, but also the Government and donors from various sectors of the community, I am confident that TWC will reach new heights.



Message from the Chairman of College Council of TWC, **MRS. VIOLA CHAN MAN YEE-WAI, BBS**

It is my pleasure to witness the launch of the 2021-2026 Five-Year Strategic Plan of TWC. Based on the solid foundation laid over the past ten years, this Strategic Plan marks a crucial step for TWC to embark on another stage of further growth and development.

With the staunch support of all internal and external stakeholders, TWC has distinguished itself with its unique positioning in the local tertiary education scene and earned a solid reputation in providing quality medical and healthcare education. By offering people-oriented education, TWC has grown to become a celebrated home for youngsters to actualise their unique talents and develop their potential to become future leaders of our society. TWC has been successful in adding value to students' lives by providing an alternative to those who otherwise may be deprived of the opportunity to pursue higher education and self-advancement, affirming them, sharpening their capabilities, and enhancing their competitiveness. This humble mission and contribution of TWC to developing young talents that meet the needs of our society have been well-applauded by the community at large.

TWC is now the first and only self-financing institution in Hong Kong to launch a comprehensive range of professionally accredited nursing and allied health degree programmes, including programmes in medical laboratory technology, occupational therapy, and radiation therapy. To date, TWC has nurtured over 3,800 graduates. In the years ahead, we plan to further strengthen our healthcare academic disciplines, develop other disciplines which TWC has a niche by diversifying our programme offerings, enrich our teaching and learning environment, enhance student development, empower our people, and reinforce our research capabilities. We are also going beyond the local community by collaborating with institutions in the Greater Bay Area. We

will continue to further our mission of offering quality education to contribute to the sustainable development of our society. With our determination to embrace the challenges ahead and an ongoing commitment to delivering quality education, we are confident that TWC will become a reputable private university.

I am confident that with this Strategic Plan and its overarching theme – “Sustainable Growth” as our blueprint for development in the next five years, we will be building and shaping our younger generation with the acquisition of the knowledge, skills, attitudes, and values necessary to shape a sustainable future. TWC will always be a place for students to “*Thrive with Knowledge, Serve with Heart*” during their time in the College and beyond. I would also like to take this opportunity to express my gratitude to all members of the Board of Governors and College Council, staff, students, alumni, advisors, and partners for their valuable comments and inputs in refining this Strategic Plan.



Message from the President of TWC, **PROFESSOR SALLY CHAN**

As the new President of TWC, I am extremely honoured to be in a capacity able to lead the College into a new strategic pathway for the next five years.

The next five years will be a turning point for TWC, embarking on a leap to greater contribution for the Hong Kong community as a more widely recognised healthcare-focused and teaching-based tertiary education institution. We will work hard to build on the foundations of the College and further our mission, that is, to educate students to contribute to the betterment of the society.

To do so, we believe in our distinct TWC education and research direction that combines knowledge

from different disciplines and brings innovation to emerging issues of our society. We are proud that our research work and knowledge in the healthcare

field is well-recognised, and provides a stronghold for the quality of our programmes. Building on this, we also wish to continue to expand the subjects we offer, rooted in one theme: to serve our community.

More importantly, we aspire to become an institution worthy of private university status. We will build a strong foundation for the continuous provision of a distinct education throughout generations. This never-ending cycle of tertiary education not only depends on the continuous operation of our institution, but also relies on the connection with our alumni, who equally believe in the mission and values of TWC.

“Sustainable Growth” is thus the theme of our 2021-2026 Five-Year Strategic Plan. We pledge to offer an education that inspires future leaders who contribute to our community and help maintain Hong Kong’s advantageous role in the globalised world, research that transforms our understanding of current issues and improves the well-being of our community, as well as a distinct role among Hong Kong universities that contributes to the overall standard of Hong Kong tertiary education and the continuous development of China.

This 2021-2026 Five-Year Strategic Plan is the fruit of extensive consultation with different groups, including our students, staff, and the public. We thank you all for your participation and valuable thoughts.

Looking forward, I invite the Board, the College Council, the College management, students and staff, and all of our other stakeholders to be a part of our next chapter of change and development. With our collective efforts and a common aim, I believe we all could see the College become a renowned university that serves the needs of our local community and the rest of the world.



INTRODUCTION



TWC was established in March 2010 by TWGHs as a self-financing tertiary education institution that provides quality education in response to community needs. With a solid reputation in medical and healthcare education, TWC has always worked to shape young people's lives and nurture them to become capable, responsible, and caring professionals who are committed to life-long learning, and serving the community and mankind.

Our programmes aim to educate talents in light of the diverse needs of the fast-developing Hong Kong society and the world. Running 18 programmes including degree, sub-degree, diploma, certificate, and advanced certificate programmes, TWC has a student population of more than 3,400 in 2021/2022.

We also have a team of dedicated academics with expert knowledge and extensive teaching experience. Their enthusiasm in teaching and research has laid a solid foundation for TWC to become a quality tertiary education provider.

TWC has now successfully passed through its first decade with a string of remarkable achievements. The achievements include:

- Being a self-financing tertiary institution with acknowledged strength in healthcare education, and had nurtured more than 3,800 graduates since its establishment;
- Being the first and only self-financing tertiary institution in Hong Kong to launch professionally allied health degree programmes, including programmes that educate and train medical laboratory technologists, occupational therapists, and radiation therapists; and
- Being the first self-financing tertiary institution in Hong Kong to launch a bachelor's degree programme in social and business sustainability.

Looking forward, TWC will reach greater heights. We devote our utmost effort to advancing TWC to the status of a quality private university that is rooted in Hong Kong, serves our community, and opens to the world. We believe university-level education is much needed for the advancement of our society and the world.

Through this Five-Year Strategic Plan, TWC seeks to further its vision of offering quality education and serving the needs of the community. By the 5th year (2025/2026), TWC will reach a state where it is well-equipped to commence an application for university title.



TWC'S ACHIEVEMENTS AND ITS FUTURE

Over the past decade, TWC, with the staunch support of TWGHs, has established a presence as a self-financing tertiary institution with the strength in healthcare education.

Trained in areas that meet the needs of the society, our graduates enjoy a high employability rate and attractive salary which put their expertise in place for the betterment of the society. Our achievements in the past have also earned us a reputation in both the tertiary education and the healthcare sector.



Building on the success it achieved in the past decade, TWC is committed to continuously reviewing the changes and needs of the society and continuing its role as an institution that nurtures community leaders and world talents, especially in the healthcare sector. We strive for excellence in the provision of education, and are diligently paving the way for TWC's advancement as a private university which allows TWC to play a greater role in contributing to the society.

FACTS AND FIGURES

TWC has less than 1,000 students at its initial stage of establishment. It has now developed into a tertiary institution with more than 270 staff serving over 3,400 students (see Table 1 and 2).







	Year of establishment: 2010		Number of graduates: 3,800+
	Number of students (2021/2022): 3,400+		Number of programmes: 18 (10 bachelor's degrees, 4 higher diplomas, 1 diploma, 1 certificate & 2 advanced certificate programmes)
	Number of full-time staff: 270+		Number of Campuses: 3 (King's Park, Mongkok & Kwai Hing)

Table 1: Overview of TWC




 Academic year	 Total number of students	 % change from previous year
2017/2018	2,504	+ 5.6%
2018/2019	2,690	+ 7.4%
2019/2020	2,810	+ 4.4%
2020/2021	3,087	+ 9.8%
2021/2022	3,448	+ 11.7%

Table 2: Number of students in the past 5 academic years

SCHOOLS AND PROGRAMMES



TWC has 4 Schools, offering a total of 18 programmes.

School of Arts and Humanities

Bachelor of Social Science (Honours) (Applied Psychology)
 Bachelor of Education (Honours) in Early Childhood Education
 Higher Diploma in Psychology
 Higher Diploma in Early Childhood Education

School of Management

Bachelor of Management (Honours) in Social and Business Sustainability

School of Medical and Health Sciences

Bachelor of Medical Science (two majors in Basic Medical Sciences and Forensic Science)
 Bachelor of Science (Honours) in Medical Laboratory Science
 Bachelor of Science (Honours) in Radiation Therapy
 Bachelor of Science (Honours) in Occupational Therapy
 Bachelor of Science (Honours) in Physiotherapy
 Higher Diploma in Health Sciences
 Advanced Certificate in Occupational Therapy (Applied Geriatrics)
 Advanced Certificate in Occupational Therapy (Applied Paediatrics)

School of Nursing

Bachelor of Health Science (Honours) in Nursing
 Bachelor of Science (Honours) in Applied Gerontology
 Higher Diploma in Nursing
 Diploma in Health Studies (Navigation Scheme for Young Persons in Care Services)
 Certificate in Endoscopy Care

We believe with a solid foundation in healthcare education and our commitment to better our education services, TWC is able to stay competitive amidst current challenges and fully grasp the opportunities ahead.

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

- 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



CONSULTATION PROCESS OF THE 2021-2026 FIVE-YEAR STRATEGIC PLAN



To prepare for the 2021-2026 Five-Year Strategic Plan, the following consultation activities were conducted:

Activities	Date
Task Force for Strategic Plan (TFSP) First Brainstorming Session	8 Apr 2020
TFSP Brainstorming Second Session	5 May 2020
Public Consultation Website	May 2020 - Feb 2021
Staff Consultative Forum	8 Jul 2020
Suggestions from College's committees	May - Aug 2020
Collected views from stakeholders	Oct 2020 - 28 Feb 2021
Third President's Advisory Group	8 Feb 2021
Fourth President's Advisory Group	25 Feb 2021
Senior Staff Consultative Forum	31 Mar 2021
Consultative Meeting with Board of Governors and College Council Members	21 May 2021
Staff Consultative Forum	28 Jun 2021
Management Board Meeting	5 Jul 2021

THEME OF THE 2021-2026 FIVE-YEAR STRATEGIC PLAN: SUSTAINABLE GROWTH

We recognise that higher education is key to a sustainable future, a building block for the foundations of a better society. It builds an educated population for the fundamental economic health of society; it empowers people as thoughtful and contributing beings to a cooperative and energised society; it comprehends and provides solutions to societal problems through quality research. We therefore aspire to uphold the important role of higher education through our programmes, research, and outlook on the advancement of our society.

To offer quality education and contribute to the community, we aim to inject new meaning within TWC education: an education that sustains people and livelihoods, communities, and the world. We believe we as a higher education provider must be mindful of the contributions we must make to the society that funds and relies on us, thereby sustaining a healthy cycle of "society" to "higher education" to "students" and back to "society".



This explains the theme for this Five-Year Strategic Plan: sustainable growth. The theme of sustainable growth will guide and underpin the implementation of our vision and missions at every level in the coming Five-Years. We will act accordingly to build a sustainable education, thus a sustainable society.

The theme of sustainable growth is supported by 4 pillars, which reflect our core areas of concern as a higher education institution (see Figure 1). The 4 pillars are:



SOCIETY

To nurture leaders and create value for the betterment of the society



HIGHER EDUCATION

To bridge any existent gaps in the higher education sector as a single system and help Hong Kong achieve a diversified and well-supported higher education sector



STUDENTS

To help develop contributing citizens who not only possess requisite skills but also possess adaptability, integrity, community engagement, and a deep understanding of local, regional, and global issues



STAFF

To empower academic and administrative staff as providers of quality education



Figure 1: Theme of the 2021-2026 Five-Year Strategic Plan: Sustainable Growth and the 7 Strategic Areas

STRATEGIC AREA 1: TO BUILD A FOUNDATION FOR THE ATTAINMENT OF PRIVATE UNIVERSITY TITLE



As part of TWC's vision, we aspire to become a private university that plays a part in building a better and sustainable future for our society and the world. The attainment of private university status is testament to the quality of our education services, in that it meets the needs of the stakeholders in our society. On the other hand, it allows TWC to enhance its provision of education to students and the public, thereby fully realising its purpose as a higher education provider.

Pursuant to the "Roadmap for Becoming a Private University"¹ (Roadmap) promulgated by the Education Bureau and Hong Kong Council for Accreditation of Academic & Vocational Qualifications² (HKCAAVQ), TWC is set to fulfil all requirements expected of a university in the next Five-Years. We foresee that, with rigorous planning and solid groundwork, TWC will be prepared to apply for university title by the end of the next Five-Years (2025/2026).

STRATEGIC OBJECTIVES

a. Achieve a student enrolment of 2,755 (full-time) at degree level

One of the requirements for university title is having a minimum student enrolment of 1,500 (full-time equivalent) at degree level for 2 consecutive years immediately preceding an application for university title. This has been achieved since the academic year of 2014/2015, with a steady increase in student population every academic year. And in the last academic year (2020/2021), TWC had 2,341 full-time equivalent students at degree level, way past the mark required of a university. In the next Five-Years, TWC will continue to achieve an increase in student enrolment, thereby ensuring it exceeds a minimum student enrolment of 1,500 (full-time equivalent) at degree level.



STRATEGIC ACTIONS

- To regularly review the number of student enrolments for each academic year and take appropriate actions to achieve the target intake
- To review and ensure existing programmes align with societal needs and students' demands and/or develop new programmes that better align with societal needs and students' demands
- To review existing marketing strategies and the branding of TWC to enhance public understanding of TWC's culture and strengths

[1] Legislative Council Brief Roadmap for Becoming a Private University EDB(HE)CR 31/2041/00

[2] Hong Kong Council for Accreditation of Academic & Vocational Qualifications – Institutional Review Manual for Private University Title Version 1.0, April 2016

b. Obtain Programme Areas Accreditation (PAA) status in 3 or more areas

The attainment of PAA status is one of the criteria for an application of university title. It is only conferred to mature operators with sound and solid track record demonstrating the ability to develop and offer new quality programmes in a respective area. TWC has already obtained PAA status in the area of occupational therapy and will strive to obtain PAA status in 2 more areas.



STRATEGIC ACTIONS

- To obtain PAA status in 2 or more areas through participation of involved units, with a focus on programme areas such as Science/Biological Science, Nursing, and Social Science
- To regularly review and improve TWC's overall systems and capacity for institutional development, including overall governance, structure, management, resources, and academic environment
- To regularly review and improve the standards of learning programmes, as well as the effectiveness of programme quality assurance mechanisms to demonstrate TWC's competency to ensure and determine whether the programmes under the areas concerned meet the standards as required under the Qualifications Framework



c. Demonstrate research capability

Demonstration of research capability is another requirement before the attainment of university status and has always been a strategic focus of TWC. While we strive to conduct translational research to inform and innovate in Strategic Area 4 below, we seek to meet the standard of research capability expected of a university.



STRATEGIC ACTIONS

- To regularly review the level of research capability expected of a university by the Government to plan and implement improvement strategies
- To formulate a research and scholarship plan showing how research activities align with TWC's vision and missions and are supported by the necessary resources
- To apply for the Government's competitive research funding schemes for the local self-financing degree sector and/or other public funding sources as evidence of TWC's research capability to obtain competitive grants
- To fully implement the strategic actions in Strategic Area 4 below as evidence of TWC's research capability through qualifications of staff, publication records, research collaboration opportunities, and plans for creating and sustaining a quality research training environment



d. Build a foundation for the commencement of the Institutional Review (IR) for Private University Title by HKCAAVQ

To attain private university title, we shall also undergo an IR by HKCAAVQ and demonstrate our fundamental ability to meet the standards expected of a university in terms of governance and management, academic environment, financial sustainability, research and scholarship, as well as quality assurance.



STRATEGIC ACTIONS

- To conduct a comprehensive assessment of the overall institutional effectiveness of TWC based on the 5 standards of IR: governance and management, academic environment, financial stability, research and scholarship, as well as quality assurance
- To conduct a comprehensive assessment of the current academic governance of TWC and implement measures to further improve academic standards, teaching quality, students' learning experience, and sustainability of academic leadership
- To commission HKCAAVQ to carry out the IR for Private University Title to demonstrate TWC's ability to meet the standards expected of a university

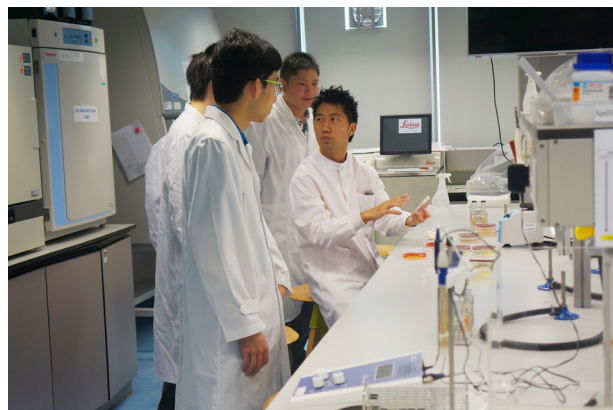


Figure 2 below presents a roadmap for building a foundation for the attainment of private university title.





	2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026
MILESTONES	 Have a minimum student enrolment of 1,500 (full-time) at degree level			 Obtain PAA status in at least 3 areas  Demonstrate research capability	 Undergo IR for Private University Title
STUDENT ENROLMENT	Implement a programme review mechanism	Enhance public understanding of TWC’s culture and strengths through marketing strategies			
		Achieve a 3.5% increase in student enrolment each year			Achieve 2,755 of student enrolments at degree level (full-time)
PAA STATUS	Review existing programme review mechanisms and devise improvement plans	Gain PAA status in Science in 2022	Gain PAA status in Nursing in 2023	Gain PAA status in Social Science in 2024	
RESEARCH CAPABILITY	Review support infrastructure for research work and devise improvement plans	Formulate a research and scholarship plan	Establish at least 1 TWC Research Centre		Achieve at least 30% increase in research-active faculty members
	Set research performance requirements for different grades of academic staff	Regularly review Government’s publications relating to the level of research capability expected of a university			
	Set up research themes and research theme groups	Achieve 10% increase in Government’s funds obtained each year			
	Organise at least 12 research workshops annually				
FINANCIAL STABILITY	Formulate a rolling 5-year financial plan that aligns with the academic plan	Develop a donors’ database and formulate concrete action plans with fundraising objectives and timeline	Achieve an average of 20% growth in the total donations received each year		
	Conduct periodic monitoring of financial performance and control spending on low priority items and achieve consistent surplus				
IR APPROVAL	Review institutional effectiveness based on the 5 standards of IR	Conduct annual internal assessments of the overall institutional effectiveness of TWC according to the 5 standards of IR and pass the internal assessment by 2025			
	Review academic governance and devise improvement plans	Launch and complete a college-wide culture transformation campaign by July 2022		Have a long-term staffing plan in place	
	Review academic committees’ structure to ensure alignment with TWC’s strategic goals	Implement recommended changes in committee structure and membership composition by February 2022			
	Formulate an academic plan that is guided by TWC’s institutional philosophy to drive future development of learning programmes	Apply a set of new KPIs and performance management system college-wide starting from January 2022	Conduct review on achievement of KPIs annually		
	Review organisational structure and administrative and work policies and devise improvement plans	Implement the improvement plan	Conduct annual evaluation for further improvement		

Figure 2: Roadmap for Building a Foundation for the Attainment of Private University Title

STRATEGIC AREA 2: TO DELIVER A SUSTAINABLE AND DISTINCT TWC EDUCATION THAT CONTRIBUTES TO THE COMMUNITY

Quality and sustainable education is and should always be a core focus for higher education providers. Our primary strategic area is to nurture future leaders for the rapidly evolving society with a distinct TWC education.

This is because we believe in a sustainable education, which transforms people through realising their potential in relation to the need to sustain and improve the society. Higher education should not only be about imparting knowledge, but also cultivating future leaders who are capable of applying their knowledge and skills for the betterment of the society.

At the same time, we are deeply aware of the fact that the world, where our future leaders situate, is densely interconnected and rapidly evolving. Therefore, to build sustainable leaders capable of adapting and contributing to the ever-changing world, we aim to enhance interprofessional education to overcome narrow and fragmented disciplines. We aim to promote effective and practical knowing over abstract and bounded knowledge; knowledge synthesis over pure analysis.

Established by TWGHs, TWC provides distinctive healthcare-related programmes, as well as a wide range of other disciplines such as early childhood education, applied psychology, applied gerontology, and social and business sustainability. This shows our commitment to provide the society with our expertise, especially amidst the ongoing challenge of the ageing population, inequality, and circular economy. We therefore hold compassion



for and contribution to the society at the heart of our brand: we educate to solve real-world problems and bring about concrete social change.

While TWC has grown over the first decade to become a tertiary institution renowned for its quality and practical nursing and healthcare education, we are also committed to nurturing diverse talents to meet different societal needs by offering programmes covering a wide range of disciplines.

On the one hand, TWC education nurtures individuals who are engaged and interested in the outcomes of societal issues, and relentless in the application of their knowledge for a greater cause. Sustainability is thereby achieved when public resources and higher education nurture contributing citizens who in turn contribute back to the development of the society.

On the other hand, TWC education imparts the qualities of systematic and independent thinking, creativity, and adaptability to students. These are essential qualities that help our students stay competitive and relevant despite rapid changes in the society. Our education is therefore sustainable in that it stays relevant and useful however the world changes.



STRATEGIC OBJECTIVES

a. Deliver programmes that meet the changing needs of Hong Kong and the Region

We believe that higher education has a role in nurturing future leaders who are capable of tackling the future needs of the Hong Kong society and the Region. We pledge to keep industry demands and changing needs of the society under close review and deliver programmes that correspond.



STRATEGIC ACTIONS

- To deliver undergraduate and postgraduate programmes that are underprovided in the higher education sector, especially those in the healthcare sectors, which are highly required for the sustaining of our future society
- To work closely with stakeholders and industry partners in undergraduate programmes development to meet industry demands and the changing needs of the society, such as digital health, health services management, and diagnostic radiographer
- To conduct and attain Initial Evaluation (IE) Qualification Framework Level 6 & 7 accreditation status
- To develop postgraduate taught programmes to encourage in-depth expertise and life-long learning, especially in the areas of Nursing, Allied Health, Chinese Medicine, and Palliative Care
- To recruit appropriate academic and administrative staff with substantial experience in graduate studies for the development of postgraduate programmes
- To diversify courses/programmes in areas other than nursing and allied health, such as food health and safety
- To develop courses/programmes to meet continuing professional development needs of healthcare workers
- To develop courses/programmes to meet the needs for upskilling and reskilling of adult employees
- To develop short courses/programmes to meet the needs of the society such as that of older adults for self-actualisation

Figure 3 presents the timeline for the delivery of new programmes.

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
NEW UNDERGRADUATE PROGRAMMES		Health Information and Services Management	Medical Imaging		
NEW POSTGRADUATE PROGRAMMES				Nursing	Health Sciences Master of Philosophy and Doctor of Philosophy
NEW ADVANCED DIPLOMA PROGRAMMES	Occupational Therapy			Palliative Care Chinese Medicine	
NEW HEALTHCARE RELATED SHORT TERM-COURSES/ CERTIFICATE PROGRAMMES	At least 2 new short courses/certificate programmes delivered annually in the following areas: <ul style="list-style-type: none"> • Chinese medicine • Digital health • Digital economy • Dementia care • Chronic disease management • Palliative care • Infection control 				

Figure 3: Timeline for the Delivery of New Programmes

b. Invest in curriculum transformation for a distinct TWC education

Through rigorous evaluation of our programmes, we will ensure our curriculum provides a unique edge and is able to nurture graduates with life-long learning capability and a passion to create a better society.



STRATEGIC ACTIONS

- To promote interprofessional education
- To strengthen civic engagement content in College Seminar and General Education
- To benchmark our courses/programmes with local and overseas counterparts and ensure the learning goals and standards are relevant, as well as to identify the strengths and uniqueness of our courses/programmes
- To appoint international experts into the programme advisory board to strengthen knowledge and input



c. Enrich academic learning environment and enhance student support

To ensure students get the most out of higher education and our programmes, we will enhance the appropriateness and timeliness of our support to students on the acquisition of knowledge and application of skills.

On the other hand, we acknowledge the challenges and opportunities Hong Kong faces amidst the process of internationalisation and the rapid development of Mainland China. We aim to implement regional and internationalisation strategies and increase collaboration with the Mainland, so that our students stay relevant and competitive in the evolving world.



STRATEGIC ACTIONS

- To increase international and Mainland immersion opportunities
- To partner with local and regional industries and create opportunities for more work-integrated learning
- To strengthen the digital learning environment of TWC
- To enhance student-centred learning that promotes experimentation, creativity, and innovation
- To ensure learning goals and standards are clearly communicated to students and assessments are effective in assessing students' knowledge and skills, consistent with the learning goals of the relevant courses/programmes
- To enhance students' biliterate and trilingual abilities

d. Promote a culture of learning and knowledge sharing

Learning comes in different facets and meanings. First and foremost, we believe in nurturing our students' abilities and interests in self-learning: the ability to learn independently and proactively. This

is an important and necessary skill as they progress through higher education and into the society and their respective industries.

Moreover, we seek to promote our students' understanding that "learning" is not only the acquisition of knowledge, but also the understanding of the relevance of knowledge to our society and the application thereof. As such, learning should occur multi-way. By promoting a culture of knowledge sharing among students, alumni, and industry leaders, we aim to create an active, innovative, and sustainable mode of learning that is through knowledge sharing among peers.

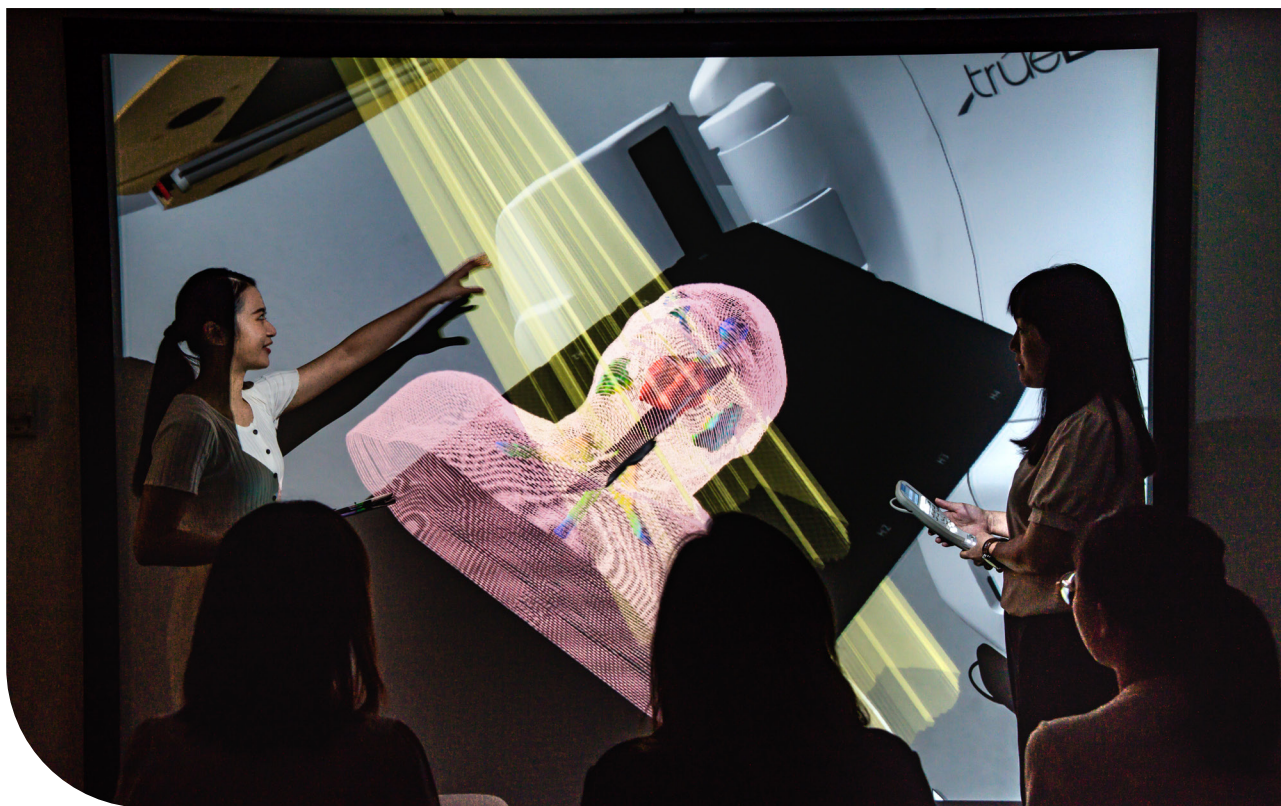


STRATEGIC ACTIONS

- To partner with other universities and industries in creating learning opportunities for students
- To invite high-achieving alumni and industry leaders to share their experiences in their respective industries and to support current students
- To encourage students' commitment to excellence through participation in a peer mentoring system
- To promote a culture of discussing and engaging in local, regional, and global issues



STRATEGIC AREA 3: TO BUILD A SUSTAINABLE FUTURE FOR TWC



To be a higher education institution that offers sustainable and quality education which meets university standards, we seek to enhance organisational effectiveness and efficiency and develop sustainable resource management for a continuous provision of education services. At the same time, we also seek to be a higher education institution that contributes to Hong Kong through hosting students from all around the world and promoting Hong Kong and China's scientific, educational, and social development.

We believe by enhancing our internal processes and management and continuously realising our missions as one of Hong Kong's higher education institutions, a solid foundation can be set for the furtherance of our commitment to act as a quality education provider.

STRATEGIC OBJECTIVES

a. Enhance organisational effectiveness and efficiency

We strive to develop a high-performance culture within our management and all levels of staff, which understands the mission of delivering education and nurturing talents for the community. Our people should be responsive to the needs of different stakeholders and drive continuous improvement in what we offer.



STRATEGIC ACTIONS

- To review and enhance College's organisational structure, administrative policies, workflows, and processes to ensure they achieve their intended outcomes with high effectiveness and efficiency, and serve their purposes in support of academic development



- To review all TWC committees to enhance their terms of reference, compositions, roles, and responsibilities for a well-structured management team with high operational efficiency driven by suitably qualified personnel carrying appropriate portfolios
- To implement Key Performance Indicators (KPIs) at College, School, and Unit levels that align with TWC's strategic objectives to effectively manage performance
- To promote a culture of high receptiveness and responsiveness to comments from different stakeholders for continuous improvement and initiate change management programmes to ensure all staff has a clear recognition of and internalises TWC's institutional vision, missions, and core values that guide its day to day operation

b. Maintain financial sustainability

Financial sustainability is important for maintaining quality education and supporting continuous institutional development. We pledge to manage our financial resources wisely and in a sustainable manner.



STRATEGIC ACTIONS

- To continuously review our financial resources and outcomes of fundraising platforms to ensure they are sufficient to sustain quality education and support continuous institutional development in accordance with institutional academic planning
- To develop a donors' database as well as fundraising strategies and concrete action plans with fundraising objectives and timeline, thereby better mobilising donors by mapping donors' interests and priorities
- To enhance the fundraising capability of the TWC through the use of digital fundraising platforms and the establishment of a strong alumni community
- To explore new sources of income and other financing options, such as the development of short courses
- To liaise with the Food and Health Bureau and/or the Education Bureau to explore the possibility of cutting TWC's practicum cost and other costs
- To put in place contingency measures to control the expenditure level in case of under-enrolment or unexpectedly high drop-out rates



c. Attract talents and diversify student intake focusing on the Greater Bay Area and beyond

We seek to recruit talents with different backgrounds and aspirations, thereby diversifying our class of students. We believe a multicultural campus environment with motivated and passionate students would drive academic excellence and cultivate great minds.

More importantly, we believe as a higher education institution of an international city like Hong Kong, we hold a mission not only to serve the local community, but also to serve the Region and the world by hosting and offering tertiary education to students over the world. The recent development in the Region provides opportunities for TWC to develop educational partnerships with industries and educational institutions in the Greater Bay Area.



STRATEGIC ACTIONS

- To increase publicity and presence of TWC through digital promotion strategies, effective and innovative promotion of TWC's distinctive brand, culture, and positioning in the higher education sector with a particular focus in the Greater Bay Area
- Establish education and research partnerships with colleges and/or universities in the Greater Bay Area
- To recruit students from different cultures and backgrounds, including students from the Greater Bay Area, countries of the Belt and Road Initiative, and other neighbouring countries such as Singapore, Japan, and Myanmar through the establishment of marketing strategies and partnerships with industries and educational institutions overseas
- Provide extra student support services to cater for the increased non-local student enrolment

STRATEGIC AREA 4: TO CONDUCT TRANSLATIONAL RESEARCH TO INFORM AND INNOVATE

The research capability of higher education is significant in terms of contributing to knowledge discovery and transfer, societal development as well as building a sustainable community. We believe in empowering our community with new knowledge and innovative solutions.

Our strength has always been health-focused translational and applied research, and we will continue to focus our research work on improving the health and well-being of our community. At the same time, we aim to identify niche research areas that contribute innovative solutions to grand regional and global challenges. Seeking to contribute to the general reputation of Hong Kong as a place that produces high-quality research, we will set up Research Centres in the areas of mental health, chronic disease management, infectious diseases prevention, and integrative health care, with quality research outputs that improve the health and well-being of our local, regional, and global communities.

To achieve the above, we will continue to systematically support and develop our academic staff in pursuing research and/or scholarly activities. Quality and impact of our research efforts shall be one of our top priorities.



STRATEGIC ACTIONS

- To cultivate a research environment that values, measures, and allocates resources for excellence in research
- To implement a supportive research infrastructure to enhance research competency, productivity, and management
- To recruit high calibre and motivated researchers to drive target areas of research

b. Identify and invest in strategically relevant research themes

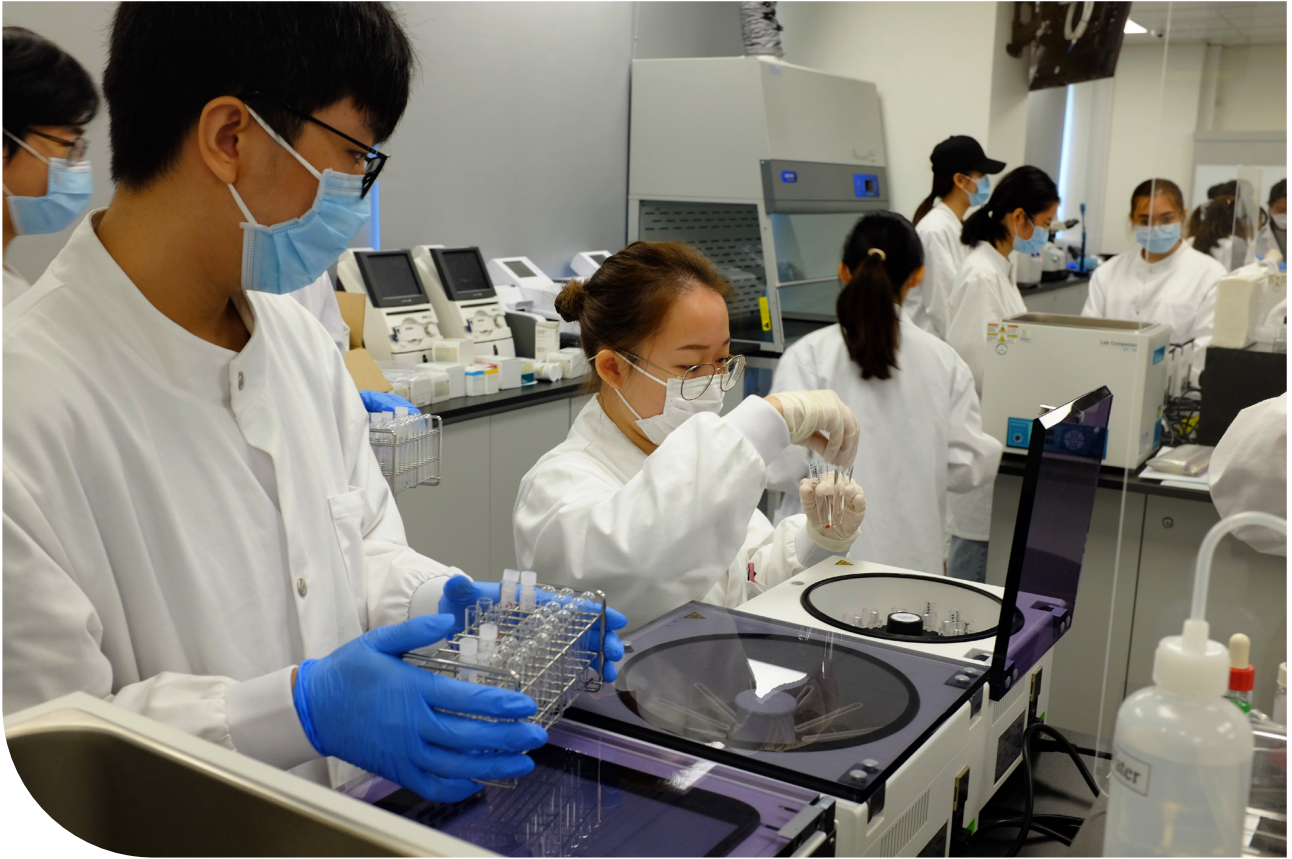
We believe in transnational and applied research, in that they create new solutions for the betterment of the society. To serve our regions by taking research that matters to the world, we will continue to review our research themes (with focuses on mental health, chronic disease management, infectious diseases prevention, and integrative health care) to ensure they are relevant and applicable to our current society, as well as identify new and niche areas of research.

STRATEGIC OBJECTIVES

a. Recruit and develop outstanding research staff

Leading research that pioneers changes in the society requires intelligence, imagination, and technical ability. Therefore, research capability shall be one important criterion for our academic staff base. At the same time, we strive to drive research excellence across TWC and develop outstanding research staff.





STRATEGIC ACTIONS

- To invest in and support staff in TWC research priorities
- To improve interinstitutional and interdisciplinary collaboration
- To engage local and global stakeholders in identifying, reviewing, and investing in designated research areas and themes to advance existing areas of research strength and develop important new ones

c. Build research capacity and develop Research Centres

We aim to enhance research quality and international recognition. Our ultimate goal is to increase research quantum and high-quality research output, with an emphasis on applied

research (as opposed to basic science research), thereby strengthening research capacity and capability for the building of Research Centres that improve the health and well-being of our local, regional, and global communities.



STRATEGIC ACTIONS

- To establish collaborative connections with reputable tertiary institutes locally and overseas for research collaboration
- To enhance College-Industry connections to align research outputs with industries' actual needs and improve the value and practicality of research work
- To build multidisciplinary teams in target areas of research (such as mental health, use of technology in healthcare, chronic disease management) to create synergy for collaborative research

- To establish a centralised system at the School level for maintaining accurate and up-to-date records of research and scholarship activities with measures in place to enhance research and scholarship productivity
- To improve performance in obtaining governmental and industrial funding support
- To obtain external funding for the setting up of Translational Research Centres run by core research staff who possess knowledge, skills, and qualifications

d. Nurture the next generation of scholars and researchers

Research work injects sustainability into the society by providing new solutions to emerging problems. The other way round, we also seek to inject sustainability into our research work by nurturing

the next generation of scholars and researchers and promoting a culture of identifying, investigating, and resolving real-world problems. We believe delivering quality research is an important purpose of higher education institutions, and ought to be sustained through our efforts.



STRATEGIC ACTIONS

- To develop postgraduate research programmes in the areas of nursing and allied health being Master of Philosophy and Doctor of Philosophy
- To involve undergraduate students in academic research where possible
- To infuse each student with a capacity and mindset to identify and resolve problems, be independently minded, innovative, forward thinking, and inquisitive to local and global health and social phenomenon and issues

STRATEGIC AREA 5: TO INVEST IN THE DEVELOPMENT OF A SUSTAINABLE CAMPUS

We believe with enhanced learning assistance and increased opportunities to broaden horizons and knowledge, our students would learn more effectively. A learning-effective campus that engages students and the community is something we will continuously invest in, for an effective teaching and learning environment which fosters and promotes learning and students' success, as well as research development. We envision a campus space that encourages catalytic interactions among students and the community.

At the same time, we will capitalise on the latest information technology innovation and develop a comprehensive digital learning and virtual learning



platform, which would complement the existing offline campus learning framework and enable a seamlessly blended mode of learning. Our functions will be digitalised progressively to relieve the urgent need for more campus space. Our goal is to enable teachers and students to teach and learn anywhere, anytime.

STRATEGIC OBJECTIVES

a. Expand the campus for meaningful engagement among students and the community

We seek to develop a campus environment that allows our students from different disciplines to assemble, which in turn prompts knowledge exchange – a core component of TWC's distinct education. Our campus shall also allow meaningful engagement with the local community, embodying TWC's mission to nurture students who serve the needs of the society.



STRATEGIC ACTIONS

- To apply for the Revitalising Historic Buildings Through Partnership Scheme (Scheme) and ensure effective implementation of the Scheme if granted
- To pursue other alternatives for campus expansion, including applying for a Land Site/Vacant Government Premises for Post-secondary Education Providers under the Land Grant Scheme of the Education Bureau and/or collaborating with local universities and industry partners to identify the location for campus expansion
- To review the space requirements of Schools and administrative units
- To rent additional space if appropriate to cater for new programmes and/or increase in student intakes
- To implement an internal space expansion plan



b. Improve campus facilities for effective teaching, learning, research as well as student amenities

The improvement of teaching and learning experience, as well as research productivity, rely on quality campus facilities and service systems. As much as we care about the quality of our education services and research output, we care about the environment that allows effective teaching, learning, and research.

At the same time, we wish to infuse our campus environment with the concept of environmental sustainability, a theme that concerns the well-being of our local community and the world.



STRATEGIC ACTIONS

- To implement a five-year Facilities Enhancement Plan to improve existing campus facilities (including the hall, lecture theatres, laboratories, classrooms, amenities facilities, etc.) and enhance the building service systems for a better teaching and learning environment
- To promote environmental sustainability of the campus by reducing energy costs and carbon emissions, including the use of high efficiency electrical appliances and renewable energy sources

c. Improve IT system for enhanced operational efficiency and learning effectiveness

The essentiality of a capable IT system has been well-demonstrated amidst the pandemic since 2020. We seek to improve operational efficiency and learning effectiveness through the enhancement of our IT infrastructure, employing the benefits that innovation and technology bring, and bringing innovation into the creation and dissemination of knowledge.



STRATEGIC ACTIONS

- To revamp existing Management Information Systems (MISs) in the College by deploying and implementing a Higher Education Enterprise Resource Planning (ERP) System, which serves as a one-stop platform that supports TWC's operations in the long-run for improved operational efficiency, governance, and control
- To convert manual paper-based business processes to automated digital workflows to save time, hassle, and the environment

- To revamp TWC's IT infrastructure to improve system integration and efficiency and better support remote teaching and learning, and work from home arrangements
- To deploy Learning Analytics tools and use it as a diagnostic tool at both the individual level (e.g. identifying issues) and the systematic level (e.g. informing the design of modules and programmes) to analyse the digital footprints of students in their learning processes
- To promote an innovative learning environment that contains both digital, experiential, blended, and face-to-face modes of learning and makes full use of information technology in teaching and learning
- To collaborate with other local tertiary institutions to enhance network capability and stability

STRATEGIC AREA 6: TO DEVELOP STUDENTS WHO SERVE AND SHAPE THE FUTURE OF OUR SOCIETY

We strive to build leaders who could make Hong Kong and the world a better place. In particular, we aim to build a culture of civic engagement, prompt job creation, and transformation that creates value for the society and break the cycle of intergenerational disadvantage.

Therefore, we are committed to preparing students for future employment and citizenship by developing their capacity to identify and resolve problems, think independently and distinguish true from false, and develop skills for the future in terms of employment and social responsibility. We believe

we have a role in helping our students realise their sense of personal and social responsibility, thereby giving the society our best-educated citizens that allow meaningful civic engagement.





STRATEGIC OBJECTIVES

a. Build a culture of civic engagement

Apart from nurturing students' academic knowledge, we believe it is important to raise their global awareness of and moral obligations to the society. Through fostering national and international engagements, we aim to educate our students not only as professionals in their fields, but also as global citizens who are willing and capable of contributing to the society.



STRATEGIC ACTIONS

- To establish a Civic Engagement & Global Enrichment (CEGE) task force in Student Affairs Office (SAO) that oversees various SAO functions and programmes, for the planning and monitoring of student opportunities for global enrichment and civic engagement
- To launch a student development programme named Tung Wah Global Student Ambassador to strengthen students' civic engagement and nurture them as responsible citizens representing TWC
- To launch a leadership advancement programme named Global Leadership & Advancement Programme for students

to promote their self-understanding and character development, relationship building with others and oneself, horizon widening and connection to the global community, life planning and commitment, as well as to cultivate students' attitudes, values, and ethics

- To enhance community engagement and voluntary work opportunities for students across borders and across global issues
- To help local communities with funding for activities and facilities which present a great opportunity for students to influence societal progress

b. Prompt employability and transformation of students

We believe our resources to students should not only stay within their studies, but also assist them beyond the campus and into their respective industries as a constituent of the society. We therefore aim to ensure TWC provides quality service to students in relation to their career development. We trust this paradigm benefits students in helping them establish a role in the society.

At the same time, we believe in educating our graduates to play a part in the mission of

sustainable education: to return education to current students and pass on its discoveries, successes, and failures. We believe our core value of learning to contribute should be sustained through a cycle of empowerment between current students and graduates.



STRATEGIC ACTIONS

- To review and benchmark TWC's student services with those in other leading global universities
- To adopt an integrative approach in launching services relating to student development, career planning, counselling, non-academic graduation requirements, and logistic and administrative support, thereby enhancing connection among different domains of student services to generate greater synergy and impact
- To establish a new Life Planning Centre with the objective of providing integrative support to students, being a paradigm shift from traditional career services to a one-stop service that offers life planning and thereby enhances students' transformability and strengthens their employability
- To launch an industry-based student mentorship programme under the Life Planning Centre
- To provide a co-curricular training programme and an online platform for students' holistic development under the Life Planning Centre
- To review and enhance the Peer Mentoring Programme to foster mutual peer support among current students and graduates
- To build a TWC Students & Graduates Network through the Peer Mentoring Programme, thereby setting peer mentoring as an honourable tradition of TWC



STRATEGIC AREA 7: TO EMPOWER PEOPLE FOR SUSTAINABLE EDUCATION



To attract and retain high calibre academic and administrative staff, it is important to create a community for the institution, which comes from the engagement and integration of staff. We seek to entrust our staff with responsibilities and trust, at the same time, inject accountability and reward. This sense of purpose and care for staff development constitutes determining empowerment to our staff.

At the same time, we will ensure that all staff are committed to our mission as a provider of sustainable education and research. Our staff community who values contribution to the society will also serve as a guidance for our students.

STRATEGIC OBJECTIVES

a. Develop leadership among our people

We require dedicated leaders to lead our management and provision of sustainable education. We therefore strive to develop our people as one committed high education provider.



STRATEGIC ACTIONS

- To nurture the next generation of leaders among our staff by succession planning, fostering leadership skills and opportunities at all levels, and by supporting the personal and professional development, and mentoring of our staff in accordance with TWC's strategic development, missions, and core values

- To recognise, reward, and create career paths for dedicated academics, and acknowledge staff for outstanding teaching and research
- To launch programmes aiming at promoting a culture of collaboration and teamwork, passion, and initiative within our people
- To align staff's performance goals with TWC's strategic objectives

b. Cultivate well-being in the workplace

We believe in creating a connected culture and quality employee experience for our people, who in turn provides quality education and research work to students and the society. The workplace we envision is with a commitment to physical and emotional safety, enhanced staff communication, and a culture of appreciation.



STRATEGIC ACTIONS

- To engage all staff in the process of driving TWC's strategic planning and development through individual performance plans
- To promote staff morale by acknowledging and appreciating staff at all levels and supporting employee-led initiatives
- To nurture trust, openness, and transparency among all staff to improve personal, professional, and organisational performance
- To build team spirit among all staff by organising regular team building activities
- To review the human resources structure (e.g. staff-mix) and ensure the distribution of workload is fair, balanced, and appropriate, and achieves work efficiency
- To promote work-life balance and offer an employee-friendly environment, such as flexible work arrangements for employees with children
- To improve working environment and amenities to promote better staff morale and productivity



c. Recruit and retain quality staff

We acknowledge the hard work of our people in furthering our mission as a quality high education provider. We therefore understand the importance of reviewing staff policies to ensure they stay competitive in the sector, reward the dedication of our people, and sustain the operation and development of our institution by constantly reviewing our human resources structure and policy.



STRATEGIC ACTIONS

- To review and implement a competitive remuneration package that benchmarks with private tertiary education institutions to attract and retain quality staff who are committed to supporting TWC's mission and development
- To adopt a "pay for performance" policy and implement new performance-based rewards to enhance performance
- To develop and implement an effective staff succession plan for senior positions to maintain the sustainability of unit operation and programme development
- To refocus recruitment criteria on passion for higher education, cooperation skills, and innovative thinking





COMPILED AND EDITED BY:

President's Office and
Communications and Public Relations Office

Special thanks to all College members who
contributed to this Strategic Plan.

© October 2021 Tung Wah College Limited.
All rights reserved.

Permission for reproduction must be obtained
from Tung Wah College Limited.



東華學院 TUNG WAH COLLEGE

KING'S PARK CAMPUS

Ma Kam Chan Memorial Building,
31 Wylie Road, Homantin, Kowloon, Hong Kong

MONGKOK CAMPUS

Cheung Kung Hai Memorial Building, 90A, and Cheung Chin Lan Hong Building, 98,
Shantung Street, Mongkok, Kowloon, Hong Kong

KWAI HING CAMPUS

16/F, Tower 2, Kowloon Commerce Centre, No. 51
Kwai Cheong Road, Kwai Chung, New Territories, Hong Kong

Tel: (852) 3190 6678

Email: enquiry@twc.edu.hk

Website: www.twc.edu.hk

