Faculty Development Plan 2013-16

Part I: Vision and Mission Statements (Optional)

The Faculty of Liberal Arts and Social Sciences (FLASS) aims to be a leading centre for innovative teaching and learning in liberal arts and social sciences in the Asia Pacific region. With an emphasis on interdisciplinary research, the faculty aims to provide students with creative scholarship and thought leadership as a foundation for research led teaching, a creative learning commons, and a learning environment that nurtures intellectual investigation, development, and discovery. As a community of scholars, the FLASS is committed to the promotion of learning through engagement with local, regional and global communities to proactively promote social change and wellbeing.

Vision for FLASS

- T: Teaching Excellence
- R: Research Advancement
- E: Exchange Enhancement
- E: Entrepreneurial Faculty

Major Mission of FLASS

- Nurturing caring leaders with global vision
- Conducting research to enhance human well-being
- Fostering an interdisciplinary research and teaching culture
- Reaching out to promote social change
- Engaging in international/regional collaborations for academic excellence

Part II: Progress in Context

(i) Review of the Faculty’s Development Plan 2009-12

The Faculty’s Development Plan for 2009-12 was reviewed in late November 2012 and the review report was submitted to the Acting President on 4 December 2012. Details of the report can be accessed from: Review Report of FAS’ Development Plan 2009-12. The majority of the milestones set for 2009-12 were achieved on schedule. Other major
achievements and their progress include the following as elaborated in (ii) – (v) below:

(ii) Programme Development and Review

(a) PGDE Periodic Review
The 5-year cycle periodic review of PGDE(Primary) and PGDE(Secondary) was successfully completed in 2011 and the review report was approved by the Academic Board (AB) at its meeting held on 15 February 2012. The second stage of external review process was not necessary. The relevant Programme Committee has followed up on subsequent revisions in accordance with the prevailing quality assurance mechanism consequent to the approved new curriculum framework for implementation in 2012-13.

The Faculty will adhere to the newly approved QA measures to conduct follow-up periodic programme review of PGDE programmes on a five-year cycle.

A time-table for review of undergraduate and postgraduate programmes is tentatively drawn up. It will be considered by relevant Committees/Faculty Board and planned for submission to the Academic Policy and Review Committee in September 2013.

(b) Revalidation of 4-year full-time BScSc in Global and Environmental Studies
The revalidation document of 4-year FT BScSc (Hons) in Global and Environmental Studies [BScSc(GES)] was approved by AB at its meeting held on 20 March 2013. The Revalidation Panel Visit arranged by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) is scheduled for 25-26 July 2013.

(c) New 5-year BEd in view of 334/5
New 5-year FT BEd (Primary)/(Liberal Studies)/(Music)/(Physical Education)/(Visual Arts)/(Information and Communication Technology) programmes were developed. A total of 13 Second Majors and 13 Minors were identified for students to choose. Information was posted on web for common access. A list of coordinators for Second Majors/Minors was compiled for students’ consultation when required. Faculty’s internal promotion such as mounting display boards to introduce these Second Majors/Minors and distribution of leaflets were launched in March 2013.

(d) New programmes developed for implementation
A number of new academic programmes at undergraduate and Master’s levels were
developed. External validation by the HKCAAVQ for two new Master’s programmes, namely Executive Master of Arts in Arts Management and Entrepreneurship [EMA(AME)] and Master of Public Policy and Governance (MPPG) were conducted by the HKCAAVQ in mid-March 2013.

(iii) Faculty structure and Faculty name
The name of the Faculty and its academic structure were reviewed in line with the “Education-plus” vision and future strategic development of the Institute. From 1 July 2012, a Unit of Associate Degree Studies was formed. From 1 September 2012, the Faculty name was changed to Faculty of Liberal Arts and Social Sciences and a new Department of Asian and Policy Studies was established. Another new “Centre for Education in Environmental Sustainability” was also approved for establishment from 4 January 2013 to 3 January 2016. The current Faculty’s structure is as follows:

- Department of Asian and Policy Studies (APS)
- Department of Cultural and Creative Arts (CCA)
- Department of Health and Physical Education (HPE)
- Department of Mathematics and Information Technology (MIT)
- Department of Science and Environmental Studies (SES)
- Department of Social Sciences (SSC)
- Unit of Associate Degree Studies (ADS)
- Centre for Greater China Studies (CGCS)
- Centre for Education in Environmental Sustainability (CEES)
- Resource Centre for Interdisciplinary and Liberal Studies (RCILS)
- UNESCO Arts in Education Observatory for Research in Local Cultures and Creativity in Education

As the development of self-financing post-secondary education at sub-degree level is not part of the Institute’s mission and vision, a phasing out plan for the ADS and its four sub-degree programmes was developed and approved by the senior management. It is planned that the sub-degree programmes will be phased out after 2016/17.

(iv) Research Activities
The Faculty Research Committee (FRC) has been active in promoting a research culture in the Faculty. Promotional activities included sharing sessions with colleagues and
development of a bi-annual report of research and research achievements for the Faculty. This report will be made available to all colleagues in the Faculty, senior management, and external stakeholders. It is hoped that the practice of reporting on our research outputs, achievements, impact and recognition will bring us in line with international standards and the practices of other higher education institutions in Hong Kong. Importantly, developing a bi-annual research report will also allow us to demonstrate our increasing research foot-print and the strategic emphasis placed on the development of a robust research culture in FLASS and the Institute. Notice boards were also set aside to post research activities of academic colleagues in the Faculty.

In addition, mechanisms for recognizing the quality of non-traditional (creative arts) research output was developed and subsequently endorsed by the Committee on Research and Development at its meeting held on 20 December 2012.

In support of research, the Faculty Management Committee endorsed at its March 2013 meeting to set aside funding from the Dean’s reserve to support research proposals from Departments. Subsequently, the Dean’s Research Fund was established to support high-quality research proposals. The Dean’s Research Fund will support four types of research activities ranging from individual and collaborative research grants to equipment grants (see also below under Part IV on page 10).

(v) Programme Area Accreditation (PAA), Revalidation and Institutional Review
A Special Team for PAA (Discipline Review) in Social Sciences was formed to prepare for the PAA. In addition, the Faculty will support the revalidation of BA in Creative Arts and Culture [BA(CAC)] which is scheduled for July 2014, and to support the Institute for the Institutional Review.

Part III: Strategic Areas

- Diversifying Academic Programmes
- Enriching Students’ Learning Experience
- Enhancing Research & Development
- Promoting Internationalization and Regional Outreach
- Engaging Actively with School and Community
- Developing Caring Faculty for Student Learning
- Assuring Academic Quality and International Benchmarking

Aspiring to be a leading university in the Asia Pacific region focusing on Education and
complementary disciplines, and recognized for our excellence in nurturing competent and caring professionals and the impact of our scholarship, the FLASS is currently experiencing rapid expansion in terms of academic and research programmes. Based upon our very strong research and academic links with regional and international institutions, the FLASS aims to expand its undergraduate (UG) and postgraduate (PG) programmes by launching joint-degrees at both UG and PG levels with leading universities in Asia, Europe, Australia and the USA.

A selected list of our Regional and International Partners include:
- University of Bath, UK
- University of Bristol, UK
- University of Leeds, UK
- University of Sheffield, UK
- University of London, UK
- University of Gloucestershire, UK
- University of California, LA, USA
- University of Wisconsin, Madison, USA
- East-West Center, USA
- National Taiwan University, Taiwan
- National Cheng Chi University, Taiwan
- National Chung Cheng University, Taiwan
- Beijing Normal University, China
- Zhejiang University, China
- Sun Yat-sen University, China
- Fudan University, China

Part IV: Actions and Milestones

<table>
<thead>
<tr>
<th>Major Initiatives and Actions (key action parties)</th>
<th>Milestones</th>
<th>Timeline (please insert ✓)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2013-14</td>
<td>2014-15</td>
</tr>
<tr>
<td><strong>Transforming people – our students and our graduates</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preparing for the second QAC Audit (3 Asso Deans, FLASS Working Group on Preparation for Second QAC Audit)</td>
<td>Working out a timetable for programme review; conduct programme review on schedule;</td>
<td>✓</td>
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<tr>
<td></td>
<td>Forming a Working Group on Preparation for Second QAC Audit and follow through</td>
<td>✓</td>
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<tr>
<td>Revalidation of BA(CAC)</td>
<td>Revalidation of 4-year FT BA(CAC) which is</td>
<td>✓</td>
</tr>
<tr>
<td>Major Initiatives and Actions (key action parties)</td>
<td>Milestones</td>
<td>Timeline (please insert ✓)</td>
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<tr>
<td>(CCA programme team)</td>
<td>scheduled for July 2014, and follow up</td>
<td>2013-14</td>
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<tr>
<td>Strengthening connections with alumni (Faculty Office and programme teams)</td>
<td>Annual review of alumni involvement in activities where appropriate.</td>
<td>✓</td>
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<tr>
<td>Implementing an ADS phasing out plan (Unit Director and Dean)</td>
<td>Phasing out plan approved by SMC at meeting on 20 March 2013. Semester based review of quality of teaching and learning during the phasing out period; and continuous communication with various parties including ADS staff and students, HRO, FO, CO and senior management.</td>
<td>✓</td>
</tr>
<tr>
<td>Reviewing and refining the undergraduate curriculum, delivery methods and learning outcomes for on-going quality assurance and enhancement (FLTC, Associate Dean (UE&amp;SL), Programme and Subject Co-ordinators)</td>
<td>Programme review according to Institute’s schedule</td>
<td>✓</td>
</tr>
<tr>
<td>Reforming the BEd curriculum to broaden students’ horizons regionally and internationally (Associate Dean (UE&amp;S))</td>
<td>Semester based review of studying subject matters and professional skills</td>
<td>✓</td>
</tr>
<tr>
<td>Planning new programmes to meet the society’s needs (HoDs)</td>
<td>Development of self-financed top-up degrees and postgraduate programmes in the respective disciplinary areas</td>
<td>✓</td>
</tr>
<tr>
<td>Major Initiatives and Actions</td>
<td>Milestones</td>
<td>Timeline (please insert ✓)</td>
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<tr>
<td>-------------------------------</td>
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<tr>
<td>(key action parties)</td>
<td></td>
<td>2013-14</td>
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<tr>
<td>Developing student’s language proficiency</td>
<td>Increase the percentage of their EMI courses as stipulated in the Institute’s Language Policy</td>
<td>✓</td>
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</tbody>
</table>

**Transforming Our Capacity**

| Programme Area Accreditation (Discipline Review) in Social Sciences | To prepare for the PAA(DR) in Social Sciences according to the Institute’s schedule | ✓ | ✓ |   |   |
| (Special Team for PAA (DR) in Social Sciences and academic departments) |                                             |   |   | ✓ | ✓ |
| Developing research clusters (academic departments) | Formation of critical mass within or inter-disciplinary | ✓ | ✓ | ✓ | ✓ |
| Further enhancing research performance (Associate Dean (R&PS)) | Formulation of criteria for research output (traditional and non-traditional) | ✓ | ✓ |   |   |
| Further enhancing learning and teaching (DLTC and FLTC Chairs) | Plans in encouraging innovation in learning and teaching, and the application of TDG grants | ✓ | ✓ |   |   |
| Proactively recruiting high caliber academics (HoDs) | Periodic review on needs | ✓ | ✓ | ✓ | ✓ |

**Transforming schools and the community**

| Strengthening the partnership with outside agencies for non-education programmes (PLs and academic staff) | Increase the numbers of partnerships and the diversity of activities/collaboration involved. | ✓ | ✓ | ✓ |   |

**Transforming the regional education landscape**

<p>| Strengthening regional and international leadership and | Organize regional and international conferences/collaboration in education | ✓ | ✓ | ✓ |   |</p>
<table>
<thead>
<tr>
<th>Major Initiatives and Actions (key action parties)</th>
<th>Milestones</th>
<th>Timeline (please insert ✓)</th>
</tr>
</thead>
<tbody>
<tr>
<td>collaborations (Academic departments)</td>
<td>and non-education areas.</td>
<td>2013-14</td>
</tr>
<tr>
<td>Mounting joint degrees with international institutes (Academic departments)</td>
<td>Explore and develop joint degrees with overseas universities</td>
<td>✓</td>
</tr>
<tr>
<td>Assuring Academic Quality (Deans, Associate Deans and Heads)</td>
<td>Explore and develop action plan for International Benchmarking</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Implementation and Monitoring of Progress**

1. **Communication** with the key stakeholders or staff members concerning the implementation and the planned change(s).

   Effective communication is in place in FLASS. Communication with key stakeholders and staff members concerning the implementation of the planned initiatives/actions/changes will be made via email, meetings in various Committees and Faculty Board, Faculty Forums, Dean’s Forums and retreats. The FLASS will continue to maintain and enhance communication with departments and relevant stakeholders, e.g. students, schools and community partners. Colleagues will be regularly updated on the recent developments in the Institute and the Faculty.

2. **Engagement** (incl. participation and consultation) with the key stakeholders and staff members.

   Engagement with key stakeholders is an on-going and embedded practice in FLASS. Staff, students and community leaders are encouraged to participate in appropriate forums and share their views concerning the development of the faculty, its strategic aims and goals, as part of the faculty’s commitment to shared governance. Various staff members, for example, are engaged in discussion and decision making of various Faculty matters through direct participation in Committees/Boards as members and as colleagues in Faculty Forums. All HoDs are members of Faculty Management Committee and Faculty
Board. Five student representatives were invited to serve on Faculty Boards. Student representatives of programmes and various societies/associations under FLASS departments are invited to meet the Dean at the Dean’s Forum which is normally held once a semester for expressing their views on their learning, teaching, and other issues related to their programme of study and campus issues.

The Faculty also consults external stakeholders where necessary. For example, a Faculty External Advisory Board, representing eminent scholars and community leaders was established in 2013. The first meeting of the Faculty External Advisory Board is planned for later this year. The Faculty External Advisory Board will provide external input and advice on the strategic direction of the Faculty, provide input into strategic planning, community engagement, the promotion and enhancement of FLASS, and promotion of FLASS among peer institutions in the region and internationally.

The quality assurance mechanism of appointing external examiners for each/each group of academic programme(s) will continue in the coming triennium.

To prepare for the second QAC Audit, a FLASS Working Group on Preparation for Second QAC Audit was formed in July 2013. It is chaired by the Associate Dean (Quality Assurance and Enhancement) and its members include representatives from all departments so that the prevailing and new QA mechanisms and policies can be disseminated to Faculty and departments efficiently.

3. **Timeline** setting to chart progress for implementation and change.

The Faculty makes reference to the Institute’s action timeline in the development of the Faculty’s action plans for various tasks such as phasing plan of sub-degree programmes and Unit of Associate Degree Studies (ADS), Revalidation, Programme Area Accreditation, and programme review. The action plans will be adjusted if and when necessary.

4. **Clarification of accountability and roles** of key players/staff members for the key tasks and strategies.

The Faculty’s Board/Committee structure in place is:

- Faculty Board (FB)
- Boards of Examiners (BoE)
- Faculty Management Committee (FMC)
- Faculty Committee on Quality Assurance and Enhancement (FCQAE) –
newly established in August 2011

- Faculty Research Committee (FRC) –
  No separate Faculty Human Research Ethics was set up. The tasks
  relating to human research ethics were included in the terms of reference of
  the FRC
- Faculty Learning and Teaching Committee (FLTC) –
  Programme Committees are under FLTC

These Board/Committees each have their terms of reference which is made known to
every member. For programme’s functional post holders like Programme Leaders and
Year/Subject Coordinators, they all have received their job specifications, a copy of which
is copied to their HoDs.

5. Good practices for sharing with key players/staff members.

There are various channels for sharing good practice with key players and staff members.
These channels include Programme Committees, FLTC, FMC, FB meetings, Faculty
Forums and retreats. For example, the FLTC organizes a “Learning and Teaching
Forum” for sharing good practice and experience with colleagues. Two such Forums were
organized in the last triennium. This activity is planned for continuation during the next
triennium.

6. Capacity building (staff development and empowerment) for change and
   implementation.

The Faculty will continue to provide staff members with opportunities to develop
themselves. For example, the Dean’s Research Fund was established in mid 2013 to
support research excellence and innovation in the Faculty support the enhancement of
research productivity and capacity. The Dean’s Research Fund (HKD$8 million) will
support four schemes:

1. Individual Research Scheme (IRS)
2. Collaborative Research Scheme (CRS)
3. Early Career Researchers (ECR)
4. Research Equipment Grants (REG)

The HoDs and Faculty Research Committee would monitor the progress of these research
projects which may run until the end of this triennium.
The Dean’s Research Fund was also established to help colleagues develop skills and capacities associated with the application for external competitive peer reviewed grants. In order to encourage colleagues to seek external competitive peer reviewed funding, the terms of grants available under the Dean’s Research Fund require grantees to mount applications to funding bodies such as the Research Grants Council (RGC).

<table>
<thead>
<tr>
<th>Dean’s Research Fund: Time Line</th>
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<tbody>
<tr>
<td><strong>Call for applications</strong></td>
</tr>
<tr>
<td><strong>Close of applications</strong></td>
</tr>
<tr>
<td><strong>Review of Applications (FRC and Expert External Review Panel)</strong></td>
</tr>
<tr>
<td><strong>Funding recommendations given to Dean</strong></td>
</tr>
<tr>
<td><strong>FMC Approval sought</strong></td>
</tr>
<tr>
<td><strong>Grant outcomes announced</strong></td>
</tr>
<tr>
<td><strong>Grant Disbursement (Subject to Ethics Clearance)</strong></td>
</tr>
<tr>
<td><strong>End date for Grant expenditure</strong></td>
</tr>
<tr>
<td><strong>End date for Grant Expenditure for grants awarded an extension (subject to application, endorsement by FRC and Dean’s approval)</strong></td>
</tr>
</tbody>
</table>

For non-academic staff, the practice of inviting applications from them for staff development will continue provided that funding is available.

7. Using feedback collected from the targeted parties and staff members to fine-tune the implementation and change process.

The Faculty will seek views/feedback from colleagues before and during implementation of new policies and initiatives. For example, the Faculty will consult colleagues/students concerned when implementing the phasing out plan of the sub-degree programmes and ADS, revalidation exercise of BSocSc(GES), BA(CAC) and Programme Area Accreditation.

For programme related changes, each programme will continue to review their programmes continuously by making reference to student feedback, external examiners’ feedback and teaching team’s views. Annual Programme Reports will also highlight the consultation mechanisms that have been employed to facilitate any changes to the programme.
8. **Using evaluation/review methods** to improve and enhance the outcome of change regularly and continuously.

Review of strategic developments is a continuous process. The Dean and Associate Deans will meet regularly to update and discuss the progress of development at the Faculty. Variance will be identified and rectification will be carried out if indicated.

**Part V: Endorsement and Record**

This Development Plan 2013-16 was considered by the Faculty Management Committee (FMC) at its meeting held on 23 April 2013 and circulated to FMC members for comments after the meeting. It was endorsed by the Faculty Board of Liberal Arts and Social Sciences via circulation on 10 May 2013. Further refinement to the Plan was made in response to VP(AC)’s advice in June 2013.

Prof. Joanne CHUNG Wai Yee, Faculty Dean (Liberal Arts and Social Sciences)  
Date: 15 Jul 2013

Approved by Prof. John LEE Chi Kin, VP(AC)  
Date: 15 July 2013  
10 Jul 2013