

APPENDIX B: INSTITUTIONAL RESPONSE TO THE AUDIT FINDINGS

City University of Hong Kong (CityU) expresses its heartfelt gratitude to the Quality Assurance Council (QAC) of the University Grants Committee (UGC), the Audit Panel, the Audit Coordinator, and UGC colleagues for their expertise, dedication, and efforts in planning and conducting the audit exercise. CityU greatly appreciates the thorough evaluation of its strategic approach to quality assurance and the initiatives that emerge from it.

CityU is delighted with the Audit Panel's commendable core conclusions that recognise the University's robust and evaluative framework for academic governance, a rigorous approach to programme development, approval, monitoring and review, a well-developed, mature and dynamic governance, policy framework, implementation practices, and self-reflection mechanisms for assessment, effective alignment of learning and teaching related policies and governance procedure with the University's Learning and Teaching Strategy, and comprehensive and effective services and support to local, non-local and exchange students at all levels.

CityU is committed to nurture students' talents and create applicable knowledge for social and economic advancement, and preparing them for employment and social contribution. The University's Learning and Teaching Strategy, aligned with the Strategic Plan 2020-25, emphasises an inclusive and supportive learning environment where all students can learn in an effective, institutional, inspirational, interactive, and innovative way. CityU welcomes the Audit Panel's substantiation of its successful implementation of various academic initiatives in support of the core elements of this strategy (paragraph 1.2). The Audit Panel also confirmed the University's 'effective framework for quality assurance and enhancement enabling it to maintain effective oversight of academic standards and quality' (paragraph 1.8). CityU's approach to benchmarking of its academic programmes was also considered effective by the Audit Panel (paragraph 1.10).

CityU appreciates the positive feedback from the Audit Panel on its good practice in successfully creating the flexibility for students to pursue personalised educational paths through different study options, catering to their unique interests and career goals (paragraph 2.10). This is evidenced by a significant number of multidisciplinary programmes in single or dual degree format, integration of Bachelor and Masters' level programmes, and a growing number of taught postgraduate level programme (paragraph 2.3). The Audit Panel also noted the impressive number of students who capitalised on the outside classroom learning opportunities, such as research projects, workplace learning, internships and international exchange programmes (paragraph 2.12). These experiences not only enrich students' educational journey, but also equip them with the necessary skills to tackle global challenges.

The University is encouraged by the Audit Panel's acknowledgement of its commitment to supporting and training teaching staff, including the good practice of mentorship programme and the Teaching Start-up Grant for new staff (paragraph 3.4). The Audit

Panel recognised the University's commitments in supporting RPg programmes and young faculty members, maintaining high standards for staff appointments and promotions, and efforts to enhance student diversity and overseas learning experiences (paragraph 3.14). The Audit Panel also identified the University's 'thorough and systematic approach to evaluating and improving the quality of teaching and learning (T&L) across its programmes' (paragraph 3.14).

The University welcomes the Audit Panel's affirmation of its well-developed and transparent assessment policies which provide 'a clear framework of accountability and set standard expectations for key aspects of assessment' (paragraph 4.1). The Audit Panel considered the assessment standards, policy and processes effectively evaluated and fit for purpose (paragraph 4.9). The regular course review by academic units (AUs) (paragraph 4.3), coupled with extensive external benchmarking in assessment design and procedures, ensures the courses' continuing relevance and adherence to the University's standards. Students are well informed of the assessment criteria through various means (paragraph 4.4), with RPg students expressing particular appreciation for the high quality of supervision provided. The supervision has been instrumental in helping the RPg students integrate with their College/School and comprehend the content and procedures of assessment (paragraph 4.8).

The University has established a robust infrastructure and mechanism to provide comprehensive and effective support services to students at all levels, fostering their personal, professional and academic development (paragraph 5.2). The Audit Panel confirmed the University's high-quality induction programmes in aiding students' integration into CityU (paragraph 5.3). CityU appreciates the Audit Panel's commendation of its effective initiative of proactively inviting 'at risk' students with special educational needs to seek support from the University's counselling service as a feature of good practice (paragraph 5.7).

Attaching great emphasis to make meaningful use of internal and external benchmark data and external reference points in decision-making for continuous development (paragraph 6.5), CityU is pleased that Audit Panel found 'a strong data-driven approach to the oversight of student performance, academic standards and the quality of programmes' (paragraph 7.1) and 'a developing culture and practice of using data to deliver measurable outcomes' (paragraph 6.10), which prioritises the collection, analysis and use of data in its decision-making processes. The Panel also recognised the University's 'good progress with its Data Strategy' (paragraph 6.10), underpinned by the Data Governance Policy, in facilitating the development of common processes for data collection, utilisation and security. The Audit Panel also noted that the incorporation of data literacy training programmes into the curriculum as a means to equip students with necessary transferable skills (paragraph 6.6).

Aiming to further enhance students' learning experiences, CityU agrees with the Audit Panel's recommendations for a regular, more comprehensive, and systematic review of T&L data at an institutional level (paragraph 3.6). This could help identify thematic issues. CityU also supports the idea of a more consistent implementation of the

Academic Advising Scheme across all AUs (paragraph 5.5), ensuring that the Scheme aligns with the institutional policy.

As CityU aspires to become a leading global university, excelling in research and professional education, it embraces the Quality Audit exercise as a pivotal step toward the vision. The University is grateful for the Audit Panel's measured and professional advice which will surely contribute significantly to the enhancement of the University's educational provision.