

GRATIA CHRISTIAN COLLEGE

An Abstract of the Strategic and Academic Development Plan for 2026/27- 2030/31

Vision

To be a private, independent Christian university that excels in liberal arts and professional education for developing servant leaders to serve the Chinese and global communities with competence and Christian love.

Mission

1. To inspire students to develop academically and spiritually, discover complementation between knowledge and faith, think critically with clarity, act professionally with integrity, and work in teams effectively with humility.
2. To provide professional development and life-long learning programmes for staff in partnership with educational, commercial, and religious organizations.
3. To engage the Church in inter-faith and inter-cultural dialogues for developing Christian approaches to current and future issues facing the Chinese and global communities.

Strategic Niche Areas

Niche 1: Unique Value-Driven Education (The CHRIST Values)

Gratia Christian College (GCC) is the only self-financing post-secondary Christian college in Hong Kong whose vision is fully guided by Christian values. This identity is supported by peer-reviewed research published by GCC staff showing that **CHRIST values** (Commitment, Humility, Resilience, Integrity, Service, and Teamwork) are directly linked to effective leadership in social work and religious settings.

Niche 2: A Research-Supported, High-Add-Value Academic Culture

Despite being a small, teaching-led institution, GCC staff have published over 40 papers in international journals in the last two years. This research culture directly enhances student learning: bachelor's students conduct research through their Honours Capstone projects, some of which have been published in top international journals and presented at academic conferences. Furthermore, our graduates are highly employable and successfully transition to Master's programmes at prestigious local universities like HKU and CUHK.

Niche 3: Strong Academic Leaders and Industry Expertise

GCC has an experienced team of academic leaders with solid backgrounds in higher education and professional fields. Our professors/associate professors bring practical industry knowledge directly into the classroom, and this is further supported by qualified adjunct faculty. This strong expertise equips the College to deliver high-quality teaching across core areas like social work, psychology, early childhood education, service management, and Christian ministry. Beyond teaching, our leaders use their wide professional networks to share real-world insights and secure valuable internships, exchanges, and learning opportunities for our students

Niche 4: Highly Favourable Staff-to-Student Ratios

GCC consistently maintains an overall faculty-to-student ratio much better than the **1:20** benchmark pledged during accreditation. The College also keeps a generous non-academic support ratio, allowing for a deeply caring, supportive, and "home-like" learning culture.

Niche 5: A Modernized, Accessible Dual-Campus Infrastructure

The newly established Mei Foo campus more than doubles the College's site area, featuring the latest educational technologies to enhance student-faculty interaction. Both campuses (Shek Kip Mei and Mei Foo) are highly accessible by public transport and are situated only 20 minutes apart door-to-door via the MTR, accommodating both full-time students and working professionals.

Expected Goals and Performance Targets

1. Student Enrolment and Growth

In terms of student enrolment and growth, the College aims to sustainably expand its student body over the 2026/27 to 2030/31 planning horizon. This expansion is designed to maximize the capacity of the new Mei Foo campus while maintaining a prudent and balanced outlook. To measure success, the College has set a performance target to increase the total student population from 685 in the 2025/26 academic year to 1,390 students by the 2029/30 academic year.

2. Academic Programme Expansion and Restructuring

To meet evolving societal and technological needs, the College will introduce high-demand programmes across the sub-degree, undergraduate, and postgraduate levels. The College plans to launch seven new programmes over the next five years. Key rollouts include the Master of Social Work and the Diploma of Applied Education in the 2027/28 academic year, followed by the Bachelor of Applications of AI in Business and the Master of Christian Ministry in the 2029/30 academic year. Longer term academic development plan extends to cover programmes in healthcare services. The College will therefore plan to restructure its academic framework by establishing two new Schools: the School of Applied Technology and Management, and the School of Health Science.

3. Financial Sustainability

Achieving financial sustainability is central to supporting future College operations. The overarching goal is to ensure stable operational surpluses and build a strong cash reserve. Financially, the College targets increasing its total annual tuition revenue from HK\$44.5 million in 2025/26 to HK\$78.6 million by 2029/30. Furthermore, the College aims to secure a steady net operational surplus of over HK\$6 million annually by the end of this five-year strategic cycle.

4. Research Funding and Campus Development

To strengthen its research capacity, the College will actively participate in government matching schemes. Specifically, it aims to solicit HK\$20 million in private donations to successfully secure government Research Matching Grants (RMGS). Concurrently, to overcome current physical constraints and establish permanent, custom-built facilities for future healthcare programmes (such as Nursing and Physiotherapy), the College will proactively engage with the Education Bureau. The target is to either acquire a vacant campus or secure a plot of land through the government land grant scheme within the next five years.