





The New Hallym

HALLYM VISION 2030+ *plus*



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Preface



Dear members of the Hallym Family,

As Hallym University celebrates the 40th anniversary of its founding in 2022, we are determined to design a new future for Hallym, based on what it has accomplished so far. We will not stop at dreaming of a new future; we will set goals, establish a vision, and devise a concrete action plan.

We will change. Our new plan will lead the way. Where there is action, there will be opportunities; where there is change, there will be creativity and innovation.

‘The New Hallym’ will be our guiding motto, under which we will create new social value and deliver it. We will forge our own value and lay our own path rather than follow other people’s values. We will build our own future rather than try to predict the future or play catch-up.

A look back at the past 4 decades of Hallym has provided us with a clear understanding of what is important and what must be done. We have evaluated what the name ‘Hallym’ signifies and what defines Hallym. As a result, we have come up with 10 Strategic Plans.

The Strategic Plans will serve as operational guidelines for

Hallym to achieve its vision and goal. As I mentioned in my inauguration speech on September 1, 2021, Hallym’s vision is to become ‘an open university,’ ‘a leading university,’ ‘a university that promotes growth,’ ‘a university shared with the local community,’ and ‘a university where all of its members are happy.’

The Strategic Plans consist of key initiatives that are intended to bring change, generate value, and create a new future. They are achievable in the short- to mid-term and will later serve as a platform for greater change. They will be reviewed for progress and revised as needed on an annual basis. As the Strategic Plans were shaped through horizontal communication, they require the collective intelligence of the Hallym Family to be perfected.

The Strategic Plans were drawn up on the premise that all members of the Hallym Family are willing to actively participate, communicate, and serve. When we start to build Hallym’s future with our own hands, we will be able to declare as follows:

“I am the star of ‘The New Hallym.’”

Yanghee Choi
President, Hallym University

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I

Rationale

A. Changing University Environment

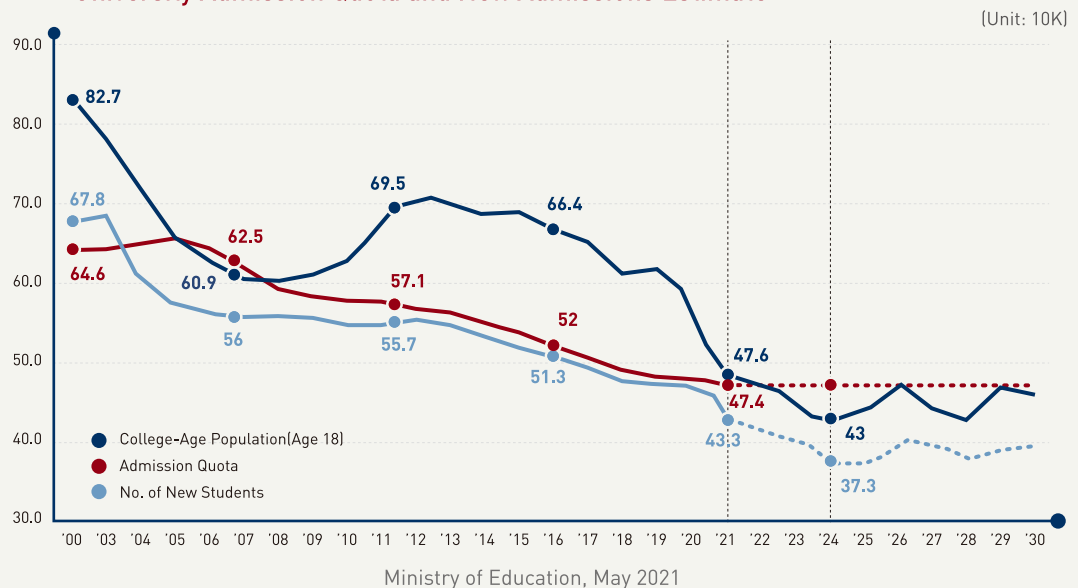
1. University in Crisis

Declining Student Population and Admission Resources

- ▶ As children born in the 2000's reach college age, universities are seeing a sharp decline in the number of potential students.
- ▶ As of 2021, the new student population(age 18) has begun to fall below university admission quota. The decline will continue through 2024, after which the rate is expected to level off through 2030.

* University Admission Quota[10K] : ('05) 62.5 → ('10) 57.1 → ('15) 52 → ('21) 47.4

University Admission Quota and New Admissions Estimate



- It is imperative that universities restructure themselves in the face of a prolonged decline in new student population.
- Innovation is necessary for universities to survive the competition and overcome the structural crisis that threatens their very existence.

Advent of the 4th Industrial Revolution and the Era of '100-Year Life,' Ongoing Threat Posed by COVID-19

- Future-oriented innovation is needed in education to foster creative, multidisciplinary talents who will lead the world through the 4th Industrial Revolution.
- With the arrival of the era of '100-year life,' the need for life-long learning has arisen.
- The ongoing coronavirus pandemic has also highlighted the need for teaching and learning to evolve to enable 'living with COVID,' such as by expanding non-contact education.
- As such, universities must create new demand for education and pursue innovative change.

'Disruptive Innovation' in Education in the Era of 'Living with COVID'

- The coronavirus pandemic and the subsequent era of 'living with COVID' have triggered a rapid paradigm shift in university education.
 - Non-contact, distance learning on the rise
 - Introduction of metaverse-based educational content and AI-applied research
 - Increasing demand for metaverse and AI infrastructure and for qualitative improvement in education

Environmental and Technological Challenges

- Universities must lead the future of mankind by focusing on important and timely issues such as climate change and AI.
- There is a growing demand for educational institutions to create knowledge and technology for the future.

Traditional Raison d'Être of Universities in Question

- A new form of for-profit educational institutions have emerged, bringing into question the traditional raison d'être of universities, defined by classroom lectures and laboratory research.
 - Rise of 'the University of Everywhere' (open online education)
 - Conventional universities under threat from online higher education institutions such as the Minerva Schools
 - Knowledge, learning, and research without time and space constraints
- Digital transformation and global connectivity present additional challenges.
 - Paradigm shift needed in university education to keep up with digital transformation
 - Education to meet the HR demand of the 4th Industrial Revolution and the 'D.N.A.(Data, Network, AI) Economy'

2. Policy Paradigm

Continuous Innovation to Spur Growth

- The focus of the university must shift from quantitative expansion based on population increase to innovation.
- A new educational system is called for to enable constant innovation in education, research and social responsibility.

Regional Development and the Role of Private Universities

- Regional private universities should be developed to serve as a hub for local innovation and social contribution.
- There are increasing calls for an 'open university' that contributes to regional growth, creates jobs, produces startups, and shares knowledge and technology with the community.

Universities Unable to Survive Without Innovation

- The government should provide assistance to universities that reinvent themselves based on a long-term plan.
- Universities cannot survive, unless they build the capacity to meet the demands of future change through self-guided innovation.



3. Societal Demand

New Mission for Regional Universities

- ▶ Universities must focus on their intrinsic role of solving humanity's problems through science and knowledge.
- ▶ Regional universities must become 'open universities' that serve the community and lead innovation.
- ▶ With a global outlook, they can establish themselves as 'glocal' universities that contribute to solving local problems and ensuring a sustainable future for humanity.

Demand for Educational Innovation

- ▶ Creative, multidisciplinary, and complementary talents are needed in the era of the 4th Industrial Revolution, 'living with COVID,' and '100-year life.'
- ▶ It is time for education to step up to the next level through innovative methodologies and AI-based convergence.
- ▶ The paradigm is shifting toward capacity-building education with an emphasis on student-centered learning: from teaching to coaching and learning.

4. Challenge and Innovation

Great Transformation

- ▶ Universities can spearhead the great transformation to digital society across all sectors, including the state, society, industry, system and education.
- ▶ They need to respond proactively to rapid changes caused by COVID-19, AI, climate change, etc.
- ▶ They must position themselves as the provider of practical education that can promote employment and entrepreneurship and contribute to the development of the nation and local community.

Challenge and Adaptation

- ▶ An 'open glocal university' has a mission to contribute to solving the problems of the world, humanity, state, and community.
- ▶ The changing times and environment require specific competencies and talents in individuals.
- ▶ To ensure the sustainability of humanity and society, universities must fulfill their duty of searching for empirical truth by taking on creative initiatives.

40th Anniversary of Founding

- ▶ 2022 marks the 40th anniversary of the founding of Hallym University.
- ▶ Innovation is the key to Hallym's next big leap.
- ▶ In the spirit of 'one team,' Hallym will be reborn as 'The New Hallym.'



B. Hallym's Achievements

1. Endeavor and Progress under 'Hallym Vision and Action'

『 Vision & Action 2016~2022 』

- ▶ In 2016, Hallym University drafted and declared 「Hallym Vision & Action 2016-2022」 with the aim of becoming a 'top-notch global university fostering advanced talents' through student-centered education.
- ▶ Student-centered education, R&BD innovation and contribution to regional development were chosen as the three main objectives of 「Hallym Vision & Action 2016-2022」, and the following projects were undertaken:
 - ① Launch of the School of Multidisciplinary Studies
 - ② Founding of the Faculty of Global Integrated Studies
 - ③ Introduction of a Mandatory Double Major System
 - ④ Revitalization of Campus Life
 - ⑤ Strengthening of Research Competitiveness
 - ⑥ Specialization of Industry-University Cooperation
 - ⑦ Establishment of a Smart Campus
 - ⑧ Improvement of Administrative Services

『 Vision & Action 2018~ 』

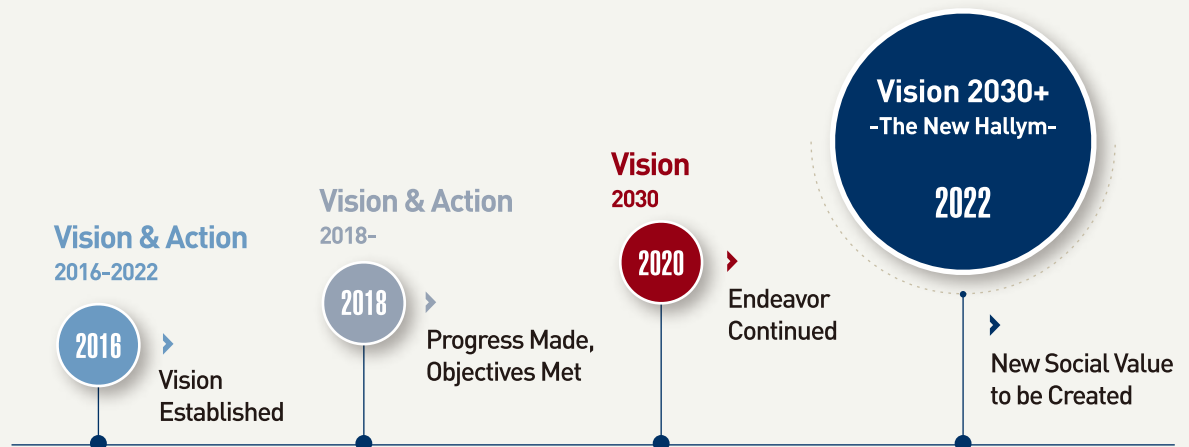
- ▶ With the objectives of 「Hallym Vision & Action 2016-2022」 met earlier than scheduled, 「Hallym Vision & Action 2018~」 was initiated in 2018.
- ▶ Key Objectives under 「 Vision & Action 2018~」
 - ① Strengthening global capacity
 - ② Building a foundation for a global Korean studies program
 - ③ Promoting joint research at a global level
 - ④ Leading global cooperation projects
 - ⑤ Streamlining academic affairs
 - ⑥ Innovating the general education curriculum
 - ⑦ Boosting the competitiveness of the graduate school
 - ⑧ Seeking specializations in industry- university cooperation
 - ⑨ Establishing a multidisciplinary complex for industry-university cooperation
 - ⑩ Innovating the local community

『Vision 2030』

- ▶ With the development objectives of Hallym's earlier vision successfully met ahead of schedule, 「Hallym Vision 2030」 was established to continue introducing change and innovation.
- ▶ Major Projects under 「Vision 2030」
 - ① Greater Study Options
 - ② Innovation for the 4th Industrial Revolution
 - ③ Enhanced Global Capacity
 - ④ The Great Hallymer and Continuing Education
 - ⑤ Global Research Capabilities
 - ⑥ Flagship Discipline Units
 - ⑦ Regional Development through Industry Cooperation
 - ⑧ Campus Life of Cooperation and Honor
 - ⑨ Streamlined Administrative Services
 - ⑩ Innovation for Sustainable Management
- ▶ 「Hallym Vision 2030」 maps out strategic projects and action plans, aimed at preemptively responding to the rapidly changing environment and successfully overcoming the unprecedented crisis that universities have faced since 2020.



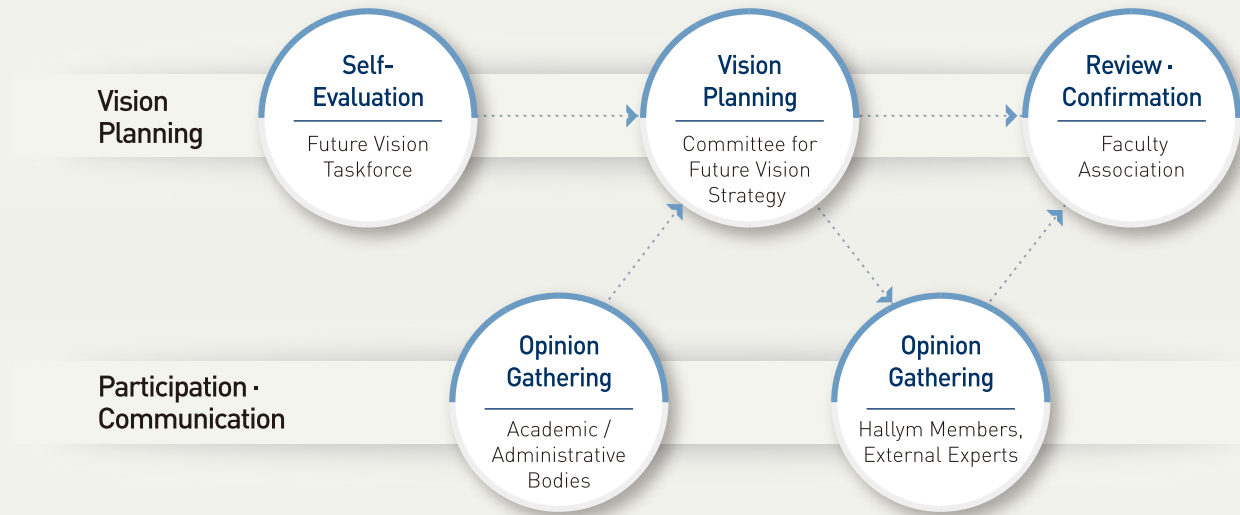
2. Continued Innovation of Vision, Strategy and Policy



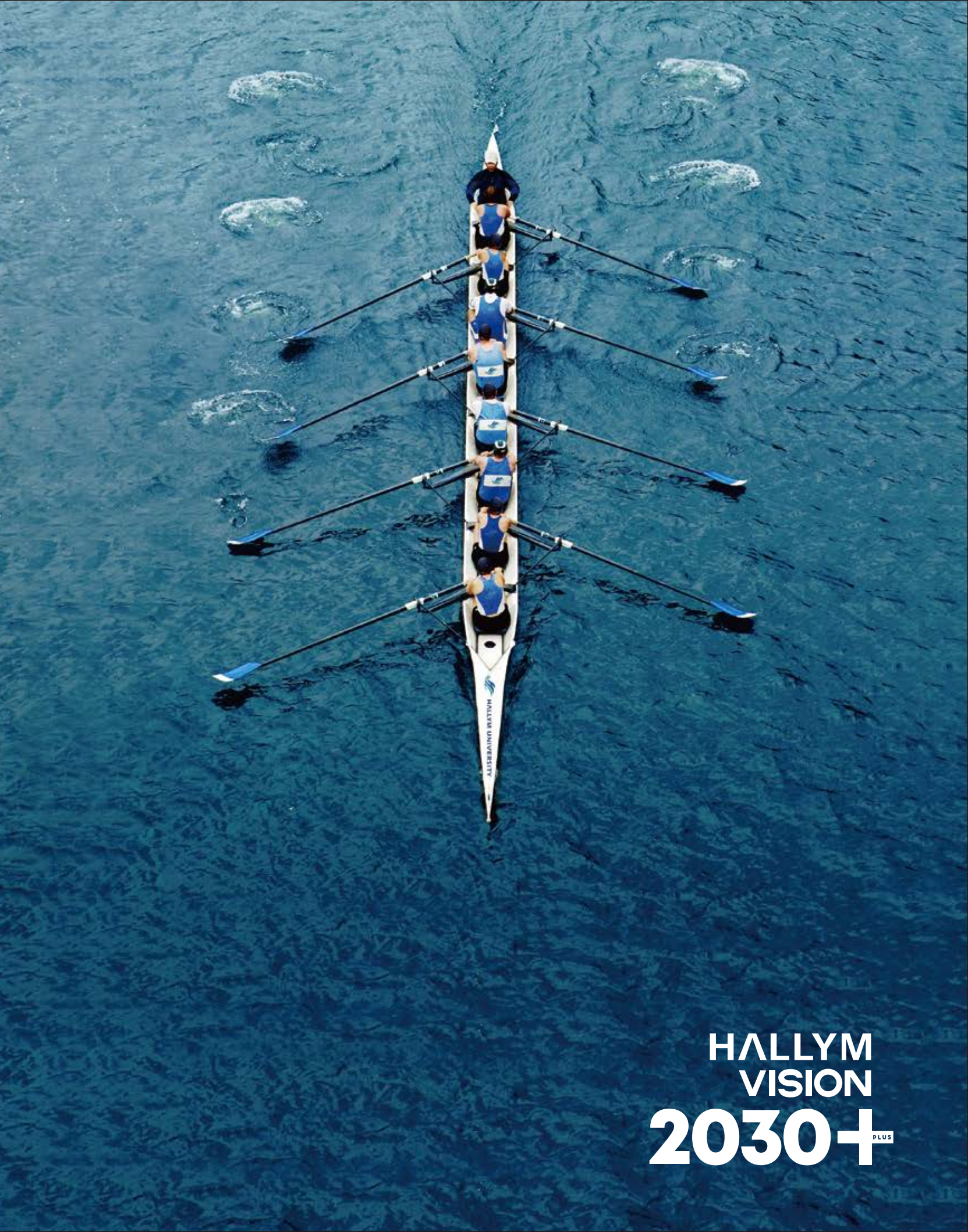
- 「Vision 2030」 was reviewed for progress every month, while vision strategy meetings were held to exchange feedback. Faculty members were commissioned to conduct annual evaluations on the 10 major projects.
- A self-evaluation in 2021 uncovered the need to reestablish the Vision and create new value in order to respond preemptively, proactively, and pragmatically to the demand for innovative change in university education in the 'living with COVID' era.
- With the aim of creating Hallym's own 'new social value' based on the progress made under 「Vision 2030」, a series of meetings and workshops were held by the Committee for Future Vision Strategy and Hallym's vice presidents. As a result, 10 Strategic Plans were adopted toward building 'The New Hallym.'
- 'The New Hallym' mirrors the 'University 4.0'¹ model, in which the university stands at the center of social change and communicates with the local community, industry, and citizens. It calls for an open campus that allows everyone access to the university's programs and resources.
- 'The New Hallym' is the motto as well as the final goal of 「Vision 2030+」. To this end, intermediate goals have been set as follows: 'open university,' 'leading university,' 'university that promotes growth,' 'university shared with the local community,' and 'university where all of its members are happy.'

¹ A '4th-generation university model,' in which the university stands at the center of social change and communicates with the community, industry, and citizens by providing an open campus without walls for everyone to access

**C.
Participation
and
Communication**



- Vision planning involved various committee meetings (Future Vision Taskforce, Committee for Future Vision Strategy, University Academic Council, Faculty Association, etc.) and a process consisting of self-evaluation, planning, review, and confirmation.
- In addition, there was active participation by and communication with various members of the university and the local community as well as outside experts.
 - **Academic Bodies:** Hallym Development Council, Deans and Department Chairs, University Academic Council, Special Task Force Teams, etc.
 - **Administrative Bodies:** Hallym Development Council, Vice Presidents Council, Committee for Future Vision Strategy, Team Managers meetings, etc.
 - **Students:** Roundtable with the President, Hallym Census, Education Satisfaction Survey, student monitoring groups, etc.
 - **Faculty and Staff:** Roundtable with the President, policy idea proposals and contests, Vision information sessions, etc.
 - **Local Community and External Experts:** Roundtable with the President, various university development forums, etc.



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II

Intended Objectives

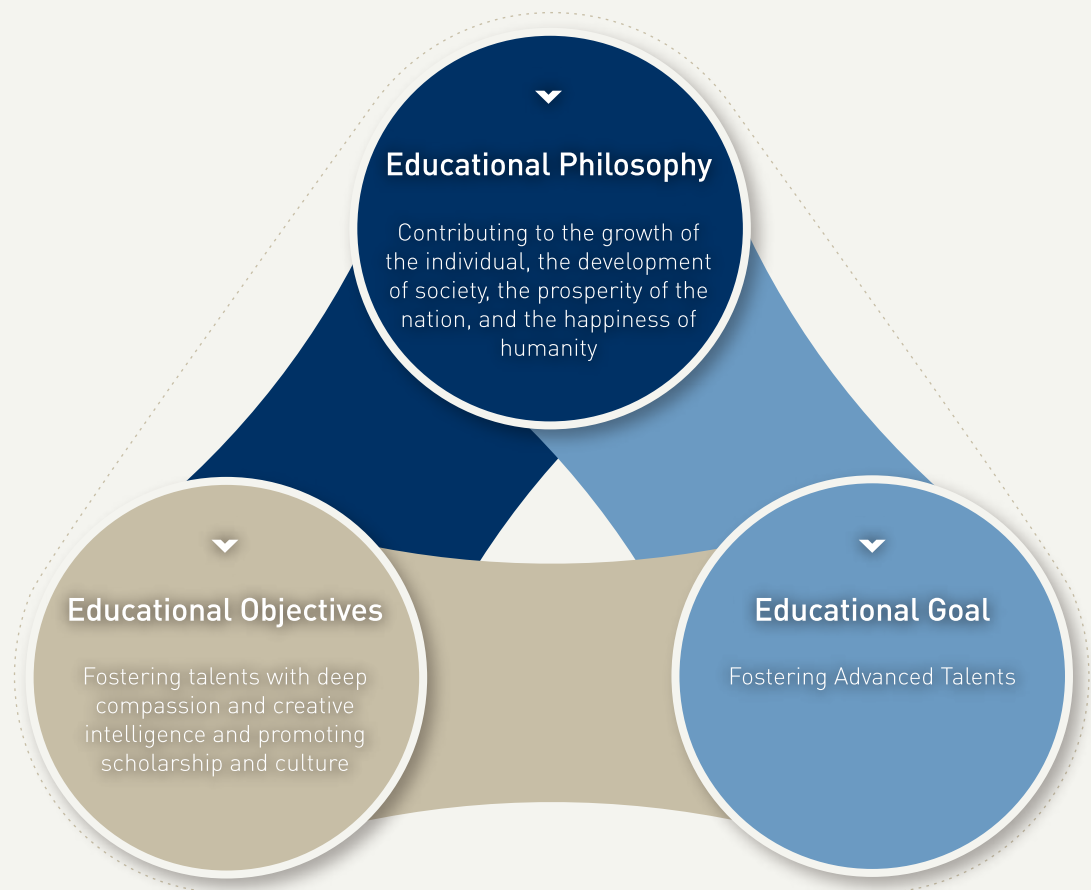


A. Educational Philosophy and Desired Talents

1. Educational Philosophy

Educational Philosophy

- ▶ Since its founding in 1982, Hallym University has dedicated itself to 'fostering talents with deep compassion and creative intelligence' and to 'promoting scholarship and culture,' thereby 'contributing to the growth of the individual, the development of society, the prosperity of the nation, and the happiness of humanity.'
- ▶ 「Hallym Vision 2030+」 upholds this educational philosophy, while pursuing innovation to meet the demands of the changing times and society.



2. 'The Great Hallymer'

To Realize Universal Human Values

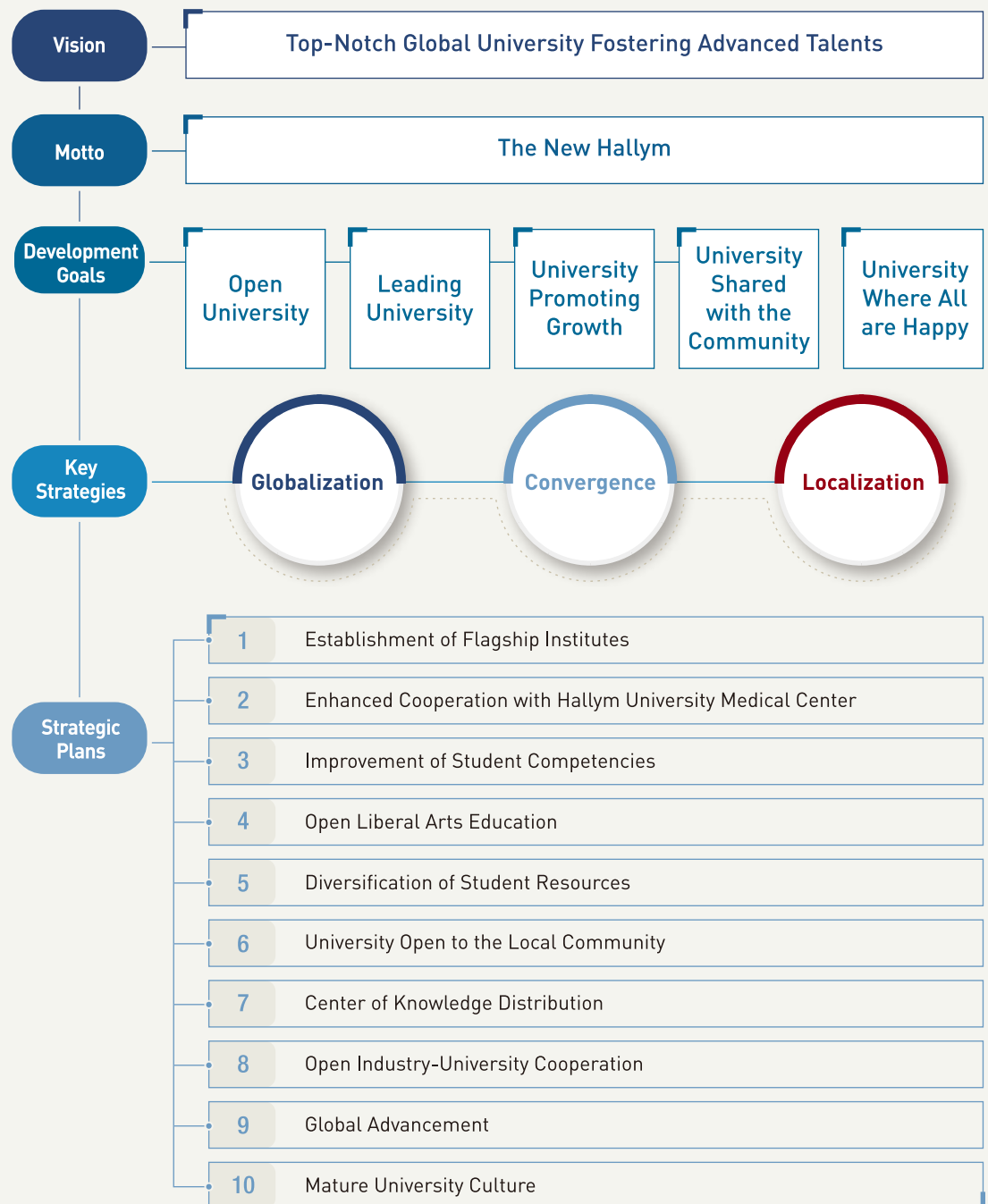
- Hallym University aims to nurture future leaders who will uphold the universal values of humanity, contribute to social and national development, and grow with the global community.
- Continuing the educational philosophy of the Founder by adapting it to meet the demands of the 21st century, Hallym fosters talents with 'deep compassion and creative intelligence', with 'intelligence, empathy, conviction, and resilience,' and with 'creative minds that promote mutual growth.'

Five Core Competencies

- 1 Life Skills: the ability to set goals in life, actively pursue them, and lead a happy life
- 2 Digital Technology and AI: the ability to understand and effectively utilize digital resources and AI technology
- 3 Creativity and Pioneerism: the ability to discover new things and solve problems with a unique perspective and scholarly spirit
- 4 Communication and Cooperation: the ability to think critically and work with others through communication
- 5 Global Citizenship: the ability to take interest and participate in global discourse as a mature global citizen with an open attitude

**B.
Vision
and Goal**

Hallym Vision 2030+ Diagram



1. Vision : Top-Notch Global University Fostering Advanced Talents

- To become a top-notch global university that fosters advanced talents, leads global research, and promotes mutual growth with the local community
 - Educating Advanced Talents: Fulfilling the mission of Hallym's '100-Year Grand Plan' and 'Education for the Nation'
 - Leading Global Research: Promoting research of global caliber
 - Growing with the Community: Contributing to regional development, serving the community, creating jobs, and pursuing economic growth through industry cooperation
- To lead the development of the local community and the nation by becoming a locally-prestigious and globally-recognized university

2. Motto: 'The New Hallym'

- Leader of the new era with new dreams to achieve
- An 'open university' in partnership with the community and citizens



3. Development Goals

‘Open University’

- ▶ Opening of space and facilities, knowledge sharing, cooperative projects with the community and local industry, university for the community and citizens
- ▶ Diversification of new student resources, community-friendly university promoting mutual growth
- ▶ Active communication among members, reorganization of university governance, revamping of the liberal arts curriculum

‘Leading University’

- ▶ Continuous innovation, increased role as a leading university in and outside Korea
- ▶ Establishment of and support for flagship institutes
- ▶ Project courses for new students, personalized AI learning and expansion of edutech

‘University That Promotes Growth’

- ▶ Revamping of the education system to focus on improving student competencies
- ▶ Support for faculty members to become experts on education, research, and social activism
- ▶ Innovative training and welfare programs to help the staff grow

‘University Shared with the Local Community’

- ▶ Revamping of the continuing education curriculum to meet local demands
- ▶ ESG² management of the university to generate social value as a local think tank
- ▶ Promotion of mutual growth with the community through advanced industry-university cooperation

‘University Where All Members are Happy’

- ▶ Establishment of a mature organizational culture with a strong set of values
- ▶ Practice of horizontal governance, increase of job satisfaction through communication

² Environmental, Social, and Governance: 3 factors that measure the investment sustainability and social impact of businesses

4. Key Strategies

Globalization

- Enhancing education and services to meet global standards
- Nurturing talents to contribute to the development of global society and culture
- Expanding global collaboration and exchange in education, research and industry cooperation

Convergence

- Fostering creative individuals with cross-disciplinary education in liberal arts and sciences to meet the demands of the 4th Industrial Revolution
- Promoting multidisciplinary education and research
- Providing future-oriented education through convergence schools that cooperate across disciplines

Localization

- Taking social responsibility to solve the problems of the local community
- Promoting knowledge and innovation for mutual growth with the local government and community
- Contributing to economic growth and job creation through cooperation with local industries



5. Strategic Plans

Strategic Plans	Policies
1. Establishment of Flagship Institutes	<ul style="list-style-type: none"> • Restructuring of Hallym Academy of Sciences, launch of an R&D planning division • Recruitment of medical-bio researchers, launch of an R&D planning division • Recruitment of AI convergence researchers, launch of an R&D planning division
2. Enhanced Cooperation with Hallym University Medical Center	<ul style="list-style-type: none"> • Launch of a convergence-cooperation platform between Hallym University and HUMC • Open industry-university cooperation, support for startups through HU-HUMC technology packaging • Customized education for prospective HUMC personnel
3. Improvement of Student Competencies	<ul style="list-style-type: none"> • Multidisciplinary, self-directed learning • Integrated management system for student competencies • Personalized assistance for career planning
4. Open Liberal Arts Education: General Education for the New Era	<ul style="list-style-type: none"> • Revamping of the liberal arts curriculum • Special online open lectures by distinguished speakers • Introduction of project courses for new students • Introduction of personalized AI learning
5. Diversification of Student Resources: Higher Education Open to Everyone	<ul style="list-style-type: none"> • Open degree courses • Contract-based courses customized for public offices-military-businesses • Degree courses for industrial workers • Online graduate degree courses
6. University Open to the Local Community: Innovation Platform for the Community & Citizens	<ul style="list-style-type: none"> • Expansion and restructuring of the Institute for Continuing Education to 'Community College' • Various programs to promote regional cooperation • Development of an attractive campus
7. Center of Knowledge Distribution: Creativity- Collaboration Complex	<ul style="list-style-type: none"> • Creation of a future-oriented space for knowledge distribution • Establishment of 'Creative Design Center(TBC)' • Opening of Hallym Knowledge Platform
8. Open Industry-University Cooperation: Launchpad for Startups	<ul style="list-style-type: none"> • Startup education through industry-university cooperation • Support for commercialization and revenue generation through Hallym Technology Holding Company
9. Global Advancement: Talents for the World	<ul style="list-style-type: none"> • Increase in the number of global partners • Support for global job placements and startups • New channels for international student recruitment • Incentives for global volunteerism
10. Mature University Culture	<ul style="list-style-type: none"> • Horizontal governance • System for processing staff complaints and troubles • Support for student, faculty, and staff clubs • 'Thank You' campaigns

III

Action Plan



A. Strategic Plans

1. Establishment of Flagship Institutes

- Fostering innovative research groups, preparing a foundation to build and nurture leading research centers
- Planning and promoting research to solve social problems of the future

2. Enhanced Cooperation with Hallym University Medical Center

- Establishing a convergence-cooperation research platform between Hallym University and the Hallym University Medical Center
- Promoting HU-HUMC joint investment in startups, providing assistance for patent commercialization and faculty startups
- Providing customized education for prospective HUMC personnel

3. Improvement of Student Competencies

- Constantly innovating the education model to realize student-centered learning
- Establishing a support and management system for student competencies and a CQI³ process for non-academic programs
- Producing talents that companies want to hire and raising the university's employability ratings

3 Continuous Quality Improvement

4. Open Liberal Arts Education: General Education for the New Era

- Becoming an 'open university' with 'Gen Ed Anytime' courses
- Expanding edutech programs to include personalized AI learning

5. Diversification of Student Resources: Higher Education Open to Everyone

- Opening up the university by increasing admission opportunities and diversifying the student pool
- Increasing student recruitment and utilizing university HR to boost Hallym's image
- Increasing job placements by promoting industry-university research and collaboration

6. University Open to the Local Community: Innovation Platform for the Community and Citizens

- Providing remote learning courses for continuing education students and tailoring the curriculum to meet local demands
- Conducting policy research on building a 'UniverCity,' promoting an 'open university' culture in conjunction with local cultural festivals and events
- Developing an 'open campus' by drawing up a master plan, and designing landmarks and hot spots

7. Center of Knowledge Distribution: Creativity-Collaboration Complex

- Restructuring the library to serve as an integrated cultural complex open to everyone
- Creating a multi-purpose infrastructure with ample space for creativity-collaboration, research, learning, and entrepreneurship
- Providing increased support for research and learning through information sessions and services on how to utilize academic sources

8. Open Industry-University Cooperation: Launchpad for Startups

- Providing startup education and establishing a startup-friendly environment (“university where entrepreneurship becomes one’s major”)
- Encouraging and promoting entrepreneurship through Hallym Technology Holding Company



9. Global Advancement: Talents for the World

- Building a global campus by boosting in and outbound exchange and diversifying international partners
- Creating a virtuous circle between global exchange and education-research
- Enhancing the university's global competitiveness by recruiting outstanding students and researchers from overseas
- Providing support for global employment and volunteerism

10. Mature University Culture

- Effectively implementing innovative policies through 'horizontal governance'
- Promoting a happy work culture by actively resolving staff complaints and troubles
- Promoting a university culture of mutual respect and happiness
- Ensuring the happiness and mental-emotional health of everyone through 'Thank You' campaigns



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IV

Progress Management



A. Progress Management

1. Implementation and Communication

- University-wide governance led by the Committee for Future Vision Strategy and Future Vision Taskforce
- Annual goal setting and progress review
 - Survey and analysis of changing demand through Hallym Census and Education Satisfaction Survey
- Identification of priorities, year-by-year and mid- to long-term plans for financial investment
- Active communication to inform and encourage participation
 - Hallym Future Vision Forum, Vice Presidents Council workshops, faculty seminars, website announcements, etc.

2. Evaluation and Feedback

- Systemized evaluation and feedback process, progress management from the users' perspective
- Monthly monitoring of progress
- Progress reviews and improvement suggestions on an annual basis by the Future Vision Taskforce
- Outcomes to be shared with everyone through website announcements





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