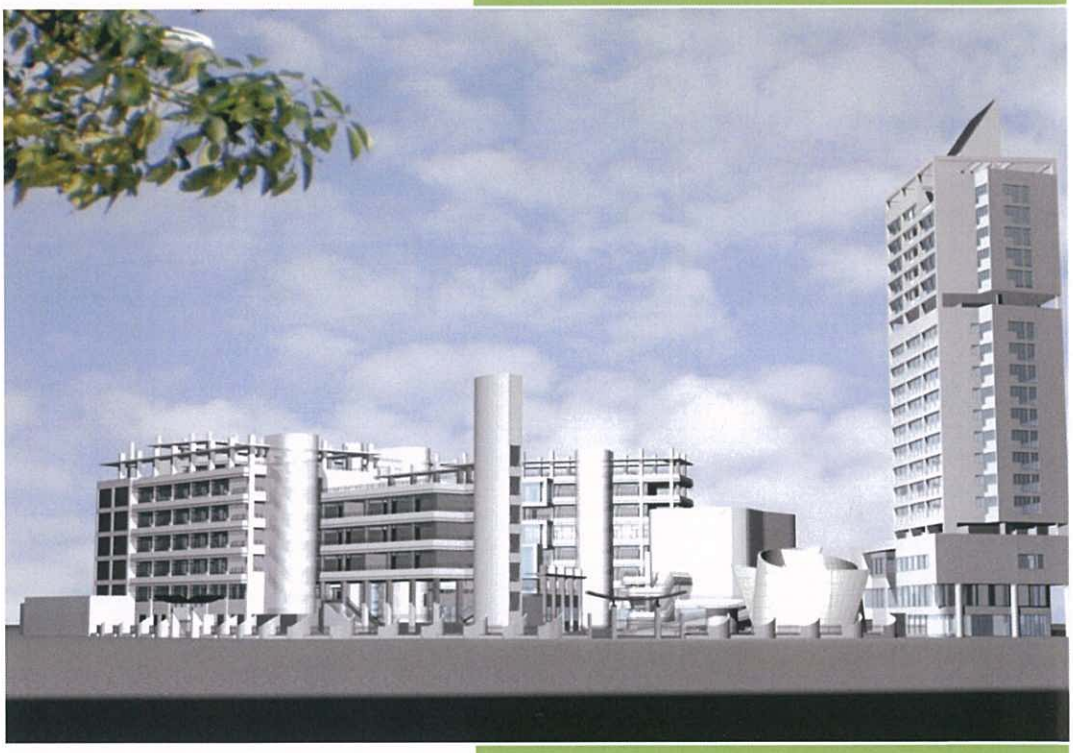
UNIVERSITY OF SAINT JOSEPH

聖若瑟大學



2013/2014 Annual Report

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MESSAGE FROM THE RECTOR

The 2013/2014 academic year saw the effect of some important measures for the future of USJ. Besides the normal running of the university, the university's management published new Academic Regulations and Regulations for Academic Promotion; instructed the Academic Records Office to set up a physical archive with files for all students; put in place a Project Management Office to follow up on requests for project funding; drew up a provisional organisational chart of the university to allow decentralized responsibility and a rational workflow that, in time, will permit assessment in the context of quality assurance.

Early in the academic year, the presentation of the university's accounts for 2012/2013 provided much needed information for an analysis of USJ's underlying financial structure. The accounts revealed a systemic loss that must be addressed if the university wishes to ensure its sustainable development. The institution has been, so far, exclusively dependent on student fees, with no other significant source of income. Despite tough measures to restrict expenses, fees from students did not cover the running costs of the institution, and would not do so without a combination of increased number of students and significantly higher fees. The university instituted a painful salary freeze, but still saw salary expenses rise – following a sharp decrease in staff the preceding year, USJ recruited new staff in critical areas to ensure the appropriate operation of its programmes.

Faced with this challenging situation, USJ's management adopted a three-pronged strategy to reach a long-term solutions:

- Firstly, the Rector approached the government with a request for support from public funds for local students, on a par with what is already common practice in public and other private universities in Macao. This would allow USJ to review its table of fees to better cover expenses, without dissuading a diminishing local high-school population from enrolling at our university.
- Secondly, USJ must diversify its sources of income through better use of available public subsidies and increased services to the local community (life-long learning courses, research projects, etc.).
- Thirdly, the university should review its selection of campuses, since the rental fees for NAPE 2 and NAPE 3 added significantly weight to the university's annual loss.

The results of some of these measures are already visible in the 2013/2014 accounts. Support for local students from public funds was agreed on, but to start only in the next academic year. A year on year comparison shows that even so USJ would have reduced its loss by at least two thirds, if no impairment of assets had been recognised, and that the university can be expected to improve its financial situation even further when the new table of fees and support for local students come into effect in 2014/2015. Reasons for this significant improvement can be traced to ending the rental contract for NAPE 2, with savings of almost MOP2m, and an increase in subsidies of close on MOP6m.

The decision of the present management to recognize as "impaired assets" more than four years of unpaid fees by students who dropped out or withdrew from their programmes (previously registered as credit due to the university), means, however, that the structural benefits of last year's measures are not yet visible to the untrained eye in USJ's accounts.

On the academic side, as can be seen from the Rector's Report, USJ's community adapted stoically to the difficulties of multiple campuses, as the management closed down NAPE 2 and replaced it with the more distant, but aesthetically more appealing Seminary Campus. Staff and students were encouraged by the fact that construction of the new campus at Ilha Verde had finally got under way. Present hardships were understood to be part of a transitional phase in USJ's overall challenging new development.

It is particularly gratifying to note that, despite USJ's present situation as a "work in progress", we continue to enrol nearly 400 of our students from an amazing 49 different nationalities. This is an asset for the university and for higher education in Macao that we must carefully nurture through the constant improvement of our academic life. It is clearly related to USJ's profile as a highly internationalised university, both in its staff and its students, with a strong European and Portuguese-speaking flavour, firmly rooted in the Catholic tradition of quality in higher education.

As we put our house in order and prepare to move to our new campus, we look forward to contributing significantly, with our unique profile, to the reforms underway in Macao's higher education system.

Special thanks are due to staff and students, to the outgoing and incoming management teams, to the Diocese of Macau, GAES, Macao Foundation, FDCT and DSEJ who have shown such understanding and support for USJ in its present challenging circumstances.

Macao, 31st of December 2014



Fr. Peter Stilwell
Rector

PART 1 - OVERVIEW OF 2013/2014

1.1 USJ Students and Staff

1.1.1 Student Profile

Student Distribution

This year the number of enrolled students dropped slightly in relation to the previous year: 1,692 enrolled at the beginning of the academic year 2013/2014, but the number was somewhat less in the last month of the academic year, due to student drop out.

Figure 1 below shows the distribution of student cohorts by faculty. Numbers refer to the last month of the academic year 2013/2014. The Faculty of Administration and Leadership (FAL) continued to be the largest faculty in terms of student body, accounting for over half of the enrolled students in USJ. The second and third largest faculties were the Faculty of Psychology and Education (FPE) and the Faculty of Creative Industries (FCI), with 23% and 20% of the enrolled students respectively. The Faculty of Religious Studies (FRS) had 3% of the students, and the Faculty of Humanities (FHM), which offers mostly the core and common modules across all bachelor programmes, accounted for only 1% of the student population.

Figure 1: Student by Faculty (as of Spring Semester, 2014)

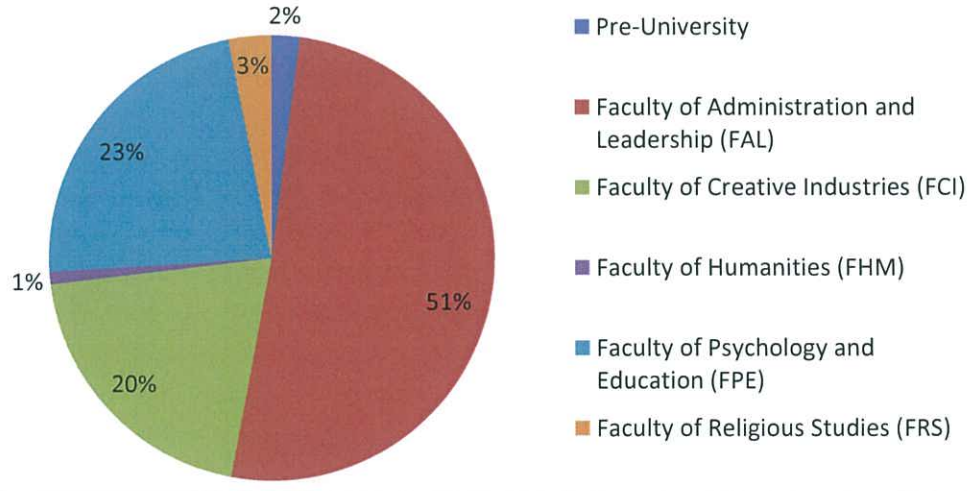
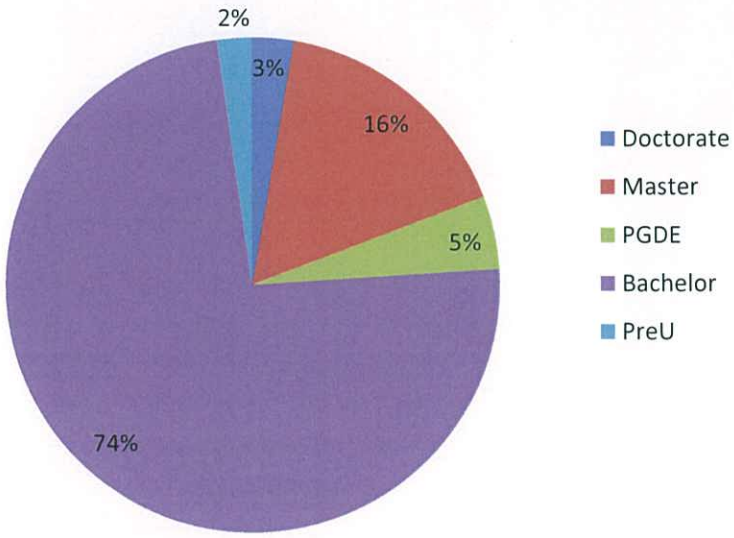


Figure 2 depicts the student distribution by level. While the undergraduate students and the graduate students made up 74% and 19% respectively of USJ student population, the PGDE student cohort accounted for 5% of the total student cohort. This represented a very positive feedback to this newly launched non-degree programme.

Figure2: Student by Level (as of Spring Semester, 2014)



New Student Enrolment

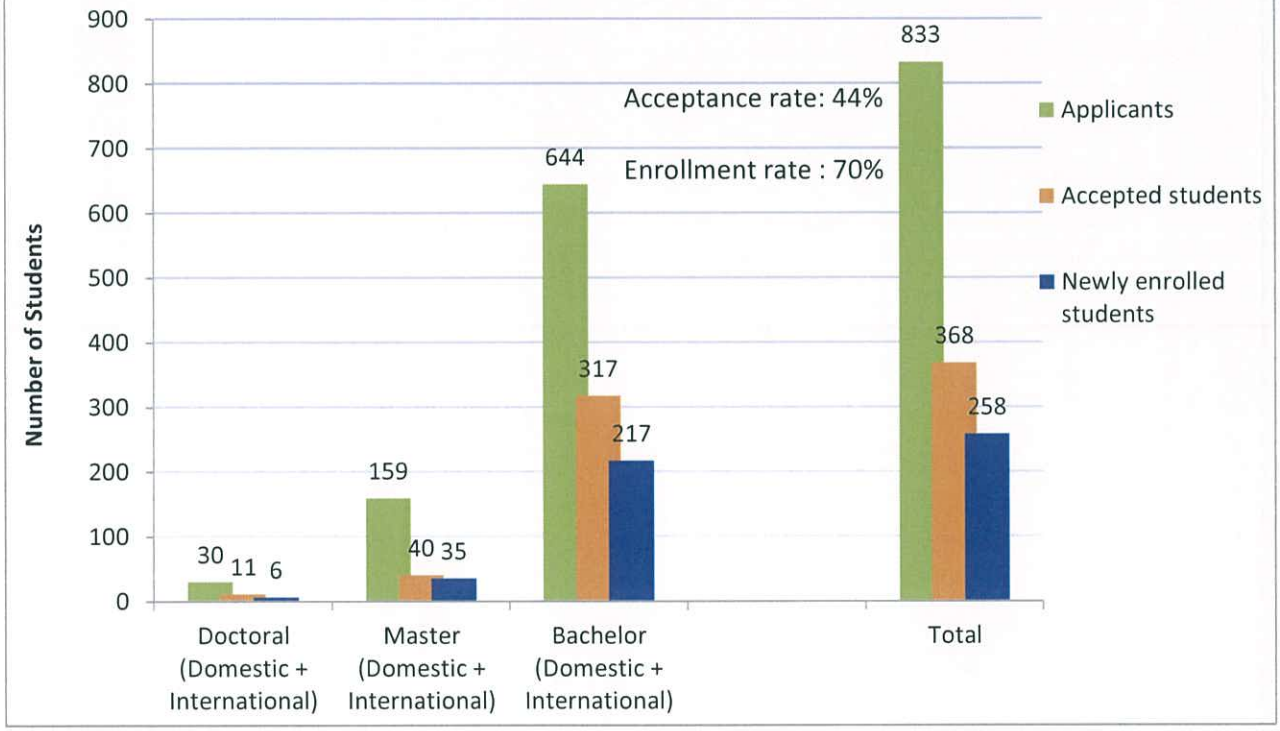
During 2013/2014, USJ received 833 admission applications, of which more than 84% were local applicants, whilst the remainder hailed from over 40 countries around the world. We offered places to 368 students – an overall acceptance rate of 44%. Of the successful applicants, 70% accepted our offer and enrolled.

In 2013/2014, despite launching the new the Post-Graduate Diploma in Education (PGDE), in which 81 students enrolled, there was still an overall reduction of 45 students compared with the previous year. This had to do mainly with a drop of approximately 100 students in the Bachelor programmes. We are in no doubt about the increased pressure USJ is currently facing due to the reduction in local students. The decrease is justified by a growing difficulty over the past two years in recruiting enough students to replace of those who are graduating. We believe this is partly a result of demographic factors, with fewer students graduating from local high schools, but also partly due to increased competition – with other universities expanding the number of places offered. These factors are compounded by our particular situation,

since we are one of the few universities in Macao, perhaps the only one, that has not yet been allowed to recruit students from Mainland China.

Figure 3 presents comprehensive information of the admission and enrolment performance, indicating the total and number of applicants accepted and the number of newly enrolled students in Bachelor, Master and Doctorate degrees.

Figure 3: Admission and Enrollment Performance of 2013/2014



Student Completion

In 2013/2014, 349 students successfully completed their studies in Bachelor, Master and Doctorate degree programmes and graduated from the university.

1.1.2 Manpower Profile

Faculty

In the academic year of 2013/2014, USJ had 64 resident academic staff and 122 visiting professors from many parts of the world. Of the resident academic staff, over 60% have a Doctorate degree from prestigious universities in the region, Europe or the United States. The total number of resident academic staff holding Doctorate degrees increased 15%, to 39 in 2013/2014, up from 34 in 2012/2013. The overall level

of doctoral qualification within USJ workforce has been improving, in line with the university's long-term strategic plan.

Besides resident academic staff, USJ made use also of its international network of visiting professors, who teach for periods of one-month for each academic module, thus enriching the international academic learning experience of its students. Part-time teachers and visiting professors accounted for almost two-third of the USJ's academic body. The recruitment of less-expensive part-time teachers/visiting professors brings academic quality and cultural diversity to the classroom environment whilst helping to control overall costs with staff.

Table 1 presents the statistics of USJ's academic staff and their educational level.

Table1: Total Number of Academic Staff in 2013/2014			
Educational Level	**Resident Staff**	**Visiting Professor**	**Total**
Doctorate Degree	39	47	86
Master Degree	22	59	81
Bachelor or below*	3	16	19
Total	**64**	**122**	**186**

*Teaching staff who have not obtained a Master degree were recruited as language instructors, most of them native speakers of the language concerned.

Administrative staff

In 2013/2014, USJ was employing 46 administrative staff in different sectors of the University. Each administrative department, being small scale, on average had manpower of less than three full-time administrative staff. In addition, there was a total of 6 ancillary staff, who were either university drivers or cleaning ladies.

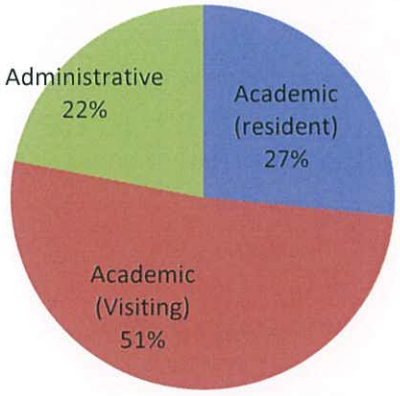
Almost one-third of the administrative staff hold Master degrees, and over half hold Bachelor degrees. Unlike the international diversity of faculty staff, the majority of USJ's administrative staff is made up of local employees, most of whom speak fluent Cantonese, Putonghua and English.

Recruitment and Retention

USJ's management believes that a stable workforce contributes to ensuring operational smoothness, service quality and academic credibility. Instead of increasing its workforce, USJ has sought to stabilise it. Five (5) new administrative staff were recruited to replace five who left, a further five (5) vacancies were opened and filled for two administrative units. Meanwhile, 14 academic staff were hired and 9 left. Of these, one third were transferred from a part-time to a full-time contract, and the remaining two thirds were recruited as language instructors by the Faculty of Humanities (FHM).

Figure 4 depicts the percentage of academic and administrative staff. It also indicates the relative proportion of visiting to resident academic staff. As previously mentioned, USJ retains a significant number of part-time lecturers and visiting professors who regularly teach modules every year.

Figure 4: Proportion of Staff (2013/2014)



1.2 Overview of Programme Operation

In 2013/2014 the university offered 29 degree programmes, including 14 Bachelor, 14 Master and 1 Doctoral programme (with 9 specialisations). The university also offered a Post-Graduate Diploma in Education, Pre-University programme and a significant number of Lifelong Learning courses (see section 1.3).

We are now in an advanced stage of the consolidation strategy we have been following for some years, and are offering the remaining required modules and support in discontinued programmes (e.g. Bachelor in Economics, Master in Interactive Educational Technology, etc.) for students to complete their respective degrees whilst not admitting new applicants. This strategy will, in time, allow the university to focus on a smaller number of core programmes that have proven demand, that we consider of strategic importance for the development of Macao, or that fulfil an essential part of USJ's mission as stated in its Charter. The full list of programmes for which we had active students in 2013/2014 is presented below in alphabetical order:

Bachelor

1. Architecture
2. Business Administration
3. Business Technology Management
4. Christian Studies
5. Communication and Media
6. Design
7. Economics
8. Global and Environmental Development
9. Government Studies
10. Information Relations
11. Information Systems
12. Philosophy
13. Psychology
14. Social Work

Master

1. Business Administration
2. China Contemporary Studies
3. China-Europe Comparative Studies
4. Choral Conducting
5. Counselling & Psychotherapy
6. Design
7. Education
8. Government Studies
9. History & Heritage Studies
10. Information Technology

11. Interactive Education Technology
12. Lusophone Studies
13. Religious Studies
14. Social Psychology

Doctorates (Specialisations)

1. Business Administration
2. Education
3. Global Studies
4. Government Studies
5. History
6. Information Systems
7. Psychology
8. Religious Studies
9. Science

A major development in the academic field was the publication of a full set of revised academic regulations that we believe will contribute to the smooth and equitable running of our programmes.

1.3 Large Scale Academic Activities

1.3.1 Academic Activities Contributing to Macao Society

Our students and academic staff launched many academic activities that provided the local community with information about the various academic fields and drew attention to issues of relevance in Macao. We present a selection of these activities below.

Corporate Training

USJ's Lifelong Learning Office (LLO) organised several training courses catering to the needs of the public sector and local entities, such as the Education and Youth Bureau (DSEJ), the Public Administration and Civil Service Bureau (SAFP), Macao Catholic Schools Association (MCSA) etc., providing training for civil servants and teachers. Corporate training courses will continue in 2015.

Activities organised for the 2014 World Social Work Day

This was the second consecutive year that USJ was invited by the Macao Social Welfare Bureau to host this important event for the social work profession. USJ joint hosted the event in collaboration with the Macao Caritas, Macao Kai Fong Association and the Macao Medical Social Work Association. USJ social work students were responsible for designing and executing the project under the supervision of faculty professors. Three sub-projects were put forward and these included a 'Community Outreach Education Programme', a 'Community Exhibition' and a 'Drama Premiere'.

In the case of the community outreach project, the social work students conducted series of education programmes involving 1,115 students from 11 local high schools, from March to May 2014, the aim of this project was to raise awareness of young people about social issues and enhance their understanding of different social situations.

The community exhibition project, named 'Social Service Pop Station', was held in different parts of Macao, reaching out to different parts of the community and promoting the various types of social service and assistance available to the public. Our social work students were allocated to these stations to provide the relevant information from April to July 2014.

The Drama Premiere, entitled 'The Way We See Life', was held at the Teatro Clementina Leitão Ho Brito on the 31st of May 2014, in collaboration with the Champion Art Association. The aim of this event was to call attention and reflect that from a social work perspective everyone, despite their ethnic and cultural background, their disability, their history, has the potential to change for the better in times of social transformation.





1.3.2 Conferences, Public Lectures and Workshops

USJ organised a number of public lectures by scholars from overseas, to introduce new concepts and exchange ideas with Macao's academics, students and the general public. Some of these conferences are highlighted below.

Conferences organised by the Faculty of Religious Studies (FRS)

FRS organised two cycles of academic conferences for the wider public. The first dealt with the topic of "Interreligious Dialogue in Asia", the second covered themes of Catholic Theology with particular emphasis on the issue of Christian Initiation. Altogether, twelve conferences were held successfully.

"Colóquio sobre Conceção e Gestão das Iniciativa Communitárias e Cooperativas, para os Países de Língua Portuguesa – Fórum de Macau"

This executive development course was organised by USJ and the Catholic University of Portugal (UCP) at the request of the Forum for Economic and Trade Co-operation between China and Portuguese-Speaking Countries (Macao Forum). It took place from the 6th to the 20th of July 2014 at UCP, in Lisbon, Portugal.

The training was offered in Portuguese to a group of 25 trainees from different countries, including Angola, Cape Verde, Guiné-Bissau, Portugal, Mozambique, Brazil and East Timor. The programme involved 39 hours of classroom training, taught by professors and experts from fields related to agricultural production, agro-product branding and cooperative development. The classroom sections were complemented with visits to organizations and governmental bodies in Portugal, including the Lezirias Company which is one of the major agricultural, fauna companies of Portugal, with 177 years of history; a guided tour of the Alqueva Dam, the biggest potential zone for the development of agriculture in Portugal; a visit to one of the most innovative examples of strategic regional planning institutions in Portugal, the Coordination and Development Commission for the Region of the Alentejo; visits to AICEP (Agency for Investment and Foreign Trade of Portugal) and IAPMEI (Agency for Competitiveness and Innovation).

At the opening ceremony several dignitaries were present, including: the Deputy Secretary General of the Macao Forum, Ms. Rita Santos; the Secretary of Foreign Af-

fairs and Cooperation, from the Ministry of Foreign Affairs of Portugal, Dr. Luís Campos Ferreira; the Representative of the Ambassador of China to Portugal, Consul for Economic Affairs and Commerce, Dra. He Ding; the Head of the Economic and Commercial Delegation of Macao stationed in Lisbon, Eng. Raimundo Rosário; and the Vice-Rector of UCP, Prof. Isabel Gil, among others.







Breakfast Roundtable on "Human Resource Strategies for Macao"

This roundtable was organised by the Faculty of Administration and Leadership on the 27th of November 2013. Four speakers were invited from Singapore and from local enterprises in Macao, representing academic and commercial perspectives, from NGOs and from the legal profession, to explore the issue of human resource strategies for Macao and share their points of view.

Participation in the "Tokyo Designers Week"

During the week of 22nd -28th of October 2013, six USJ architecture students and Professor Thomas Daniell visited Japan to participate in the Tokyo Designers Week 2013. USJ's Architecture Programme was one of only two architecture/design schools in China invited to participate. The students built a large installation comprising cardboard cubes, bamboo sculptures, Portuguese tiles, mirrors, and LED lights. The trip was reported in local newspapers.



Full-Day Workshop: Community Governance and Community Service (24 March, 2014)

The workshop was jointly organised by USJ's Faculty of Administration and Leadership and the School of Philanthropy of Sun Yat-sen University. It was financially supported by Macao Foundation. There were ten keynote speeches by scholars from Mainland China, focusing on the issue of the relationship between community governance, social organisation and social service.

"Bloom Pavilion" organised by Architecture students (24 May to 7 June, 2014)

The "Bloom Pavilion" exhibition was organised by the Faculty of Creative Industries and technically supported by Traxon Technologies and IACM. It was a temporary

structure located on a pier at the edge of Sai Van Lake, designed and built by the third-year undergraduate architecture students. Constructed from split bamboo rods and volumetric fabric panels, the pavilion was comprised of three woven basket "trunks" that merged into an overhead canopy. A computer-controlled LED lighting system wrapped the trunks, synchronised with a sound installation from hidden speakers. The opening was well attended and featured on TDM television in Macao. Photos of the Bloom Pavilion were published in local newspapers and international magazines, and in many architecture-related websites.





"Reboot" exhibition organised by Design students (30 May to 14 June, 2014)

"Reboot" was an exhibition of work produced by USJ's Design students. It represented a reinvigoration of the Design programme, bringing it more closely in alignment with international academic standards while simultaneously making it more relevant to our specific location in Macao and East Asia as a whole. Adjacent to the manufacturing zones of South China and the Pearl River Delta (the "factory of the world") Macao is ideally positioned to develop the intellectual and creative capital for radically new types of design. The work on display was an attempt to rethink aspects of our everyday environment starting from first principles, and thereby trigger a subtle, ongoing revolution in the quality of life for the citizens of Macao.

USJ Festival of Language and Culture

USJ's Language and Culture Week took place for the first time from the 9th to the 11th of April and is intended to become an annual event, set in the Academic Calendar at the end of March of each year. The event is for students to show their mastery of English, Mandarin and Portuguese as well as their knowledge of the different aspects of the respective cultures they are learning through the study of the language.

Activities organised for the Library Week 2014

In response to the request of MLIMA (Macao Library and Information Management Association), USJ Library organised a Library Week in seven sessions from the 11th of April to the 18th of May, 2014.

The first session presented an overview of the general open access resources available at USJ, namely "Library Electronic Resources and Reference Management Software". The second session was a presentation of "The collection of Ancient Christian Writers". The Third session, "Buildings and Books", looked at the history and influence of the architectural monograph, the place of the library within an architecture school, and the importance of publishing for architecture. The fourth session "Bards, Angels and Books" looked at two books in USJ Library as a metonymy for poetry, reflecting on the importance of books of poetry, these days, in particular for students of such an institution as USJ. The fifth session studied "Symbols and Literary Devices in Short Stories: Exploring Depth in Literary Reading". The sixth session, "True Stories behind the History of Macao, by George Chinnery", attempted an archaeology of the image in the artworks of George Chinnery, major artist and portraitist of the eternal blending spot that is Macao. The last session dealt with "The Role of Imagination in History and Literature".

"INFLUXUS – Creative Dialogues" (20 August to 8 September, 2014)

InFLUXUS is a project that brings university students, artists, curators, scriptwriters and movie directors from around the world into a common process of intercultural and creative learning. In 2014, InFLUXUS brought together in Macao, Porto and Lisbon, for twenty days, university students who had the opportunity to work together creatively. Simultaneously, InFLUXUS brings together artists and curators with similar interests, providing an extraordinary platform for networking at an international level, creating opportunities for sharing, discussing and reflecting on topics and concepts considered crucial in the field of contemporary art. The Partner Universities are the University of Saint Joseph, Beijing Film Academy and the Portuguese Catholic University. USJ participated with five students and three staff members, providing local support in Macao with its audio-visual infrastructure and sending its students and the coordinator for the Communication and Media Programme to Portugal where the final stage of the production was carried out.

1.4 USJ's Leadership and Organization Structure

Change of faculty name

Since the change of the organisation, management, and leadership of the university in May 2012, the principles of subsidiarity and co-responsibility have been applied. Authority has been devolved to the various levels of the university. In 2013-2014 the five deans continued to take on the responsibility of overseeing programmes, coordinating staff and striving to promote faculty development. After two years of experience, in June 2014 the names of the following two faculties were changed:

i. The Faculty of Christian Studies (FCS) was renamed Faculty of Religious Studies (FRS) / Faculdade de Estudo das Religiões / 宗教研究學院, and within it was created the Department of Catholic Theology / Departamento de Teologia Católica / 天主教神學系. The faculty's new name is a public statement that USJ as a Catholic university welcomes the academic study of the historical, intellectual, social, and cultural aspects of all religious traditions, in an open spirit of interreligious dialogue. The name of the new department makes clear that, within the study of religions in general and Christianity in particular, USJ's primary focus is on the study of Catholic Theology and on the formation of ministers and laypeople for the Catholic Church in East Asia and Oceania.

ii. To more clearly reflect the interesting commonalities of the main programmes in the Faculty of Business, Government and Social Work (FBGSW), the academic unit was renamed Faculty of Administration and Leadership (FAL) / Faculdade de Administração e Gestão / 行政及管理學院.

New academic unit

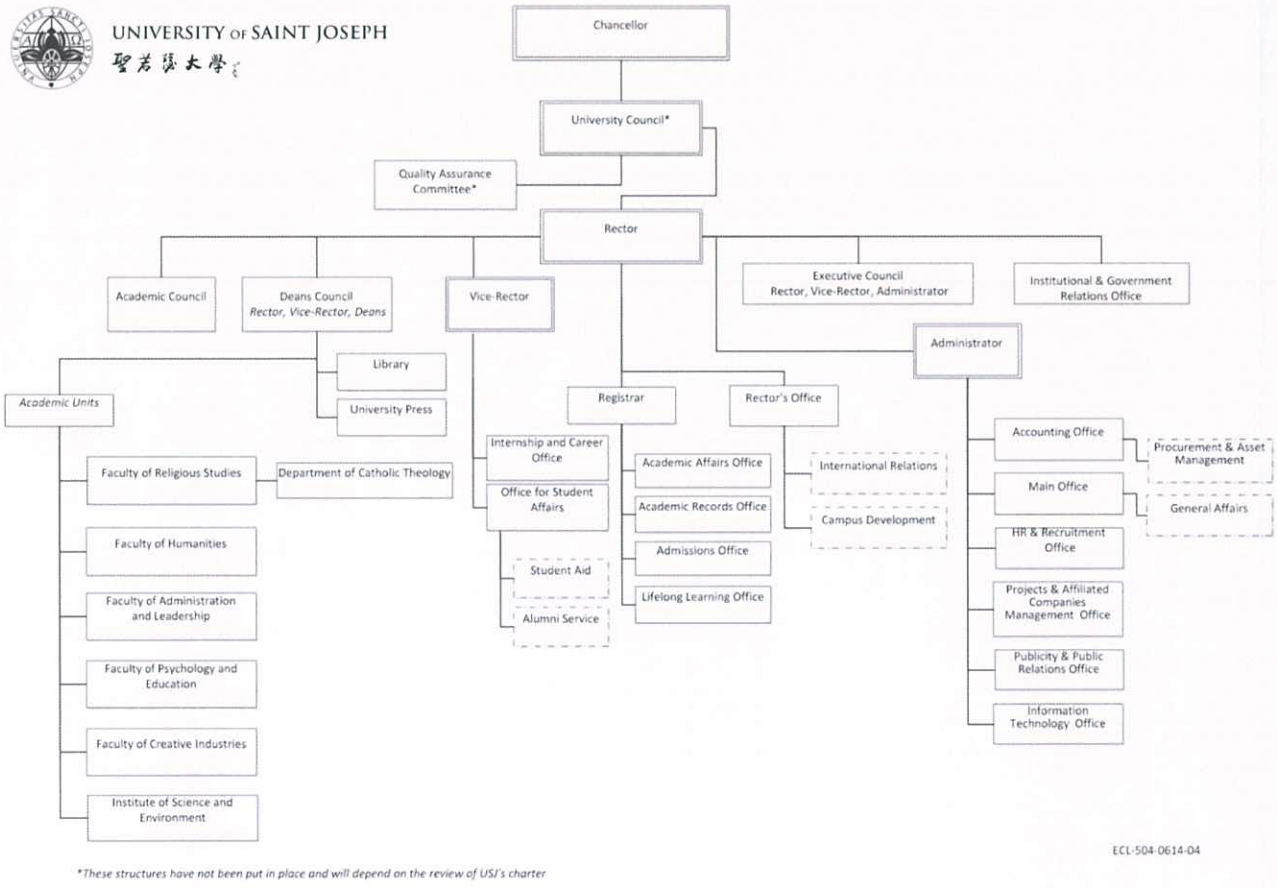
In June 2014, a new academic unit was created: the Institute of Science and Environment (ISE) / Instituto de Ciências e Ambiente / 科學及環境研究所. Comprising five full-time resident academic staff, moved from the Faculty of Creative Industries – four of whom hold Doctorates and one a Master degree – the Institute was charged with the coordination of modules related to the Natural Sciences in any faculty and programme. It will launch a master programme in Environmental Science and Management, hopefully in 2014/2015, and hosts a number of outstanding research projects, ongoing at USJ, sponsored by public funds.

Closing the Russian Centre

The Russian Centre was closed down in May 2014, when the contract with funding Russian institution came to an end. The decision not to renew the contract was due, in part, to the lack of space and, in part, to the scarce number of its activities.

Organisational Structure

The Organisational Chart below provides an overall picture of the structure of the university and an understanding of the present relation between departments.



*These structures have not been put in place and will depend on the review of USJ's charter

The present structure is a "work in progress". As the university and its departments mature and their working relation is reviewed, adjustments are to be expected in the chart, clarifying the chain of authority and the scope of responsibility within and between departments.

1.5 Internal Monitoring Mechanism

1.5.1 Internal Mechanisms for Execution of USJ's Regulations

The existing Academic Regulations were drafted, tested and refined to provide USJ with a creative but disciplined academic and administrative life, in line with international standards. This led to the introduction of essential checks and balances to ensure a responsible exercise of authority and due accountability. Procedures, adjusted in the light of experience, resulted in greater efficiency in the daily operation of the university. They include those applicable to admission and entrance exams, the change of major by students, and requests for the extension of study in programmes. The university has also built in some alert systems, regarding student enrolment, academic progress and learning problems. Similarly, the relevant departments at the university have been updating their internal procedures to ensure the internal policies and regulations are properly followed.

Regulations are not arbitrary norms, intended to maintain control over an academic community. Rather their underlying rationale is to codify the most efficient procedures for the smooth running of a research, teaching and learning environment, in line with international best practices.

1.5.2 Streamlined Regulations to Ensure Employee Quality

Human Resources policies continue to be streamlined to strengthen staff performance, increase efficiency as well as effectiveness and, more importantly, to enhance staff commitment. Following on the setting up of a procedure for academic staff performance appraisal in 2012/2013, an appraisal form for administrative staff was created and applied in 2013/2014. It is believed this will encourage competency and improve productivity of administrative staff.

1.6 Commitment to Vision, Principles and Social Service

1.6.1 Mission and Vision

USJ's mission is outlined in its Charter. Much work has yet to be done, however, to develop these general objectives into a Mission Statement with clear strategic objectives. A start was made by discussing and redrafting the relevant articles in USJ's Charter, whilst putting in place a basic organizational structure and carrying out a full

diagnosis of the university's financial situation. In the proposal for a reviewed Carter presented to GAES, the objectives of the university now read as follows:

1. To extend, at university level, the service the Catholic Church in Macao has provided over many centuries in the fields of culture and education.
2. To envisage higher education as the art of forming integral human beings, responsible citizens and highly qualified professionals committed to the development of their communities.
3. To provide a student-oriented university context that fosters a creative search for truth and the common good.
4. To promote teaching and research with an international flavour in the various branches of Humanities and Science, with a particular emphasis on Theology and Religious Studies.
5. To disseminate a critical understanding of the way values are embodied or rejected in every dimension of human activity.
6. To facilitate an academic dialogue between cultures and spiritual traditions, in continuity with the history and identity of Macao.
7. To contribute to the widest possible appreciation of both the material and immaterial heritage of Macao, as conserved in its architecture, museums, archives and popular traditions.

Pointers for the future

Over time USJ has acquired valuable human resources that are an important asset. Not all employees, however, are fully able to deploy their talents. As USJ reviews its organization and academic portfolio, it is becoming clear that its particular contribution to higher education in Macao may involve investing significantly in some areas which have, up to now, not been fully developed. These areas are, for example:

- USJ's close institutional relations to the Catholic University of Portugal.
- The unique contribution of Religious and Christian Studies to understanding Macao's heritage and to intercultural dialogue in the Region.
- The service a mature department of Education can provide to local schools and to the network of Catholic and religious schools in particular.
- The teaching of languages and the formation of language teachers and translators, with special attention to Portuguese.
- Creative Industries as a requirement for Macao's present development.

Student-oriented Education

USJ holds to its aims of providing student-oriented education. The management values students' opinions and encourages direct dialogue between students and staff. To foment this dialogue at the institutional level, pedagogical councils have been implemented in all faculties; the Office for Student Affairs oversees student participation and activities; and the Internship and Career Office promotes student's professional integration into the wider community.

Academic staff are encouraged to experiment with a variety of pedagogical models in order to promote greater student participation in the learning process.

The Students Association, which is independent of the university's administration, cares for students' benefits, promotes student clubs and gives voice to students' opinions. In 2013/2014 it prepared an online survey and collected opinions from USJ students and circulated and information bulletin.

Equal Learning Opportunities

In cooperation with the relevant government departments and civil institutions, the university has created the required conditions to accept and support students with disabilities. A number of these students have already graduated, in some cases with remarkable success.

1.6.2 Commitment to Macao Society

Counselling Service

USJ's Counselling Service went through important changes over the past year. The former Centre for Psychological Research and Practice was dissolved and staffing changes were made. USJ's Counselling Service is simultaneously a teaching centre, connected to the university's Master in Counselling and Psychotherapy (MCP) Programme, a service available to members of the USJ community, and a resource for persons residing in Macao. The counselling service provided is *pro bono* and with its mixture of clinical service, consultation, teaching and supervision, serves individuals from all walks of life. In the wider community it serves male and female clients from various Asian and non-Asian ethnic backgrounds.

Annual Blood Drive – social commitment

USJ encourages students and employees to be involved in a number of social events in Macao. We have promoted the Annual Blood Drive for years. Although USJ has fewer students, compared with other universities in Macao, in 2013 it received the 2nd Runner-Up award among tertiary education institutions in Macao for the number of blood donors.

Participation in Caritas Bazar Fund Raising Event

The 44th Caritas Annual Bazar was held on the 2nd and 3rd of November 2013 at the Nam Van Nautical Centre. USJ was invited and organized a booth for the event. Students from the Faculty of Administration and Leadership coordinated the project, under the supervision of Prof. Jacky Ho and Kami Leslie. After deducing the operational costs, the remaining funds were donated to Macao Caritas. The students who participated gained much learning experience in project management and community work outside a classroom setting.

1.7 Policy and Procedures for Crisis Management

1.7.1 Management of Communication Crisis

The Publicity & Public Relations Office checks the media on a daily basis. It keeps files of news, statements, flyers and publications, along with video and photo records and relevant notes. The aim is to alert university authorities, should any communication crisis arise, and allow for timely correction of misperceptions and concerns about USJ on the part of the public, faculty, administrative staff, or students. Meanwhile, the Rector's Office monitors the public activities and relevant promotion materials on campus to ensure that they conform to the university's identity and mission. However, staff dealing with these issues are still undergoing training, and the university is only now setting up procedures to deal appropriately with communications crises.

1.7.2 Campus Crisis Management

In 2014, the university introduced new rules and procedures for fire and other emergency management, which included the Student Residence Fire Emergency Plan and the Fire Emergency Plan for the Seminary 1 Campus. The university is now testing these rules and procedures. A more comprehensive campus emergency plan will be developed in due course.

PART 2 - FINANCIAL PERFORMANCE

2.1 Overall Financial Performance of 2013/2014

In strictly comparative terms, USJ's financial performance in 2013/2014 showed a significant improvement in relation to 2012/2013 as it recorded a substantial decrease in its yearly loss of more than 70%. However, a correction introduced in this year's financial statements, to align with best accounting practices, results in the recognition of the Impairment of Assets detailed in 2.2, going back to 2010. These represent previously expected fees from students who later "dropped out" without officially notifying the university or submitting a withdrawal request. The value of this Impairment of Assets for the last 4 years weighs on the net result, and has an impact on the Profit and Loss Statement for 2013/2014 that significantly impairs a year on year comparison.

However, the fundamental issue is that the substantial decrease in USJ's loss for 2013/2014 in the strictly comparative terms described above was structural, and therefore sustainable, as it was mainly due to the termination of the rental contract for NAPE 2 (exchanged for the campus facilities at the Seminary of Saint Joseph) and the increase in the investment subsidies' amortization. The latter reveals that USJ is successfully integrating into the local higher education framework and network of funding resources, and that the rapid development of the university is being recognized and supported by public funds.

2.2 Income and Expenditure Account and Measures Adopted

In 2013/2014, after adopting measures to recover students' debts for the current and past academic years – in the past considered an asset, for accounting purposes –, the remaining debts were assessed to be unrecoverable and, in accordance with Impairment of Assets under IAS 36 (International Accounting Standard 36), were recognized as "impaired". The decision was based on the distinction between debts of students classified as "Drop out" or "Withdrawn", which are deemed unrecoverable, and the debts of Students classified as "Active" in 2013/2014, considered still recoverable.

For comparison purposes only, if this Impairment of Assets had not been recognised in the accounts for 2013/2014, the evolution of USJ's Profit/(Loss) between

2012/2013 and 2013/2014 would have been from (MOP9,718,611.76) to (MOP2,828,041.09).

As explained in item 2.1, this decrease in the total comparative loss was largely due to changes in rental costs and an increase in the investment subsidies' amortization, as the work being carried out by the university gains recognition and more support is made available from public funds.

2.3 Internal audit mechanism for using sponsorship, subsidies or funding from Macao Government

The Projects & Affiliated Companies Management Office (PMO) was established for the administration of projects put forward by Faculties and Departments.

PMO keeps records of each project approved by the USJ's Executive Council (EC) and checks that expenditures are in line with the budgets submitted. The Office has to approve all purchases and payments related to projects, in accordance to their respective budgets and available funds, and reminds project leaders to report periodically and to provide on time their final report.

Procedures for executing the funds available:

1. Project Leader or the Person In-charge (PL) endorses the quotations for items as approved, on the "Payment Request Form".

2. The endorsed quotations (with the endorsed payment request form) are submitted to the PMO.

3. The PMO checks and marks the quotations as in accordance with the approved proposal.

4. If the quotations are within the approved budgets for each item, the PMO sends the marked quotation to the Accounting Office (ACC) where payment is made of the invoices of the marked expenditures.

5. When the activity has been completed, Project Leaders must submit to the PMO, within 2 weeks, a report with all the relevant documents, including

photos and printed materials, to be included in the consolidated report to the sponsors.

2.4 Calculation on Depreciation

USJ follows the straight-line depreciation (or amortization) method throughout the respective assets' useful life. Therefore, the depreciation and amortization rates vary according to the number of years of the respective assets' useful life, following in the applicable cases the minimum rates of depreciation and amortisation in Decree-Law 4/90/M.

PART 3 - QUALITY ASSURANCE

3.1 Institutional and Programme Accreditation

3.1.1 Accreditation in progress

The university has actively participated and supported all the GAES-led activities to develop a local accreditation system in order to improve the quality of higher education in Macao. During the academic year of 2013/2014, at the invitation of GAES, the university sent its senior representatives to participate in the various consultations intended to provide the criteria for the development of four sets of Guidelines on institutional accreditation, institutional auditing, new programme accreditation and external accrediting agencies. The university provided detailed advice and comments to the expert team from the HK Council for Accreditation of Academic and Vocational Qualifications that has been taking the lead in drafting the Guidelines.

However, given the GAES-led consultation on the draft Guidelines is still an on-going process, USJ has not yet initiated any accreditation process at the institutional or programme level. The university will continue to work closely with GAES in developing its guidelines and sharing best practices. The university will be prepared to launch an accreditation process when local guidelines are formally promulgated and the necessary resources have been properly allocated.

3.1.2 A centre recognised for the quality of examinations

After a year of hard work, USJ has been approved to run an International Cambridge English Language Assessment Centre. The centre, working closely with the university's Lifelong Learning Office (LLO), will organise courses and offer high standard Cambridge English examinations to USJ students and the wider public. The University is on track to achieve its goal of raising USJ students' English skills to recognised international standards.

3.2 Procedure and Measures for New Programme Application and Programme Amendment

3.2.1 USJ's Academic Regulations

Before the Academic Affairs Office reviews and submits a new programme or programme amendment proposal to GAES, it has undergone several steps to ensure the appropriateness of the course contents and timeliness of course implementation.

The needs for new programmes as well as the performance of existing programmes are assessed according to criteria such as analysis of demand (which includes feedback from relevant parties), financial feasibility, and the overall strategy of the university. Based on these assessments, coordinators propose a new programme to the respective dean, or the amendment of an existing one. This step is formalised by filling in the application form and the relevant attachments. Subsequently, the proposal is discussed in the Deans' Council, to obtain consensus, and is then submitted to the Academic Council for its recommendation. The application documents as well as the financial analysis of the newly proposed programme or programme amendment are then submitted to the Executive Council for final approval.

3.2.2 New rules of procedures of Academic Council Meetings

The university's internal quality assurance system consists, at present, of the university's Academic Council and faculty-based committees. The Academic Council meets periodically to discuss and approve proposals to launch new teaching programmes or to amend existing ones. The Council assesses the qualifications of all academic staff and approves the appointment of supervisors in all master and doctoral programmes. It also assesses and approves doctoral thesis proposals and discusses other important academic issues.

In 2014, the university introduced new Rules of Procedures for Academic Council Meetings, based on the Robert's Rules of Order. This has helped to ensure transparency in decision-making and effectiveness in the operation of the Council.

3.3 Other Internal Assessment

3.3.1 Pedagogical Council Meeting

At the Rector's request, faculties set up pedagogical councils. In 2013/2014, all faculties implemented Pedagogical Council Meetings. The aim is to set up direct dialogue between teaching staff and students, to review the past semester/year and come up with ideas and ways for improvement in the following semester/year. The outcome of these meetings has been to stabilise teaching quality, evaluate satisfaction with course content and harmonise operational procedures for different programmes within each faculty. Faculties have been allowed to create their own meeting rules and regulations, though the solutions adopted are discussed in the Deans' Council.

3.3.2 Team-based monitoring

The faculties and programme lecturers participate in periodical group meetings to report and discuss issues relating to teaching and learning quality. Faculty members discuss pedagogically issues and share best practices. They take a team approach to work on teaching problems.

Research project teams meet periodically to report on and assess progress in implementing their project.

3.3.3 Revised Regulations for Academic Staff Promotion

USJ refined the Regulations for Academic Staff Promotion in December 2013. The Regulations better define the procedures and standards required for promotion of teaching staff. The first panels to be set up under these regulations, however, have made it clear that further work is required, in 2014/2015, to develop transparent, objective criteria with which to assess candidates for promotion.

3.3.4 Regular evaluation system

The university has taken measures to improve its evaluation work for the teaching programmes and research projects. Every full-time professor is required to submit an annual report on his/her teaching and research activities.

Students provide feedback in Pedagogical Councils and faculty meetings, and should complete an on-line assessment form on their teachers at the end of each module.

The university authorities are always open to personal comments that staff or students wish to make outside the public forum.

PART 4 - ACADEMIC ACHIEVEMENTS AND RESEARCH EXCELLENCE

USJ encourages its academic staff to carry out and publish research, participate in conferences, projects, and other academic activities. Some events are highlighted below.

4.1 Research Projects and Academic Exchange Activities

The Project of "Consumer Behaviour and Marketing Strategy"

This workshop was the outcome of the course in Consumer Behaviour of the Communication & Media Bachelor Programme. Students presented their projects, focusing on a variety of highly innovative and competitive fields of application and players that are contributing to key changes and challenges in consumer behaviour research, due to the development of new cross cultural and international perspectives. Firstly, "the objectives of the Consumer Behaviour and Marketing Strategy Workshop at USJ are to reinforce the networking among all participants, bridge the divide between university and corporate world, increasing the synergies and value to all stakeholders, while providing students with a unique and valuable experience. Besides, students will present and defend their projects, whilst showing their learning on consumer behaviour top managerial practices", says the Visiting Professor Filipe Castro Soeiro, who is leading the Consumer Behaviour course and supervising the Students' projects.

GDIDI Workshop

The Guangdong Industrial Design Institute (GDIDI) has been cooperating with the University of Saint Joseph (USJ) in the area of Design by conducting events and short term workshops that expose Macao students to the reality of industry in Guangdong. In the future, students from Guangdong will visit the creative environment of Macao. GDIDI has the most advanced facilities for Product Design Prototyping in the region, and in the second semester of 2013/2014 they were made available to USJ's Design students during a workshop partially funded by GAES. For this workshop, a group of eleven design students travelled to GDIDI for one week (5 days), from the 21st-25th of April 2014. There students developed scale models of their projects that had been conceptually designed in modules of USJ's Design Programme. During this one-week workshop, the students were be able to develop functional prototypes of their

product designs, which then featured in the USJ Student Design Exhibition at the end of the academic year.







4.2 Awards and Prizes

The Geert Bekaert Prize for the Architecture Criticism

In April 2014 Professor Thomas Daniell, Coordinator of the Department of Design and Architecture, was award the Geert Bekaert Prize for the Architecture Criticism, second place *ex aequo* with the essay "Thinking inside the box". In the same year, Professor Thomas Daniell also received a Commendation from CICA (The International Committee of Architectural Critics) Pierre Vago Award, for the essay titled "The Fugitive" in the book Tarzans in the Media Forest (London: Architectural Association, 2011).

Best Peer-Reviewed Paper Award

In April 2014 Professor Álvaro Barbosa, Dean of the Faculty of Creative Industries, was given the 134th Audio Engineering Society Convention's Best Peer-Reviewed Paper Award, in Rome, Italy, with the co-authored paper: *Pestana, P., Barbosa, A., Reiss,*

J. (2013). Loudness Measurement of Multitrack Audio Content Using Modifications of ITU-R BS.1770.

Young Researcher Award of International Institute of Macao (IIM)

Our MBA graduate Ms. Cecilia Tang Sin Ian's dissertation titled *The Development of Street Dance in Macao: Its Effect on Business and Society,* under the supervision of visiting professor Dr. Marcus Goncalves, won the Young Researcher Award granted by the International Institute of Macao in January 2014.

4.3 Publications in International Journals

Some articles created by USJ teaching staff and published in books or international journals, in 2013/2014, are highlighted below:

Andrew Found, Carlos Duarte *"The etiology of mental disorders: Public endorsement of traditional Chinese beliefs in Macau."* International Journal of Social Psychiatry 2013, 59 (8): 789-800
Andrew Found, David Sam *"Gender, sibling position and parental expectations: A study of Chinese college students."* Journal of Family Studies, Vol. 19, No. 3, Dec 2013: 285-296.
David Gonçalves *"Oestradiol and prostaglandin F2α regulate sexual displays in females of a sex-role reversed fish."* Proc Biol Sci 2014 Mar 22;281(1778):20133070. Epub 2014 Jan 22.
David Gonçalves *"Alternative life history pathways in a fish with plastic reproductive tactics."* Functional Ecology 2014
David Gonçalves "Social network predicts loss of fertilizations in nesting males of a fish with alternative reproductive tactics." Behavioral Ecology and Sociobiology (SCI Paper Submitted)

Isabel Morais *"African Female Nascent Entrepreneurship in the Macao S.A.R".* Special issue on 'Global African Entrepreneurs', Michaela Pelican and Mahir Saul (Eds.). Journal: Urban Anthropology and Studies of Cultural Systems and World Economic Development, Vol. 43, No. 1-3, 2014: 57-104.
Peter Stilwell *"Signos de los tiempos: desafío a la Nueva Evangelización"*. El Concilio Vaticano II. Una perspectiva teológica. Vincente Vide – José R. Villar (Eds). San Pablo: Madrid, 2013: 545-559.
Peter Stilwell *"Theological Education in Latin Countries. Some Notes on the Situation in Portugal"*. Ökumenisches Forum. Grazer Jahrbuch für konkrete Ökumene. Jahrgang 32-35 / 2009-2013: 173-176.
Vincent Yang *"加拿大網路安全戰略及法律問題"*,《中國法學》, 2013 年網路資訊安全法特刊, 第 41-48 頁。

4.4 Participation in International Conferences

Participants	Title/Topic	Conference
Alves, José	Training Busy Middle Level Managers in the Booming Hospitality Industry of Macau	Academy of Human Resources Development (AHRD) conference, Taipei
Alves, José	When Does Culture Make a Difference? Exploring New Theories and Evidence	International Association for Chinese Management Research (IACMR) conference, Beijing
Barbosa, Álvaro (Co-authors: Gomes, J. – Pinho, N. – Lopes, F., Costa, G. – Dias, R.)	Composing with Soundscapes: an Approach Based on Raw Data Reinterpretation.	The Conference on Computation, Communication, Aesthetics and X (XCOAX 2014); Porto, Portugal.

Barbosa, Álvaro – Cordeiro, João (Co-authors: Gomes, J. A. – Gonçalves, M.)	Promoting Awareness for the Acoustic Phenomenon: A Survey of Pedagogical Practices and Research Projects Developed at EA/CITAR.	Invisible Places Sounding Cities. Viseu, Portugal
Barbosa, Álvaro – Cordeiro, João	Using smartphones as personal monitoring tools for the acoustic environment. In A. Calvo-Manzano & A. Pérez-Lopez (Eds.)	Tecnoacustica 2013. Valladolid, Spain: Sociedad Española de Acústica.
Barbosa, Álvaro – Cordeiro, João (Co-author: Santos, A.)	A Soundscape Assessment Tool Based On A Massive Multichannel Loudspeaker Setup.	Proceeding of Echopolis-Days of Sound 2013: Sounds, noise and music for re-thinking sustainable city and Econeighborhood. Athina: SDMed.
Cordeiro, João (Co-author: Garcia, M.)	A survey on graphic communication and publishing practices in the Portuguese independent music scene.	KISMIF Conference 2014. Porto, Portugal.
Morais, Isabel	From Luanda to Guangzhou: Angolan Transnational Traders in China.	International Colloquium on Epistemologies of the South: South-South, South-North, North-South Global Learning.
Soares, Nuno (Co-author: Tieben, H. – Chu, J. – Yiu, C.Y.)	Comparing Urban Rules for Urbanizing Villages in Hong Kong, Macau and Shenzhen	ISUF 21st International Seminar of Urban Form, Oporto, Portugal
Teixeira, Vitor	O Património Industrial de Macau (antes de 1999). Estudo das fábricas de "Panchões" / The Industrial Heritage of Macau (before 1999). The Case Study of Firecrackers Factories.	II International Congress on Industrial Heritage, Oporto, Portugal, Catholic University
Thota, Neena	A glimpse into the cultural situated-	The International Conference on

(Co-author: Berglund, A.)	ness of computer science.	Teaching and Learning in Computing and Engineering (LaTiCE), Kuching, Sarawak, Malaysia.
Thota, Neena	Programming course design: Phenomenographic approach to learning and teaching.	The International Conference on Teaching and Learning in Computing and Engineering (LaTiCE), Kuching, Sarawak, Malaysia.
Thota, Neena (Co-author: Eckerdal, A. – Kinnunen, P. – Nylén, A. – Sheard, J. – Malmi, L.)	Teaching and learning with MOOCs: Computing academics' perspectives and engagement.	The 19th Annual Joint Conference on Innovation and Technology in Computer Science Education (ITiCSE '14), Uppsala, Sweden
Xia, Harry	Stock Option Based Compensation and CEO Risk Taking Decisions. High Return, High Risk - Does Stock Option Based CEO Compensation Encourage Risk Taking	The 8th Asia Business Research Conference
Xia, Harry	Accounting Scandals and their Implications to Accounting Standards & Executive Compensation Structure	Academy of International Business (AIB) Annual Meeting
Xia, Harry	From APB 25 to FAS 123R, Accounting Standards and Their Implications to Executive Compensation Structure	The 24th International Conference on The Pacific Rim Management
Xia, Harry	Coping with Emerging and Advanced Market Risks	The 5th Mustang Academic Conference
Yang, Vincent	"The FTZ and the AML: An International Perspective" (in Chinese)	Roundtable Conference on the Shanghai Free Trade Zone
Yang, Vincent	Combatting Corruption in China:	The 57th Congress of the Interna-

	Progresses and Problems	tional Union of Lawyers (UIA), Macao
Yang, Vincent	"Challenges to Macao Legal System and Policy in Addressing Domestic Violence – considering its Chinese socio-cultural perspectives"	Roundtable Discussion on Domestic Violence, Macao

PART 5 - ACADEMIC EXCHANGE AND COOPERATION

5.1 International Cooperation and Relevant Issues

In the academic year 2013/2014, USJ expanded its network of international cooperation with higher education institutions. The main objective was to promote cooperation and exchange in a variety of academic areas. The project included:

- Exchange of undergraduate and postgraduate students
- Exchange of faculty members, technical and administrative staff
- Joint organization of colloquia, seminars and conferences
- Research cooperation
- Internship practice
- Exchange of publications and scientific/pedagogic documentation

Among various types of cooperation, the student exchange Programme is the most sought after. USJ International Student Exchange Programme offers opportunity for its students to undertake at least one semester and no more than one academic year of study at an accredited higher education institution in an eligible country. Through the USJ International Exchange Programme, students who meet the requirement set by USJ and the targeted partner institutions can have an overseas study experience, whilst the students of our partner institutions can also experience study at USJ. We received very positive feedback from both incoming and outgoing students.

Under the signed agreements, USJ has been cooperating with its partners through the exchange of faculty members, researchers and students, the joint organisation of seminars and conferences, and the exchange of publications as well. Quite a number of new partners had started cooperating with USJ since 2013/2014. These new partners are from different regions and countries, namely University of Évora in Portugal, Politecnico di Milano in Italy, and Rutgers, The State University of New Jersey, New Brunswick in United States of America, etc. According to our experience, the most attractive destinations are institutions in Europe, Asia and America. Nevertheless, USJ has endeavoured to explore possibilities of cooperation with higher education institutions in Mainland China, Europe and the Portuguese-speaking countries as we consider these to be areas in which our geographical situation, institutional background and expertise allow more fruitful academic exchange.

5.2 Regional Cooperation

In the academic year 2013/2014, USJ signed a number of cooperation agreements with higher education and professional institutions in the region for exchange of faculty members, researchers and students, the joint organisation of workshops, training and the exchange of publications. New partners cooperating with USJ in 2013/2014 were namely Changsha Medical University in Hunan province, Sais International University in Henan province, Xijing University in Xian province, and Guangdong DYMagic Brand Strategy Planning Co. Ltd.

5.3 Membership of International Organisations

In line with the current trend towards quality assurance, coordinated by GAES, we foresee that standardising our programmes will help strengthen our relationship with a wider professional body and enlarge possible regional and international collaboration on projects, exchange programmes and research.

Given that Macao is currently full of discussions about the professional registration system, we foresee that standardisation of social work education will be on Macao SAR future agenda. In the academic year 2013/2014, USJ has joined the International Association of Schools of Social Work (IASSW), it can ensure to align our social work programme with the international standard. Meanwhile, USJ also maintained its membership in some international organisations:

- International Association of University Presidents (IAUP),
- The Association for Slavic, East European, Eurasian Studies (ASEEES),
- Association of Universities of Asia and Pacific (AUAP),
- International Association School of Social Work (IASSW),
- European Association of Institutions in Higher Education (EURASHE),
- International Association of Universities (IAU),
- Institutions Universitaires Catholiques de Philosophine (COMIUCAP)
- Associação das Universidades de Língua Portuguesa (AULP)

PART 6 - SUPPORT TO STAFF

USJ has consistently reviewed the existing policies covering benefits for its staff. Enquiries have been made as to the possibility of improving social and healthcare benefits in line with primary and secondary school staff, and staff in public higher education institutions.

The university has developed support for research and publication by academic staff, and provided learning opportunities for all staff members and next of kin.

6.1 Incentive Scheme for Academic Staff

All full-time academic staff are entitled to a maximum of twenty-five (25) working days for conference and/or research leave every academic year, so long as it does not interfere with their teaching duties. This policy has been executed for two years since 2012/2013 as the university management values it of particular importance allowing academic staff to conduct research outside Macao without having to discount their absence from their annual leave, or request leave without pay.

The university values faculty participation in different kinds of international academic activities and trainings. It believes that can stimulate the academic development of the staff himself/herself, of USJ and of Macao as well. Although financial constraints did not permit the granting of funds to staff enrolled in academic meetings outside the Region, the university offered the research leave and administrative support to faculty members and assisted them in applying for subsidy from GAES for participation in international conferences. A designated staff is responsible for communicating with the government office/external funding entities and facilitated the application process. Besides, proper procedures were also put in place to allow faculty members to make use of this opportunity. In fact, all these procedures are indirect cost borne by the university. The University absorbs the expenses associated with administering sponsored faculty members are considered indirect cost.

Meanwhile, the Project & Affiliated Companies Management Office continued to provide administrative supports, manage paper works and monitor the projects funded by outside entities, such as Macao Foundation, FDCT, GAES or private organisations.

6.2 Staff Development Plan

USJ encourages the idea of enhanced learning. All administrative and academic staff enjoyed a 50% reduction in tuition fees at USJ, provided they meet the University's admission criteria.

USJ is committed to obtaining continued improvement in the quality of the services it provides. A series of training courses for administrative staff to improve customer service skills, public speaking strategies and business writing proficiency, all free of charge, were organised during 2013/1014. Besides, a class "An Institutional Prospective on the International Standard of Quality Management" was organised to invite all administrative staff to participate in January 2014.

6.3 Communication System

The university management values communication and interaction with staff. Face-to-face and internet communications are the two main methods adopted.

The Deans Council and the Academic Council are the two main institutional venues for boosting communication amongst Academic staff. The Deans Council normally meets twice a month, and includes the Rector, the Vice Rector, the Deans and occasionally other staff members invited by the Rector. During these meetings, issues and news of the faculties and programmes are shared and discussed, university policies are reviewed and suggestions are made to the Rector. Proposals and opinions are forwarded to the Academic Council or the Executive Council, as appropriate.

It has been customary for USJ to host a gathering-meal once a year for all staff, to build team spirit and develop relations. Staff were very excited and supportive to this annual activity, and the feedback was usually positive.

PART 7 - STUDENT AFFAIRS

7.1 Student Education, Internship and Career Planning

The Internship and Career Office (ICO) serves as a resource centre to prepare students adequately for their future professional life. Dozens of seminars and workshop took place in the past academic year. The Portfolio Programme and Internship Programme helped students decide their career interests, obtain work experience and prepare and plan for the future.

7.1.1 Field Trips, Seminars and Workshops

Guest speakers were invited from industry, academia and government sectors to share their insights and experience with USJ students through a series of workshops and seminars. Such sharing is intended to help students take stock of their career interests, skills and knowledge, thus enabling a whole-person development that goes beyond the normal discipline-specific education. Besides those in-campus seminars and workshops, several outgoing trips were also organised for our students during 2013/2014.

Visit to HK Social Enterprise

On 26 October 2013, a group of nineteen social work students made a trip to Hong Kong to visit and learned about social enterprise projects of three organizations/service centres. This project was conducted by the Coordinator of the Social Work Programme, Professor Jacky Ho, and was partly funded by the Education and Youth Affairs Bureau DSEJ. It entailed a two-day workshop at USJ and a day-visit to Hong Kong. The purpose of this two-day workshop was to allow our students to learn about the growing demand of social enterprise and the investment in social capital.

Experiential Learning Camp Organized by the Social Work Students

On 13 April 2014, twenty-three students from the Bachelor of Social Work programme have organized an experiential learning camp in the Ha Sa Youth Campsite for a 2-day-1- night activity. The purpose of this camp is to allow our students to learn about the process of activity organization and management, risk evaluation, group work process and coordination. An activity coordinator and social work pro-

fessors from USJ provided guidance of this project, this project was partly funded by the GAES office with students subsidized the remaining cost.

Experiential Learning Trip to Singapore

Thirteen Social Work students and professors visited Singapore for a 5-day trip during 9 to 13 June 2014. Prior the official trip, applicants were required to sit for an interview for screening purpose. Due to the limited funds, a total of 11 students were selected, they were required to attend a 6-day workshop to prepare them for number of presentations made in Singapore regarding elderly care service, youth social service and Korean supporting service. The group was well received by the staff members at the Metropolitan YMCA and were accommodated at their hotel. The group visited the SIMS Community Outreach Centre, the THK senior activity centre at Macpherson, the Alzheimer's Disease Association (ADA), the Korean Association and the Office for Youth Leadership Program.



Excursion to the Hong Kong Legislative Council

This excursion to the HK Legco Complex on 25 June 2014, with an intention to enable students to gain first-hand experience of various industries as to help them prepare for their career planning, was a delightful experience for the students. Students got a chance to watch a real-time motion debate during the visit, which enable them to

understand more about the debating process and how the Legislative Council functions. Students also enhanced their understanding of the various roles of legislators, and inspired some of our Government Studies students to consider careers in Macao's political organisations.

7.1.2 USJ Buddy Programme

The first-time enrolled students graduated from high schools might find it difficult to adapt the university lift, especially in an English university like USJ. Meanwhile, international/exchange students studying in USJ who are yet to be familiar with the culture of Macao can be an overwhelming experience. USJ provides service helping students to accommodate themselves to the new environment. Thus, the USJ Buddy Programme was launched.

The USJ Buddy System is mainly open to all freshmen and International/Exchange students. Buddy mentors were assigned to help and support the freshmen in different ways. Students in senior levels can apply to be Buddy mentors (students) if they want. Training sessions were conducted to the buddy mentors. Dinner gathering, orientation and other activities will be organised time by time.



Photos of the Buddy Mentors Training and Orientation Day for International students

7.1.3 The Portfolio Programme

The Portfolio Programme includes a specially tailored series of activities to assist students in:

1. Understanding potential career opportunities;
2. Reflecting on their short-term and intermediate career goals;
3. Developing a career plan.

7.1.4 Internship Programme

The internship programme consists of a series of agreements with organisations in Macao which afford our students the opportunity to practise their skills and use the knowledge they have acquired through their courses. The aim is to have students undertake full-time or part-time work experience during summer breaks, or throughout the academic year. Programmes are adjusted to suit the requirements of individual employers and students.

Work experience is not limited to local organizations. Through our partnership with development agencies we are able to offer positions overseas to those students who are unable, or do not wish to work locally.

7.1.5 Career Planning

Career Day

On 10 April 2014, the Internship & Career Office organised a Career Day for the students, with 30 local companies participated in it. All students were encouraged to attend. There were challenging jobs offered by local companies, government office and social organisations. The feedback from both students and employers was good. The event, as a platform, provided opportunities for our students to receive updated information about the current Macao business market and employers' expectations.

Human Resources Management Series: Talent Development & Career Planning

This workshop helped to enhance understanding of the principles of "Talent Development" and "Career Planning", and to use techniques for "Career Development". The lecturer also introduced the participants to various types of aptitude testing /

self-assessment tools that can be used to help students define a clear career path, and set up their own career objectives.

Career Planning Workshop

The workshop helped USJ students and staff to efficiently and confidently plan their career path by helping them evaluate and enhance their prospective roadmap and discover what kind of values they would bring to the workplace. Classes were conducted in an interactive way, consisting of both theory and practice and focused on relevant, real-world engagement.

Career Connexions – an online newsletter under preparation

The Editorial team led by the Director of ICO with three USJ students prepared the first issue of the *Career Connexions* by July 2014. It was to be published at the beginning of the academic year of 2014/2015. The newsletter focusses on all news and views related to students' professional and career preparation, their aspirations and hopes for their future, and how their situation compares with that of other youth elsewhere in the world.

7.2 Scholarships and other Award Offer

7.2.1 Grants awarded by USJ

Grant awards are an investment in the human development of Macao. The intention underlying USJ's grants is to provide support for young people from low-income families. In 2013/2014, USJ awarded more than 1.4 million Patacas in grants to fifty-four students, out of which 1.1 million Patacas to students of the Christian Studies programme.

7.2.2 Scholarship awarded by the community

Over the past year, sixty-three students who achieved outstanding academic performance were awarded USJ Community Scholarships. A total of Mop655,000 was donated by twenty-three prominent local institutions and individuals.

Scholarship Application and Selection

Applications are accepted at the beginning of the First Semester of each academic year. All USJ students who have a cumulative GPA of 14/20 or above and meet the requirements set by the donors are eligible to apply. Interested students submit all the required documents by the end of the official application period. The USJ Community Scholarships Committee then decides on the result based on the academic merit and the financial situation of the applicant. A selected number of qualified applicants are invited for interviews. Results are announced in October. As a general rule, no applicant should be awarded more than one Community Scholarship.

Selection Criteria:

Applicants must meet the requirements set forth by the organization concerned. All candidates are ranked according to the formula: **Candidate Ranking Rate = CGPA Pt. + Income Pt.** If two or more candidates have the same ranking rate, the final decision is made by the USJ Scholarship Committee.

Income Pt./No. of Family Members	Average Monthly per Capita Household Income (in MOP)				
	1	2	3	4	5 or more
20	6500	6000	5600	5000	4700
15	8000	7400	6900	6200	5800
10	9500	8800	8200	7400	6900
5	11000	10200	9500	8500	8000
0	12500	11500	10800	9600	9000

CGPA Pt.	CGPA (Cumulative Grade Point Average, 0 to 20 scale)
20	18.5to 20
15	17 to 18.49
10	15.5 to 16.99
5	14 to 15.49
0	Below 14

7.3 Student Complaint Mechanism

7.3.1 Appeal Process

Whenever students have a grievance, they are encouraged to address their concern to the professor directly and seek solutions. When that cannot be achieved, they may contact the Office of Student Affairs and begin a formal appeal process. The Office of Student Affairs then helps the student at various stages of the negotiation process. According to Article 36 of USJ's Charter, students may "e) petition and complain to the USJ's official bodies and its academic units", and "f) Appeal to the competent bodies which are hierarchically superior, or have powers of supervision".

7.3.2 Grade Review Appeal Process

As many student complaints are appeals about grades, USJ has designed a Grade Review Appeal Process, detailed procedures of which are included in the Student Handbook.

Students have the right to make a grade review appeal request in writing, addressed to the Registrar. After receiving a grade appeal request, a committee of three members will be appointed by the respective dean to review the grade. Simultaneously, a report regarding the grade will be requested from the teacher who awarded the grade, due within a maximum of two weeks. The committee will then review the teacher's report and interview him/her (if required). The committee must call a hearing, or reply to the appeal, within ten working days of receiving the report from the teacher. If any member of the committee considers that the allegations warrant a hearing, the student will be called. Otherwise, the student will be informed of the outcome. The grade will be updated and, if the outcome is positive, the student may claim back the fee paid for the appeal process.

7.4 Student Activities

7.4.1 Students' Association (USJSA)

Election

The Election of the USJSA was held on 29 January 2014 at the Seminary Campus. The vote-counting was started at 7:30pm on the same day at the USJ's Speakers Hall, with the witness of the representatives of the two candidate parties (Light 亮光 and

Navigator 領毅閣), and the staff of the Office for Student affairs (OSA). The party "Navigator" received the majority of the votes and was eventually elected as the USJSA team for 2014. The USJSA will continue to work proactively, prompting a sense of wellbeing for all USJ students.

General Assembly

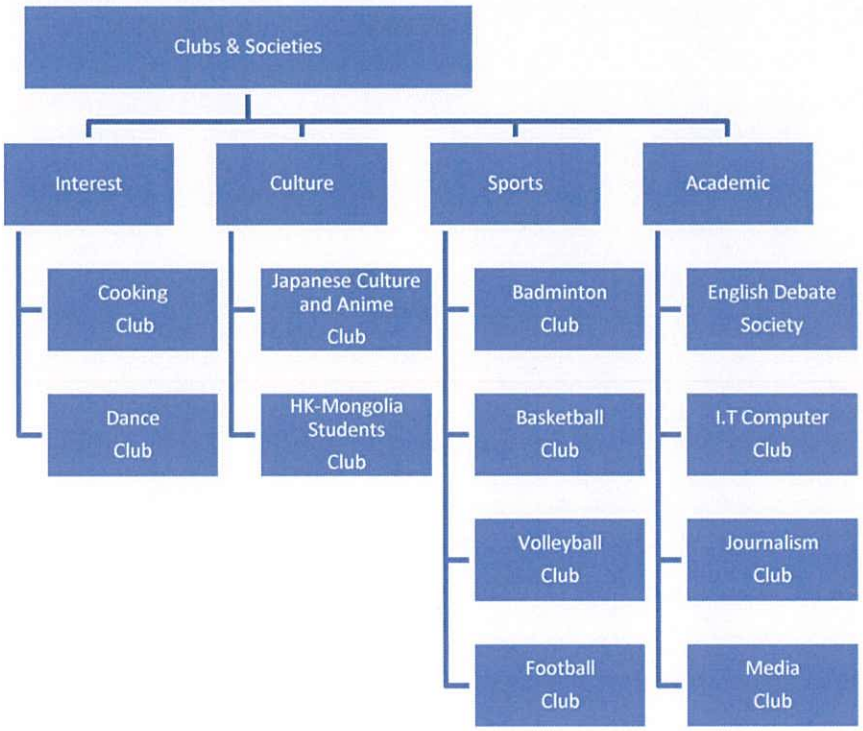
The 9th Annual General Meeting (AGM) of (USJSA) was held at 9:00 on 7 June 2014, in the USJ's Speakers Hall. USJSA presented an overview of the activities and achievements of the previous academic year and reported on the financial status of the association. The whole process was witnessed by representatives of OSA. The candidate list for different positions in USJSA was approved during the meeting. João Bruxo, Dennis Chan and Elvis Choi were elected as the Chair of General Assembly, President of the Executive Committee and President of the Supervisory Committee, respectively.



Clubs and Societies

The "Clubs & Societies" was established with the aim to consolidate all clubs, set up clear procedures and a sustainable system. It was divided into four main areas: Interest, Culture, Sports, and Academic. Students voluntarily create and develop the clubs for their extracurricular life.

Among the different clubs USJSA set up, some clubs were particularly proactive during the last academic year, such as the Basketball Club, the English Debating Society, the Japanese Club, and the Volleyball Club. Other proactive clubs were the English Debate Society, the Volleyball Club, the Basketball Club, the Japanese Club and the Cooking Club.



7.4.2 Student Activities

In 2013/2014, the Students' Association applied for funding from government departments and organisations for student activities. The Association successfully received a total funding of Mop82,400 for the first semester and Mop26,600 for the second semester. Eight activities were successfully organised. Moreover, for the purpose of promoting and further developing sports and training for students and clubs, as well as for renting sport facilities, OSA submitted funding requests to both government offices and other external donors. Funds received amounted to Mop85,000 from Macao Foundation and Mop26,416 from other donors.

The Students' Association organized a number of student activities. We highlight below some of the events organised in 2013/2014.

USJ Basketball Team Training in Philippines

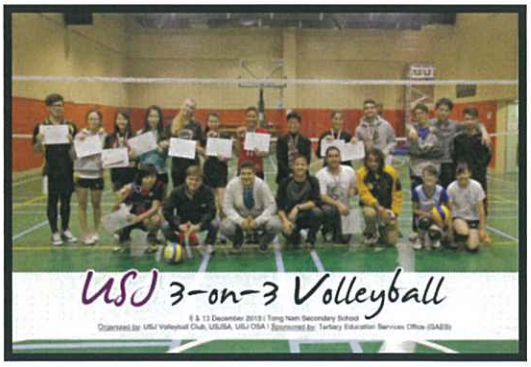
The USJ Basketball Club went to Clark Freeport Zone, Pampanga, Philippines for training from 27 September to 6 October. They were grateful to have secured sponsorship from GAES for the trip. They received special training from coach Britt Carlo Medalle Reroma (Google him, he's good), who helped them improve in multiple areas. On the last day of training, they had an exhibition game against a local Filipino team. They received lots of good practical advice, gained experience and improved technically.

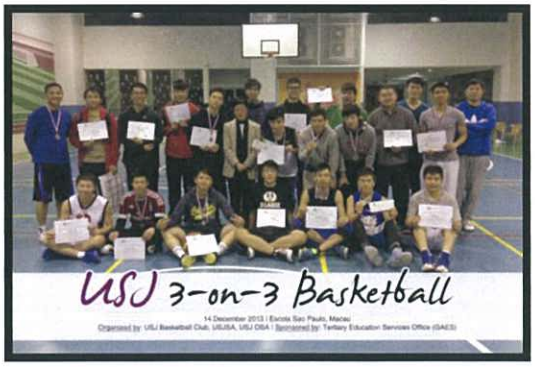




Volleyball, Badminton and Basketball Competitions held in USJ

During the first two weeks of December (right before the cold and rainy days!), USJ's Sports competitions sponsored by GAES were successfully held. Students and staff actively participated in the competition. The first competition, USJ 3-on-3 Volleyball Competition was held on 6 and 13 December (Fridays) at Tong Nam Secondary School, whilst the Badminton Competition and 3-on-3 Basketball Competition was at St. Paul School, both on 14 December (Saturday). Approximately sixty-five students and staff participated in the events and groups of students also went there to support and watch the games.





USJ Clubs Day

The annual USJ Clubs day were successfully held in NAPE and the Seminary. Students could join their favourite clubs during school time. The most favoured club was the basketball club in which around thirty students enrolled. Participation strengthens clubs and helps them develop.

Viva Voice

Viva Voice! USJ Singing Contest 2014, subsidised by GAES and co-organized by Macao Youth Borderless Association, came to a warm end. As a campus-wide singing contest for all USJ current students, it was divided into two parts: the auditions (preliminary session) on 30 March, and the finals on 2 May. The finals were held at the Speakers Hall. Through the promotion of social media such as Facebook, email, posters and banners on the campus, 16 candidates signed up in the preliminary session and the top 10 in the preliminary got into the finals. There were four awards in Viva Voice: Grand Winner, 1st runner up, 2nd runner up and the Best Popularity Award. 'Best Popularity Award' is a special award attributed by all USJ students through voting (25% online voting and 75% audience voting on the day of the competition). The top three contestants from the competition will represent the University in the Macao-Wide Inter-University singing contest. Around three hundred students voted and over seventy were present in the audience on that day. All candidates in the finals were required to finish three rounds of the competition and four judges were invited for the Finals.





International Cultural Night

The International Cultural Night held on 3 May, 2014, on campus was a great, meaningful and enjoyable Saturday night. More than sixty-five students representing different universities in Macao got together and had a student party. There was pair

and group dancing, music, games and a lot of cultural exchange. Thanks are due to the group of students who were the "Party-Makers" with this idea and who made the night happen. The preparation such as cooking food, making deserts, designing set pieces for the decorations added to the masquerade theme, and organising students from other local universities, made the event a multi-university flash mob experience. We hope that it will become a traditional annual event of USJ!





USJ Student Petition for Fair Tuition Support

This was a meaningful activity undertaken by USJSA. The aim was to appeal for a reduction of tuition fees through equality in Government financial support for all local students in higher education. For fairness and true competitiveness, the support for tuition fees from public funds should be similar at least for all private universities in Macao. Until 2 December, 2013, we collected from USJ students five hundred and twenty-one signatures (521) signed with pen and one hundred and seventy-seven online signatures (177). The USJSA has submitted the signatures to the Executive Council of the university and looks forward to hearing the good news from the university.

7.5 Students with Special Educational Needs

In 2013/2014, we had two visually impaired students, one partial visually impaired student, one hearing impaired student and one physically impaired student enrolled to pursue degree studies at USJ. This represented about 0.3% of our total student population. The fact that two visually impaired students have been with us for more than three years has helped us strengthen our support for them. USJ recognises the importance and responsibility as a higher education institution in Macao to accept physically challenged students and is striving to improve the quality of their learning

experience. This will prepare us to recruit further students with special learning needs in the future.

As a Catholic university, USJ is committed to compliance with the aims of the CRPD (Convention on the Rights of Persons with Disabilities). Students with disabilities should be integrated into the normal University environment. They are encouraged and helped to be responsible for their own learning and to achieve their full academic potential.

Teaching and Learning

To ensure that all individuals are given equal opportunity to learn, all USJ academic staff members are requested to give the best academic and personal support possible and to establish a culture of inclusiveness and respect for the students with any kind of disability. A General Courtesy for teaching students with visual impairment was widely distributed among the teaching and administrative staff as well as students. For example, our two visually-impaired students are equipped with a laptop with special software that can read out Chinese and English soft copies. For the partial visually impaired student, teachers are informed of her case and give her the necessary support. For the hearing-impaired student, staff who are informed of the situation and take special care to speak more slowly, and a peer tutor is assigned to help him adapt to life at USJ.

We expect students with special needs to feel and study as any other student at USJ.

Access to Information, Educational Material and Research

For the visually impaired students our Main Office and Office for Student Affairs prepare soft copies of correspondence and notifications to be distributed by email. All information for students is posted on the university's webpage. Students also have easy access to all materials in the USJ's Library that are online. If materials are not online, their student helpers can assist them to convert the text. With the assistance of their specific software, students can also access other internet resources without any constraints. In addition, the IT department provides them with support throughout their academic life at USJ.

Building, Facilities and Braille Signage

USJ facilities have been examined together by staff and the visually impaired students. Upon the students' advice, Braille signs were attached to the doors for their recognition. Moreover, in the design of our new campus, our technical advisors and architect were informed of the importance of ensuring barrier-free access to all campus facilities, and providing tactile guide paths and wheelchair ramps.

Participation in Cultural Life, Recreation, Leisure and Sport

We have been actively encouraging USJ students with disabilities to participate in different kinds of activities organized by the USJ Clubs and associations.

Student Ambassadors

USJ believes that early exposure to a state-of-the-art environment can be an inspiration to young minds; therefore, all USJ units are encouraged to recruit student helpers to assist whenever part-time helpers are required. In this way, students are offered financial support through practical and career-related work experience and this also fosters a sense of belonging to the university.

7.6 Crisis Management

USJ is setting up a crisis management team, and has started to implement a plan and a set of services and procedures which help manage accidents effectively and efficiently, minimising their impact. For crisis management on a more personal level, the Office for Student Affairs has been working closely with the USJ Counselling Service Office to take care of some types of student needs.

7.6.1 Pro-active Counselling Support

The USJ Counselling Service is available to the USJ community, providing counselling service particularly to students. Individuals served by the USJ Counselling Service include USJ students and/or their family members, USJ staff members, but also persons not affiliated with USJ. The counselling team works with individuals to examine their personal, emotional and other concerns that might directly or indirectly hinder their studies and/or their day-to-day activities. The counselling team has been working closely with the Office for Student Affairs and actively approaches a student who shows intention to harm himself/herself or others. At times it has effectively mini-

mized disruptive behaviour in classes. However, it has instructions from the Executive Council to be clear about its limited competence and forward serious cases to full professional care.

7.6.2 Students' Wellbeing Programme

The students' wellbeing programme has been implemented for both undergraduate and graduate students. Everyone may require some counselling services from time to time. Others may need special time and attention due to more serious difficulties and dysfunctions. The well-being programme provides the following services: psychological assessment, individual counselling, group counselling, and general consultation services.

7.6.3 Insurance for Students

USJ purchases Personal Accident Insurance for its students that covers the university's educational and internship activities. It includes a quick and effective response in medical emergencies.

7.7 Justification in the case of a student aged less or equal to 16

No student below age 16 was admitted to a degree programme during the academic year of 2013/2014.

7.8 International Competitions and Academic Exchanges

Champion and 1st runner-up of the Simulated Investment Competition

Our student Dennis Chan Ka Chon was placed as champion of the second round of the Simulated Investment Competition, and was the 1st runner-up in the overall result, out of more than seven hundred student participants from colleges in Macao.

Third place in the Business Knowledge Competition

A group of USJ students participated in the Macao Business Knowledge Competition, held on 30 March 2014, and came third. As a reward for the position, the team received a cash-prize of MOP7,000 to be used as a grant or scholarship.



First runner up in the Chinese National Knowledge Competition

The Chinese National Knowledge Competition was organized by the National Conditions Education Association (Macao). They propose a different topic each year. The topic for this year was the Macao Basic Law. The team of USJ students from the Bachelors in Business Administration and Government Studies performed admirably and was first runner-up.

Paper presented in the 2014 International Conference on Creative and Innovative Language and Teaching and Research

Master in Education student Tam Ka Lok 's paper entitled *Using Task-based learning to enhance reading comprehension skills among upper primary students in Macao; a case study undertaken in a Chinese medium school* was accepted to be presented in the 2014 International Conference on Creative and Innovative Language and Teaching and Research.

Second best honour in the Most Creative Design Competition

One of our 3rd year architecture students, Claire Jurado, won the Most Creative Design award in the Suncity Logo Competition.

Hong Kong Debate Open 2013

The HKDO 2013 was the 4th international university level open debate held in Hong Kong. It brought top debating teams from Hong Kong, Korea, Germany, Japan, Sin-

gapore, Philippines, Taiwan, Thailand, UK and Macao (about one hundred teams in total) to verbally and intellectually compete on a range of motions.

Five USJ students from the USJ English Debate Society took part in the Hong Kong Debate Open (HKDO) tournament held from 1 to 3 November 2013 in Honk Kong University of Science and Technology. Three of them joined as trainee adjudicators and two as competitive debaters.

The USJ English Debate Club is working hard to make USJ known for having top quality debaters.





Sports Competitions

Through participation in intercollegiate sport activities, students are challenged physically, mentally and emotionally. The athletic arena is an effective way of cultivating good character, developing leadership skills, building up self-discipline, self-respect, sportsmanship and team spirit. In the past academic year, USJ students actively participated in sports competitions, some of which are list below:

Basketball

USJ participated in three tournaments throughout the last academic year:

<u>ADUM Inter-University Basketball Tournament</u>

Date:	19 January to 23 February 2014
Result:	3th Place Overall
Details:	4 Games (2 Wins, 2 Losses)

GAES Basketball Competition(Male)

Date: 22 February to 16 March 2014

Result: 3th Place Overall, Vincent Wu won 6 personal medals

Details: 5 Games (3 Wins, 2 Losses)

GAES Basketball Competition(Famale)

Date: 22 February to 16 March 2014

Result: 3th Place Overall

Details: 2 Games (2 Losses)





USJ BASKETBALL TEAM
Participants of the 2014 ADUM Men's Basketball Competition

Volleyball

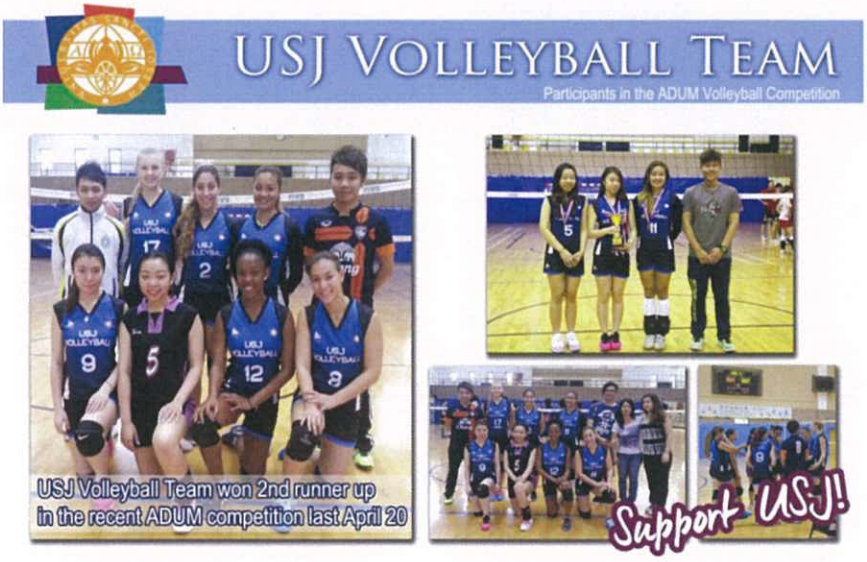
Participated in two tournaments throughout the last academic year:

2013/2104 ADUM Volleyball Competition

Date: 19 April to 20 April 2014

Result: 3rd Place Overall (Female Team)

Details: 3 Games (1 Win, 2 Losses)



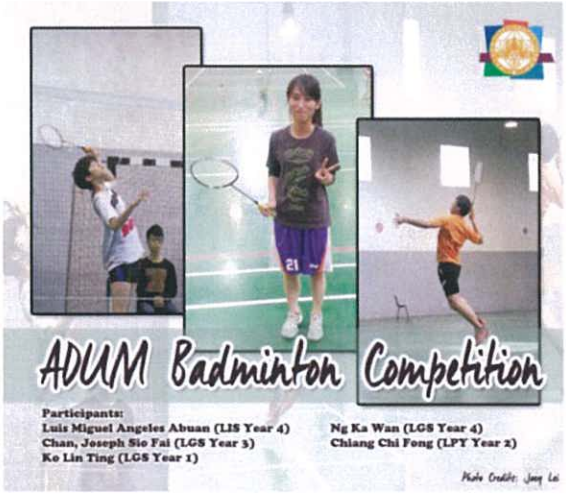
Badminton

Participated in one tournament throughout the last academic year:

ADUM Badminton Competition

Date: 5, 6 and 12 April

Results: Losses in First Round



Soccer

Participated in one tournament throughout the last academic year:

ADUM Soccer Competition

Date: 8, 15, 22, 29 June

Participants: 15

Details: 3 Games (1 Draw, 2 Losses)



PART 8 - FACILITIES AND SPACES

8.1 Library and Other Resources

8.1.1 Library Resources

Our library currently holds a total of around 13,450 volumes in several languages such as English, Chinese, German and Portuguese, and covers all subjects taught at the University. This represents an increase of around 300 books from the previous academic year, due to generous donations of several patrons and institutions and an increased effort to purchase new books and continuously update of our existing collection.

To support our programmes in Religious Studies, Education and Psychology, located at the Saint Joseph's Seminary campus, a new branch of the library was installed on that premises. It contains our resources for Philosophy, Religion, Ancient Languages (Latin, Greek and Hebrew), Education, Psychology, and some general reference works.

One of the most important investments of USJ's Library during this academic year has been in electronic resources. Databases of e-books and journals allow our patrons to have access to hundreds of thousands of the most important and comprehensive full text resources available worldwide for academic communities. At the end of the 2013/2014 academic year more than 370,000 e-books and more than 24,000 journal titles were available to our patrons.

Along with the electronic resources we have also subscribed to tools such as Turnitin, Reference Works and Ezproxy. The use of Turnitin is helping our community check the originality of work submitted for assessment. Refworks is an efficient tool to help organize bibliographic references and is available to the entire academic community.

The implementation of EzProxy has significantly improved off-campus access to our subscribed/paid electronic resources by simplifying the required procedure.

Through our participation in the Macao Academic Libraries Alliance we can now provide our patrons with library alliance cards which allow them to use the library loan services of the other 8 associated libraries. We have been present in all the meetings of the Alliance, including an important visit to several libraries in Portugal, in December 2013, organized by the Tertiary Education Services Office.

8.1.2 Student Residences

Students at USJ can apply for accommodation at the USJ Student Residences, presently managed by the Office for Student Affairs. Residences are available in two different locations (Central Macau and Taipa), with easy access by public transport to the university and to the city centre. All the rooms are furnished, and equipped with air conditioner and wireless access to the Internet. Cleaning service of the common areas is provided on a regular basis. USJ now has a total of 40 beds available for students, but is aware that the service provided does not yet meet the desired standard. The logistics and the quality of this service are now under careful scrutiny, as the university prepares for the added accommodation available in its new campus.

8.1.3 Sport Facilities

Due to the limited sporting facilities available at the existing university campuses, USJ rented sporting facilities from two high schools to provide our sports clubs with venues for training. They are the Indoor Stadium of the Tong Nam School and the CDSJ Court at the Seminary Campus.

Given the limitation of sporting facilities available, the university management decided to renovate the basketball court at the Seminary campus, making it a multifunctional court that can be used for both basketball and volleyball. The installation of a full lighting system means the court can host both daytime and evening activities. The renovation was partially sponsored by GAES. The court will be available for use towards the end of the first semester 2014/2015.

8.2 University Spaces and Facilities

In 2013/2014 the university operated in three separate locations. Besides its main campus in NAPE (3rd floor of Wan Yu Villa, in Rua de Londres, Macao), the university

continued to use the 9th floor of Edifício Centro Commercial Cheng Feng, also in NAPE and only five minutes away from its Main Campus, and the Seminary of Saint Joseph, where it conducted all academic activities for the Faculty of Religious Studies and for the Faculty of Psychology and Education. In total, the area of these campuses was around 74,000 square feet. As the campus in NAPE2 (7th Floor, Kin Heng Long Building) closed at the end of October 2013, it is not included in the total campus area. Altogether, USJ had 34 classrooms available with 1,199 seats. This represented an overall decrease of 1 classroom, due to the change to the Seminary campus, and a decrease of 100 seats compared to the previous academic year, due to a change in layout of some classrooms. The Speakers Hall provides a further 106 seats.

APPENDIX – SUPPLEMENTARY INFORMATION

Ownership and Governance

USJ is owned by the Fundação Católica para o Ensino Superior Universitário (or Catholic Foundation for Higher Education) a foundation set up by the Diocese of Macao and the Catholic University of Portugal as equal partners. The members of the General Assembly, Executive Council and Fiscal Council, as of June 2012, are listed below:

General Assembly	
President	José Lai
Member	Peter Damian Francis Stilwell
Member	José Angel Lopez Legido, OP
Member	Luís Manuel Fernandes Sequeira, SJ
Member	Alberto Santiago Rossa, CMF
Member	Chan Sau San
Member	Yeung Tsun Man Eric
Member	Leong Vai Tac
Member	Sio Chi Wai

Executive Council	
President	Alberto Santiago Rossa, CMF
Member	Yeung Tsun Man Eric
Member	Sio Chi Wai

Fiscal Council	
President	Chan Sau San
Member	José Angel Lopez Legido, OP
Member	Luís Manuel Fernandes Sequeira, SJ

Admissions Plan 2014/2015

We recruited 236 students into our degree programmes in 2014/2015, as listed below:

	2014/2015
Bachelor of Business Administration	35
Bachelor of Government Studies	11
Bachelor of Social Work	24
Bachelor of Psychology	17
Bachelor of Design	12
Bachelor of Communication and Media	38
Bachelor of Architecture	14
Bachelor of Christian Studies	9
Bachelor of Education	33
Master in Business Administration	36
Doctorate Programme	7
Total	236

These numbers are lower than in previous years and reflect an increasingly competitive local Higher Education market, compounded in our case by not yet being allowed to recruit students from Mainland China.

Proposed New Programmes Running in 2014/2015

The Bachelor in Education is offered for the first time in 2014/2015.