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# **Strategic Planning Framework & Process: Some Recent HSUHK Experience**

**Simon S.M. Ho**  
**President, The Hang Seng University of Hong Kong**

**HKCAAVQ Forum, 2 May 2019**



# Riding on the New Era: Private University with a Difference



恒生管理學院  
HANG SENG  
MANAGEMENT COLLEGE

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# Membership of Strategic Planning Group and Sub-groups

## Strategic Planning Group

### Chairman

*Dr Moses CHENG Mo Chi*

Governor & Chairman of College Council

### Members

- *Dr HO Tzu Leung*  
Governor
- *Mr Thomas LIANG Cheung Biu*  
Governor
- *Dr Patrick POON Sun Cheong*  
Governor,  
Chairman of Fundraising and Donation  
Committee & Chairman of  
HSMC-Foundation Management Committee
- *Mr Martin TAM Tin Fong*  
Governor

- *Ms Suzanne CHAN Shet Hung*  
Member of College Council &  
Vice-Chairman of Finance Committee
- *Dr Jacky CHEUNG Wah Keung*  
Member of College Council
- *Professor Simon HO Shun Man*  
President
- *Professor Gilbert FONG Chee Fun*  
Provost
- *Professor HUI Yer Van*  
Vice-President (Academic & Research)
- *Dr Tom FONG Wing Ho [also Secretary]*  
Vice-President (Organisational Development)

### Dates of Meetings

- (i) 8 May 2017
- (ii) 12 September 2017

# Membership of Strategic Planning Group and Sub-groups

## Sub-group I: Robust Curriculum and Programmes

### Conveners

- *Dr Moses CHENG Mo Chi*  
Governor & Chairman of College Council
- *Professor Gilbert FONG Chee Fun*  
Provost

### Members

- *Mr James S. TSIEN*  
Member of College Council
- *Professor HUI Yer Van*  
Vice-President (Academic & Research)
- *Dr Tom FONG Wing Ho*  
Vice-President (Organisational Development)
- *Dr Shelby CHAN Kar Yan*  
Acting Dean of School of Translation
- *Mr James CHANG Chih Yu*  
Associate Dean of School of Communication
- *Mr Ted CHUCK Tat Man*  
Senior Programme Manager of Registry

- *Professor Desmond HUI Cheuk Kuen*  
Professor of Department of Social Science,  
School of Humanities and Social Science &  
Member of Academic Planning and  
Development Committee
- *Professor Thomas LUK Yun Tong*  
Interim Dean of School of Humanities and  
Social Science, Head of Department of  
English & Chairman of Common Core  
Curriculum Committee
- *Dr Brossa WONG Yeuk Ha*  
College Registrar
- *Mr WONG Chun Lam*  
Student Representative

### Co-opted Member

*Dr SIU Sai Cheong*  
Associate Professor of School of Translation

### Secretary

*Ms Lancy HO*  
Assistant to the Provost

### Dates of Meetings

- (i) 13 June 2017
- (ii) 30 August 2017



# Membership of Strategic Planning Group and Sub-groups

## Sub-group II: Innovative Teaching, Learning and Research

### Conveners

- *Professor NYAW Mee Kau*  
Member of College Council
- *Professor HUI Yer Van*  
Vice-President (Academic & Research)

### Members

- *Professor Richard WONG Yue Chim*  
Governor
- *Professor Gilbert FONG Chee Fun*  
Provost
- *Dr Tom FONG Wing Ho*  
Vice-President (Organisational Development)
- *Professor Bradley R. BARNES*  
Dean of School of Business
- *Dr Gavin BUI Hiu Yuet*  
Associate Professor of Department of English, School of Humanities and Social Science & Member of IT Advisory Committee
- *Dr Ben CHENG Ka Ming*  
Associate Director (Teaching and Learning Enhancement) of Centre for Teaching and Learning & Member of Teaching and Learning Quality Committee
- *Professor Francis CHIN Yuk Lun*  
Director of the Deep Learning Research & Application Centre & Member of Research Committee

- *Professor Desmond HUI Cheuk Kuen*  
Professor of Department of Social Science, School of Humanities and Social Science
- *Ms Sarena LAW Yuk Lin*  
College Librarian & Member of Library & Learning Resources Committee
- *Professor Paul LEE Siu Nam*  
Professor of School of Communication & Member of Research Committee
- *Dr Daniel MO Yiu Wing*  
Associate Director (E-learning) of Centre for Teaching and Learning & Member of Teaching and Learning Quality Committee
- *Dr SIU Sai Cheong*  
Associate Professor of School of Translation
- *Professor TANG Man Lai*  
Associate Dean of School of Decision Sciences & Head of Department of Mathematics and Statistics
- *Mr WONG Chun Lam*  
Student Representative

### Secretary

*Ms Ritz HO Lok Yan*  
Assistant to Vice-President (Academic & Research)

### Dates of Meetings

- (i) 22 June 2017
- (ii) 4 August 2017

# Membership of Strategic Planning Group and Sub-groups

## Sub-group III: Transformative Student Experience

### Conveners

- *Dr HO Tzu Leung*  
Governor
- *Dr Tom FONG Wing Ho*  
Vice-President (Organisational Development)

### Members

- *Mr Dannie CHEUNG Kong Ting*  
Member of College Council
- *Ms Rebecca CHAN Po Yu*  
Director of Student Affairs
- *Dr Ben CHENG Ka Ming*  
Residential College Master & Member of  
Residential Colleges Management Committee
- *Dr Paul FUNG Kai Yeung*  
Associate Professor of Department of English,  
School of Humanities and Social Science,  
Residential College Master & Member of  
Student Affairs Committee
- *Mr JIM Sze Chung*  
Manager (Physical Education) of Student Affairs  
Office & Secretary of Committee on Sports and  
Physical Education

- *Ms Maria KWOK Yuk Ling*  
Hall Manager & Member and Secretary of  
Residential Colleges Management Committee
- *Dr Thomas LEUNG Kim Ping*  
Associate Dean of School of Business
- *Dr Jacky LEUNG King Tai*  
Senior Lecturer of Department of Mathematics  
and Statistics, School of Decision Sciences
- *Mr Kingston SUN Kin Sang*  
Associate Head of Campus Development and  
Management Office
- *Dr Brossa WONG Yeuk Ha*  
College Registrar
- *Mr Andy LAI Ka Wing*  
Student Representative
- *Mr WONG Chun Lam*  
Student Representative

### Secretary

*Ms Tammy CHAN Ka Mei*  
Head of College Secretariat

### Dates of Meetings

- (i) 28 June 2017
- (ii) 31 August 2017



# Membership of Strategic Planning Group and Sub-groups

## Sub-group IV: Dynamic Public Engagement and Advancement

### Conveners

- *Dr Patrick POON Sun Cheong*  
Governor, Chairman of Fundraising and Donation Committee & Chairman of HSMC-Foundation Management Committee
- *Professor Scarlet TSO Hung*  
Associate Vice-President (Communications and Public Affairs) & Dean of School of Communication

### Members

- *Dr Jacky CHEUNG Wah Keung*  
Member of College Council
- *Dr Tom FONG Wing Ho*  
Vice-President (Organisational Development)
- *Ms Elisa CHAN Man Wai*  
Director of Advancement and Alumni Affairs Office

- *Dr Collin WONG Wai Hung*  
Head and Associate Professor of Department of Supply Chain and Information Management, School of Decision Sciences
- *Ms Lilian YEUNG Lai Kwan*  
Senior Lecturer of Department of Accountancy, School of Business & Chairman of Alumni Affairs Committee
- *Mr CHOW Pak Chun*  
Student Representative

### Secretary

*Ms Alison WONG Wai Yi*  
Manager of Communications and Public Affairs Office

### Dates of Meetings

- (i) 19 June 2017
- (ii) 6 September 2017



# Membership of Strategic Planning Group and Sub-groups

## Sub-group V: Sustainable Campus and Resources Management

### Conveners

- *Mr Martin TAM Tin Fong*  
Governor
- *Professor Simon HO Shun Man*  
President

### Members

- *Mr Thomas LIANG Cheung Biu*  
Governor
- *Ms Suzanne CHAN Shet Hung*  
Member of College Council &  
Vice-Chairman of Finance Committee
- *Dr Tom FONG Wing Ho*  
Vice-President (Organisational Development)
- *Professor Bradley R. BARNES*  
Dean of School of Business
- *Mr Patrick LAM Man Ho*  
Director of Finance & Member of Resources  
Allocation Committee
- *Dr Hackman LEE Hon Yin*  
Head of Campus Development and Management  
Office

- *Professor Lawrence LEUNG Chi Kin*  
Dean of School of Decision Sciences
- *Mr Cornelius MAN Chi Kwong*  
Registrar
- *Mr Samuel SHUM Tse Ming*  
Senior IT Manager & Member of Space  
Allocation and Facilities Management Committee
- *Professor WONG Po Choi*  
Director of Information Technology
- *Dr Brossa WONG Yeuk Ha*  
College Registrar
- *Ms Mary YEUNG Mi Lan*  
Head of Human Resources Office

### Secretary

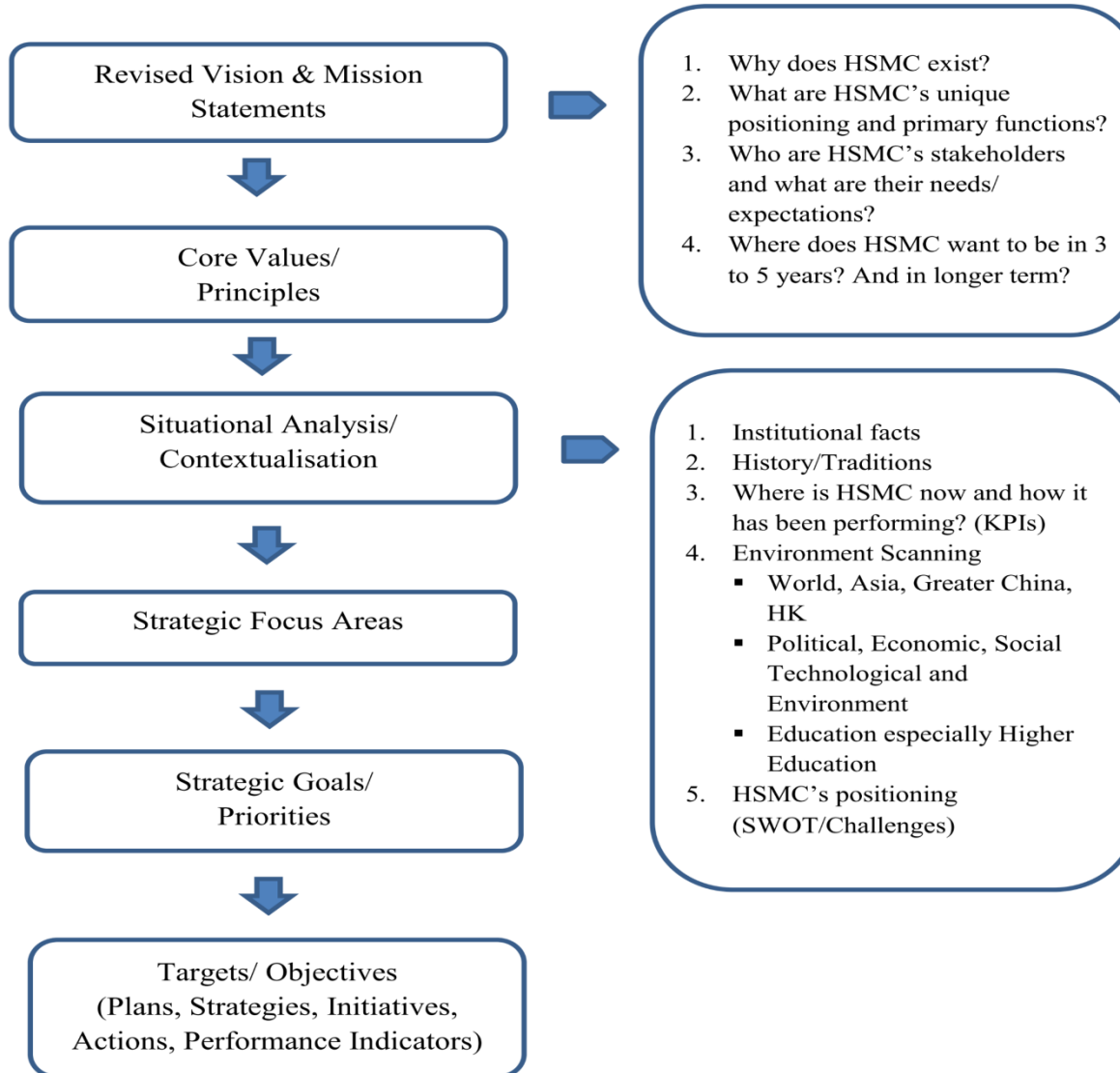
*Ms Zoe HO Ngar Man*  
Senior Executive Officer of President's Office

### Dates of Meetings

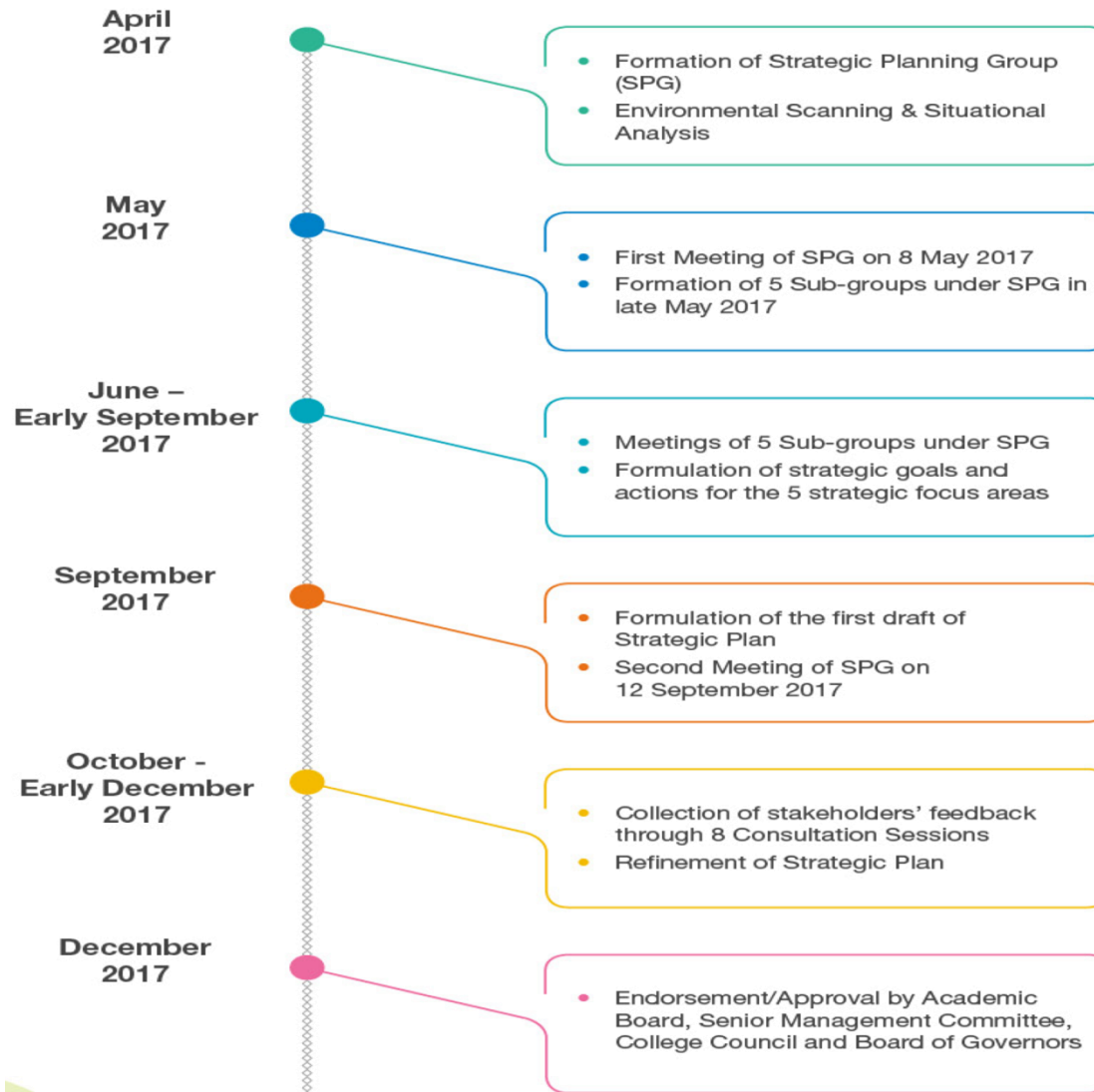
- (i) 29 June 2017
- (ii) 21 August 2017

# HSMC Strategic Planning 2018-2023

## Approach and Framework for Strategic Planning Process



# Formulation Process





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# **Key Profile Indicators (KPIs) 2017/18**





# Key Profile Indicators

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## Students

- Student application number (by year, qualifications, location)
- Student enrolment number (by year, qualifications, location)
- Yield rate
- % of target achieved
- Total enrolment
- Student profile (gender, age, etc.)
- Student admission quality (DES core 5 average scores, each core subject score)
- Students' service satisfaction survey
- Student's self-assessment on learning effectiveness



# Key Profile Indicators

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## Staff

- Job application number
- Staff profile (gender, track, ranks, location, etc.)
- % of professorial staff with PhD
- Professorial-teaching staff ratio
- Teaching hours by full-time teachers: part-time teachers ratio
- Staff-Student Ratio (SSR)
- Academic-administrative staff ratio
- Participation in staff development programmes
- Staff retention (Staff attrition rate)
- Staff satisfaction survey scores



# Key Profile Indicators

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## Teaching & Learning

- Average class size
- Library collections
- English exit test average scores
- Putonghua exit test average levels
- Students' feedback on teaching/learning
- Student GPA and honours distributions
- Student graduation and attrition ratio
- Student scholarships awarded
- Student internship taken
- Student global exposure
- International exchange partnerships
- Number of students applying for residential colleges and number/% admitted
- Graduates' employment or future studies within 4 months upon graduation



# Key Profile Indicators

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## Research

- RGC grant applications and results
- Other competitive grant applications and results
- No. of refereed publications by professorial staff
- No. of funded research activities

## Others

- Donations received
- Campus and total building size
- Positive coverage in the media and public awareness of HSMC





# Summary of SWOT analysis of HSMC

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## Strengths

- 1) Unique Positioning and Education Model
- 2) Good Reputation of HSSC
- 3) Autonomy, Flexibility and Responsiveness
- 4) Strong Academic Team
- 5) Innovative Academic Programmes
- 6) Stringent Quality Assurance Mechanism
- 7) Residential Life Experience
- 8) Research Strengths/Impact of Selected Areas
- 9) Award-winning Green Campus
- 10) Comprehensive Range of Student Support Services
- 11) Quality/Employable Graduates
- 12) Relatively young in history, versatile and dynamic
- 13) Able to cope with the changing and highly competitive socio-economic environment



# Summary of SWOT analysis of HSMC

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## Weaknesses

- 1) Limited Range of Academic Disciplines
- 2) Insufficient Operation Financial Resources
- 3) Limited Campus Capacity
- 4) Limited Internationalisation
- 5) Image Building and Publicity of HSMC
- 6) Small HSMC Graduate Number
- 7) Limited Fundraising Capacity
- 8) Large Outstanding Government Interest-free Loans
- 9) Less competitive staff salary levels
- 10) Relatively short history on academic accomplishments and R&D



# Summary of SWOT analysis of HSMC

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## Opportunities

- 1) The Seventh Matching Grant Scheme
- 2) Additional 300 places from the HKSAR Government's Selected Programmes under Subsidy Scheme for Designated Professions/Sectors (SSSDP)
- 3) The CE-Elect's pledge to subsidise all self-financed degree students
- 4) Recruitment of Non-local students
- 5) Retiree Market
- 6) Support from Alumni
- 7) Joint Degree Programmes with Reputable Institutions
- 8) College-level and School-level signature initiatives



# Summary of SWOT analysis of HSMC

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## Threats

- 1) Decline in the number of Secondary Six Students in Hong Kong
- 2) Keen Competition in the Market
- 3) Uncertain Economy Affecting Fundraising and Government Policies
- 4) Funding concern – not in a level-playing field





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**HSMC Strategic Plan 2018-2023 –  
Riding On the New Era:  
Private University with a Difference**



**恒生管理學院**  
**HANG SENG**  
**MANAGEMENT COLLEGE**

# HSMC Strategic Plan 2018-2023



# HSMC Strategic Plan 2018-2023



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## ❖ **Purpose**

Creating and transferring knowledge, grooming responsible leaders.

## ❖ **Vision**

Aspire to be a leading private liberal-arts-oriented university in the region, recognised for excellence in teaching, learning and research, serving and advancing our society and the world.

## ❖ **Missions**

- To provide students with an all-round transformational and empowering educational experience through its ‘Liberal + Professional’ education model;
- To advance knowledge and to be committed to free enquiry and responsible scholarship; and
- To nurture responsible global citizens and leaders with critical thinking, innovative minds, caring attitude, moral values and social responsibility.

# HSMC Strategic Plan 2018-2023

- ❖ **Motto**  
Erudition and Perseverance
  
- ❖ **Core Values**
  - Mutual Trust
  - Value-addedness
  - Innovativeness
  - Caring Attitude
  - Responsibility





# The Five Strategic Focus Areas

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- (1) Robust Curriculum and Programmes**
- (2) Innovative Teaching, Learning and Research**
- (3) Transformative Student Experience**
- (4) Dynamic Public Engagement and Advancement**
- (5) Sustainable Campus and Resources Management**



# (1) Robust Curriculum and Programmes

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## **Aspiration Statement:**

We aim to promote a student-centred and interdisciplinary curriculum with academic rigour, innovations and flexibility, so that students will be equipped with needed professional knowledge and intellectual competencies and become graduates of choice regionally and globally.



# (1) Robust Curriculum and Programmes

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**Goal 1** - Develop new programmes that support local and regional socio-economic development

- Encourage industrial partners to set up study units/centres on campus, reciprocally, HSMC sets up research/development centres in some external organisations.
- .....
- .....

**Goal 2** - Enhance the academic framework to allow higher flexibility for diverse study modes

- Develop joint programmes with overseas universities to offer students with more programme choices and international experience.
- .....
- .....





# (1) Robust Curriculum and Programmes

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**Goal 3** - Enhance the employability of students in both regional and global contexts

- Diversify the study of foreign languages and cultures, e.g., ASEAN, Middle Eastern, Latin and European, to meet students' and society's needs.
- .....
- .....

**Goal 4** - Strengthen existing programmes with innovation and technology

- Review the Common Core Curriculum and enhance studies in the application of creative technology including AI, big data analytics, Fintech, Blockchain, e-commerce, etc.
- .....
- .....



# (1) Robust Curriculum and Programmes

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**Goal 5** - Augment arts and culture components in curricula and programmes

- Develop more programmes related to arts and culture to meet the future manpower needs of Hong Kong.
- .....
- .....

**Goal 6** - Substantiate the pursuit of academic excellence by enhancing our rigorous quality assurance system

- Strengthen the training on academic quality assurance for relevant staff.
- .....
- .....



## (2) Innovative Teaching, Learning and Research

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### **Aspiration Statement:**

We aim to foster an intellectually challenging and student-centred community that encourages active, collaborative and creative teaching and learning and engages in impactful research for social advancement.



## (2) Innovative Teaching, Learning and Research

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### **Goal 1** - Develop a student-centred learning environment

- Establish the Student Innovation & Entrepreneurial Centre to cultivate the innovative and entrepreneurial mindset of the HSMC students.
- .....
- .....

### **Goal 2** - Foster a creative, multi-disciplinary, collaborative and inclusive teaching and learning culture

- Establish a creative culture hub for planning and organising more creative cultural activities.
- .....
- .....



## (2) Innovative Teaching, Learning and Research

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**Goal 3** - Integrate emerging technologies into curricula and teaching and learning process

- Utilise emerging technologies in at least 90% of the modules to enhance teaching and learning effectiveness.
- .....

**Goal 4** - Enhance teaching through integration of research and professional engagement

- Introduce professional engagement leave to support teachers' industrial/professional attachment and to enhance practical and professional relevance in their teaching.
- .....

**Goal 5** - Emphasise research with demonstrated impact

- Strengthen infrastructure to support policy research by establishing new public policy research centres.



## (3) Transformative Student Experience

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### **Aspiration Statement:**

We are dedicated to equipping our students with the iGPS desired graduate attributes so that they will become positive, collaborative, ethical and responsible global citizens with critical thinking, innovativeness, human caring and social responsibility. These attributes are achievable through a comprehensive and transformative student experience at HSMC.



## (3) Transformative Student Experience

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### Student Learning FIRST

**Goal 1 - First Year Experience** - Facilitate HSMC freshmen's transition from secondary to university education and foster their positive values and attitudes

- Offer Year One students a series of enriched academic-related and co-curricular orientation activities and workshops – “First Year Experience” for holistic learning.
- .....
- .....





## (3) Transformative Student Experience

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**Goal 2 - Internship and International Exposure** – Set progressive goals to provide every undergraduate student with an internship learning experience during the course of their studies, to recruit students outside Hong Kong and to encourage HSMC students going abroad to expand their global perspective

- Introduce a thematic campaign “One Student, One Internship” (local, regional or international learning experience)
- .....

**Goal 3 - Residential College (RC) System** – Fully implement the RC system and integrate living with learning to facilitate learning that is collaborative, ethical and responsible

- Offer credit-bearing Common Core and General Education modules and academic seminars at the RCs to create more academic ambience.
- .....



## (3) Transformative Student Experience

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**Goal 4 - Service Learning and Community Engagement** – Integrate learning with service to the community and widen students’ perspective and understanding of societal needs through experiential learning

- Establish the-first-of-its-kind Centre for Community Engagement in the self-financed higher education sector in Hong Kong
- .....
- .....

**Goal 5 - Technology Intelligence** – Promote the smart and comprehensive uses of technologies among students

- Promote “Smart IT among students and to empower them to become collaborative, ethical and responsible users of IT for learning, services, communication, and work.
- .....
- .....



## (4) Dynamic Public Engagement and Advancement

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### **Aspiration Statement:**

We strive to build up the College's reputation/image as a preferred private tertiary institution with uniqueness in liberal arts education, strong public recognition, and wide community support in various forms for our continuous development.



## (4) Dynamic Public Engagement and Advancement

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### **Goal 1** - Promote the College's uniqueness in liberal arts education

- Invite local and overseas successful/renowned figures to College-wide functions to introduce the benefits of liberal arts education.
- .....
- .....

### **Goal 2** - Strengthen relationships with external and internal stakeholders

- Participate actively in the UNESCO Global Humanities Chair Project for HSMC is the only invited Full Collaborative Member in Hong Kong (as well as one of the five in the world).
- .....
- .....



## (4) Dynamic Public Engagement and Advancement

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**Goal 3** - Feature the College as a preferred tertiary institution among prospective students and parents, and the College's graduates as employers' choice

- Strengthen and expand the collaboration with industrial partners and professional organisations for job placement/internship, including bonding scholarships that can extend the internship period.
- .....
- .....

**Goal 4** - Encourage student participation in College-wide activities and external events

- Reinforce support in various forms for students who participate in sports, music, arts and cultural activities to broaden their perspectives and enhance their soft skills.
- .....



## (4) Dynamic Public Engagement and Advancement

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### Goal 5 - Foster initiatives on community involvement

- Solicit funds from external parties to set up a reward system under which students' voluntary work hours can be translated into cash donation to charitable organisations or the HSMC's Students' Union.
- .....
- .....

### Goal 6 - Enhance fundraising programmes to solicit donations

- Develop new fundraising programmes and means including alumni monthly giving scheme and internet-based fundraising scheme.
- .....
- .....



## (5) Sustainable Campus and Resources Management

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### **Aspiration Statement:**

We believe that the management and operations of the College shall be effective, efficient, accountable, collaborative and responsive, through robust and sustainable planning, allocation and optimisation of financial, human, information and physical resources, to support and advance teaching and learning, research and service.





## (5) Sustainable Campus and Resources Management

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**Goal 1 - Financial Resources** – Diversify revenue sources by growing income from alternative sources other than donations

- Increase other revenues from executive training, consultancy, applied research, continuous professional development programmes jointly offered with professional bodies.
- .....
- .....



## (5) Sustainable Campus and Resources Management

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**Goal 2 - Financial Resources – Revamp and enhance financial resources allocation model for supporting and achieving the strategic goals of the College while maintaining cost-efficiency and financial stability**

- Enhance the resources allocation model in light of the development priorities for academic and learning and campus facilities.
- .....

**Goal 3 - Space and Facility Resources – Expand Gross Floor Area (GFA) and optimise the utilisation and management of space**

- Re-develop the existing College Hall (connecting to Block M) to become a 10-storey tower housing the creative art and design related disciplines, upon funding availability.
- .....
- .....



## (5) Sustainable Campus and Resources Management

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**Goal 4** - Space and Facility Resources – Conduct facilities improvement for sustainable development

- Identify areas for improvement and enhancement, including connectivity and barrier-free access among old and new building facilities.
- .....

**Goal 5** - Human Resources – Strengthen staff competency and succession planning through effective recruitment and successful staff development programmes

- Formulate effective staff succession plan for different levels of staff.
- .....

**Goal 6** - IT and Data – Develop HSMC into a Smart University, using smart technologies, developing smart applications, and introducing smart practices to empower staff and students, streamline management and operations, and to transform teaching and learning

- Smart Management – introduce data analytics as information resources for supporting planning and management.



## (5) Sustainable Campus and Resources Management

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**Goal 7** - Operations Management and Sustainability – Further improve administrative and support processes for operational efficiency

- Expand e-processes and integration of operation systems for process efficiency.
- .....
- .....

**Goal 8** - Operations Management and Sustainability – Strengthen the institutional framework for effective risk management and accountability

- Formalise the management structure for effective risk management and mitigation of compliance, financial and reputational risks.
- .....
- .....

# Consultation Sessions



Date	Target Stakeholders
(i) 11 October 2017 - <i>English Session</i>	HSMC Academic Staff
(ii) 14 October 2017 - <i>Cantonese Session</i>	Parents
(iii) 17 October 2017 - <i>Cantonese Session</i>	HSMC Students
(iv) 9 November 2017 - <i>English/Cantonese Session</i>	HSMC Students
(v) 16 November 2017 - <i>Cantonese Session</i>	HSMC Governors and College Council Members
(vi) 22 November 2017 - <i>Cantonese Session</i>	HSMC Academic Staff, Management & Support Staff and Alumni
(vii) 1 December 2017 - <i>Cantonese Session</i>	HSMC Management & Support Staff
(viii) 5 December 2017 - <i>Cantonese Session</i>	Employers



# Wrap-Up of Some Experiences

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- ❖ Involvement of stakeholders as representative as possible
- ❖ A broad directional plan vs. a detailed plan with timelines, resources needs & target indicators
- ❖ The plan should consist of new strategic goals/actions rather than incremental enhancements of existing strategies
- ❖ The strategic goals/actions should address the weaknesses and threats described in the SWOT analysis

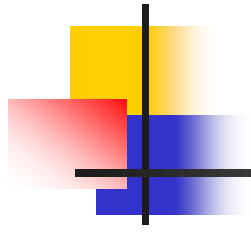


# Wrap-Up of Some Experiences

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- ❖ Iterate until it is done
- ❖ Cannot be over-communicate
- ❖ Ensure the plan is implementable, operable and measurable
- ❖ Quality of plan \* Quality of implementation
- ❖ Update and keep it relevant





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**Thank You!!**