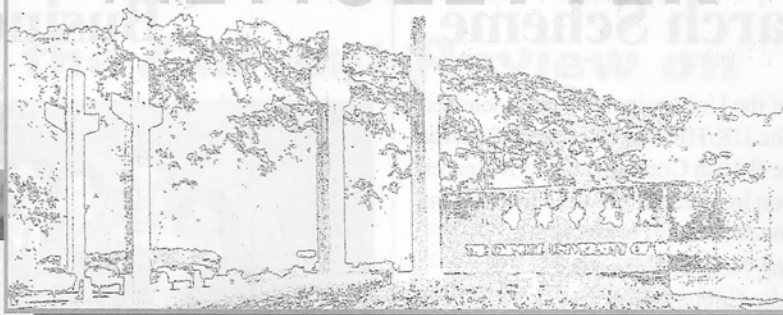


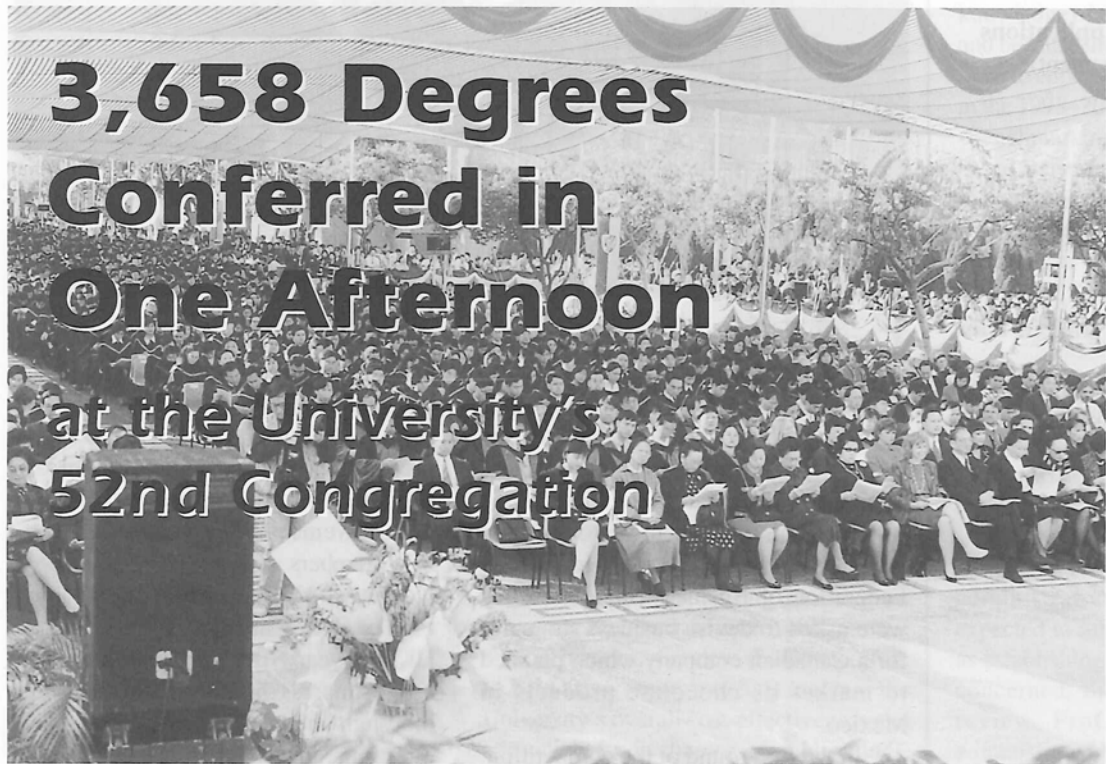
CUHK NEWSLETTER

The Chinese University of Hong Kong

Vol. 8•1 No. 100 4th January 1997



3,658 Degrees Conferred in One Afternoon at the University's 52nd Congregation



Graduates posing for photos with family and friends

Academic procession entering the ceremonial ground



On the afternoon of 12th December 1996, the Rt. Hon Christopher Patten, Governor of Hong Kong, officiated at the University's 52nd congregation for the last time as Chancellor and conferred 3,658 degrees in a ceremony that lasted two hours. By the time of the University's next congregation, Hong Kong will have become a Special Administrative Region of China and there will be a new chancellor presiding over the ceremony.

The 52nd congregation was however the first degree-conferring congregation that Prof. Arthur K. C. Li attended as vice-chancellor of the University. The academic procession for the ceremony consisted of 136 members.

On the occasion honorary doctorates were awarded to three distinguished persons. Sir Michael Atiyah, OM, FRS, was conferred the degree of Doctor of Science, *honoris causa*. A world-renowned mathematician, Sir Michael is the immediate past president of the Royal Society in the UK, as well as Fields Medallist and Master of Trinity College at Cambridge. Dr. Lee Hon-chiu, JP, chairman and managing director of Hysan Development Company Ltd., and the Hon. Rosanna Wong Yick-ming, CBE, JP, convener of the Executive Council, received the degree of Doctor of Laws, *honoris causa*. Their citations were written and delivered by Prof. Serena Jin and Prof. Andrew Parkin, who have served as public orators since the 49th congregation in 1995.

Sir Michael was originally scheduled to address the congregation but due to health reasons, he had to cancel his trip to Hong Kong. His speech was delivered by Prof. Andrew Parkin on his behalf.

In his speech, Sir Michael emphasized the importance for a university to maintain close links with the local community as well as the worldwide community of academic learning. He wishes that ties between the UK and Hong Kong, particularly in the academic context, would continue to be strong in the future.

Of the other 3,655 graduates this year, 3,123 were awarded bachelor's degrees, 463 master's degrees, 68 Ph.D degrees, and one MD degree. The number of doctorate recipients this year was a record high, and among them is the University's first Ph.D in music.

On the same day, the four colleges and the Part-time Degree Programmes also held graduation ceremonies for their graduates separately. Everywhere on the campus could be found radiant students in academic gowns, bouquets in hand, posing for photos with family members, friends, fellow graduates, and their teachers. ○



Procession members stand solemnly on stage as the national anthem is played

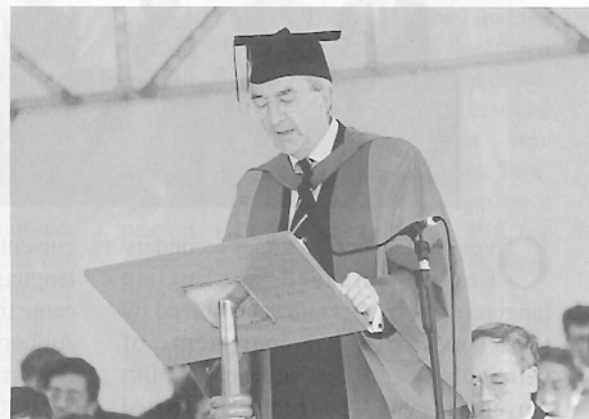
First degrees are awarded en bloc under stage



Very light-hearted after the ceremony: (from left) Mr. Anthony Neoh, Vice-Chairman of the Council; Dr. Lee Hon-chiu; the Rt. Hon. Christopher Patten; Dr. the Hon. Rosanna Wong Yick-ming; Prof. Arthur K. C. Li



Higher degrees are conferred individually on stage



Public Orator Prof. Andrew Parkin delivering the citation of Sir Michael Atiyah

Nine Projects Win Support from UK/HK Joint Research Scheme

Nine research projects involving staff members of the University have been selected for funding to the tune of HK\$539,095 under the UK/HK Joint Research Scheme 1996/97. The scheme was established in 1991 by the British Council and the Research Grants Council of Hong Kong to promote cooperation in research between institutions of higher education in UK and Hong Kong. The nine successful projects are:

- **Articulatory Controlled Speech Synthesis Using Neural Networks**
 - *CUHK investigator:* Prof. P. C. Ching (Electronic Engineering)
 - *Partner institution:* University of Liverpool
 - *Grant:* HK\$65,000
- **Neural-Network-Based Multiple Models for Adaptive Control Applications**
 - *CUHK investigator:* Prof. K. P. Lam (Systems Eng. & Eng. Management)
 - *Partner institution:* Oxford University
 - *Grant:* HK\$70,195
- **Cooperative Constraint Satisfaction among Intelligent Agents**
 - *CUHK investigators:* Profs. H. F. Leung and H. M. Lee (Computer Science & Engineering)
 - *Partner institution:* Imperial College
 - *Grant:* HK\$77,700
- **A Comparison of *Acinetobacter* spp Distribution in Human and in Raw Vegetables in Hong Kong and London**
 - *CUHK investigator:* Prof. Elizabeth Houang (Microbiology)
 - *Partner institution:* Laboratory of Hospital Infection, Central Public Health Laboratory
 - *Grant:* HK\$70,000
- **Intrapartum Monitoring Using the Fetal Electrocardiogram (FECG)**
 - *CUHK investigator:* Prof. Daljit Singh Sahota (Obstetrics & Gynaecology)
 - *Partner institution:* University of Nottingham
 - *Grant:* HK\$46,200
- **Asymmetric Metal-Catalysed Polymerisation**
 - *CUHK investigator:* Prof. K. S. Chan (Chemistry)
 - *Partner institution:* University of Cambridge
 - *Grant:* HK\$50,000
- **Sequence Analysis of Natural & Modified Oligonucleotides Using Ultra-high Resolution Fourier Transform Ion Cyclotron Resonance Mass Spectrometry**
 - *CUHK investigator:* Prof. Dominic T. W. Chan (Chemistry)
 - *Partner institution:* Warwick University
 - *Grant:* HK\$60,000
- **Lexical Semantic Representation and Processing**
 - *CUHK investigator:* Prof. Hsuan-chih Chen (Psychology)
 - *Partner institution:* University of London
 - *Grant:* HK\$50,000
- **The Roles of Welfare Systems in Promoting Production and Family Support**
 - *CUHK investigator:* Prof. Wong Chack-kie (Social Work)
 - *Partner institution:* University of Sheffield
 - *Grant:* HK\$50,000

English Teaching in Secondary Schools



Over 200 teachers of upper secondary English attended an English language teaching seminar organized by the University's Department of Curriculum and Instruction on 30th November 1996. The theme, 'Integrated Skills: Teaching and Testing', reflected secondary teachers' concern about the

current task-based approach to second language teaching and testing. Speakers came from the Hong Kong Examinations Authority and the Government Education Department. There was also a session where three teachers were invited to share their teaching and testing experiences with the audience.

BBA Students Devise the Best Business Strategy



For the second time in two years, students from the University's Faculty of Business Administration won the championship of the Business Strategy Competition by producing the Business Administration Paper of the Year 1996.

Six teams took part in the competition which was organized by the Hong Kong Federation of Business Students. They were asked to devise business strategies for a Canadian company which planned to market its chocolate products in Mexico.

In the first round of the competition, written reports submitted by the six participating teams were assessed by a

panel comprising teaching staff from local universities and business professionals. Four teams were then selected for the second round, which was an oral presentation, held at the Hong Kong Convention and Exhibition Centre on 30th November 1996.

Members of the CUHK team were Norris M. N. Lam, Katie K. K. Kong, Franky C. S. Chung, and David M. Ku, all final-year BBA students. They were able to impress the adjudicators with their thorough analysis, excellent response to questions and convincing presentation, and captured the overall championship in the competition.

New Academic Programmes

The University Senate recently approved the introduction of nine new programmes in the academic years 1996-97 and 1997-98.

1996-97

- Master of Science Programme in Information Engineering (part-time self-financing programme)
- Master of Clinical Pharmacy Programme (part-time self-financing programme)
- Diploma Programme in Telecommunication Technology and Management (offered by the School of Continuing Studies)
- Certificate Programme in Putonghua (self-financing programme jointly offered by the Faculty of Education, New Asia Yale-in-China Chinese Language Centre, and the Hong Kong Institute of Educational Research)

1997-98

- Doctor of Philosophy Programme in Philosophy (replacing the existing Doctor of Philosophy Programme in Chinese Philosophy)
- Doctor of Education Programme
- Minor Programme in European Studies
- Master of Science Programme in Electronic Engineering (part-time self-financing programme)
- Master of Science Programme in Systems Engineering and Engineering Management (part-time programme)

BA Faculty Strengthens Interaction with Secondary Schools

Career masters and mistresses from local secondary schools attended a meeting held by the Committee on Undergraduate Studies in Business, Faculty of Business Administration, on 7th December 1996. The meeting began with a welcoming speech by Prof. C. F. Chan, associate dean (undergraduate studies) of the Faculty, followed by a video show which explained the structure of the Bachelor of Business Administration (BBA) programmes and

student life at CUHK. Prof. Dennis Fan, associate director of the BBA programmes, briefed the participants on the programmes' main features. At the end of the presentations, participants were given a chance to ask questions. It is hoped that the career counsellors and the students they assist would be better informed of the admission criteria and curriculum requirements of the University's BBA programmes.

The Day of Reckoning Has Come?

How to Interpret the Current Review on Management Efficiency

The University Grants Committee (UGC) will conduct a management review of all the local institutions of higher learning from mid to late 1997. In the meantime, on the eve of the review, the University has set up its own Task Force on Management Efficiency to review the performance of its administrative units and some teaching departments. Appointed by the vice-chancellor, the task force consists of Prof. Liu Pak-wai as chairman, Dr. Chen Fong-ching, Prof. Leslie Lo, Prof. Eden Yu, and Mrs. Kim Cheng as members, and Ms. Vivian Ho as secretary.

Has the task force been created proactively in anticipation of the UGC review? If so, why is its focus not on management *per se* but management efficiency? Why is performance at issue and not processes? Prof. Liu explains that the preparation of the strategy and agenda for the forthcoming UGC review is only one purpose of setting up the task force. The other and more important purpose is to prepare the University for the announced slashes in the government's budget for tertiary institutions in the 1998–2001 triennium. Covering both teaching and administrative units but with the latter as the focus, the review is expected to last two to three years.

How does the task force define efficiency? 'From an economics point of view,' Prof. Liu explains, 'efficiency has not been achieved if given the same resources, it is possible to increase output through changes in organization or procedures, or if the same output can be maintained with less resources. The affirmation of either of these two scenarios means that there's room for efficiency improvement. In other words, operations

were not efficient initially.' Prof. Liu further emphasizes that efficiency should not be equated with the amount of output produced unless resources allocated are taken into consideration. For example, a unit can be very productive in output yet inefficient if it enjoys overabundant resources.

In the context of the University, Prof. Liu says the primary concern of the task force is to see whether a unit should be restructured, and in cases where the structure leaves little to be improved, whether procedures can be simplified, in order to increase productivity without feeding in extra resources. If there is a need to tighten belts further, the task force will examine whether resources allocated to a unit can be cut without affecting the quality of its services.

Prof. Liu also emphasizes that despite the anticipated budget cut, the University has no plans to lay off staff members. Savings will be achieved through attrition on the one hand, and organizational restructuring and re-engineering of processes based on review results on the other. The current review should therefore be held as an exercise to help increase the University's overall cost-effectiveness and accountability in the use of public funds. The task force would wish unit heads to work *with* them, as partners, to tide the University over in a period of financial stringency.

To collect management information on the units under review, the members of the task force will speak to the unit heads as well as middle-ranking management personnel. The fact-finding work will be undertaken by Mrs. Kim Cheng and her internal audit team, who will go over statistics submitted by the units to see if

resource deployment is efficient, and use them to set up performance indicators for individual tasks. The views of the unit heads will be solicited because they are supposed to have full knowledge of the unit's daily workings and because they are the ones who will have to cope with the cuts in resources in the 1998–2001 triennium. Prof. Liu says, 'Benchmarking is useful in assessing task-based performance. We can for example gauge performance by the length of wait for a doctor at the clinic. Similarly, although the work of the whole Registry cannot be judged by a single performance indicator, the time lapse between a student's request for transcripts and their receipt can serve as a performance indicator for that particular task.' The indicators will also be reviewed regularly and compared with those of other tertiary institutions to ensure their feasibility.

Since the teaching departments take up a much larger share of resources than the administrative units, cuts in costs are expected to affect them more. But insofar as establishing performance indicators are concerned, they are in less urgency of review. Prof. Liu explains: 'Unlike administrative units whose performance is difficult to measure unless we do this kind of review, there are systematic indicators for the faculties. Resource allocation to teaching departments has been based on performance under the one-line budget whereas that to administrative units has so far been based on convention.' For this reason review of the academic departments will focus on departmental procedures in budget planning and the cost-effectiveness in the use of allocated resources under the one-line budget.



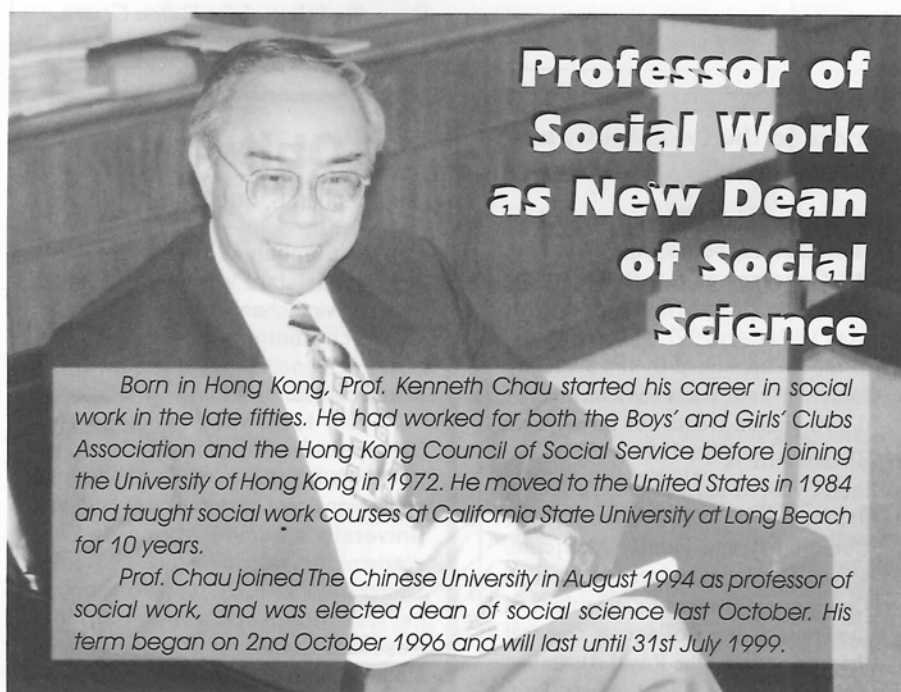
Prof. Liu Pak-wai

Where necessary, the expertise of external management auditors will also be sought, but the bulk of the review will fall on the task force. Would engaging experts independent of the University for the entire process lend it more credibility? Prof. Liu's answer is a qualified yes: 'There are other considerations. External consultants may not understand the administrative processes in the University as thoroughly as someone in the University. Moreover, in the less complex cases, contribution they make may not be significant enough to justify their high costs. Hence, they will be engaged on a selective basis.'

To date the review of the Buildings Office has been going on and that of the University Health Service has just begun. The Bursary will be the next to follow. The order of review however in no way reflects the existing efficiency of units, says Prof. Liu.

The task force will discuss review findings with the heads of units who will be consulted in drawing up a list of recommendations for change. The report will then be submitted to the Vice-Chancellor. Decisions on what action to take lie with the Vice-Chancellor who heads the Resource Allocation Committee, and who will certainly consult bodies such as the AAC and AAPC before important changes are implemented. ○

Piera Chen



Professor of Social Work as New Dean of Social Science

Born in Hong Kong, Prof. Kenneth Chau started his career in social work in the late fifties. He had worked for both the Boys' and Girls' Clubs Association and the Hong Kong Council of Social Service before joining the University of Hong Kong in 1972. He moved to the United States in 1984 and taught social work courses at California State University at Long Beach for 10 years.

Prof. Chau joined The Chinese University in August 1994 as professor of social work, and was elected dean of social science last October. His term began on 2nd October 1996 and will last until 31st July 1999.

New dean of Social Science, Prof. Kenneth K. L. Chau believes his role as faculty dean is still evolving. 'With the implementation of the one-line budget which entails decentralization of responsibilities and authority,' he explains, 'many roles and functions that have previously been under the dean's office are now transferred to the departments where

most of the decisions are made. Hence the role of the dean is still formulating and in that sense, it is relatively new.' According to what Prof. Chau rather modestly calls his post-election 'impressions', however, the role is primarily that of a coordinator who tries to ensure that departments within the faculty are operating in ways that complement one another. He also observes

that the dean has an important role in supporting departmental curriculum renewal, innovations and research initiatives.

Now in its 33rd year, the faculty is well-established and well-known. It has enjoyed, as Prof. Chau says, the leadership of many 'talented and capable' deans, and has under its belt many accomplishments spanning China, Hong Kong and the Asia-Pacific region, especially in the area of research. Through the professional interests of faculty members and their participation in consultancy projects and Hong Kong's social affairs, the Faculty of Social Science has maintained a very close link with what's happening in the community at large.

The faculty has been engaged in a process of continual self-review and self-renewal to keep abreast of societal developments, especially those anticipated under 'one country, two systems'. In the next few years, it plans to develop mechanisms whereby the quality and social relevance of the curricula and programmes of studies offered by its departments can not only be maintained but also improved. The faculty will also be reviewing its research ties with society. Prof. Chau feels there is a great need for the faculty to identify areas of strategic importance for interdisciplinary cooperation among its departments, in order that 'their interests,

professional expertise, and research efforts may bring forth maximum social impact and contribute significantly to the formulation of social policies.'

A challenge the faculty will face is 'continual renewal in the light of shrinking resources', to quote Prof. Chau, or rather, continual renewal in spite of shrinking resources. He points out, 'We're not talking about having additional resources for expansion. We're talking about zero growth. Given this context, we need to see what areas in our existing programmes have been meeting societal demands, whether we want to continue in that direction, and what new developments we should embark upon to respond to emerging needs...'

Earlier Prof. Chau mentioned that the Faculty of Social Science has benefitted from the leadership of many different deans. How does he think his background in social work can contribute to his new administrative duties? 'I don't know,' Prof. Chau says, 'An administrator can be a person with any background. But for someone from the field of social work, there may be more concern for social issues, social demands, and greater emphasis on participatory planning.' He doesn't know if that would be helpful to the faculty, but he certainly hopes it would. ○

Piera Chen

宣布事項 ANNOUNCEMENTS

《個人資料(私隱)條例》

Personal Data (Privacy) Ordinance

《個人資料(私隱)條例》(香港法例第486章)已於一九九六年十二月二十日起生效。此條例的目的是保障在世人士在個人資料方面的私隱。作為資料使用者，大學會遵守條例中所列載有關保障資料原則的主要規定，確保所儲存的個人資料準確無誤，及有妥善的儲存方法，並依照在收集資料時所說明的目的使用該等資料。

大學各圖書館、各書院院務室及各學院院務室均備有有關條例的副本及由個人資料私隱專員公署印發的資料冊，以供查閱。

校方已指派下列部門處理根據有關條例要求查閱資料及改正資料等事宜：

有關下述人士的個人資料

人事處(電話: 2609 7286)	本校僱員
教務處(電話: 2609 8944)	本校學生
校友事務處(電話: 2609 7860)	本校校友
大學秘書處(電話: 2609 7224)	其他人士

The Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong) has come into force since 20th December 1996. Its purpose is to protect the privacy interests of living individuals in relation to personal data. The University as a data user undertakes to comply with the key requirements of the data protection principles contained in the Ordinance. The University will make sure that personal data kept by the University are accurate, securely kept and used only for the purpose for which they have been collected.

Copies of the Ordinance and information booklets issued by the Office of the Privacy Commissioner for Personal Data are available for consultation at the University Libraries, College Offices and Faculty Offices.

The University has assigned the following offices to handle personal data access and correction requests pertaining to this ordinance:

Personnel Office (tel. 2609 7286)	Personal data relating to Appointees of the University
Registry (tel. 2609 8944)	Students of the University
Alumni Affairs Office (tel. 2609 7860)	Alumni of the University
University Secretariat (tel. 2609 7224)	All other persons

公積金投資成績

Investment Returns of Superannuation Schemes

總務處公布公積金各項投資基金於一九九六年十一月份之投資增長如下：

	1995 計劃	1983 計劃	基準指數
(未經審核數據)			
增長基金	5.54%	6.72%	5.14%
平衡基金	4.85%	5.01%	4.20%
穩定基金	3.09%	3.09%	2.51%
貨幣市場基金	0.50%	0.46%	0.48%
銀行存款	0.43%	0.43%	0.44%

From the Bursary

The returns for the month of November 1996 in the Designated Investment Funds of the 1995 Scheme and 1983 Scheme are as follows:

	1995 Scheme	1983 Scheme	Benchmark Return
(unaudited)			
Growth Fund	5.54%	6.72%	5.14%
Balanced Fund	4.85%	5.01%	4.20%
Stable Fund	3.09%	3.09%	2.51%
Money Market Fund	0.50%	0.46%	0.48%
Bank Deposit Fund	0.43%	0.43%	0.44%

陳毓祥子女教育基金

消息由校友事務處提供：

香港中文大學教師協會、香港中文大學職員協會、香港中文大學評議會及香港中文大學校友會聯會最近將廿一萬港元捐款交予陳毓祥先生遺孀劉舜卿女士，作為陳氏子女的教育基金。劉女士接受贈款時，對四會的支持及慰問表示深切感謝。

陳毓祥為本校校友，於一九八零年獲頒傳播哲學碩士學位，去年九月參與保釣運動不幸捐軀。四會隨即合設「陳毓祥子女教育基金」，並呼籲中大師生、校友及社會人士踴躍捐款，以表達對陳氏的敬意，以及對其遺屬的支持。

該基金捐款戶口現設恒生銀行，戶口號碼為 293-005-005-003，歡迎各界繼續踴躍捐款。該戶口將於本月十一日結束，戶口結餘會悉數交予陳氏遺屬。查詢請電二六零九七八七三。

中文大學出版社 The Chinese University Press



《中國評論：一九九六》

《中國評論》每年定期出版，由不同學者編輯、撰稿，務期為關心中國的人士提供最新的觀察和評論。

《中國評論：一九九六》是評析中國過去一年各方面發展和問題的專著。

一九九五年是中國高層政治的轉折點：江澤民的地位上升和鄧小平的進一步隱沒標誌著後鄧時代的開始。去年，江已明顯從組織建制上加強其權力基礎。現時，人們最關心的問題是如何在政治相對穩定的情況下，打擊經濟改革所帶來的貪污問題；而中國也修訂了公司法、擔保法等法律，以保障商人投資。前兩年實施的經濟緊縮政策終見成效，經濟溫和增長而通貨膨脹未見大幅攀升。

一九九六年的《中國評論》除論述有關政治、經濟和社會等核心論題外，還包括眾所關注的中美歧視、中國與鄰近國家的關係、海峽兩岸關係的發展，以及一些過往較少論及的範圍如中國人口、生活趨勢轉變問卷調查等，內容深具啟發性。

此書收論文十五篇，由汪丁丁編輯，作者俱為對中國各方面素有研究的海內外學者及專業人士。

國際統一書號 962-201-755-X，四百八十八頁，精裝本，二百六十港元。

大學同人在富爾敦樓大學書店購買此書，可獲八折優待。



The Other Hong Kong Report 1996

Edited by Nyaw Mee-kau and Li Si-ming, *The Other Hong Kong Report 1996* — the eighth publication in the series since its debut in 1989 — follows the tradition established in

previous years. It includes contributions from academics, journalists, social and political commentators, who expound on topics in their specialization. This year's report covers a wide range of political, economic, social, and cultural issues, focusing primarily on what is known as the 'late transitional period' — July 1995 to June 1997, a period in which Hong Kong-centred sentiments and Chinese patriotism surface hand-in-hand. Several new chapters have been added, on such topics as China's administration over Hong Kong, consumerism, sports and recreation, as well as Hong Kong-Taiwan relations.

ISBN 962-201-715-0, paperback, 582 pages, HK\$168

The book will be sold at a 20 per cent discount to staff members at the University Bookshop, John Fulton Centre.

Service to the Community and International Organizations

- Prof. Kenneth Young, pro-vice-chancellor, has been appointed by H.E. the Governor as a member of the Education Commission for one year from 1st January 1997. Prof. Young has also been appointed by the Secretary for Health and Welfare as a member of the Radiation Board for three years from 1st December 1996.
- Prof. Cynthia Shiu Yee Chan, associate professor in the Department of Community and Family Medicine, served as chief examiner for the 1996 Conjoint Fellowship Examination of the Hong Kong College of General Practitioners and the Royal Australian College of General Practitioners. Prof. Chan has also been invited to serve as a member of the expert subcommittee on grant applications and awards of the Health Services Research Committee from July 1996.

(All information in this section is provided by the Information and Public Relations Office. Contributions should be sent direct to that office for registration and verification before publication.)

Obituary

Mr. Stephen C. Soong (1919-1996)

Mr. Stephen C. Soong, formerly special assistant to the University's founding vice-chancellor, director of the Research Centre for Translation and editor of *Renditions*, passed away on 3rd December 1996.

From 1968 when he joined The Chinese University of Hong Kong until he left its employ in 1984, Mr. Soong made significant contribution to both the University's administration and its academic development. After 1984, Mr. Soong's ties to CUHK remained strong: he was honorary adviser to the Research Centre for Translation and made generous donations in support of its programmes. He was also a well-known writer, critic and literary editor whose research interest spanned the fields of Chinese classical fiction and poetry, English literature, comparative literature and translation studies.

Mr. Soong is survived by his wife Mae, children Elaine and Roland, son-in-law Don Kingman Jr., and grandchildren Melissa and Johnathan Kingman.

Information in this section can only be accessed with **CWEM password**.

若要瀏覽本部分的資料，
請須輸入**中大校園電子郵件密碼**。

中大通訊 CUHK NEWSLETTER

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2. 來函或投稿請寄沙田香港中文大學秘書處出版事務處〈中大通訊〉編輯部（電話 2609 7297，圖文傳真 2603 6864，電子郵遞 pub2@uab.msmail.cuhk.edu.hk）。
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1. The *Newsletter* is published on the 4th and 19th of each month.
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截稿日期 Deadlines for Contributions

期數 Issue no.	出版日期 Issue date	截稿日期 Deadline for contributions
101	19.1.97	2.1.97
102	4.2.97	16.1.97
(農曆年假休刊 No publication during Lunar New Year Holidays)		
103	4.3.97	14.2.97
104	19.3.97	28.2.97
105	4.4.97	14.3.97
106	19.4.97	2.4.97
107	4.5.97	16.4.97
108	19.5.97	2.5.97
109	4.6.97	16.5.97
110	19.6.97	29.5.97

香港中文大學出版事務處出版

編輯：梁其汝 助理編輯：李琪 蔡世彬 陳偉珠 製作：黎寶翠 梅潔媚

Published by the Publication Office, The Chinese University of Hong Kong

Editor: Amy K. Y. Leung Assistant Editors: Lawrence Choi, Piera Chen, Shalini Bahadur Graphic Designers: Stella P. C. Lai, May K. M. Mui

印刷：鮑思高印刷有限公司

Printing: Don Bosco Printing Co. Ltd.

未雨綢繆

校方致力提高工作效率 應付政府削減撥款舉措



廖柏偉教授

成立專責小組

大學教育資助委員會今年下半年會為本港七所大學開展「管理檢討」(Management Review)，以期改進院校的資源分配和規劃機制；本校去年十一月則成立「管理效率專責小組」(Task Force on Management Efficiency)，負責檢討校內單位的成本效益，認定成本裁減的可能性和制訂工作表現指標，審核單位的組織架構和工作程序，並於有需要時提出重組建議。小組又會協調一切與教資會管理檢討有關的事宜。

究竟「管理檢討」和「管理效率」檢討有何差異？大學的整體管理和單位各自的管理效率又是否同一回事？專責小組的主席廖柏偉教授解釋，名稱相異只是字眼不同，實則所指一樣。由於專責小組的工作並非只為應付教資會的管理檢討，所以用另一個名稱較為恰當。政府已決定在下一個撥款期（一九九八至二零零一年）削減各院校的資助額一成，校方必須部署相應的節流措施，故而要檢討校內的管理效率。整個檢討為期兩至三年，跨越教資會的管理檢討期限。

政府已決定在下一個撥款期削減各院校的資助額一成，校方必須部署相應的節流措施，故而要檢討校內的管理效率。

主力檢討行政單位效率

廖教授強調，受檢核並非代表單位存有管理問題，而檢核的先後次序也不反映問題（若有的話）的嚴重性。

廖教授曾任新撥款模式工作小組的主席，主持制定單項預算的撥款方法。他說，基於學術單位的運作和目標大同小異，校方容易比較它們的表現，並可透過單項預算撥款作出獎罰。各行政單位的功能和工作性質則差異極大，表現難以量化，更不易互相比較，故撥款不可以公式計算，而要考慮它們過去所獲資源多寡。專責小組的工作以檢討行政單位的效率為主，但亦旁及部分學術單位。而小組成員大部分為資深教師，以收不偏不倚之效。

制訂表現指標

他續說：「我們難以用一個數字代表行政單位的表現，但單位內的個別工作項目則可以數量化，即如圖書館編目和教務處發出學生學歷證明書可以日數量度。專責小組的方法是實地查驗，抽取數據，並與主管洽談，從中得梗概，再與外間同類數字比較，便可定出標準，再以此評估該項工作能否進一步削減成本。」

廖教授解釋，該等指標不一定精準，但起碼可作參考，日後再逐步調整。同類指標的比較在香港仍處開發階段，但由於大眾日漸關注公營機構的問責性，這類指標會與日俱增並越來越準確。

管理效率專責小組成員

主席：廖柏偉教授
委員：陳方正博士
盧乃桂教授
俞肇熊教授
鄭婉明女士
秘書：何婉兒女士

他說：「這類檢討並非不平常，本地其他院校也有進行，部分更在兩年前開展，多由顧問公司負責。中大因為要權衡本身的情況和顧問費，延宕至去年才開展。校方認為就算聘請顧問進行效率檢討，也要講求成本效益，於是小組採取中庸之道：某些行政單位的工作性質複雜、較難理解者，會交由顧問公司處理；其他則由內部審核處負責。小組成員兼高級內部核數師鄭婉明女士會統籌一切數據搜集和分析事宜。」

他強調，內部審核處並非由專責小組領導，該處只是配合小組的工作，協助大學單位改善內部管理。

重組組織架構 重整工作流程

專責小組關注的是行政單位在不增加資源的情況下，能否處理更多或應付更大量的工作，又或在削減資源後，能否維持工作的質量。廖教授說：「重組單位的組織架構是高層次行動，小組在這方面持開放態度，不一定堅持。如某單位的組織架構已很理想，有效率，則小組會著眼於其工作程序，探究可否透過重整工作流程來節省成本。比方說，總務處發出支票的步驟可否由十五個減至四個呢？」

「當然，工作表現還講求質素。如減少一位職員，雖則仍可達到工作指標，但工作質素差得不得了，便要小心處理。不過，小組仍會以數據為重，因為各項工作表現最終都可折算為數據，以決定資源之增減。」

大部分行政單位並不享有獨立決策

權；如果管理效率是受高層辦事和決策程序影響，或是受制於其他部門的配合，小組又如何處理？「小組實地調查時會與有關單位商討這些情況。但同人必須明白，〔檢討〕大學的管理文化和作風不在專責小組的職責範圍內。」

從長計議 共渡難關

「在政府撥款勢必縮減的情況下，中大各單位如何能順利應付？這要靠單位主管與專責小組的合

作，一起找出應付方案。有協商總比沒有好，而且我們也不想予同人一個由上而下的感覺。小組的工作不是封閉的，希望與各單位從長計議，使建議的減幅能為單位接受。」他說。

由私人基金支持的工作崗位也會納入檢討範圍，以協助主管人盡其才。而檢討工作並非只針對行政單位，也涵蓋部分學系。如校方資源被削一成，學術單位必定會面對裁減預算的命運，因為行政開支佔大學總開支不足十分一，不論如何樽節行政費用也不可能填補該一成的損失。

廖教授說：「不過校方沒計劃因此而取消現有的學系，也沒打算裁員。我們並不認為中大面對的情況惡劣至此。大抵而言，資源削減是透過人手自然流失進行。」

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校方沒計劃因此而取消現有的學系，也沒打算裁員。

校方要權衡利害

可以肯定的是，中大必然受到影響。除非中大現在的效率很差（事實不是），否則怎可在削減資源一成的情況下仍能維持工作質量？中大除要提高效率外，也要兩害取其輕，放棄一些東西。「例如減少一名教師，學系得少開一些科目和班數，或擴大科目的學生名額；這都不利教學。又例如總務處把發支票的程序減至四個，提高效率之餘，必然削弱了監

察力。校方須仔細考慮能否承擔改變帶來的風險。」

調查透明度高

小組開展調查前，會去信有關單位索取資料，再由鄭婉明女士與單位主管聯絡，視乎需要及費用多寡而決定是否聘用顧問公司。實際檢討工作則約在一個月後展開，一般在兩個月內完成。專責小組隨即研討初步報告內容，期間會邀請單位主管與小組面談，制定具體可行的建議，呈交校長。

調查人員會與單位主管和中層管理人員接觸，搜集資料和提出疑問，但會盡量避免妨礙他們的日常工作。惟是過程中免不了耗用單位主管一些時間。

專責小組現正研討建築處的初步報告，而調查人員則在本月初開展保健處的管理檢討工作。接下來受檢核的將會是總務處。

小組建議只作參考

廖教授鄭重強調，各單位所得資源都是由資源分配委員會而非管理效率專責小組決定，小組的建議對資源分配委員會增減各單位的預算只有參考作用，沒有約束力。校長收到報告後，接納多少建議也非小組所知。一般來說，校長會把建議交由相關委員會（如行政與計劃委員會、行政事務委員會等）討論後，才下決定，並通知有關單位。

各單位如何能順利應付？這要靠單位主管與專責小組的合作，一起找出應付方案。

小組的建議對資源分配委員會增減各單位的預算只有參考作用

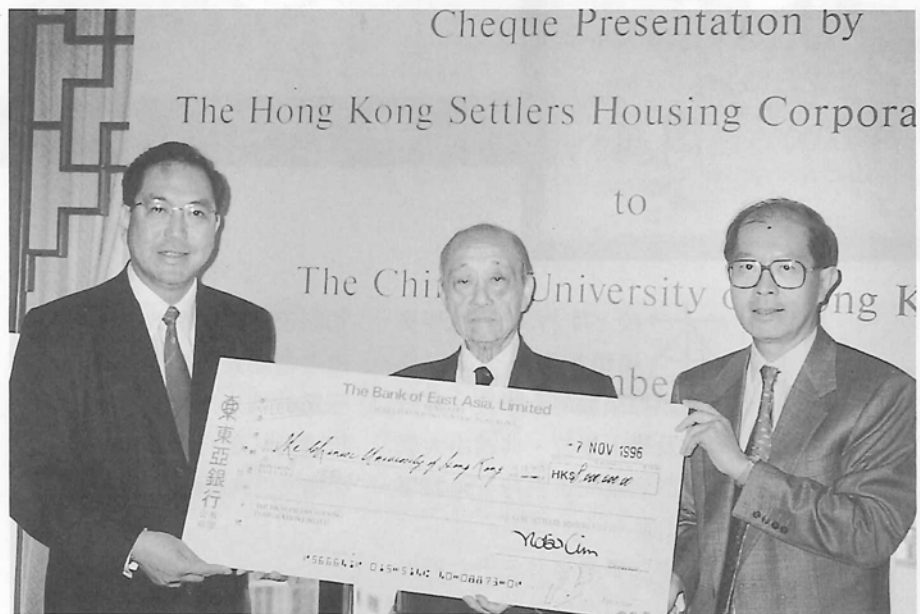
「專責小組呈交予校長的報告，除個別極敏感事項外，主要內容在面談時已讓有關單位的主管知道，使其心中有數。我們不會貿然提出一些單位主管毫不知情的方案。」

廖教授最後說：「我們的目標是提高效率，但不一定要把效率推至百分之百。」

「我們的目標是提高效率，但不一定要把效率推至百分之百。整個過程強調單位主管的參與及合作，請同人安心。」

蔡世彬

八百萬元捐款改善校園設施



本校最近獲香港平民屋宇有限公司慷慨捐贈八百萬港元，用以改善校園設施及推動學生活動。

李國章校長（左）在捐贈儀式上，代表本校接受香港平民屋宇有限公司主席馮秉芬爵士（中）的八百萬元支票。

香港平民屋宇有限公司由馮秉芬爵士與一群社會賢達於一九五二年創立，是一個私人不牟利組織。

工管學生蟬聯論文選冠軍

工商管理學院學生最近智勝其他院校代表，蟬聯「全年最佳工管論文選」冠軍。

該項比賽由香港大專商學生聯會主辦，目的是測試大學生的個案分析能力。本學年有六所院校派出代表隊競逐第十一屆論文選冠軍；中大代表為林曼雅、江啓娟、鍾創新和顧敏。今屆個案是為一間加拿大朱古力公司制訂銷售策

略，以拓展墨西哥市場。由大專教師和商界資深行政人員組成的評判團審閱各隊論文後，篩選四支代表隊進入決賽。

決賽於去年十一月三十日假香港會議展覽中心舉行。出線隊伍須向評判介紹並闡析其策略和計劃，且要解答提問。中大代表隊表現最出色，再度贏得冠軍。

九項新設課程

大學教務會於最近兩次會議中核准開辦下列新課程：

- 由一九九七至九八年度起開設
- (一) 哲學博士（哲學）課程，取代現有的哲學博士（中國哲學）課程
 - (二) 教育博士課程
 - (三) 歐洲研究副修課程
 - (四) 兼讀制電子工程學理學碩士課程（自負盈虧）
 - (五) 兼讀制系統工程與工程管理學理學碩士課程

由本年一月起開設

- (六) 兼讀制訊息工程學理學碩士課程（自負盈虧）
- (七) 兼讀制臨牀藥劑碩士課程（自負盈虧）
- (八) 教育專業普通話證書課程（教育學院、新雅中國語文研習所及香港教育學院合辦；自負盈虧）

由一九九六年抄起

- (九) 兼讀制電訊科技與管理文憑課程（校外進修學院開辦）

中學教師出席商學院座談會

工商管理學院上月七日舉辦座談會，向中學的職業輔導主任講解該院特色。

座談會先由該院副院長（本科課程）陳志輝教授致歡迎辭，繼而播放錄影帶

介紹中大商學本科課程的概況，課程副主任范建強教授則講解課程的特色，和解答中學教師的提問，大多與入學條件和課程要求有關。



心理學系銳意擴展研究院課程



梁覺教授

遠遠追不上社會需要。」心理學系系主任梁覺教授說。

他解釋，愈是現代化及富裕的社會，個人愈是重要，需以心理學知識協助解決個人和人際問題。可是，全港只有兩所大學設有心理學系，港大的於六十年代開設，中大則在八二年才把心理學由副修改為主修科，兩校每年培養的心理學畢業生不外百多人，未能滿

足六百多萬人口的需要。

梁教授認為，長遠的解決辦法是大量擴充心理學本科生學額，可惜目前的擴充較為緩慢，在可見的將來也無法解決這問題。

社會需求殷切

心理學是一門基礎學科，可用以解釋人類行為及解決心理問題；其理論也廣泛應用於社工、管理、市場、教育及傳播等學科。「但在香港，心理學發展卻

課程設計全面

梁教授稱，該系課程設計全面，理論與實踐並重。必修科目涵蓋心理學基本課題及研究專題，而選修科目則包括複雜的心理學理論及應用。

他表示，系方關注學生的學習興趣和進度，早前便應學生要求，增設教育、臨牀及商業心理學等應用科目。近年越來越多文科生選讀心理學，由於他們的理科訓練不足，難以應付統計學與電腦運用等科目，系方遂增派助教協助他們學習。

增設研究院課程

該系現時設有五項研究院課程，分別為心理學文憑，心理學及臨牀心理學的哲學碩士及哲學博士課程。梁教授表示，相對於本科課程來說，研究院課程未來的發展會較大。「由於香港十分缺乏臨牀心理學人才，大學教育資助委員會已點名要求本系逐步增加該等課程之學

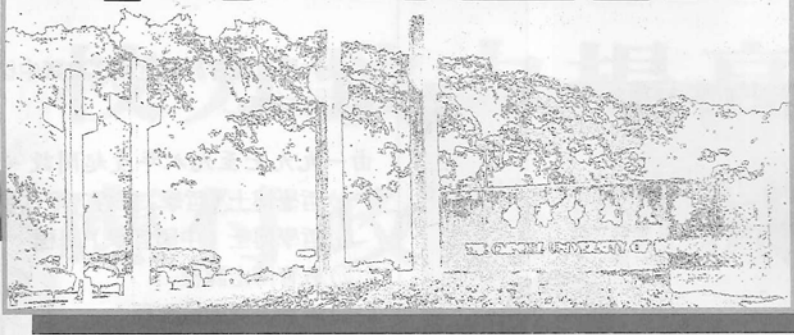
額。」梁教授說：「還有，因應工商業和組織環境之人際關係、人事管理、招聘、評核等環節對專精的心理學人才的迫切需求，我們打算由九七至九八學年起開辦工業及組織心理學哲學碩士課程。」

梁教授又透露，該系正與教育學院商議，合作開辦教育心理學碩士課程，培育此領域之專才，幫助在學習上有困難的兒童。

加強華人心理學研究

該系教師除就個人興趣從事研究外，另有三個重點研究範圍：臨牀心理學、中西文化語言認知過程及社會心理學，實力達世界前列水平。該系還會充分利用香港地理位置的優勢，積極推動華人心理學研究，現正籌劃於本年底舉辦一個大型國際華人心理學會議。○

陳偉珠



第五十二屆典禮 頒授學位三千六百餘



本屆典禮行列共一百三十六人，於入場時攝。

這是港督彭定康先生最後一次以大學監督身分出席本校典禮，畢業生趁機與之合照留念。



王葛鳴議員在榮譽博士名冊上簽名



利漢釗博士在榮譽博士名冊上簽名



這也是李國章教授首次以大學校長身分參加學位頒授典禮；李教授於綵排時仍十分輕鬆，滿臉笑容坐在校長專座上。

金聖華教授在典禮上宣讀讚辭



畢業了！學生拋帽歡呼。



本校上月十二日在大學廣場舉行第五十二屆典禮，頒授榮譽博士學位、高級學位及學士學位。典禮由大學監督彭定康先生主持，全體畢業生出席。

本屆畢業生共三千六百五十五人，為歷年之冠，領受學士學位者三千一百二十三人，碩士學位者四百六十三人，醫學博士學位者一人，哲學博士學位者六十八人。本屆哲學博士學位領受人數比去年激增達七成，當中包括首位音樂博士劉紅。

希慎興業有限公司主席兼常務董事利漢釗博士及行政局召集人王葛鳴議員獲授榮譽法學博士學位；馳譽國際的數學家、劍橋大學聖三一學院院長阿提雅爵士則獲授榮譽理學博士學位。三位傑出人士的讚辭分別由翻譯系金聖華教授和英文系姜安道教授撰寫並宣讀。阿提雅爵士由於身體不適，未能親領學位，其演辭由姜安道教授代為朗讀。

阿提雅爵士在講辭中強調，一所大學與當地和國際社會建立密切的聯繫是很重要的。他更希望香港和英國的緊密聯繫，尤其是大學之間的交流，能維持不斷。

同日各成員書院和兼讀學士學位課程亦為其所屬學生舉行畢業典禮，分別由書院院長

和副校長楊綱凱教授主持，並由主禮嘉賓向畢業生講話：崇基為林煥光先生，新亞為唐英年議員，聯合為鄭棟材博士，而逸夫為馮永祥先生。○

一九九六年頒授學位數目

榮譽學位	
榮譽法學博士	2
榮譽理學博士	1
	3
高級學位	
醫學博士	1
哲學博士	68
哲學碩士	212
文學碩士	27
藝術碩士	2
音樂碩士	1
工商管理碩士	129
教育碩士	63
理學碩士	25
社會工作碩士	4
	532
學士學位	
文學士	449
工商管理學士	623
教育學士	259
工程學士	279
醫學科學學士	10
內外全科醫學士	138
護理學士	106
藥劑學士	30
理學士	673
社會科學學士	556
	3,123