

CUHK NEWSLETTER

The Chinese University of Hong Kong

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Wei Lun Professor on North American Education

Prof. John R. Mallea, president emeritus of Brandon University in Canada, delivered a public lecture entitled 'Globalization, Trade Liberalization, and Higher Education in North America' on 26th October in his capacity as Wei Lun Visiting Professor to the University.

In his lecture, Prof. Mallea described the five dimensions in which globalization and the liberalization of trade have been exerting pressures on higher education in North America: the emerging global economy, the nature and pace of change in information and communications technology, the rapid growth of cross-border research and development partnerships, the trend towards transnationality in the private sector, and intensified competition for highly skilled human resources. Along with trade liberalization, the growing importance of cross-cultural educational cooperation and professional services has resulted in new models and strategies of internationalization in colleges and universities in North America. A variety of initiatives are currently being pursued, and systematic assessments of internationalization are being conducted and challenges identified.

Prof. John R. Mallea is currently a senior consultant at the Centre for Higher Education Research and Development at the

University of Manitoba, JRM & Associates, the African Virtual University of the World Bank, the Organization for Economic Cooperation and Development (OECD), and the Ministry of Education in Mexico. He has also served as the president and vice-



chancellor of Brandon University, and an assistant director of the Ontario Institute for Studies in Education at the University of Toronto.

Prof. Mallea specializes in globalization, cultural diversity, and multicultural education. His remarkable achievements have earned him the award of Merit from the Canadian Bureau for International Education, the Distinguished Educator Award from the University of Toronto, the British Council Award, the Canada-Japan Bilateral Senior Exchange Fellowship Award, and a Fulbright Scholarship.

Orientation for Sixth Formers 99

An orientation day was held on 9th October on campus to give sixth-formers a better understanding of the University as well as campus life. There was a record turnout of 18,000 visitors.

All seven faculties were open to visitors on that day. Detailed information about the 40 odd undergraduate programmes offered by the University, including the new programmes in risk management science and in modern languages and intercultural studies, was also provided. Exhibitions, video shows, and career counselling sessions were held and brochures distributed.



And Prof. Kenneth Young, pro-vice-chancellor, gave a talk about the University's latest developments and academic programmes, while alumni and students shared with the visitors their unique university experiences.

There were tours to colleges and hostels. The visitors were also introduced to the University's overseas exchange programmes, computer laboratories, language enhancement activities and facilities, and sport centres.

CU Link:

The Innovative Smart Card That Does It All

The Chinese University and Hang Seng Bank have jointly launched CU Link, Asia's first Mondex card that can perform multiple functions using a single microchip on the Multi-application on Smart Card Operation System (MULTOS). Officiating at the launch ceremony on 14th October were Prof. Ambrose King, acting vice-chancellor, and Mr. Vincent Cheng, Hang Seng Bank's vice-chairman and chief executive.

With CU Link, close to 19,000 students and staff of the University can enjoy the convenience of using one card to access campus facilities as well as banking and payment services offered by Hang Seng Bank both on and off campus.

MULTOS is a high security, multi-application platform for smart cards which allows many different functions to securely reside on one microchip, thus expanding the

versatility of smart card functions while reducing administration and distribution costs.

The card-holder's data are input into the microchip. This enables the card to function as an identity card. The card also has a stored-value function, which allows card-holders to make purchases at any Mondex outlets ranging from photocopying machines and canteens on campus, to supermarkets and department stores throughout Hong Kong.

Card-holders who wish to utilize the stored-value and ATM functions of the card need to have an account at Hang Seng Bank. Up to three Hong Kong dollar accounts can be linked to the card.

Cards will be issued to students and staff members of the University by phases from mid-October.

Induction for Department Chairmen

Around 30 department chairmen and directors of studies participated in a four-session induction programme specially designed for them by the Staff Training and Development Unit of the Personnel Office.

In the first session held on 11th October, Mrs. Sophie Lau, director of personnel, gave a welcoming speech, which was followed by Prof. Kenneth Young's opening address on behalf of the vice-chancellor, and his introduction of the University's vision, strategic direction, and its expectations of the participants. Pro-Vice-Chancellor Prof. Ambrose King then spoke on the inter-relationship between the faculty, department, and college. Profs. Leung Kwok and Lau Chung-ming shared their experience with

the participants on managerial and communication skills, while Prof. Richard Ho and Mr. Lee Shu-wing from the Registry explained the roles and duties of a department chairman.

In the two sessions that followed on 23rd and 30th October, representatives from the University's administrative units spoke on recruitment procedures, University organization and committee structure, budget planning, and academic linkages. The last session on staff review matters and procedures will be held on 6th November.

This is the first ever induction programme for department chairmen organized by the Staff Training and Development Unit since its establishment this summer.

Student-led Task Groups for Better Learning

Eighteen teachers from different faculties participated in a teaching cells session organized by the Teaching Development Unit on 12th October. Prof. Michael Bond of the Department of Psychology shared with the participants the use of student-led task groups in teaching, something he has been using in place of tutorials as a way of enhancing student learning for the last 25 years at the University.

Prof. Bond also discussed the educational philosophy underlying the use of student-led task groups and the technical details of its implementation in the cultural context of CUHK.



Coming off with Flying Colours in Management Review

UNIVERSITY GETS PAT ON THE BACK FROM UGC

For Full Review Report and CUHK Response, Go to <http://www.cuhk.edu.hk/mgtreview/>

After months of information collection and analysis of the University's management processes, on-site visits by a review panel, and interviews with administrators and teaching staff of the University, the University Grants Committee (UGC) has issued a management review report which has many good things to say about the University. It was impressed by the high standard of the documents provided for the review, the overall calibre of the staff it met and their commitment to the University, the capable leadership of the Vice-Chancellor, and the uniqueness of its collegiate system. The panel also commended the University on the clarity and participatory nature of its planning processes, the flexibility and transparency of its resource allocation mechanism, the efficiency and cost-effectiveness of its administrative units, and the widespread and effective application of information technology on campus.

Apart from commendation on the University's management practices, the UGC report also contains constructive suggestions for each of the review areas: strategic direction; resource allocation; implementation of plans; roles, responsibilities, and training; service delivery; and management information and systems. In response to the report, the University has issued an official statement. The full text of the report and the University's response has been posted on the CUHK website (<http://www.cuhk.edu.hk/mgtreview/>) for public viewing. The following are the highlights of the UGC's comments, suggestions, as well as the University's response to them.

STRATEGIC DIRECTION

Overall commendation:

CUHK's mission and overall strategic plan enjoy widespread ownership; management structure is clear and can ensure consultation and review at various levels; planning process is participatory in nature; academic, resource and administrative planning are clearly linked through the committee structure.

Suggestions and response:

- UGC: Greater formality in integrating its plans, for example, by developing an institutional development plan which documents all its strategic initiatives; more external input for the University's planning process.
- CUHK: Will continue to review and update its overall strategic plan and increase the range of external input for planning purposes.

RESOURCE ALLOCATION

Overall commendation:

Resource allocation process is performance-based, transparent, effective, and flexible; the New Funding Model is working well and provides incentives for achieving value for money; management is lean and efficient; administrative cost is one of the lowest among local tertiary institutions.

Suggestions and response:

- UGC: Maximize the potential of external funding sources.
- CUHK: Will make good use of opportunities to bring in external funds.
- UGC: Greater flexibility in space allocation.
- CUHK: Will review the allocation process and encourage greater flexibility, but has difficulty meeting all demands due to the dire lack of buffer space and the long time lag between the identification of needs and UGC/government approval for new space and new buildings.

IMPLEMENTATION OF PLANS

Overall commendation:

Processes to ensure the implementation of plans are effective; procedures to monitor the progress of implementation are clear and allow wide participation.

Suggestions and response:

- UGC: Formalize the best practice in implementation and monitoring across the University by installing a framework of milestones and performance indicators.
- CUHK: Clear milestones and performance indicators already exist in many units but will continue to be developed across the University.

ROLES, RESPONSIBILITIES, AND TRAINING

Overall commendation:

Staff members understand their roles and responsibilities well and have a strong sense of identity with CUHK; the vice-chancellor has a clear leadership style and is able to strike a good balance between strong executive leadership and maintaining a spirit of collegiality; management structure and reporting lines are clear and well-defined; the colleges play a unique and important role in the provision of a balanced education and the generation of useful resources; the enhanced staff appraisal scheme can facilitate communication and human resources planning, training, and development.

Suggestions and response:

- UGC: Develop the dean's post into a full-time and appointed position.
- CUHK: The issue has been debated at the University with the majority of its members favouring elected deans working on a concurrent basis, but the University will continue to review the system, which is working well currently.
- UGC: Ensure proper delineation of roles and compatibility between the School of Continuing Studies (SCS) and faculties; give more representation to the development of continuing education on the Administrative and Planning Committee (AAPC).
- CUHK: Has adopted an updated policy in February 1999 to set strategic directions for different professional development and continuing education programmes and has installed mechanisms to ensure synergy between SCS and academic departments over the offer of programmes; is in the process of making statutory amendment to include the director of SCS as a full member of the Senate; will consider how the development of continuing education can be better represented on the AAPC.
- UGC: Coordinate staff training and development programmes more formally, ensuring greater linkage between performance appraisals and the identification of training needs.
- CUHK: This is already being done with the launch of an updated policy and structure for staff training and development matters.

SERVICE DELIVERY

Overall commendation:

A service culture is in place, especially among administrative units, to provide satisfactory services to users; review mechanisms are well-established across the university; the internal management efficiency reviews have been successful in achieving a 10 per cent productivity gain or a 10 per cent cost savings in relevant units via re-engineering and reorganization.

Suggestions and response:

- UGC: Comparison with other institutions locally and overseas to identify best management practices in order to improve continuously; expand its management efficiency reviews to cover academic departments.
- CUHK: Will step up efforts at bench-marking and will consider whether to extend management efficiency reviews to teaching departments.

MANAGEMENT INFORMATION AND SYSTEMS

Overall commendation:

There is widespread and effective application of information technology across the University; CUHK has been conscientious in assessing and addressing user requirements; the IT Strategic Committee has been successful in mapping out an over-arching competitive IT strategy for the next five years.

Suggestions and response:

- UGC: Continue to develop a coherent IT strategy and coordinate responses to management information requirements.
- CUHK: Will build on an excellent start and continue to improve its IT strategy for the benefit of all academic and administrative units as well as all students and staff as they march into the 21st century.

五位傑出人士將獲授榮譽博士學位 Five Distinguished Persons to Be Honoured at 55th Congregation

本校第五十五屆大會(頒授學位典禮)定於下月九日(星期四)在校園舉行。本屆有五位傑出人士獲頒榮譽博士學位，他們分別是：香港特別行政區財政司司長曾蔭權先生；一九九八年諾貝爾物理學獎得獎人、美國普林斯頓大學Arthur LeGrand Doty電機工程學講座教授崔琦教授；一九九八年諾貝爾經濟學獎得獎人、英國劍橋大學三一學院院長Prof. Amartya Kumar Sen；國際知名社會學及人類學大師、北京大學社會學教授費孝通教授；以及本港著名慈善家與社會服務界翹楚李胡紫霞女士。

曾蔭權先生將獲頒授榮譽法學博士學位，崔琦教授將獲頒授榮譽理學博士學位，而Prof. Amartya Sen、費孝通教授及李胡紫霞女士則獲頒授榮譽社會科學博士學位。

Honorary doctorates will be conferred on five distinguished persons at the 55th Congregation of the University to take place on 9th December 1999. They are the Honourable Donald Tsang Yam-kuen, Financial Secretary of the HKSAR government; Prof. Daniel Chee Tsui, 1998 Nobel laureate in physics and Arthur LeGrand Doty Professor of Electrical Engineering at the School of Engineering and Applied Science, Princeton University; Prof. Amartya Kumar Sen, 1998 Nobel laureate in economics and Master of Trinity College at the University of Cambridge; Prof. Fei Xiaotong, internationally-renowned sociologist and anthropologist and professor of sociology at Peking University; and Mrs. Daisy Li Woo Tze-ha, a philanthropist and a dedicated leader in voluntary social services.

Mr. Donald Tsang will be conferred the degree of Doctor of Laws, *honoris causa*. Prof. Daniel Tsui will receive the degree of Doctor of Science, *honoris causa*. Prof. Amartya Sen, Prof. Fei Xiaotong, and Mrs. Daisy Li will each be awarded the degree of Doctor of Social Science, *honoris causa*.

教務處重組 Re-organization of the Registry

為了達至更高的成本效益及在財政緊絀的情況下減低開支，教務處檢討本身編制後，決定重新編配該處的幾項職務範圍，並已於一九九九年十月廿五日重組，詳情如下：

(一) 註冊組及考試組合併

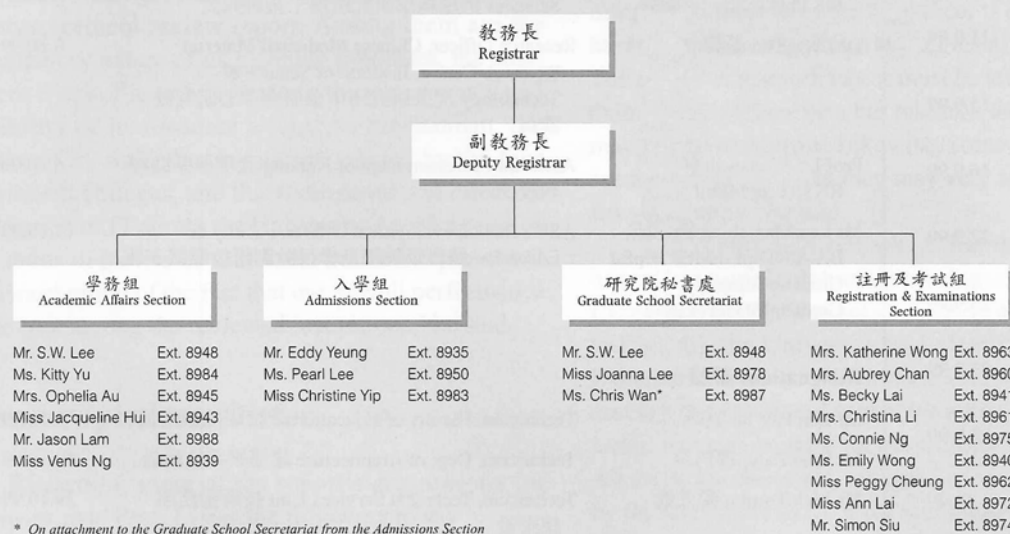
註冊組及考試組合併為「註冊及考試組」。學生因而會更加清楚該組別的職能，而合併後的註冊及考試組更會成為學生從首次註冊至畢業期間的單一主要聯絡單位。

(二) 研究院事務組改組

研究院事務組的兩項主要功能——對研究院課程的管理(類似學院院務處對本科課程的管理)及對研究生的管理(類似教務處其他組別對本科生的管理)——分拆執行。前者由易名為「研究院秘書處」的原有組別負責，後者則改由註冊及考試組和入學組管理。於過渡期間，已開始了的一九九九至二零零零年度的研究生入學事宜，仍由研究院秘書處負責。

The Registry has recently undertaken a review of its organizational structure in the light of an increasing awareness of cost-effectiveness and the need to cut costs owing to budgetary constraints. As a result of the review, several functional areas within the Registry have been re-structured, and the Registry has been re-organized accordingly from 25th October 1999 as follows:

教務處重組後的編制
The Structure of the Re-organized Registry



宣布事項 ANNOUNCEMENTS

1. Merging of the Registration Section and the Examinations Section

The Registration Section and the Examinations Section were merged to form the Registration & Examinations Section. This merger makes possible a clearer delineation of responsibilities among different sections in the Registry, and will serve as a single principal contact point for students from their first registration to graduation.

2. Re-structuring of the Graduate Studies Section

The existing two main functions of the Graduate Studies Section, namely to handle postgraduate programmes (like faculty offices in the case of undergraduate programmes) and postgraduate students (like other Registry sections), were segregated. The former function is retained by the Section, which has been renamed the Graduate School Secretariat, and the latter is taken up by the Registration & Examinations Section and the Admissions Section. To facilitate smooth transition, the current 1999-2000 postgraduate admissions exercise, which has already commenced, will continue to be supported by the Graduate School Secretariat.

公積金計劃投資成績

Investment Returns of Staff Superannuation Schemes

財務處公布公積金計劃內各項投資基金於一九九九年九月及第三季度的回報如下：

From the Bursary:

The monthly returns for September 1999 and cumulative returns for the third quarter in the Designated Investment Funds of the 1995 Scheme and 1983 Scheme are as follows:

一九九九年九月 September 1999

基金 Fund	計劃 Scheme		指標回報 Benchmark Return
	1995	1983	
	(未經審核數據 unaudited)		
增長 Growth	-2.47%	-2.25%	-2.63%
平衡 Balanced	-1.68%	-1.76%	-1.47%
穩定 Stable	-0.21%	2.36%	0.52%
港元銀行存款 HKD Bank Deposit	0.48% (年息 Annualized 6.08%)	0.48% (年息 Annualized 6.08%)	0.40% (年息 Annualized 4.82%)
美元銀行存款 USD Bank Deposit	0.45% (年息 Annualized 5.11%)	0.45% (年息 Annualized 5.11%)	0.40% (年息 Annualized 4.78%)

一九九九年第三季(七至九月) Cumulative Returns for the Third Quarter 1999

基金 Fund	計劃 Scheme		指標回報 Benchmark Return
	1995	1983	
	(未經審核數據 unaudited)		
增長 Growth	-1.73%	-1.33%	-1.28%
平衡 Balanced	-0.94%	-0.76%	0.34%
穩定 Stable	1.04%	2.45%	3.16%
港元銀行存款 HKD Bank Deposit	1.42% (年息 Annualized 5.64%)	1.44% (年息 Annualized 5.71%)	1.24% (年息 Annualized 4.92%)
美元銀行存款 USD Bank Deposit	1.41% (年息 Annualized 5.14%)	1.42% (年息 Annualized 5.17%)	1.22% (年息 Annualized 4.84%)

香港亞太研究所資料室開放時間

Opening Hours of HKIAPS Documentation Unit

香港亞太研究所資料室不斷搜羅香港及東亞的最新研究資料，其中包括五十年代迄今的香港剪報和該所出版的研究著作，歡迎員生使用。

資料室的開放時間為週一至週五下午二時至四時四十五分，以及週二和週四上午九時半至下午十二時四十五分。

The Documentation Unit of the Hong Kong Institute of Asia-Pacific Studies houses an uninterrupted collection of Hong Kong newspaper clippings since the mid-1950s and of countless unpublished surveys (private and agency studies). Since 1990, a complementary collection has been built to record the development of Asia and the Pacific, drawing its basic reference materials from major international, governmental, non-governmental, and academic institutions of the region. All faculty members and students are welcome to consult the source materials kept by the unit.

From 4th October 1999, the Documentation Unit is open from 9.30 to 12.45 and 14.00 to 16.45 every Tuesday and Thursday, and only 14.00 to 16.45 on Monday, Wednesday, and Friday.

三語教學

下世紀的香港教育模式

香港素有中英雙語的教育傳統，回歸後可否加入普通話，增加官方語言的數目呢？

美國西雅圖華盛頓大學亞洲語言文學系余靄芹教授表示，從本地政治、社

和《漢語語法結構》等。

余教授上月應邀以「王澤森—新法書院語文教育訪問教授」身分訪問本校，並於廿六日在蒙民偉樓主持公開講座，談論「邁進二十一世紀的香港語言教育」。

香港居民是由一主幹民族（說廣州話的廣東人）組成，但其他籍貫的居民一般也能操廣州話，故以廣州話為教育媒介似乎是理所當然的。余教授指出，從盧森堡的三語（盧森堡語、法語、德語）教育和加拿大蒙特利爾針對猶太人而設的多語（希伯來語、法語、英語）學校等經驗評



價，同時使用兩種非母語為教育媒介，對母語的習得和對學科（數學、自然科學、社會科學）的習得均無不良影響。她又以本身所接觸的案例說明，生長於雙外語或雙方言家庭的孩子，能操多種語言之餘，也能說流利的母語，兼且能在不同場合自如地以相應的語言應對和交談。總括歐美多國以多語為教育媒介的國家的成功教育模式，加上香港多年雙語教育的豐富經驗，余教授相信香港可以推行三語教育，這有助香港適應廿一世紀國際環境的需要。

余教授為國際知名語言學家，現任國際中國語言學會會長。她的研究領域廣泛，計有方言（語法、語音）、語法（古代、現代）、語言變化、語言類型學、區域語言學和田野調查。代表作有《漢語方言比較語法》、《雷州方言》、《廣州音韻

大學生政治意識薄弱

社會科學院公布該院新生問卷調查第二部分的結果，顯示學生自感對政治認知不足，但仍會關心政治。

五成多受訪學生認同「政治是複雜的，一般人不容易明白」，比率較去年的為高；對「政治是黑暗和污穢的，盡可能不要介入」的講法，則有過半數受訪者不認同。近半學生否定「選舉投票的社會影響力有限」；卻有七成半學生表示即使有機會，都不願意當特首。

在個人與社會的關係上，約三成半學生同意「若為社會整體的好處，個人利益可以被犧牲」的講法，並有一半人不認為「權利應置於義務之上」。社會科學院由此推斷，該院學生重視社會的「大我」。

另外，五成六受訪者認為香港的發展前景並不悲觀，這看法比去年大幅攀升，可能跟社會整體經濟改善了有關。

本校逾千種書籍 假三聯書店展出

逾千種由本校出版的書籍，現於中環域多利皇后街九號三聯書店展覽廳公開展出，展期至本月廿一日止。

是次展覽由中文大學出版社與三聯書店（香港）有限公司合辦，以中國文化及中港研究、教育、社會及自然科學、醫學等題材的書籍為主，另以電腦示範使用《文淵閣四庫全書電子版》及《中國出土簡牘及帛書電腦資料庫》。參展單位有中文大學出版社、香港亞太研究所、中國文化研究所、文物館、中國考古藝術研究中心、吳多泰中國語文研究中心、翻譯研究中心、中國語言及文學系、音樂系、崇基學院、新亞書院等；參加展銷的單位則有亞太工商研究所、建築學系、翻譯系、聯合書院、新雅中國語文研習所、漢達資料庫中心及香港教育研

究所。

展覽開幕酒會於十月廿九日舉行，由中文大學出版社社長陸國燊博士及三聯書店（香港）有限公司總經理兼總編輯趙斌先生主禮，出席嘉賓來自學術、文化及教育界。

此外，主辦單位為配合書展，更與中華文化促進中心合辦中醫藥講座之「涼茶與保健」，探討廣東人飲用涼茶的歷史，涼茶的成分，三冬茶的臨床觀察，以及在香港採摘草藥的經驗。講座將於本月六日在中環干諾道中二百號信德中心中華文化促進中心舉行，講者包括中大中醫學院院長江潤祥教授、廣州中醫藥大學方劑學教授兼中大中醫學院客座教授梁頌名教授，以及徐國樑中醫師。留座請致電香港中華文化促進中心（二五五九四九零四）。

Personalia · 人事動態 · Personalia · 人事動態 · Personalia · 人事動態 · Personalia · 人事動態 · Personalia · 人事動態

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。

Response from The Chinese University of Hong Kong to the Management Review Report

1. The Chinese University of Hong Kong (CUHK) is very pleased that the management practices at CUHK have been given very positive reassurance and high recognition in the UGC Review Panel's Report on the Management Review of the University.
2. The University is glad that the diversity of management practices among the local institutions has been examined in the context of their different missions, cultures and histories, and that many good management practices of CUHK have been identified and commended in the Report.

Strategic Direction

3. The long-term Institutional Development Plan of the University, presented to the Panel during its visit, contains well articulated statements on CUHK's mission and vision, its planning philosophy and goals, and its overall development strategies. It was updated as an outcome of a recent round of strategic planning exercises involving all levels of faculty members and representatives of student bodies. Endorsed by the Administrative and Planning Committee (AAPC) and the Senate for submission to the Council, this document will also form the blueprint of CUHK's development in the next triennium and beyond.
4. The University is glad that the Panel commended its efforts to involve relevant expertise from the industrial sector in the search for and development of new initiatives, and to take into full consideration government policies and UGC objectives in strategic planning. The Panel also commended CUHK on the clarity and participatory nature of its planning processes and the widespread ownership of its mission and strategic plan, which informs planning at the faculty and departmental levels. The University will continue to review and update this overall strategic plan on a regular basis in view of new opportunities and challenges. As suggested by the Panel, CUHK will seek to increase the range of external inputs, drawing on its close links with the government, business and the community.

Resource Allocation

5. The Panel commended CUHK on its resource allocation processes which are working well. Resource allocation at CUHK is performance-based, transparent, flexible and effective. The New Funding Model initiated by CUHK allows the University and the Faculties to top-slice funding to support strategic developments that are in tune with CUHK's overall strategy, and provides sufficient flexibility for budget holders to deploy their resources in an efficient and accountable manner. Proper training has also been provided to the budget holders.
6. As commended by the Panel, CUHK will, with a clear commitment to achieving value for money and making good use of opportunities to bring in external funds, continue to monitor and further refine its funding methodology to adapt to the needs of new circumstances, and make an effort to maximize the potential of external funding sources.
7. The Panel also registered that CUHK's administrative cost is one of the lowest among all local institutions. CUHK takes pride in having maintained a very lean but very efficient management at the University which has been given full recognition by the Panel.
8. The Panel's concern for more flexibility in the allocation of space is also shared by the University. The University's Committee on Space Allocation, chaired by the Vice-Chancellor, vets all space requests and sets criteria and priorities to ensure fair allocation of the scarce resources to meet many competing demands. The Campus Planning and Building Committee under the Council also plays an active role in the planning of long-term campus development to support new academic and research initiatives. However, without any buffer space, it is difficult for the

University to meet all competing demands because approval of new space (and construction of new buildings) by UGC and the Government is on a short term incremental basis. There is often an unexpectedly long and variable time lag between the identification of space needs and the approval for commencement of construction, not to mention the completion of buildings. Following the Panel's suggestion, CUHK will review the allocation process and encourage greater flexibility in the allocation of space.

Implementation of Plans

9. The Panel commended CUHK on its processes to ensure the effective implementation of plans across the University, and on its efforts to develop clear procedures for monitoring progress with the support of an effective and participative infrastructure. Clear milestones and performance indicators, which have already been established in a number of units, will be developed across the University as recommended by the Panel.

Roles, Responsibilities and Training

10. CUHK is pleased to learn that the Panel was impressed with the overall calibre of its staff, their strong sense of identity with the University and their commitment to and understanding of their responsibilities. The Panel was also impressed by the clear leadership style of the Vice-Chancellor, his relationship with his staff, many of whom commented on his accessibility, and his ability to achieve a good balance between providing strong executive leadership management and maintaining a spirit of collegiality. The Panel also observed that CUHK's Council makes valuable inputs into strategic planning.
11. The University is also pleased that the Panel commended CUHK on the introduction of the enhanced developmental staff appraisal scheme, which provides a two-way communication channel between the University and the appointee concerned and feeds into related initiatives for human resources planning, re-deployment and development. The University has consolidated its on-going training efforts into an updated strategy with an updated policy and structure for training and development matters. With the new staff appraisal scheme now in place, CUHK will be in a better position to build a stronger link between performance appraisals and training needs as envisaged by the Panel.
12. Looking into the future, the Panel is concerned that the increasing responsibilities and workload of elected Faculty Deans may be too heavy for concurrent appointments and the Deans may have increasing difficulty dealing with the inherent tension in such a system. The issue of elected versus appointed Deans, and concurrent versus full-time appointments has in fact been debated at the University. The current system of elected Deans at CUHK is the majority's preferred mode and this has been found by the Panel to be working well. The University will continue to keep the system under review, taking full note of the Panel's suggestion.
13. The University is delighted that the contributions of the Colleges as a unique feature of CUHK have been recognized and reaffirmed by the Panel. The Colleges and the University complement each other in offering a balanced and holistic education to our students, in delivering general education, and in providing counseling and pastoral care. Being smaller in size and each having its own tradition and spirit, the Colleges promote diversity without duplication of efforts. They help to foster a strong sense of belonging and fellowship within their respective community of academics, staff and students, which is important as the University expands and diversifies. The Colleges, through their network of trustees, alumni and friends, also help to enhance the fund-raising and networking functions of CUHK and generate considerable resources in the form of ideas, community support and financial income. The University takes pride in its collegiate system and considers it a special strength of CUHK.
14. CUHK has attached great importance to continuing education since its early days. Besides the School of Continuing Studies, which runs a dedicated town centre in Tsimshatsui, the professional Faculties/Schools (e.g. Accountancy, Business Administration, Engineering and Medicine) also offer professional development and continuing education programmes to meet the growing demand in Hong Kong

and the nearby region. The observation of the Panel that there might be potential for conflict between the SCS and the Faculties have been positively addressed by the University. The University has made conscientious efforts to set strategic directions for these multifarious professional development and continuing education programmes, including the proper delineation of the roles of the SCS vis-a-vis other academic units of the University. An updated policy was adopted in February 1999 with inputs from all parties concerned including external members on the Advisory Board of Continuing Studies who are representatives of the industrial, business and professional community. Mechanisms are in place in the University to ensure synergy between the School and the academic departments over the offering of programmes, and to assist the SCS to concentrate on its niche in developing a more flexible mode of life-long education to take advantage of present and future opportunities. The University is in the process of making statutory amendment to provide for the inclusion of the Director of SCS as a full member of the Senate in accordance with the recommendations of the above-mentioned SCS Report. It will also consider how to ensure that the development of continuing education can be represented more adequately at the Administrative and Planning Committee.

Service Delivery

15. CUHK thanks the Panel for registering the service culture at CUHK, and in particular among its administrative units. The Panel also recognized the success of the internal reviews conducted by the Task Force on Management Efficiency, which has, as of today, completed the reviews of 11 major administrative units and achieved approximately 10% cost savings or productivity gains in all such units through re-engineering and reorganization. Performance indicators have also been set and benchmarking performed for those units. The University will consider the suggestions of the Panel to roll out the management efficiency reviews to include academic departments in future, and to step up efforts in benchmarking its performance against institutions both within and outside Hong Kong for continuous improvement.

Management Information and Systems

16. The Panel commended CUHK on its widespread and effective application of Information Technology (IT) across the University, and was pleased with the breadth of management information available to budget holders and staff in general and the efforts made to assess and address user requirements. The University is glad that the Panel also commended its IT Strategy Committee on having mapped out an over-arching competitive IT strategy for the University and identified key goals for the next five years, with contributions from all academic and administrative units. CUHK will build on this excellent start and continue to develop a coherent strategy for IT development for the benefit of its academic and administrative units as well as students and staff as they march into the 21st Century.

Vote of Thanks

17. It was indeed our pleasure to have worked closely with the Review Panel and the Consultants on the management review, and shared with them our experience and vision in developing CUHK into a top quality and efficient institution. The University's strong commitment to excellence and its proactive approach to meeting the needs of the Hong Kong community have been highly commended by the Review Panel. With its team of capable and dedicated staff, CUHK is confident that it will, as the Panel encourages it to do, build on its current achievements and develop an even stronger reputation which stretches beyond Hong Kong into the whole of China and further afield.
18. The University wishes to thank the Review Panel again for its valuable contribution and encouraging remarks. The University is fully aware that there is no room for complacency and will continue to strive for improvement. We also welcome more opportunities to collaborate with our sister institutions to further improve the management practices of higher education institutions in Hong Kong. □

UGC Management Review Report

How the Vice-Chancellor Sees It

(A translation of an interview conducted in Chinese on 28th October 1999)

An Honour Shared by the Whole University

Prof. Arthur K. C. Li is pleased that the University fared the best among the eight UGC-funded tertiary institutions in the recent management review exercise, a conclusion he draws after reading review reports of other institutions as well as an over-arching report (yet to be published) summarizing the management practices of the institutions.

'All the reports were rather discreet in tone. One hardly finds any harsh criticisms. But reading between the lines one can easily discern that The Chinese University has impressed the reviewers the most. We received the most praises and there were more good practices cited from CUHK than from any other institution,' Prof. Li observed.

The review report for CUHK also made special mention of the Vice-Chancellor's 'clear leadership style' and his ability to strike a good balance between strong executive leadership and maintaining a spirit of collegiality. For this, Prof. Li is reluctant to claim credit: 'The honour is meant for the University as a whole, not for any particular individual, for leadership is always dependent on the cooperation and support of those to be led. Without the hard work and collaboration of all staff members of the University, the UGC could not have come to such a conclusion. This is an honour to be shared by all.'

And what does he consider to be the factors contributing to the collegiality on campus and the strong commitment of staff members to CUHK? 'The sense of "family" which so impressed the UGC review panel is a product of our historical development,' Prof. Li explained. 'As a "Chinese" University emphasizing bilingualism and biculturalism, we had to weather more obstacles than others in adhering to our educational ideals and securing our fair share of government grants for development during the colonial days. In working together to overcome external obstacles, all internal units achieved a better understanding of one another's views and difficulties; they also acquired a habit of resolving differences through open discussion and giving each other support. This has become a most valuable tradition of the University.'

All-Round Praises

Many other good things were said about CUHK in the management review report. Among them are the participatory nature of its planning processes, the cost-effectiveness of its administration, the transparency and flexibility of its resource allocation mechanism, the calibre of its staff, the unique role played by the four constituent colleges, and the widespread and effective application of IT across the University. Are there one or two items in particular that Prof. Li is most proud of? 'I'm most proud of the fact that our overall performance is the best among the reviewed institutions,' he said.

Where Opinions Differ

Regarding some of the report's suggestions for improvement, Prof. Li has the following to say.

Elected vs Appointed Deanship

In response to the suggestion that the University

makes the dean's post a full-time appointed position, Prof. Li pointed out that in putting forward such a recommendation, the review panel is in fact likening the University to a commercial organization, in which the Chief Executive Officer (the equivalent of a vice-chancellor) implements the goals he sets through hand-picked members of senior management. The panel certainly believes that this is the path universities should take in the twenty-first century. Prof. Li has different views about this, saying, 'The University is not a commercial organization and should not be managed like one. First, a university's success should not be measured in terms of its profits. Secondly, a major component part of the University — the teachers, need space and freedom to create knowledge. The imposition of uniformity and an over-emphasis on centralism would only stifle creativity.'

He further explained, 'It's of course more convenient to centrally manage everything but then the university will run the risk of becoming a dictatorship. On the other hand, if all members of senior management are elected, there will be problems brought along by the conflicting interests of different parties. The middle way taken by the University right now is a reasonable way. Our department heads are appointed but their performance is reviewed annually by the faculty deans, who are elected. If the teachers are dissatisfied with their department heads, they can take their grievances to the dean. We must show to all teachers that the faculty manages its own affairs. It doesn't need parties outside the faculty to tell it what to do. The issue has in fact been debated at the AAPC. The University's position is to let the faculties decide for themselves whether to continue having elected deans or to replace it with an appointed system. We also allow diversity among the faculties but no matter what the decisions are, they have to come from the faculties and not top-down from the University management.'

Research Strategies: Centrally-planned or Individually Initiated?

The review panel commented in the report that though staff of the University appeared to have a clear understanding of the overall research objectives of the University and the focus areas, there was no overall plan for research nor formal documentation of a general strategic direction. Prof. Li is of the view that setting down a formal strategic plan for research will deprive teachers of the space for intellectual exploration and infringe on their freedom of choice. 'I don't believe in having top-down research strategies at the University. The choice of research topics must be left to the teachers themselves. IT may be a hot research topic today, but it may not be tomorrow. Likewise, some topics may not seem "topical" now but they may very well be in five or ten years' time,' he said.

The report also remarked that the University's overall rationale for maintaining all 24 Areas of Excellence (AoE) 'was not completely clear'. According to Prof. Li, the University had identified 24 Areas of Excellence, eight of which were accepted by the UGC assessment panel and two were among the first three 'AoE' schemes selected for government funding support. All 24 AoEs, however, are areas of strength identified by the University to cater for the future needs of society and as such the University will never give them up. Prof. Li continued, 'History has proven that the University's privately funded research areas have all turned out to be

beneficial for Hong Kong's development. For example, the University had the foresight 27 years ago to invest in Chinese medicinal material research; three or four years ago, we saw the need to train home grown managers for the hotel and tourism industry and began planning for the establishment of a School of Hotel Management; we started to take the direction the government is now taking regarding IT back in 1991 when our Faculty of Engineering was established; in terms of technology transfer, we are also a step ahead of everyone else. We've never needed the government to define where our areas of strength lie, neither do we need external approval of the priorities we set. Our foresight and the fruits of our labour are plain for all to see.'

Space Allocation

The report also recommended greater flexibility in the allocation of space. But Prof. Li pointed out that in another UGC report soon to be published, the University's total usable space, as calculated using the UGC's formula, is found to fall below standard requirement by 27 per cent. To make matters worse, planning for phase II development of the Engineering Building, renovation of the Postgraduate Hall Complex, and the Clinical Sciences Building extension project have now been put on hold by the government. 'How can we exercise flexibility when we are so underprovided for? We simply don't have enough space to go around,' Prof. Li said.

Maximizing External Funding Sources

While commending the University's success in bringing in external funds, the report also urged it to 'maximize the potential of external funding sources'. Drawing attention to the fact that CUHK has always done well in raising funds, Prof. Li said, 'Last year, the University received more than HK\$200 million in donations and other funding support. The four colleges also did very well. However the economy hasn't fully recovered yet, so fund raising isn't easy. Besides, competition is getting keener by the day with China's rapid development. You can have a whole building named after you on the mainland for a million dollars; but in Hong Kong, you can't even have a classroom named after you for the same amount.' He emphasized however that the University will continue to try its best in getting external funding as government support is expected to only fall and not increase in the foreseeable future.

Can teaching staff be of any help? Prof. Li's answer was in the affirmative. He pointed out that though many of the University's research activities are of benefit to society, some may be little heard of outside academia, because most scholars prefer a low profile and will feel embarrassed blowing their own trumpet. He believes that if they could explain the implications of the fruits of their labour to society, let more people know that CUHK has always been doing service to our community, then the University could find itself enjoying the support of more benefactors.

Thanks to All

What does Prof. Li consider to be the University's greatest gain from its interaction with the UGC over the management review? 'We have firmly established our credibility,' he answered. 'The UGC, the government, and tax-payers can now be confident that the money they give us will be put to good use.'

'I am very thankful to all my colleagues who have participated in this exercise. They spent a lot of time and effort and performed outstandingly well. I'm equally grateful to those who have not been directly involved in the review. It is their everyday work that has ensured good management at the University,' Prof. Li concluded. □

- 書院制度獨特而優越
- 四院資源參差反可引發良性競爭

崇基學院院長李沛良分析書院功能

書院角色獲肯定

全港大學之中，只有中大設有書院制，而教資會檢討小組也曾特地訪問中大的書院，其中包括崇基。崇基院長李沛良教授說，當初院方接到小組來訪的通知時，驟有百上加斤的感覺，因為書院平日工作已是十分忙碌，要不影響日常的運作和服務，接待小組實地查訪，頗感憂慮。後來發覺需要預備的資料，其實是院方多年來運作的內容、形式和理念，只不過部分並未曾好好整理和記錄下來。所以，大家的心情又逐漸變得輕鬆。

他認為這個檢討正好提供一個機會反思過去工作的程序和成果，讓書院表現它在中大的角色和成績。結果「小組委員滿意書院的工作，並肯定書院制度在大學擔當獨特的角色，有其存在價值，也有發展空間。書院同事對此感到非常高興，認為縱使為是次檢討犧牲多個週末和週日，也是值得的。」

中大書院制的特色

李教授表示，院方明白小組委員未必了解中大書院制的歷史淵源、特色和演變過程，更不清楚書院與大學的關係，所以，與小組面談時，特別強調四點：

- (一) 書院角色自始至今不斷在變。因此，書院現在的任務和管理方式與過去的大不相同。
- (二) 書院與大學無論在結構或是運作上都是緊密相連，不可分割的。書院和校方的關係是在各個管理階層中（如校董會、教務會、行政與計劃委員會等）不斷接觸，互相交流，攜手合作。
- (三) 書院與學院及學系有互補作用。學院和學系偏重專科教育與課堂學習，書院則專注通識教育及非形式教育。兩方面結合起來，本科生便可得到既均衡又全面的教育。李國章校長曾提出「多樣化而不重複」(diversity without duplication) 的概念，正好描述書院與學院及學系的關係。

(四) 書院通過校董、校友，和許多友好人士，每年為大學取得不少資源。其他大學都只憑校長爭取外間資助，而中大校長卻有四位書院院長的協助和配合。中大在這方面的力量較強，自不待言。

小組最感興趣的課題

- 小組最有興趣知道的，有七方面的課題，分別是：
- (一) 書院角色——在大學內是不斷增強？抑或減弱？
 - (二) 書院設施——為學生提供甚麼設施？宿位是否足夠？如何照顧走讀生？
 - (三) 學生分配——學生如何給分配入四所書院？學生對書院和大學的歸屬感有無分別？
 - (四) 通識教育——書院與大學都開辦通識課程，彼此如何協調？
 - (五) 外間捐助——如何管理、投資、應用？
 - (六) 與中央行政部門的關係——書院運作需要中央各部門支援時，書院如何表達？對中央的支援是否滿意？
 - (七) 中大與英、美等地大學的書院制度有何分別？

檢討帶來的啟發

「第七項對崇基最有啟發性，也是值得深入探討的問題。經過歷史演變，中大與英、美等地的書院制度自有分別，但由於沒有系統地研究過英、美的制度，所以不易向小組委員清晰詳盡表達。中大日後有必要就此課題與歐美大學交流，比較書院制度的異同，甚或開展科學化研究，以期取長補短，建立更完善的書院制度。」

李教授續說，報告強調的管理準則，也值得崇基留意，以持續改進，精益求精，崇基的校訓本就是「止於至善」。將來崇基的規劃和管理會不斷加強透明度、富有參與性及問責性，目標亦會力求清晰易明，並為大家了解及接受。



資源的獲得與運用

另外，報告在確認中大成員書院的角色和貢獻之餘，又提及書院獲得的捐款差異頗大，恐防部分學生會吃虧，以及書院之間的關係會出現問題。李教授則認為小組的顧慮其實是不必要的。因為：

- (一) 各書院仍有充分資源發展本身的計劃。
- (二) 外界對各書院捐助的金額雖有不同，但不能簡單地區分多寡，因為每所書院在不同的發展時期，所取得的捐助是會有分別的。像崇基成立初期所得的捐助是不錯的，前幾年便困難重重，近年情況又好轉了。
- (三) 資源不一可以引發良性競爭。為了給學生提供最好的教育，書院之間一方面互相學習，取人之長補己之短，另一方面又會各自爭取捐助，力求創新，以超越其他書院。這種良性競爭，推動了四所書院不斷進步，也令中大不斷進步。
- (四) 小組只看到書院的「經濟資源」不均，卻沒有留意到它們的「文化資源」也不同，傳統各異：新亞發揚儒家文化，崇基秉承基督精神，聯合強調務實和與工商界的聯繫，逸夫力求建立高科技的形象。由於彼此追求的理想不同，文化資源各異，是以所需的經濟資源也不必相同。書院除了經濟資源以外，要著重加強本身的文化資產。一所文化資產豐厚的書院，即使經濟資源薄弱，也可以發揮強大的教育力量。



委員會工作佔學院院長太多時間？ 選任制和委任制孰優孰劣？

工程學院院長程伯中的意見

教資會檢討小組曾訪問本校最年青的工程學院，該院院長程伯中教授向本刊透露了當中的一些情況和他對報告的一些看法。

問：院方對教資會檢討小組實地查訪有甚麼感受？

程：香港的大專院校近年發展迅速，架構龐大，院內部門有互相合作的，也有獨立運作的。這個由教資會推行的管理檢討就恍如一面鏡子，把我們學院內的實況呈現出來；小組的建議，更有助改善學院的組織和管理。

問：院方如何向小組介紹本身的管理原則和運作？

程：我們以事論事，把有關詳情告訴小組委員。工程學院的管理和運作都有清晰的理念和目標，是由院內同人自己制訂的。至於資源分配和策略性規劃，院方依據大學的總方針行事，另汲納校外人士的意見以作參考。各學系的管理和運作模式大致相同，我們自覺做得不俗。

問：小組對你們哪方面最感興趣呢？這對院方的發展有沒有啟發呢？

程：我們與小組會面的時間並不長，花了較多時間在工程學院的定位上，對課程設計著墨甚少。院方向委員解說了制訂政策的機制：既讓同事參與，又經由各種渠道汲納社會各界人士的意見。小組認同我們的做法，尤其讚揚我們與工業界人士的緊密溝通和接觸。小組也關注院方現時的高科技路向是否會繼續，我們會如何尋求各界意見並從資源的角度去考慮發展計劃和規模，又會以甚麼準則和方式來決定是否建立第六個學系，以及建立該學系的目標，這些問題對我們都有啟發性。

問：報告讚揚學院院長的才能及你們對大學的承擔，並了解你們用相當多時間參與校內委員會的工作，對協商眾議的決策模式有利。但報告也建議校方與其他院校作比較，以了解中大各種委員會是否佔用院長太多時間。你覺得現時校內委員會的工作量如何？

程：大學同人各有自己的職責；以教師為例，我們的基本職責是教學和研究，對於其他額外工作，無論從道德或責任的角度來考慮，只要有能力做得到的，都應當承擔。譬如校內的行政工作，教師不兼任，便要聘全職行政人員負責，校方和社會的資源都不會容許吧！況且，有些行政工作一定要由教師處理

才能做到最好。在社會服務方面，透過應用研究以及在各級諮詢顧問委員會貢獻我們的所長，對香港的各方面發展都有利。更重要的是，教師不純然是知識的傳授者，我們更擔當學生楷模的角色，我們願意承擔額外的工作和服務，學生將來也會做效，才會有所謂承傳。

大學的規劃和行政，除了從上而下之外，也要眾商協議。要達至眾商協議，設立委員會是必要的，委員也要積極參與討論，才能促進各方對事件的了解，才能使各種政策和措施能兼容並包。這一定會花時間的。此外，有些委員會一定要有學院院長的參與，才有代表性。至今，我自問仍能應付各種委員會的職務。

問：報告建議中大的學院院長可由委任和全職人士出任，你對這方面有甚麼意見？

程：學院院長除了負責學院的發展和處理行政工作外，最重要的是作為員生與校方溝通的橋樑。我們既要反映員生的意見，又要代校方方向員生解釋各種政策。全職擔任院長可以有更多些時間處理行政工作，也會獲得校方信任，但能否取得同人的支持呢？要是不能，他在推行大學政策上便會有麻煩。況且，教師對於行政人員能否理解和體會他們的教研困難信心不足，並會質疑若系主任和學院院長皆由委任方式產生，誰可以代他們表達心聲？針是沒有兩頭利的，全職委任和兼職選任都有優點和缺點，問題其實在於哪種產生院長的方法，能夠使院長在大學現行的建制下做到想做和要做的工作。我對這兩種方法沒有偏好，但滿意現在的選任方式。

三位副校長的感想

中大由三位副校長協助校長處理職務，他們分別負責大學的學術、研究及行政。本刊就他們的職責範圍，請他們發表對是次檢討的感受及評論小組的建議是否適切可行。



左起：金耀基教授、楊綱凱教授、廖柏偉教授

準備工作：適量而有效

正如報告所說，校方的管理措施妥善，所以「要提交文件供小組審閱，並沒有太大困難。」副校長廖柏偉教授說。

廖教授的任務之一是負責校方與教資會在管理檢討上的聯繫，故亦順理成章出任大旗手，統領各單位應付這個在全港大學中首次進行的管理檢討。

他表示，根據教資會的時間表，各院校都有充裕的時間準備。中大不認為需要太早去應付，並以最佳的時間效益為大前提，於去年十月才發動書院、學院、學系等單位的同人，按教資會提出的妥善管理原則，檢討各自的運作情況，撰寫報告和提交有關文件。廖教授說：「準備工作一開始，各同人都十分認真和投入。這些準備工作在去年底便完成，小組的顧問於今年一月來校搜集資料，小組委員則於四月正式蒞校訪問，期間校方沒有再投放大量資源在這個教資會管理檢討上。」小組在報告內第八段「讚賞所有參與是次管理檢討的教職員對檢討的目的均有清晰的了解，且準備充分，提交的資料文件水準極高。」

檢討結果：欣慰而在意料之內

類似的讚揚及嘉許說話，在報告內比比皆是。但對校方管理高層來說，報告並無意外驚喜。廖教授解釋說：「這是因為我們心中有数，明瞭自己的長處。我們收到教資會的妥善管理原則後，自行做了一遍『試檢』，已清楚知道中大的管理工作做得很好。」

舉例說，報告第廿四段指中大的行政開支比率為全港院校最低之一，而第六十一及六十七段則認為中大的行政部門已成功建立一套服務文化，提供令人滿意的支援服務。廖教授說：「中大所有行政人員和職員都應以此自豪。雖然行政經費不應過大是理所當然的，但沒有是次『外來』而客觀的肯定，也很難證明我們的行政是低成本而高效益的。」校方現時為行政單位所做的管理效率檢討，也旨在制訂量度表現的指標和最佳的工作組織安排。他補充說：「我們追求的是恰當的人手編制。這個管理效率檢討進行兩年多以來，行政經費減省了，行政單位的服務水準卻沒有下降。」

另，副校長金耀基教授表示：「中大重視學術自主性，亦了解社會對大學的問責性要求越來越高。在不影響學術自主性的前提下，校方會盡力加強問責性。教資會檢討小組的報告在許多方面都肯定了中大的管理成效。這方面，中大是很有信心的，因為我們有優

秀的教職員，而且有清晰的整體發展目標，規劃過程公平、理性和具高透明度。過去兩三年，中大仿效世界優秀學府的做法，設立了許多自我完善的機制，這無疑會增加了同人一時的工作量，但這些機制落實後，對大家的工作都有幫助。老實說，現在要填的表格很多，有些我也不想填，但大學是龐複的組織，有必要加強現代管理的做法。要是同事能多了解，他們便會知道這些工作是必要的。」

小組委員對中大的教職員存著強烈的認同感與「家庭觀念」留有深刻印象。金教授說，這種精神是值得珍貴的，對機構的運作有好處，在日趨制度化的情況下，大學組織內更要有這種精神，而且越多越好，這才能從容應付轉變。畢竟，社會上的競爭是不留情的。

處理建議：審慎考慮 選擇性落實

有關持續教育

面對資訊世紀的降臨和經濟轉型，市民對持續教育的需求日增，而中大是全港率先設立專責單位提供持續進修課程的大學，三十多年來，不斷舉辦各種課程，滿足市民的求知慾。

小組在報告內肯定中大對香港持續教育的貢獻。金耀基教授對此表示感謝，並指出校方與小組對這方面發展的看法大致相同，即持續教育對社會的發展很重要。

至於報告憂慮校外進修學院與各學院之間，可能在課程提供方面有潛在衝突。金教授說，中大的持續教育主要由校外進修學院負責，但各專業學院亦有提供相關的課程。校方已設立機制促進校外進修學院與校內其他學術單位的分工和合作。校外進修學院會按計劃擴大並強調與海外大學的合作，提供更多優質專業培訓課程，以及各種文憑和學位課程。

他又透露，校方正考慮修改大學規程，讓校外進修學院院長成為教務會的成員，以促進該院與其他學術單位的合作，提高並監察該院課程的學術水平。至於報告提議校外進修學院院長成為行政與計劃委員會的成員，校方會審慎考慮，但暫時未有計劃實行。

有關汲納外界意見

小組在報告第十六段讚賞中大在策劃酒店管理課程時，能利用本身與商界和社會的緊密聯繫，並鼓勵中大在日後的策劃教學發展程序中，更多汲納外界的意見。金教授說，中大本來就很重視這方面的工作，並設有不同的汲納機制，例如委任專業和工商界人士參與學科的

諮詢或顧問委員會，又參考訪問考試委員、畢業生和僱主的意見，改進課程內容的適切性和規劃新課程。當然，在執行上，有些學科仍有改進的餘地。

有關推展管理效率檢討

至於報告在稱讚中大備有良好的學術評核機制之餘，提議校方考慮把現行的管理效率檢討推廣至各學系，使服務更臻完善。廖柏偉教授表示，中大教學單位資源分配公式是明確的，按績效計算應得資源，已有內在誘因促使各系提高績效，以獲分配較多資源。因此，是否把管理效率檢討由行政單位推廣到學系，將按需要而定。但如果學系有此要求，而管理效率專責小組認為人手和時間許可的話，也會為學系進行檢討。

有關資訊科技應用

小組十分讚賞中大廣泛並適當地應用資訊科技，並希望中大能持續發展一套整全的資訊科技策略，尤其加強圖書館與資訊科技服務處較緊密及較正式的合作。副校長楊綱凱教授表示，校方會考慮這個提議。「其實，今年校方已對電算機服務處及資訊科技服務處進行了管理效率檢討，並研究重組方向，待報告完成後，校方會成立一系列諮詢委員會，負責長期監察及策劃大學未來的資訊服務與發展。」

有關與其他院校合作

報告第十七段又建議中大在未來的發展策略中，應更加著重與其他院校尤其內地院校的合作關係。楊教授回應說：「中大向來注重學術交流，早在二十多年前已和內地院校開展各種交流，是全港第一。我們會隨大學發展的需要而加強與本地或內地院校的合作。」

有關學院和成員書院的管理

小組也曾訪問七位學院院長和兩所書院的院長，以加深對本校各層面的認識。報告中有關學院和成員書院的評價和建議，請參閱工程學院院長程伯中教授和崇基學院院長李沛良教授的訪問稿（見第四頁）。

採訪：蔡世彬、陳偉珠、陳思祥
資料整理：蔡世彬



全校的光榮

李國章校長說，教資會在全港八所大專院校都進行了管理檢討，他從該會先後發表的各份檢討報告以及一份總評本地院校管理措施的文件（未公開）所得出的結論，就是中大的管理做得最好，他感到非常開心。

「小組的所有報告在措詞上都頗客氣，對院校都沒有甚麼嚴厲批評，但在字裡行間，大家都看到小組對中大的稱讚是最多，認為中大的管理最優良。這實有賴教職員的努力，能上下溝通，知道彼此的困難所在，共同克服。」

報告也特別稱讚李國章校長對大學的領導是清晰而明確，並能在「行政主導」與「協商眾議」之間取得平衡，令人印象深刻。李校長說：「報告雖有點名稱讚，但我覺得它並不是稱讚個人，而是在稱讚中大。要是教職員不接受校長的領導和表現，何來教資會這個結論呢？這種側面稱讚，其實反映了中大現在取得的成績是同人一起合作的結果，是全校的光榮。」

李校長更認為中大協商眾議的傳統和中大人對大學的強烈認同感，與中大的歷史發展有關。李校長說：「中大自創立以來，便顯示了自己的獨立性和理想，譬如我們收生時要求學生的中英文皆良好，這是當年殖民地政府所不主張的；又譬如在資源分配上，中大並非常常得到公平對待，幸而我們能齊心合力，並確信和堅持大學的理想，一起跨越了許多困境，從中增進了內部的團結和諒解——這是中大的寶貴資產。」

全面的讚揚

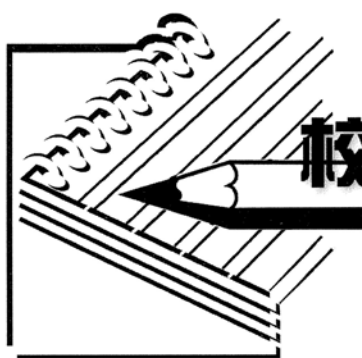
教資會的報告高度讚揚中大的各種管理措施，包括清晰明確、由上而下又由下而上的規劃程序；透明靈活而能激勵表現的資源分配方法；極為精簡而具良好服務文化的行政架構；廣泛而有效的評審及績效監察機制；清晰明確的匯報架構及問責渠道；強調物有所值的管理效率檢討；以及涵蓋性強、使用率高的資訊科技應用等等。其中會不會有一兩項是令李校長感到特別欣慰的？「令我最感欣慰的，就是我們的整體表現是所有院校中最優異的。」他笑說。

也有看法不同之處

至於報告所提出的某些改善建議，李校長有下面的看法：

學院院長的產生方法

報告建議中大考慮委任全職的學院院長，取代現行的選任兼職制。李校長的理解是，小組把大學與商業機構並比，認為校長等於公司的行政總裁，由他委任高層要員，便可帶動和推行行政總裁的目標，小組深信這是廿一世紀大學應走的管理路向。李校長對此不敢苟同，他說：「大學與商業機構是不同的，以商



校長的話



業手段管治大學是行不通的。因為（一）大學的成敗不可以盈利多寡來量度。（二）教師是大學的主要組成部分，教師要創造知識，就先要有自由發展的空間，大學不應勉求一致性，否則，便會扼殺創意，這與特區政府現在的教育改革路向和發展資訊科技的路向也不相符。」

他進一步解釋說：「校務一律由中央管理當然最方便，但校長一言堂便會演化為獨裁；如果管理層全由選舉產生，在管理上又會有困難。中大現在走的中間路線最符合大學的利益。我們的系主任是委任的，但他們卻受民選的學院院長管束，教師不滿系主任的表現時，大可向院長申訴。我們要讓教師明白他們的院務是自治的，不是由外人來管理的。」

「行政與計劃委員會已討論過這項建議，校方的立場是由各學院的教師自行決定繼續用選任的方法產生院長，還是由委任產生。各學院的院長產生方法大不相同，但無論如何，這方面的任何轉變，一定是從下而上，校方不會採取主動。」

鼓勵創意的研究策略

小組發現中大教研人員雖對整體的研究策略存有共識，但校方卻缺乏記載大學整體研究策略的正式文件。李校長則指出，研究策略明確訂定下來，教師便會失去探討學術的自由空間，不能開展自己想鑽研的研究課題。「今天資訊科技合潮流，明天可能不一樣了。我認為大學不應有從上而下指定的研究方向，研究課題一定要由教師自己決定，某些研究雖不合現在的潮流，但難保不會在五年或十年後吃香起來。」

報告又稱「小組並不完全理解中大要維持所有餘下的卓越學科領域計劃的整體理據」，李校長表示，校方早前選出廿四個領域為中大的卓越學科，其中八個獲教資會接納（更有兩個名列教資會首次撥款支持的全港三大卓越學科領域）。「這是中大自定的廿四個強項，不必由外人確認，這些項目是配合將來社會發展所需，校方是不會放棄的。」

「證諸歷史，中大用私人捐款開展的項目，許多現已成為吃香或符合香港發展利益的項目。例如中大廿七年前已投放資源研究中藥；三、四年前已開始籌備酒店管理課程，為香港以至亞太區培訓酒店業高層管理人才；又比方政府現在非常著緊的資訊科技，我們在九一年設立工程學院時，已朝這路向發展，在科技轉移方面我們也是快人一步。這一切都不必政府指導的，我們一早下了功夫，現在便見成效。」

校舍分配

報告提出中大可更靈活地分配校舍用地。李校長則說，根據教資會另外一份即將公布的調查報告顯示，按教資會的方程式計算，中大現行的校舍總面積，比標準的少了百分之廿七。中大工程學大樓第二期發展計劃，研究生宿舍翻新工程和臨床醫學大樓的擴展工程現在又給擱置下來，校方根本無計可施，「試問七個壺蓋如何能蓋十個壺呢？」

尋找校外資源

而報告在讚揚中大在爭取非政府資源的表現之餘，也建議中大繼續發揮這方面的優勢。李校長指出，中大在這方面是幹得頗出色的。「單計去年中央所爭取到的捐款及其他資助已超過兩億元，而四所書院在籌款方面也很有成績。可是，現在經濟仍未暢旺，籌款並不容易；況且，中國內地開放之後，競爭更大。人家捐一百萬元予內地的院校，已可取得一幢大樓的命名權，那何必捐給香港的大學？相同的捐款可能連一個課室的命名權也取不到。」他強調，雖然如此，校方定會悉力以赴，因為政府撥款給予大學的趨勢是有減無加。

教職員可以幫忙嗎？「可以的。」李校長說，中大許多研究成果對社會有貢獻，但外面的人未必知道，原因是教師通常比較低調，最怕自吹自擂。要是他們能多些向社會人士解釋研究成果對社會的貢獻，讓多些人了解中大一直在服務社會，中大會更易取得善長的支持。

感謝所有同人

總結教資會的管理檢討成效，李國章校長認為中大的最大得益是建立了強而有力的可信性，「政府和教資會應可放心撥款予善用資源和具高管理效率的中大。」

「我十分感謝所有參與是次檢討的同事，他們花了不少時間和精力去應付，而且表現突出；對於沒有直接參與的同事，我是同樣的感激，正如先前所說，這是大學整體的光榮，是他們日常的工作確保了中大的妥善管理。」

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教資會高度評價中大的管理效率

教職員素質佳・校長領導力強

規劃程序清楚明確・資源分配靈活有效

問責渠道清晰・績效監察全面

管理效率高・行政經費低

書院貢獻大・IT 應用廣

大學教育資助委員會檢討小組(以下簡稱小組)最近公布對本校管理檢討的結果,正面肯定及高度評價中大的管理工作;校方對小組在管理檢討報告(以下簡稱報告)內多番確認並讚揚中大有妥善管理措施,深感欣慰。該份報告以及校方對報告內容的回應,已存放在大學的網頁內(網址為<http://www.cuhk.edu.hk/mgtreview/>),供員生及各界人士瀏覽。

本刊特別走訪多位密切參與該項管理檢討的大學行政人員,以了解檢討的過程、目的和影響,詳見第二至四頁。下表則為管理檢討報告及校方回應摘要。

管理檢討報告及大學回應摘要

大學教育資助委員會檢討小組按其妥善管理原則,審視中大六個方面的管理架構及程序。茲將小組的評語和建議,以及校方的回應撮錄如下:

範圍	總評	建議	中大回應
1. 制訂策略	規劃程序清楚明確,獲廣泛參與;大學之使命及整體策略獲校內普遍認同及接受;管理架構清晰,確保諮詢與檢討得以在全校施行;各項計劃均獲仔細審核,以保證其符合大學的整體規劃策略;通過委員會架構,校內的教學、資源調配及行政計劃清晰地連結起來。	制訂計劃時可更廣泛地吸納外界意見;可採取一套較正式的程序,集錄校內不同的新計劃及策略規劃,撰成摘要文件。	同意加強與各界的聯繫,並繼續定期檢討及更新整體策略計劃。
2. 資源分配	分配方法具激勵誘因、程序明確、透明度高、靈活而有效率,能貫徹「物有所值」的信念;各財政預算負責人能有效地擔負起各自的職責;行政開支比率為全港院校中最低之一;管理架構非常精簡及具高效率。	應考慮如何更靈活地分配大學校舍用地,並鞏固能成功爭取校外資源的優勢。	對嘉許引以為傲,並將繼續爭取更多校外資源;然而必須指出校舍撥地及新建設受制於教資會及政府的審批程序,校方也缺乏額外用地作為緩衝。
3. 推行計劃	能有效地確保計劃的實施,並致力發展容許廣泛參與的機制,以監察推行計劃的進度。	於各學系及學院擬訂清晰的階段指標及表現評估指標,並於校內全面推行統一的監察機制,以協助審核計劃推行的進度。	目前不少部門已設有階段指標及表現評估指標;但將會按建議進一步在校內全面推行此等監察機制。
4. 角色、職責與培訓	教職員素質佳而又熟悉各自職責,校長領導力強並能在「行政主導」和「協商眾議」之間取得平衡;校內問責渠道及匯報架構清晰;成員書院發揮獨特的功能而與大學互相補足,為學生提供全人教育並帶來寶貴的發展資源;新推行的、以加強員工個人發展為目的之考績評核,有助增進溝通,釐清發展及培訓需要,以及改善工作表現。	經選舉產生的學院院長架構有潛在問題,可考慮轉用全職及委任制;校外進修學院與大學其他方面可能產生矛盾,所以應讓持續教育的發展在行政與計劃委員會內有更充分的代表,例如委任校外進修學院院長為行政與計劃委員會及教務會的成員;校方可考慮更正式地統籌及提供培訓和發展機會,以配合整體策略規劃。	現有的學院院長制度運作良好,是經深入討論並乃大多數成員的選擇,唯校方會按建議繼續監察其運作;校方早已正視校外進修學院與其他部門的分工和合作,並擬訂了一套新機制以確保各方面能互相配合,推動持續教育,校方正著手修改大學規程,使校外進修學院院長成為教務會委員;中大將如小組所預期,進一步加強考績表現與培訓需要兩者之間的聯繫。
5. 提供服務	有關單位尤其是行政部門已成功建立服務文化,為用戶提供滿意的服務;內部管理效率檢討取得良好成績,透過重整工作流程及重組架構,把有關行政部門的開支縮減百分之十,或把生產力提高百分之十。	把管理效率檢討推展至各教學單位;與本港及海外院校多作比較,使服務更臻完善。	會加強與海內外院校有關評估指標方面的比較,務求精益求精;也會考慮是否把管理效率檢討推展至非行政單位。
6. 管理資訊與系統	廣泛而有效地應用資訊科技;積極評估及正視用戶意見;中大資訊科技委員會能集思廣益,制訂具涵蓋性的五年發展策略。	繼續發展一套完整的資訊科技策略,持續地統籌有關管理資訊的要求。	會在優良的基礎上繼續發展資訊科技策略,裨益各教學及行政部門,以及所有學生和教職員。