



李國章教授

告別中大

Professor Arthur K C Li

A Six-Year Term

as Vice-Chancellor of
The Chinese University

(1996-2002)



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簡介 Introduction



李國章教授獲大學校董會委任，於一九九六年八月一日起，出任本校第四任校長，領導大學過渡九七，邁向新紀元，作全方位的發展。二零零二年七月，李校長向校董會請辭，並於同年八月獲香港特別行政區行政長官委任為教育統籌局局長，在一個全新的層面繼續為香港的教育界服務。

個人背景

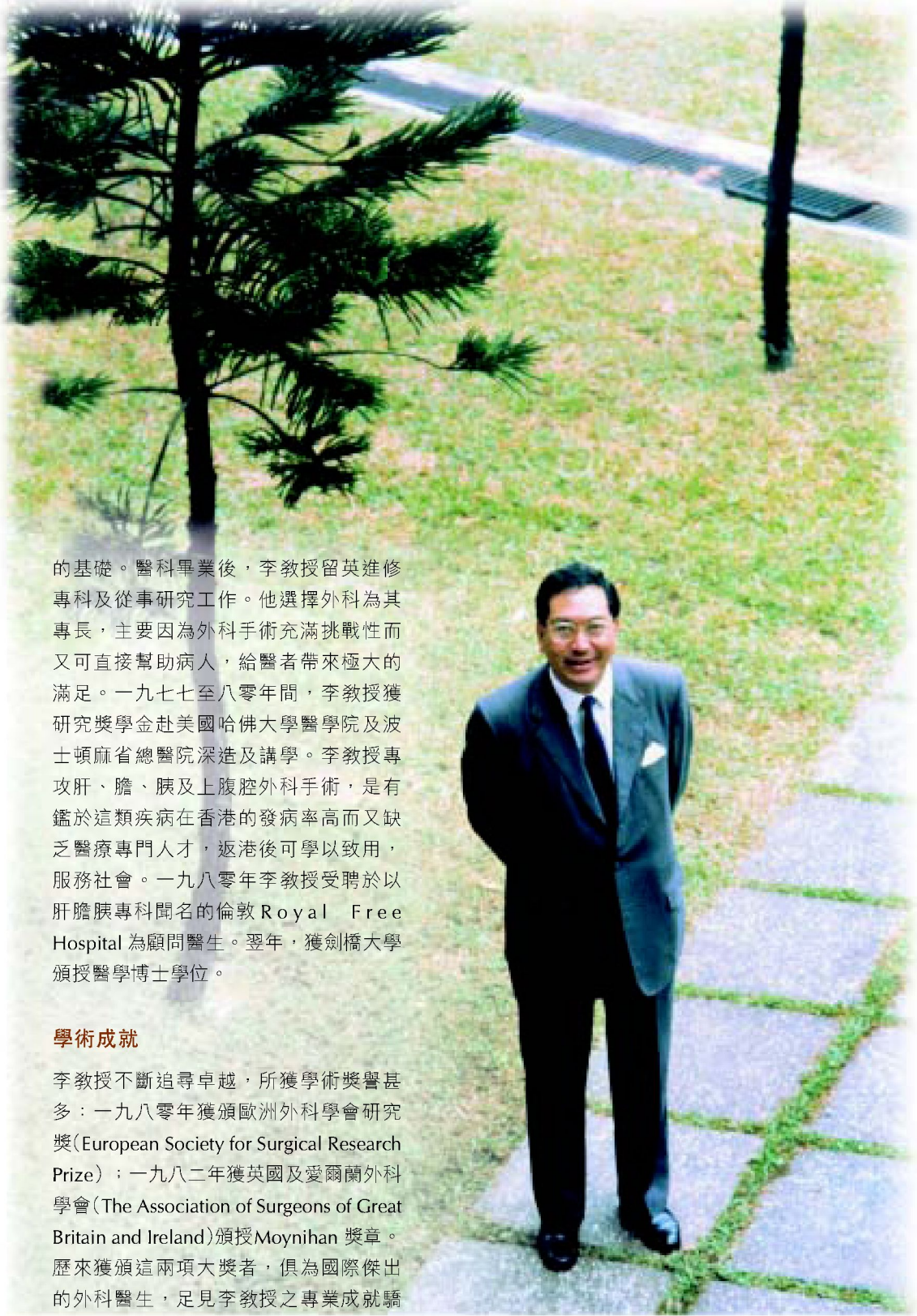
李國章教授生於香港，原籍廣東鶴山。李氏家族自內地移居香港，至李教授已是第四代。李教授十六歲自香港聖保羅男女中學畢業後負笈英倫，先後肄業於Uppingham School、劍橋大學英皇學院，及倫敦Middlesex Hospital Medical School。

李教授很早已立志從醫，他於劍橋先攻讀自然科學課程，為日後習醫打下堅實

Prof. Arthur K.C. Li was appointed by the Council of The Chinese University of Hong Kong to be the fourth vice-chancellor of the University from 1st August 1996. He was entrusted with the important task of leading the University through the 1997 transition to scale new heights in the 21st century. After serving as vice-chancellor for six years, Prof. Li resigned from the University in July 2002 to take up the post of Secretary for Education and Manpower of the HKSAR from 1st August of the same year, and to continue to serve the educational community of Hong Kong in that capacity.

Personal Background

Prof. Li was born into the fourth generation of an established Hong Kong family with a strong tradition of public service. He had a classical Chinese upbringing



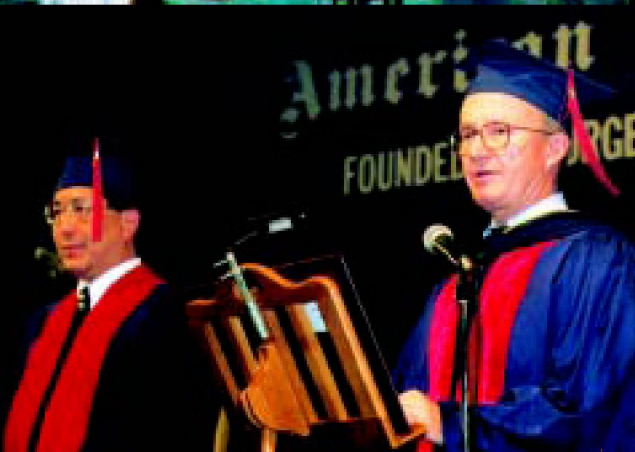
的基礎。醫科畢業後，李教授留英進修專科及從事研究工作。他選擇外科為其專長，主要因為外科手術充滿挑戰性而又可直接幫助病人，給醫者帶來極大的滿足。一九七七至八零年間，李教授獲研究獎學金赴美國哈佛大學醫學院及波士頓麻省總醫院深造及講學。李教授專攻肝、膽、胰及上腹腔外科手術，是有鑑於這類疾病在香港的發病率高而又缺乏醫療專門人才，返港後可學以致用，服務社會。一九八零年李教授受聘於以肝膽胰專科聞名的倫敦 Royal Free Hospital 為顧問醫生。翌年，獲劍橋大學頒授醫學博士學位。

學術成就

李教授不斷追尋卓越，所獲學術獎譽甚多：一九八零年獲頒歐洲外科學會研究獎 (European Society for Surgical Research Prize)；一九八二年獲英國及愛爾蘭外科學會 (The Association of Surgeons of Great Britain and Ireland) 頒授 Moynihan 獎章。歷來獲頒這兩項大獎者，俱為國際傑出的外科醫生，足見李教授之專業成就驕

李國章校長（左）接受赫爾大學的榮譽理學博士學位（一九九九年）

Prof. Arthur K.C. Li (left) being conferred the honorary doctorate of science by The University of Hull (1999)



李國章校長（左）親領美國外科醫學院榮譽院士銜（二零零零年）

Prof. Arthur K.C. Li (left) being presented the Honorary Fellowship of the American College of Surgeons (2000)

and his primary and secondary schooling was completed at St. Paul's Co-educational College in Hong Kong.

Nurtured in the spirit of service to others, Prof. Li chose at a young age to pursue a medical career and undertook the broader Natural Sciences Tripos path to medicine at Cambridge University. He pursued studies in surgery as he relished the challenge and satisfaction of being able to do something skilful and positive for the sick.

He underwent postgraduate training in England until a scholarship brought him to Harvard Medical School and Massachusetts General Hospital, Boston, USA, where he furthered his specialist training. He chose to specialize in hepatobiliary and upper gastrointestinal surgery because of the high incidence of related diseases and the need for surgical expertise in such areas in Hong Kong. He extended his clinical experience by taking up appointment in 1980 as a consultant at the Royal Free Hospital, London, which was well known for its hepatobiliary work. In the following year, he was awarded the degree of Doctor of Medicine by Cambridge University.

Academic Achievements

In the years that followed Prof. Li continued to strive for excellence, and won for himself numerous accolades, which include the award of the European Society for Surgical Research Prize in 1980, and the Moynihan Medal of the Association of Surgeons of Great Britain and Ireland in 1982. Both these awards were and are competed for by many well-established surgeons from many countries, and Prof. Li was particularly proud that he managed to achieve these honours early in his career. He was subsequently granted honorary fellowships of other surgical colleges and renowned surgical associations, and honorary professorships at many academic institutions, including those in mainland China.

In 1995, he was appointed Edward Tooth Professor at Royal Brisbane Hospital, The University of Queensland, Australia; Honorary Fellow of the Royal College of Physicians and Surgeons of Glasgow; and the 14th Edward Hallaran Bennett Lecturer at Trinity College, University of Dublin, Ireland.

In 1996, Prof. Li was presented the President's Gold Medal of The Royal College of Surgeons of Edinburgh in recognition of his outstanding achievements and service in surgery. This award was established by the Royal College to honour only these surgeons of international distinction.

Between 1997 and 2000, Prof. Li was awarded honorary fellowships by The Royal Society of Medicine, The Royal College of Surgeons of Ireland, the Association of Surgeons of Great Britain and Ireland, and the American College of Surgeons. He was granted an Honorary Doctorate of Science by The University of Hull, an Honorary Doctorate of Letters by The Hong Kong University of Science and Technology, and an Honorary Doctorate by Soka University in Tokyo. He will receive an Honorary Doctorate of Laws from The Chinese University of Hong Kong in December 2003 in recognition of his outstanding accomplishments, his loyal service and distinguished contributions to the University over the years.

Prof. Li has published to date over 300 original articles in international peer-reviewed journals, numerous book chapters and abstracts. He has also been invited to deliver numerous eponymous lectures at prestigious universities across the world and keynote addresses at international conferences.

Career Development

Prof. Li took up the post of the Foundation Chair of Surgery at The Chinese University of Hong Kong in 1982, which afforded him the opportunity to bring his professional excellence to bear in serving the community of Hong Kong in collaboration with his colleagues.

Starting from scratch, with the University's teaching hospital not even completed when he began service, Prof. Li led the Department of Surgery to becoming one of the most reputable surgical centres in the world within just a decade.

Prof. Li was twice elected by his fellow medical professors in 1992 and 1995 to take on the deanship of the Medical Faculty, giving him yet another opportunity to contribute to the improvement of medical teaching

人。及後李教授再榮獲多個外科學院及外科學會的名譽院士及會士銜，又獲邀擔任國內及海外多所知名醫科大學的名譽教授。

一九九五年，李教授獲委為澳洲昆士蘭大學皇家布里斯班醫院的 Edward Tooth Professor，蘇格蘭格拉斯哥皇家內科及外科醫學院名譽院士，及愛爾蘭都柏林大學聖三一學院 Edward Hallaran Bennett Lecturer。

一九九六年李教授獲頒英國皇家愛丁堡外科醫學院的榮譽金章——此獎特為全球最出色的外科醫生而設。李教授是首位獲得此項殊榮的華人。

一九九七至二零零零年間，李教授獲多所專業學院頒授榮譽會士/院士銜，包括皇家內科學會、愛爾蘭皇家外科醫學院、英國及愛爾蘭外科醫學協會、美國外科醫學院等。李教授更先後獲英國赫爾大學 (The University of Hull) 頒授榮譽理學博士學位、香港科技大學榮譽文學博士學位，及日本創價大學榮譽博士學位。二零零三年十二月，李教授亦將獲香港中文大學授予榮譽法學博士學位，以表揚他的傑出成就以及對中大多年的服務和貢獻。

李教授著作豐富，曾出版十多種醫學專著、三百多篇論文，並出任多份國際著名學報的編輯。他又經常應各地著名學府邀請，主持演講，並擔任國際學術會議的主講嘉賓。

事業發展

李國章教授多年來致力於醫學教育及研究，並以治病療傷、栽培醫術醫德兼備的學生為職志。一九八二年，李教授返港，出任香港中文大學醫學院外科學系創系講座教授。該系在李教授領導下，無論在教學、研究、學術出版，或競逐



一九九四年眼科及視覺科學學系成立

Announcing the establishment of the Department of Ophthalmology and Visual Sciences (1994)

香港的內鏡外科手術由中大醫學院於九十年代初引入
Laparoscopic techniques in various surgeries were first introduced to Hong Kong by the University's Faculty of Medicine.



科研經費各方面，都取得異常卓越的成績，於短短十年間成為國際知名的外科中心。

一九九二年及一九九五年，李教授兩度當選醫學院院長。在幾位前任院長奠立的穩固基礎上，李教授全力策動，使該院發展成為一所課程完善、師資優秀、設備一流，以及培訓學生出色的醫學院。

在李教授的大力推動下，醫學院新成立的護理學系和藥劑學系發展迅速，該院更開設全港唯一的眼科及視覺科學學系，又於教學醫院（沙田威爾斯親王醫院）成立香港癌症研究中心，開辦本港首個皮膚庫和內鏡外科培訓中心，為本港病人提供最現代化的醫療服務。

由李教授領導的中大醫學院，致力開拓新的醫學研究領域，在短短數年間，取得多方面的突破，成績斐然。其中包括用新方法診斷和治療癌症，特別是肝癌和鼻咽癌；應用新外科手術治理燒傷；成功進行首宗小兒近親肝臟移植手術；研究及引進多項最先進的內鏡外科手術及兒童骨髓移植手術；開創香港耳瓣手術；而人工輔助生育研究小組進行的人

and training. The Department of Ophthalmology and Visual Sciences in the Faculty was established during his deanship, and has since been charged with the education and training in the subject of all medical students in the territory, including those at the University of Hong Kong. The new departments of Nursing and Pharmacy witnessed rapid growth, the world's first comprehensive Skin Bank was set up, and major breakthroughs were achieved in a wide range of areas. They include the first live-related paediatric liver transplant in southeast Asia, the first paediatric bone marrow transplant in Hong Kong, new ways of diagnosing and treating nasopharyngeal and liver cancer, producing Hong Kong's first baby from the micromanipulation of human gametes, and the successful adoption of laparoscopic techniques in various surgeries.

The Faculty of Medicine went from strength to strength and established itself as one of the leading academic units in Hong Kong and the neighbouring region under the leadership of Prof. Li.

And then at the age of 51, he was appointed by the Council of The Chinese University of Hong Kong to be the fourth vice-chancellor of the University. He had been recommended for the position by a Search Committee after a diligent world-wide search that involved some 30 candidates, many of whom distinguished academics from Hong Kong or overseas, all with

profound experience in higher education management. Prof. Li was entrusted with the important task of leading The Chinese University to new heights in the 21st century.

During Prof. Li's term as vice-chancellor, The Chinese University achieved tremendous progress on all fronts. New academic programmes in hotel and tourism management, Chinese medicine, molecular biotechnology, language education, risk management, and e-commerce etc. were launched to keep pace with rapid social and economic developments in Hong Kong at the turn of the new century. Efforts were stepped up to enhance the international character and standing of the University in the face of increasing globalization, and to promote the application of information technology in teaching, learning, research, and administration. Innovative measures were introduced to ensure consistent quality performance in teaching, research, and service, and rigorous reviews and restructuring were conducted to improve institutional management efficiency. Meantime substantial donations were raised to fund infrastructural improvement, and vigilant attention was paid to conservation and greening of the campus environment. In 2001 when the Hong Kong government announced the level of its subvention to local universities for the first triennium of the new century, the University was awarded the largest slice of the government grant.

Public Service

Prof. Li is happiest in situations where he can achieve excellence through service to others, whether they be patients, doctors, researchers, students, or the community at large.

In 1983 he was elected as President of the Hong Kong Surgical Society, which subsequently became the College of Surgeons of Hong Kong under his direction. He was President of that College when it became the body responsible for setting surgical standards in Hong Kong under law.

When the Hong Kong government revamped local health services by forming the Hospital Authority in 1991, he was appointed to its Board and actively participated in

工受孕案例，更創造了多項香港紀錄。這些卓越成績，使中大醫學院躋身亞太區以至世界的前列地位。

一九九六年八月一日，李教授獲大學校董會委任為香港中文大學校長，領導中大邁向新紀元。

李教授在任六年期間，中文大學在各個範疇都取得極大的進展。世紀交接之際，中大順應社會之需，陸續開設新學科，包括酒店及旅遊管理、中醫學、分子生物科技、語文教育、風險管理、電子商貿等，以配合香港社會及經濟之急速發展。在全球一體化的氛圍下，校方致力增強國際聯繫，提高大學的國際聲譽，又全面推動資訊科技的應用和網上教學，另設立新機制以保證教學、教研及服務素質之持續提升，並推行嚴謹的管理效率檢討及架構重組，全面改善大學的管理和資源運用。此外，李教授也為大學籌得大量捐款，以加強基礎建設，更特別關注校園的環境保護工作。二零零一年，政府公布本地各大學於新世紀第一個三年撥款期的資助額，中大的總資助額是眾院校之冠。

公共服務

李教授熟悉大學事務，行政經驗豐富，對管理龐大的教育與服務機構，甚有心得。他又秉承其家族仁風廣被的優良傳統，一向熱心公益，襄助多個社會機構及慈善團體的工作。

李教授於一九八三年當選香港外科學會會長，帶領學會發展成為香港外科醫學院。在李教授出任香港外科醫學院院長期間，該院成為釐定本地外科醫學水平的法定組織。

李教授亦先後服務臨時醫院管理局、醫院管理局、香港醫務委員會和香港醫學專科學院。

李教授又曾擔任基督教聯合醫院管理委員會主席，任內匡助這所非牟利醫院興建新翼及重建舊樓，使病床數目由六百七十五張增加至一千三百張，成為一所設備優良的地區醫院。

李教授復參與多個龐大的慈善信託基金的信託管理工作，其中包括何梁何利基金和邵逸夫慈善基金，協助促進教育發展，以及資助公益計劃。

此外，李教授曾擔任多項教育界重要公職，包括大學及理工教育資助委員會委員、教育統籌委員會委員、科技委員會委員及該會屬下生物科技小組委員會主

the Structure and Management Committee to reform previous practices. The management initiatives were so successful that the committee evolved to become the Organization Development Committee, of which Prof. Li served as vice-chairman.

Continuing in the spirit of public service of his family, Prof. Li took up chairmanship of the Hospital Governing Committee of United Christian Hospital and membership of the Board of United Christian Medical Services. The hospital and its medical services are run under a charitable organization with limited resources. He launched a programme to upgrade its services through the construction of a new extension block and the rebuilding of the old block. The net result was the transformation of a 675-bed hospital into a 1,300-acute-bed tertiary referral centre.

Prof. Li has also sat on a number of charitable trusts supported by very large endowment funds such as the Ho Leung Ho Lee Foundation and the Sir Run Run Shaw Charitable Trust. These trusts sponsor educational pursuits and support specific projects and training.

In the area of education, Prof. Li has served as a member of the then University and Polytechnics Grants Committee (1990-93), the Education Commission (1993) and the Hong Kong government's Science and Technology Committee, and also as vice-president of the Association of University of Presidents of China (1999-2002).

Over the last two decades, Prof. Li has served as a Hong Kong Affairs Adviser to the People's Republic of China, a member of the Consultative Committee for the Basic Law, a member of the Preparatory Committee for the Hong Kong Special Administrative



香港特別行政區行政長官董建華先生（左）頒授金紫荊星章予李國章校長（二零零零年）

Prof. Arthur K.C. Li being awarded the Gold Bauhinia Star by the Chief Executive of the HKSAR (2000)



李國章教授伉儷攝於二零零二年夏
Prof. and Mrs. Li (Summer 2002)

Region of the National People's Congress, and a member of the Selection Committee for the First Government of the Hong Kong Special Administrative Region. He is a Hong Kong representative on the Chinese People's Political Consultative Conference (CPPCC) and a Justice of the Peace. In recognition of his significant contribution to tertiary education and the medical sector, Prof. Li was awarded the Gold Bauhinia Star in 2000 by The Government of the Hong Kong Special Administrative Region.

Family

Prof. Li is married with two sons, both of whom study medicine and graduated with first class honours from Cambridge University. As the wife of the Vice-Chancellor of The Chinese University of Hong Kong, Mrs. Diana Li supported her husband in many activities both within and outside the University. Between 1996 and 2002, she was Patron of the Friends of the Art Museum, the Chinese University Women's Organization, and the University Women's Association.

席，並曾任中國大學校長聯誼會副會長。

李教授又曾獲委為港事顧問、全國人民代表大會香港特別行政區籌備委員會委員、香港特別行政區籌備委員會推選委員會委員，及香港特別行政區籌備委員會第一屆立法會小組會員。李教授亦為全國政協委員以及香港特別行政區太平紳士，更於二零零零年獲香港特別行政區頒授金紫荊星章，以表揚他在高等教育及醫療界的傑出貢獻。

家庭成員

李教授已婚，育有二子，均於劍橋習醫並以一級榮譽成績畢業。李夫人於一九九六至二零零二年間出任中文大學文物館館友會贊助人、中大婦女會贊助人，以及大學婦女協會贊助人。



任內大學重要發展 Major Developments of the University 1996-2002

學術 Academic Development

□ 成立酒店及旅遊管理學院（一九九八年）

學院成立後，大學又得到新世界發展有限公司支持，於校園動工興建全港首間四星級教學酒店。

The School of Hotel and Tourism Management was established in 1998; support from the New World Development Company was enlisted for the construction of an four-star teaching hotel on campus, the first of its kind in Hong Kong.



教學酒店動土儀式。左起：工商管理學院院長羅文鈺教授、副校長廖柏偉教授、大學校董會主席利漢釗博士、大學教育資助委員會主席林李勉如博士、新世界發展有限公司主席鄭裕彤博士、李國章校長、酒店及旅遊管理學院院長李金漢教授。（二零零一年十二月十九日）

The ground-breaking ceremony of the teaching hotel held on 19th December 2001. From left: Prof. Japhet Law, dean of business administration, Prof. Liu Pak-wai, pro-vice-chancellor, Dr. Lee Hon-chiu, chairman of the University Council, Dr. Alice Lam, chair of the University Grants Committee, Dr. Cheng Yu-tung, chairman of New World Development Co. Ltd., Prof. Arthur K.C. Li, vice-chancellor, and Prof. Lee Kam-hon, director of the School of Hotel and Tourism Management.

□ 成立中醫學院（一九九八年）

The School of Chinese Medicine was established in 1998 under the Faculty of Science.

□ 成立公共衛生學院（一九九九年）

The School of Public Health was set up under the Faculty of Medicine in 1999 to train medical practitioners to provide quality medical and preventive care at the community level.

□ 開設多項新課程

新課程內容涵蓋語文教育、材料科學、分子生物技術學、計量財務學、文化研究、語言學、風險管理、互聯網工程學及電子貿易等，以配合社會發展所需。中大開辦的課程數目，由一九九六年的一百七十八項激增至二零零二年的二百七十三項。

New academic programmes in language education, materials science, molecular biotechnology, quantitative finance, linguistics and intercultural studies, risk management, Internet engineering, and e-commerce etc. were introduced to keep pace with changing societal needs. The total number of academic programmes offered rapidly increased from 178 in 1996 to 273 in 2002.

□ 落實措施提升教學素質

措施包括改善科目評核方法，重組教學發展組為學能提升研究中心，以及設立校長模範教學獎等。

To seek continuous improvement in teaching and learning quality, the University refined the course evaluation system, restructured the teaching development unit into the Centre for Learning Enhancement and Research, and set up the Vice-Chancellor's Exemplary Teaching Award to give recognition to exemplary and innovative teaching.



校長模範教學獎於一九九九年設立，李國章校長與首屆得獎教師合照。左起：Prof. David C. Ahlstrom、李子建教授、劉紹強教授、李國章校長、梁承暉教授、李偉基教授、Prof. Giovanni B. Moneta。

Prof. Arthur K.C. Li with the first batch of teachers selected for the Vice-Chancellor's Exemplary Teaching Awards 1999. From left: Prof. David C. Ahlstrom, Prof. John C.K. Lee, Prof. Soung-chang Liew, Prof. Arthur K.C. Li, Prof. Leung Sing-fai, Prof. Li Wai-kee, and Prof. Giovanni B. Moneta.

□ 積極改進學生的語文能力

校方於一九九七年設立語文教學四層架構，全面推行校內的語文改善計劃，並不斷加強有關課程和活動的內容與素質。

To salvage the deteriorating Chinese and English language standards among local youths, the University introduced a four-tier language enhancement programme for its students in 1997, and reinvigorated its language enhancement courses and activities.

□ 開設副學位課程

為配合政府把高等教育普及率增至百分之六十的目標，中大的校外進修學院於二零零二年開設副學位課程，並積極與本地及海外教育機構商討有關合作及課程銜接事宜，為本地學子開拓更多進修途徑。

To respond to the government's call to raise the participation rate in post-secondary education to 60 per cent of the relevant age group, the School of Continuing Studies (SCS) launched sub-degree programmes in the summer of 2002, and actively explored possibilities of joint ventures with local and overseas educational institutions to increase and diversify opportunities of higher education for local youths.

李校長與新西蘭懷卡托大學校長（左）簽訂學術合作協議，讓修畢本校副學位課程的學生到該校修讀本科學位課程。（二零零二年五月九日）

On 9th May 2002, an academic agreement was signed with the University of Waikato in New Zealand, who will recognize credits gained in the SCS's associate degree programmes.



研究 Research

□ 建立香港特區首個國家級科研中心（一九九七年）

中國科學院與中大於一九九七年合作成立地球信息科學聯合實驗室，設於中大校園，數年間發展成為香港特區首個國家級科研中心，專責研發地球信息科技，培訓有關專才，並參與國家大型高新技術項目，範疇涉及衛星遙感和雷達等重要國防研究。

The Joint Laboratory for Geoinformation Science, first established on the campus in 1997 in collaboration with the Chinese Academy of Sciences, has grown into a high-powered research and education centre of national importance, tasked with forefront research and application in geoinformation science and technology and the training of experts in the field. It is the only research centre of national status in Hong Kong, commissioned by the central government to conduct high-tech projects related to satellite, radar, and hyperspectral remote-sensing, with important implications for national defense.

❑ 成立中醫中藥研究所（二零零零年）

The Institute of Chinese Medicine was established in 2000 to pool expertise in different faculties for interdisciplinary research in Chinese medicine.

❑ 設立架構支持科技轉移

校方於一九九七年通過一套關於專利及特許使用權的明確準則，並將研究事務處擴展為研究及科技事務處，統籌校內的研究及科技轉移活動的行政工作。一九九九年於工程學院成立創新科技中心，協助把該院教師開發的新技術轉移至工商業。

The University approved a set of guidelines on patents and licensing in 1997, expanded the Research Administration Office into a new Research and Technology Administration Office to co-ordinate the administration of research and technology transfer activities, and set up a Centre for Innovation and Technology under the Faculty of Engineering in 1999 to help transfer new technologies developed by teachers of the faculty to industries and businesses.

❑ 兩項研究計劃當選全港卓越學科領域

由中大教研人員主導的「植物與真菌生物科技」及「中醫中藥研究與發展」兩項研究，獲教資會選為全港卓越學科領域（現時全港只有六項）並給予巨額資助。除上述兩項外，中大亦合作參與另外兩項卓越學科領域的研究工作。

Of the first six Areas of Excellence (AoE) selected for funding support by the University Grants Committee, two are led by CUHK staff, viz 'Plant and Fungal Biotechnology' and 'Chinese Medicine Research and Further Development'. Two other AoE projects involve CUHK researchers as major collaborators.

❑ 獲香港研究資助局評為「卓越」之研究計劃數量為八所大學之冠

During the period the University produced the most projects with an 'excellent' rating by the Hong Kong Research Grants Council among all UGC-funded institutions.



李國章校長與中科院院長路甬祥教授攝於聯合實驗室的成立典禮上

Prof. Arthur Li posing with Prof. Lu Yong-xiang (right) of the Chinese Academy of Sciences at the inauguration ceremony of the Joint Laboratory for Geoinformation Science on 28th August 1997

□ 爭取研究資源成績驕人

期間中大從香港研究資助局取得之競爭性研究撥款，以及從大學教育資助委員會取得的研究生學額等，屢次超越其他院校，名列前茅。

Time and again the University received the largest amount of competitive earmarked research grants from the Hong Kong Research Grants Council, or achieved the highest score in the number of research projects supported, or been allotted the most graduate places from the UGC's central pool through competition with other local universities.

學生事務 Student Affairs

□ 全面改善學生設施

校方自一九九六年起陸續增建及改善設施，為學生提供更優良之學習環境。有關工程包括興建多幢本科生及研究生宿舍，為所有宿舍房間安裝冷氣及連接校園電腦網絡，擴充及改善范克廉樓的膳堂及學生活動設施，將該樓的露天停車場改建為文化廣場，並將崇基教學樓第七及第八座改建為新的學生活動中心（李慧珍樓）。

Student facilities were continuously expanded and upgraded during the six years: many new blocks of undergraduate and postgraduate hostels were erected, air-conditioning was installed in all student hostels and computer network connections were provided for individual rooms, canteen facilities and student amenities at the Benjamin Franklin Centre were renovated, the open carpark outside the centre was converted into a Cultural Square, and the Li Wai Chun Building on the Chung Chi campus was fitted out as a new student amenities centre.

□ 開放校政，加強與學生之溝通

校方透過與學生代表之磋商，了解學生之需要，不斷改良有關之服務如校巴路線與班次之編排，學生活動中心內設施之更新等；教務會又增加學生代表之議席，讓更多學生參與校政。大學校長更經常約見學生代表，接受學生組織之訪問，並主動探訪宿生，以加強溝通；類似活動六年間共逾八十次，頻密程度為歷任校長之冠。

Student participation was enlisted in the planning of student services on the campus and the number of seats for student representatives at the University Senate was increased. The vice-chancellor also took the initiative to meet regularly with student bodies or their representatives and to visit the hostels of different colleges to increase interaction with students. The frequency of such meetings and visits over the six-year period was unsurpassed by any former vice-chancellorship.

□ 推出新貸款計劃，增加活動資助

期間推出之「新生入學特別貸款」和「學生輔助貸款」等計劃，為需要經濟援助之學生提供免息或低息貸款。而從學生主辦中大開放日等大型活動，以至參與辯論賽、划艇賽、運動會等主要校際比賽，校方均有提供特別資助。

文化廣場於二零零零年正式開幕，
圖為學生在廣場舉行辯論比賽
A debating contest held at the Cultural Square,
newly opened in 2000



興建中的研究生宿舍（一九九八年）
A postgraduate hostel complex under construction (1998)



李國章校長於一九九九始創「宿舍探訪」，經常到各
書院與宿生夜話，增進彼此的溝通。
Evening visits to student hostels were initiated by the vice-
chancellor in 1999 to increase interaction with students.



李國章校長於大學典禮上與畢業生言笑甚歡。
Prof. Arthur K.C. Li congratulating the graduates on
congregation day

New schemes were introduced to provide interest-free bridging loans or low-interest supplementary loans to students with special financial needs; special subsidies were provided to sponsor open days organized by student groups and the participation of university teams in inter-university debating competitions, rowing regattas and other sports events.

內地 / 國際關係 Mainland/International Relations

□ 創立「中國就業發展獎勵計劃」(一九九六年)

中大是本地第一所大學與內地院校如北京大學、北京行政學院、上海復旦大學及上海行政學院等合作，安排本科生到內地機構實習，以備他們日後在內地發展。

The first of its kind in local tertiary institutions, the China Career Development Award Programme was launched in 1996 with Peking University, Tsinghua University, Beijing Administrative College, Fudan University, and Shanghai Administrative College to familiarize students with contemporary China and to prepare them for China-related careers.

□ 促成中國大學校長聯誼會(一九九七年)並設秘書處於中大校園，又於北京大學成立中大駐北京聯絡處(一九九八年)

The University helped found the Association of University Presidents of China in 1997 and began serving as its Hong Kong Secretariat; it also set up the CUHK Beijing Liaison Office in Peking University in 1998 to foster links and cooperation with universities on the mainland.

□ 內地生率先入讀中大本科課程(一九九八年)

The University was the first to recruit outstanding non-local undergraduate students from the mainland in 1998.

□ 大學全面國際化

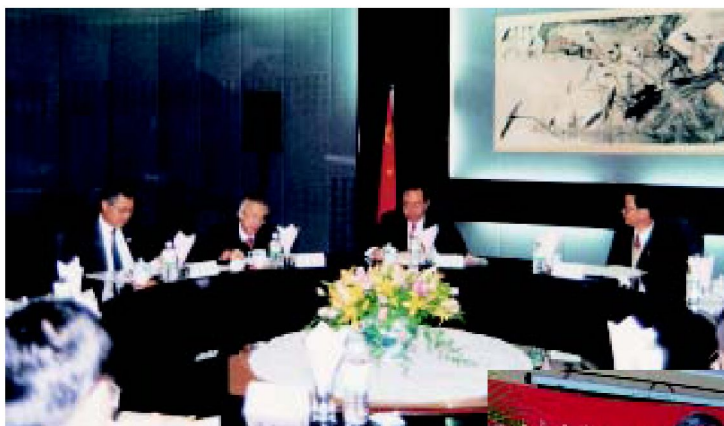
大學全面加强與世界著名大學和研究中心的聯繫，簽訂更多的合作及交流協議，又擴展交換生計劃，增收非本地學生和增設相關的科目。

New collaboration and exchange agreements were signed with prestigious universities, research centres, and international bodies across the world. Student exchange programmes were expanded, and a larger number of non-local students were admitted. The element of internationalism in the academic curriculum was also reinforced.

□ 首辦全球大學校長論壇

中大於一九九九年主辦大學校長論壇，邀請世界各地共四十七所著名大學之校長參加，為香港歷來最大規模的同類型會議，有助本地院校拓展和鞏固與全球高等教育界之交流。

The Vice-Chancellors' and Presidents' Forum on Global Tertiary Education Development was held for the first time on campus in 1999, attracting the participation of 47 world famous universities. The largest of its kind ever held in Hong Kong, the forum was part of the University's efforts to cultivate international relations and promote interaction among leaders of university education worldwide.



中國大學校長聯誼會於一九九七年十一月成立
The inauguration of the Association of University Presidents of China in November 1997

李校長在大學校長論壇上發言
Prof. Arthur K.C. Li speaking at the Vice-Chancellors' and Presidents' Forum



李校長在本校駐北大聯絡處開幕典禮上致辭（一九九八年）
Prof. Arthur K.C. Li at the opening ceremony of CUHK's liaison office in Beijing (1998)



中大於一九九九年四月主辦大學校長論壇，四十七所全球著名學府之校長聚集校園，探討全球高等教育發展。
The heads of 47 prestigious universities from across the world gathered at CUHK in April 1999 for the Vice-Chancellors' and Presidents' Forum on Global Tertiary Education Development.

□ 推行全校管理效率檢討，以提升各部門效率（一九九七年起）

大學於一九九七年開始全面檢討行政管理效率，不斷透過內部審核，重整工作流程和資源調配來提高效率。大學教育資助委員會檢討小組一九九九年審視中大的管理架構及程序後，對本校管理效率給予高度評價。

A university-wide review on management efficiency was launched in early 1997 to increase the efficiency and productivity of University units through continuous internal audit, reengineering, restructuring, and resource redeployment. A UGC Review Panel visited the University in 1999 to examine its management practices in various areas, and the University's management was highly commended in the UGC's review report.

□ 定期舉行策略性規劃工作坊（一九九八年起）

大學領導層自一九九八年起每兩年舉行一次工作坊，集思廣益，分析大學的強項和弱項，並為之定位，確立目標，擬定整體發展策略。

Biennial strategic planning workshops were launched at the senior management level in 1998 to regularly assess the University's strengths and weaknesses, identify threats and opportunities, prioritize objectives, and formulate a coherent corporate strategy for the realization of the University's goals.



李國章校長任內主持的最後一次策略性規劃工作坊（二零零二年三月）

The last Strategic Planning Workshop headed by Vice-Chancellor Prof. Arthur K.C. Li (March 2002)

□ 加強考績，著重培訓，獎勵卓越服務

大學於一九九八至九九年度推出更全面的考績制度，著重雙向溝通及釐定僱員培訓與發展的策略，又於二零零二年設立員工優異服務獎，以表揚及嘉許提供優質客戶服務的前線員工。

The University strengthened its staff review system in 1998-99 and implemented an enhanced appraisal scheme to boost internal staff communication and identify the developmental needs and training targets of its staff force. An Exemplary Service Award was also set up in 2002 to promote good practices in customer service and give recognition to frontline staff who provide outstanding service.



推廣資訊科技的應用

Promotion of Information Technology

□ 成立資訊科技政策委員會（二零零零年），推行新的資訊科技策略

新成立的委員會負責規劃，推動及監察資訊科技在教學、研究，以及行政的全面發展和應用。

A University-wide IT strategy was adopted in 1999 and an IT Policy Committee was set up in 2000 to review, formulate, and implement IT policies and plans, and to facilitate the effective deployment on IT for teaching, learning, research, and administration.

□ 全面推行資訊科技訓練及網上教學

校方開設通用電腦平台，推廣網上教學，並成立資訊科技學習中心，為全校學生提供資訊科技訓練及能力測試服務。

A working party on student IT competence was established to formulate plans for enhancing IT proficiency among students. A university-wide experimental platform was created to encourage teachers to use advanced instructional technologies in web-based teaching. A new IT Learning Centre was also set up to provide training and assessment services for students.

□ 全面開發資訊管理系統，供校內應用

校內重要服務單位如教務處、財務處、人事處和大學圖書館系統等，紛紛採用特別設計之資訊管理系統，以提高工作效率和服務素質。

Sophisticated management information systems were developed for and adopted by major service units such as the Bursary, the Registry, the Personnel Office, the University Library System etc. to increase management efficiency and improve service delivery.

特別事項和成就 Special Events and Achievements

□ 工商管理碩士課程接連獲評為亞洲第一

中大的工商管理碩士課程於一九九七年獲英文商業雜誌 *Asia Inc* 評為亞太區首五名之一，於二零零二年再獲該雜誌列為亞太區第一。行政人員工商管理碩士課程則先後於二零零一及二零零二年獲《商業周刊》及《金融時報》評為亞洲第一。

The University's MBA Programmes were ranked among the top five in the Asia-Pacific region by *Asia Inc* in 1997 and number one in 2002. The Executive MBA Programme was ranked number one in Asia by *Business Week* in 2001 and *Financial Times* in 2002.

□ 教資會資助額全港稱冠（二零零一至二零零四年）

The University was allocated the largest share of performance-based recurrent funding from the UGC for the 2001-4 triennium.

□ 中學生的第一志願大學

六年內中大兩度成為循大學聯招計劃入學的新生的第一志願大學。

In two of the six years, the University was the first choice of the largest number of students admitted to all UGC-funded institutions through the Joint University Programmes Admission System.

□ 率先構思「優先錄取計劃」（二零零二年）

該計劃旨在吸引更多精英學生留港接受高等教育，於二零零二年推出時，中大是最多中六尖子申請的大學。

CUHK was the first local university to devise an Early Admissions Scheme to attract top students to stay in Hong Kong for their university studies. The scheme, launched in 2002, attracted the largest number of applicants when compared with other local universities.



大學慶祝行政人員工商管理碩士課程獲國際著名財經報刊評定為亞太區最佳課程。左起：課程主任閔建蜀教授、李國章校長、大學教育資助委員會主席林李勉如博士、香港特別行政區政務司司長曾蔭權博士、大學校董會主席利漢釗博士、工商管理學院院長羅文鈺教授。(二零零一年十一月六日)

A reception hosted by the University in celebration of the high rankings achieved by the EMBA Programme. From left: Prof. Mun Kin-chok, director of the EMBA Programme; Prof. Arthur K.C. Li, vice-chancellor; Dr. Alice Lam, chair of the University Grants Committee; Dr. the Hon. Donald Tsang, chief secretary for administration of the HKSAR Government; Dr. Lee Hon-chiu, chairman of the University Council; and Prof. Japhet Law, dean of business administration. (6th November 2001)

□ 開展全港首個校園環境審核（一九九九年）

校方全面審核校園環境之後，於二零零零年出版香港專上院校的首份環境報告，並按步推行校園環保方案，以節約能源，綠化環境。

CUHK was the first local university to conduct a comprehensive environmental audit on campus in 1999, to issue an environmental report in 2000, and to systematically adopt a university-wide action plan to conserve energy and to keep the campus green and environment-friendly.

李國章校長和副校長廖柏偉教授
乘搭中大首輛環保校巴
(二零零零年六月五日)

Prof. Arthur K.C. Li and Prof. P.W. Liu,
pro-vice-chancellor, on the University's
first environment-friendly shuttle bus
(5th June 2000)



□ 首次頒授榮譽院士銜（二零零二年）

大學於二零零二年首設榮譽院士銜，以表彰傑出人士對中大的重要貢獻。是年共有六名人士獲頒此銜。

An Honorary Fellowship scheme was inaugurated in 2002, and six distinguished persons were made Honorary Fellows in recognition of the significant contribution and support they had given to the University.



第一屆榮譽院士頒授典禮（二零零二年五月六日）

The first honorary fellowship conferment ceremony held on 6th May 2002

□ 各方捐贈激增

千禧年伊始，大學籌得七百多萬港元成立香港中文大學發展基金；而由一九九六年八月至二零零二年七月間，各方對大學的捐贈和贊助總額更逾十八億，增長幅度之高，前所未見。

Some HK\$7 million was raised by the University at the start of the new century to establish The Chinese University of Hong Kong General Endowment Fund. Over HK\$1.8 billion in the form of donations and sponsorships was also solicited during the period August 1996 to July 2002, marking a sharp rise in the level of community support which was unprecedented.

財政年度 Financial Year	捐助額（百萬港元） Donations Received (HK\$ million)
1996 – 1997	247
1997 – 1998	237
1998 – 1999	226
1999 – 2000	324
2000 – 2001	403
2001 – 2002	383
總額 Total	1,820

李國章校長任內所獲榮譽

Honours Bestowed upon Prof. Arthur K.C. Li During His Vice-Chancellorship

榮譽 Honour	頒授機構 Awarder	年份 Year
名譽教授 Honorary Professor	北京協和醫科大學 Peking Union Medical College, China	1996
名譽院士 Honorary Fellow	英國劍橋大學西德尼·蘇塞克斯學院 Sidney Sussex College, Cambridge University, UK	1996
榮譽金章 President's Gold Medal	英國皇家愛丁堡外科醫學院 The Royal College of Surgeons of Edinburgh, UK	1996
名譽教授 Honorary Professor	上海醫科大學 Shanghai Medical University, China	1997
榮譽會士 Honorary Fellow	皇家內科學會 The Royal Society of Medicine, UK	1997
榮譽院士 Honorary Fellow	愛爾蘭皇家外科醫學院 The Royal College of Surgeons of Ireland	1998
榮譽會士 Honorary Fellow	英國及愛爾蘭外科醫學協會 The Association of Surgeons of Great Britain and Ireland	1998
榮譽理學博士 Honorary Doctorate of Science	英國赫爾大學 The University of Hull, UK	1999
榮譽文學博士 Honorary Doctorate of Letters	香港科技大學 The Hong Kong University of Science and Technology	1999
榮譽博士 Honorary Doctorate	日本創價大學 Soka University, Japan	1999
首名 Sir Edward Dunlop 紀念講師 The First Sir Edward Dunlop Memorial Lecturer	澳洲皇家外科醫學院 Royal Australasian College of Surgeons, Australia	2000
金紫荊星章 Gold Bauhinia Star	香港特別行政區政府 The Government of the Hong Kong Special Administrative Region	2000
榮譽院士 Honorary Fellowship	美國外科醫學院 The American College of Surgeons	2000



情見乎詞

—— 剛卸下校長職務的李國章教授

Our Immediate Past Vice-Chancellor

— An Interview with Prof. Arthur K.C. Li

李國章教授於二零零二年八月一日正式履任香港特別行政區教育統籌局局長。同年十月，李教授以卸任校長之身分，接受了《中文大學校刊》的訪問，細緻地述說了他與中大的種種因緣，任職大學二十年來的特別感受，以及他對中大未來發展的一些看法，其間更道出一些相關的小故事，當能讓讀者對這位第四任中大校長有更立體的了解。

What follows is an interview with Prof. Arthur K.C. Li on 5th October 2002, some two months after his relinquishment of vice-chancellorship at The Chinese University.

■ 《中文大學校刊》
Chinese University Bulletin

□ 李國章教授
Prof. Arthur K.C. Li

■ 李教授，你卸任已有兩個多月了，很想知道如今你回想起中大的時候，腦海中浮現的是甚麼景象？

□ 對中大最恆久也是最深刻的印象，是校園待建，「渾沌初鑿」的情景。

……那是一九六三、六四年吧，我放暑假從英國回港。先父的好友利銘澤先生是中大校董會的副主席，他說要帶我們去參觀興建中的中文大學。

那次又要乘船，又要轉車，行程兩個多小時。最後來到一個光禿禿的山頭，四處都是爛地，都是泥沙。

我聽到他們說：這就是中大了。我環顧四周，心想：這就是中大了嗎？

自此每次想起中大，首先浮現腦海的，就是那一片渾沌。

正待開闢的中大校址（約一九六四年五月）
The campus site as viewed from Tai Po Road
around May 1964



■ It's been two months since you left the University. Do tell us what kinds of pictures are usually conjured up when the University crosses your mind.

□ Every time it's the image of the campus in Ma Liu Shui awaiting construction. In fact that's also my earliest and deepest impression of The Chinese University.

... That was in 1963, or 64. I had returned to Hong Kong from the UK for the summer vacation. My father's friend, Dr. R.C. Lee, then vice-chairman of the University Council, said he would take us to the University, whose campus site was under construction at the time.

The journey lasted a few hours: we had to take the ferry and then the car before finally arriving at a barren hillside. Wasteland and sand were all that met the eye. There was simply nothing around.

'This is The Chinese University,' I heard them say. I looked around me, wondering, 'So *this* is The Chinese University?'

Since then, whenever The Chinese University is mentioned, that initial image of the campus would come to mind.

■ There must be other corners on our beautiful campus that have left lasting memories?

□ Residence 4 was my home for over a decade. The scenic Tolo Harbour viewed from the balcony there at different times of the year is forever etched in my memory.

Every day during the last six years as vice-chancellor, I had to climb a flight of steps leading to the entrance of the University Administration Building, where my office is housed. The experience of struggling up the steps in heavy rain with umbrella in hand also remains vivid as ever.

And then there is the fish pond in the central courtyard of the Institute of Chinese Studies. Imagine lounging in a chair with a good book by the pond just outside the Art Museum. Life offers no greater

■ 偌大的校園還有甚麼其他景物令你
不能忘懷？

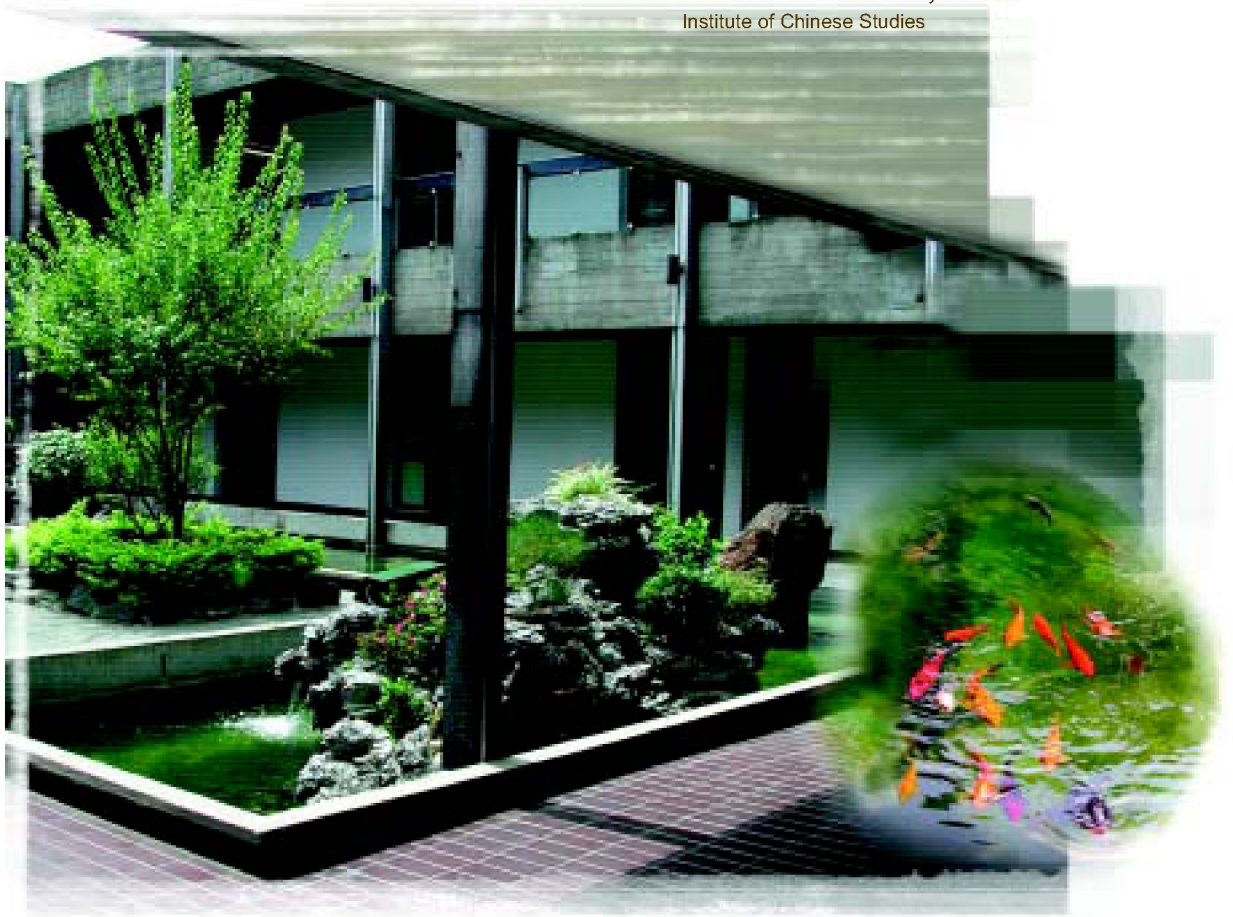
□ 曾住在四苑十多年，露台外望那吐露
港四時的景色，至今仍歷歷在目。

當了校長之後，天天都要爬一段
石階，才到達大學行政樓的正門。最
難忘就是大雨天在行政樓門外的狼
狽。

還有中國文化研究所的魚池，就
在文物館對開的四合院裡。那兒有一
股很悠閒又很書卷的氣氛。試想端一
張椅子坐在池邊看書，倦了就觀魚，

中國文化研究所四合院一角

A corner of the central courtyard in the
Institute of Chinese Studies



該是多麼寫意！有這才稱得上是一所大學啊！

■ 這些年來你一直在教育界服務，更曾執教鞭，可否談談你自己的求學過程之中，誰對你的影響最大？

□ 我的老師之中，有兩位對我的影響特別大。一位是小時候教我中文的「卜卜齋」先生。他講書動聽極了，經常用故事來解釋古文，又容許我插科打諢，是活潑而互動的教與學；我最記得他講解孟子見梁惠王上篇。

相比之下，在學校上的課就顯得枯燥和沉悶。我曾經大惑不解：為甚麼同是艱澀難明的文字，從私塾老師口中道來，卻是如此生動有趣？我的「卜卜齋」經驗告訴我，不要為表面艱深的課文所嚇怕，它們都可以是趣味盎然的，分別在於誰作講解。多得這位老師，我沒有失掉讀書的興趣；到了我自己執起教鞭，也就更懂得如何去啟發學生。

在劍橋唸醫科時，遇上一位幽默感和愛心同樣豐富的導師（director of study）。這位教授對於不想聽的說話，永遠裝作聽不見或聽錯了，有時令我們哭笑不得。但他其實十分關心學生的發展，更擅於掌握青年人的心理，每每讓學生感到他的期望和信任而自發地做到最好，為的是不想令他失望。他堅信每個人都有獨特的長處，都可作出有用的貢獻，這深深影響著我後來對教育的看法。

pleasures than soaking up such leisurely and scholarly atmosphere. When your eyes are tired, you can watch the carps go about their business. This is the stuff that universities are made of!

■ Your working life has largely been associated with education. In your own upbringing, was there any mentor or teacher who really made a difference?

□ Among my many teachers, two were particularly influential. One was my 'private' Chinese tutor in my early teens. He was a most interesting teacher who often illustrated classical Chinese texts with anecdotes and allowed me to jest during lessons. His lessons were lively and definitely interactive. His lecture on 'The Meeting of Mencius and Liang Weiwang' was especially memorable.

By comparison, the lessons I'd had to sit through at school were boring. How my private tutor could turn an otherwise indecipherable piece into an exhilarating experience had left me puzzled for quite some time. It taught me not to be intimidated by seemingly difficult subject-matter and that the right teacher could make all the difference. Thanks to him, I didn't lose my interest in studies. My experience has also taught me how to be an inspiring teacher.

At Cambridge, I had a tutor, or director of study, who was endowed with equal doses of humour and kindness. He was always hard of hearing when it came to things he didn't want to hear, much to our bemusement at the beginning. But he was also extremely concerned about our growth and well-being, and well tuned in to our way of thinking. His expectation and trust were often the reasons motivating us to perform our best as we didn't want to let him down. He firmly believed that everyone had special gifts enabling him to contribute in useful ways, and that has shaped my views about education.

In my first year at Cambridge, I was, at one time, obsessed with rowing to the detriment of my studies. One day he summoned me and told me, 'You're a fabulous rower for the College! But it's time to consider this: even the best rower reaches his peak at 25, but you can be a doctor until you're 80! You'll be 26 in no time. It would be too late to regret then. Rowing may be great but is it worth giving up other things for?' I went on to become a doctor.

- Any similar characters you have met at The Chinese University that you find particularly unforgettable?
- Prof. Gerald Choa is certainly the most unforgettable person during my 20 years at University. He was the founding dean of the Faculty of Medicine. Were it not for him, I might not have returned to Hong Kong in 1982 or joined the University.

大一那年我曾迷上了划艇而一度荒廢學業。一天他召我去見他，對我說：「你代表學院划得真棒呀！不過，也該是時候想想，划得再好，到了廿五歲就到巔峰，開始走下坡了；做醫生卻可以一直做到八十歲啊！要知光陰如白駒過隙，一眨眼就廿六歲，到時才後悔可遲了。划艇是好，但值得為這個而放棄其他東西嗎？」我終於還是選擇了當醫生。

- 那麼在中大的二十年裡，令你最難忘的人物又是誰？
- 這大概要數蔡永業教授了。他是醫學院的創院院長；不是他，我也許不會於八二年回香港來，也不會在中大任教。



年輕的李國章（左二）代表英皇學院參加劍橋校內的划艇賽

The young Arthur Li (left 2) representing King's College in a rowing competition at Cambridge

李國章教授（後排左一）與
蔡永業教授（前排中）（一九八二年）
Prof. Arthur K.C. Li (left 1, top row)
and Prof. Gerald Choa
(middle, front row) in 1982



記憶中，仍有當日蔡教授主持醫學院院務會議的情景。他那種不怒而威的懾人氣魄，是非常特別的。

在英美等地的大學，無論你是大教授或是初級講師，大家平日都以名字（first name）相稱，這方面是很平等的。回到香港，在校內首次見到蔡教授，我很親切自然地叫他‘Gerald’，只見他臉色一轉，表情怪異，像是想訓斥我，卻又忍著，始終沒有理睬我。

那次以後，我一直管他叫‘Professor Choa’。

- 你曾經行醫、執教、從事研究以及教育行政，這幾種工作之中，你最喜歡的是哪一種？
- 我最喜歡還是當醫生，那是因為可以很快很直接地看到工作成果。試想完成了一個很成功的手術，治好了病人，那滿足感有多大！這是不收酬勞我也樂意做的工作。

但事情也有另外的一面：為了不影響病人的情緒，醫生要比病人更堅強、更鎮定，不能流露太多個人的感受。面對患上絕症的病人尤要如是；這與我本身的性情不符，所以自我抑壓也來得特別厲害。

……是的，有時候要故作輕鬆，若無其事，但內心卻其實很難受，只苦於沒有宣洩的渠道。

I can still remember how Prof. Choa conducted the faculty meetings and his quiet but awe-inspiring ways.

At universities in the West, it is common for teachers of all ranks to address each other by their first names. So when I saw Prof. Choa for the first time on the campus, I addressed him with the familiar ‘Gerald’. But his face dropped and his expression told me he was trying to suppress certain spontaneous reactions to such a greeting. In the end he decided simply to ignore me.

He was, from then on, never less than ‘Professor Choa’.

- You’ve been a surgeon, a teacher, a medical researcher, and an education administrator. Which role do you like best and suits you best?
- Being a surgeon is still my favourite because it allows me to see the results of my work quickly and readily. Just imagine the satisfaction a successful operation can bring! This is the kind of work I would do for free!

Having said that, there is another side to the profession. Doctors have to be emotionally stable; they are not expected to give full expression to their feelings, especially when faced with the terminally ill, lest such feelings may sway those of their patients. As this happens to go against my nature, my need for suppression is all the greater.

... Yes, sometimes you have to put on a composed and light-hearted front while in fact you are broiling inside. It can be very hard, for there is no way to vent your emotions.

■ What made you forgo the work you loved best? What eventually brought you to the position of vice-chancellor?

□ In the beginning there was a practical need to fight for the resources we deserved, or my colleagues in the Department of Surgery and the Faculty of Medicine would not have had adequate facilities and a decent environment in which to work. The Faculty of Medicine went through a rather difficult time in the 1980s; it had to work under the weight of many shackles. My co-workers had faith in me. They felt I was the most suitable person to fight for what was ours. And since this was the case, I accepted the responsibility. It was external forces which landed me in the administration position of dean of medicine, and the new capacity necessitated giving up certain duties as a doctor.

Conditions leading to my becoming vice-chancellor in 1996 were similar. They drew me even further away from my original role as a doctor. I had never intended for these turns in my career to happen. They were often the results of objective circumstances rather than careful contrivance. But people can say all they want about me.

■ What has given you the greatest sense of fulfilment during office?

□ When I first became vice-chancellor, our Staff Superannuation Scheme and postgraduate hostel project each owed the bank over HK\$200 million. Funds at the vice-chancellor's disposal were under HK\$2 million. Naturally my first duty was to review

■ 為甚麼會脫離最喜愛的工作，最後轉到大學校長的職位上來呢？

□ 最初那是因為有實際的需要去爭取應得的資源，否則學系和學院裡的同事根本不會有足夠的設備和合理的環境，去做好手上的工作。有一段時期，醫學院的情況是頗為艱難的，受到很多掣肘。既然同事們認為我是最適當的人選去為大家爭取，對我有信心，我就當仁不讓了。可以說，是當時的環境，把我推到醫學院院長這個行政崗位，去為大家服務，不能不放下部分醫生的職責。

九六年當上校長，也是相類的情況，距離醫生的本業，也就更遠了。這些事業上的轉折，每每由客觀形勢所主導，決非精心策劃的結果。別人如何揣度，我可控制不了。

■ 任內給你最大滿足的是甚麼？

□ 初上任時，教職員公積金欠銀行二億多，研究生宿舍計劃又欠下二億多，而可供校長動用的資金只不過二百萬元左右。首先要面對的工作自然是全面檢討大學的開支，建立有效的審核機制。很高興於離任前見到大學已經還清所有債務；雖然在任這幾年政府撥款不斷減縮，但中大的財政仍然是十分穩健的。

但這幾年來最大的滿足感，還是見到中大人的心態已有重大的改變，他們對自己更有信心，對大學進一步發展成為公認的卓越大學充滿憧憬，不再認為這是遙不可及的夢，不再認為外國做的研究一定比自己的好。

這種自信，是隨著社會對中大的認同而逐漸增強的。社會人士也是看到中大師生做出來的成績而賦予這種認同；且看中大工管碩士課程過去兩年的國際排名，且數數近年香港區的

羅德學人有多少個是中大學生，就可見一斑。

自覺十分幸運，在中大有一流的教研隊伍，精幹的行政人員，高素質的學生。那種齊心合力的團隊精神，那種融合中西傳統的校園文化，令人工作得特別開心，特別有滿足感。

■ 中大內外都曾有人議論你的領導風格，更有人給你「阿瑟王」、「沙皇」等外號，你對這有甚麼看法？

□ 呀哈，這個嗎？我是知道的。一名大學員工就曾對我說：「李校長，人家說你是個惡人，『炒人』是手起刀落毫不留情的。但這幾年下來，我發覺你是個挺熱情挺『好人』的校長！」

這些外號對於不熟悉我的人來說，或許會聽而信之；但熟悉我的，自會知道我是怎樣的一個人。

十四年在醫學院的日子，我給某些人的印象也許是「惡」和「強橫」，這個毫不稀奇，因為那些是「掙扎求存」

the University's finances and install effective monitoring and auditing mechanisms. I was very pleased to see that the University had cleared all its debts before I left. Its finances remained very healthy throughout the six years despite ongoing cuts in government funding.

My main source of gratification was seeing the change in the mindset of CUHKers. They now have far greater confidence in themselves and in the ability of the University to achieve excellence, to elevate itself to a higher plane. That has become something tangible, not just a vision or a dream. And no longer do researchers at the University view foreign research as necessarily better than their own.

Such confidence has grown with social recognition, which the University truly deserves, on the grounds of its many accomplishments. Take a look at the international ranking of its EMBA and MBA programmes in the last two years, count the number of Rhodes Scholars (HK region) that have been CUHK students and it's plain as daylight.

I feel myself extremely lucky as a vice-chancellor to have worked with outstanding teachers and researchers, first-rate administrators, and brilliant students. The warmth of collegiality and team spirit, and the exciting bicultural milieu of the campus made my job an especially happy and fulfilling one.

■ How would you describe your leadership style and respond to labels such as 'King Arthur' and 'the Tsar'?

□ Aha, there you are! You know, somebody in the University once told me, 'Prof. Li, I was a bit anxious when you took up the vice-chancellorship because you had a reputation for being difficult. People say you fire people without batting an eye. But I've grown to find you warm and pretty nice in these few years!'

Those who have had the chance to work closely with me will know what kind of a person I really am.

During my 14 years at the Faculty of



Medicine, I may have given some the impression of being intimidating or overbearing. That does not surprise me at all. Those were days of struggling for survival. If I hadn't been tough enough, the department and faculty would have had a much more difficult time finding their footing and developing, not to mention achieving anything of significance. Special circumstances require special ways of handling.

I actually consider myself a very gentle person. Wouldn't you agree? ...I enjoy company and conversation, I'm easy-going and I like working with people.

As a leader, the most important thing is to let people know what your aspirations are. With a common goal, a shared vision, we can move forward as a team, supporting and encouraging each other along the way. Action is prime. It is useless to just talk about becoming a top university. People judge your ability and sincerity by how you perform and what you achieve. They will only join you if they have faith in you.

■ After all these years, how would you describe the 'CUHK spirit'?

□ During my six years as vice-chancellor, one thing that struck me was that the majority of teachers and alumni of this university are die-hards. Their feelings for the University are steadfast, intense, and, compared to the case of other local universities, unique. They are The Chinese University's most valuable assets, the source of her energy.

How did that come about? Very likely it is because the University's founders were all men with ideals and a passion for education, whose firm convictions with regard to Chinese culture, the four-year undergraduate curriculum, and general education etc. were not shared by mainstream society at the time and deprived of the recognition they deserved. This spurred the University community on to persist against the odds in order to prove themselves. This has intensified the sense of belonging and team spirit.

的日子；不夠硬朗，學系和學院就很難立足和取得發展，更遑論要做出好成績了。特別的情勢需要用特別的態度來應付。

我反而覺得自己其實是一個非常gentle的人，你說呢？……我喜歡有伴，愛談天說地，人也十分隨和，非常樂意與別人合作。

當領導最重要就是讓人家知道你的理想和抱負是甚麼；如果大家有共同的目標和夢想，就可以組成團隊向前奮進，互相激勵扶持。實際工作表現是最重要的；空談如何發展成為頂尖的大學，不做二流學府，是沒用的；別人會以你的行動和成績去判斷你的實力和誠意，信服你才會加入你的行列，一同建設大學。

■ 以你多年來對中大的認識，會如何給「中大精神」下註腳？

□ 當了中大校長六年，我有一個非常深刻的體驗，就是大部分的老師和校友對中大都是死心塌地的。這種感情是持久而極之強烈的，比起本地其他大學的師生，也是頗為獨特的。這是中大最寶貴的資產，更是她的力量源泉。

該怎樣解釋這種現象呢？很可能是由於創辦中大的，都是極具教育理想和熱忱的人物，但是他們的主張和見地，例如強調中國文化的承傳，四年學制，通識教育等等，都不是當時社會的主流，不受重視，因而激發全校上下一心去堅持，去證明。期間歷盡艱辛，彼此並肩作戰，合作無間，大大加強了中大人的歸屬感和團隊精神。

■ 這個月中大就正式踏入第四十年了。你認為自己在中大歷史的發展過程中，擔當了怎樣的一個角色？

□ 這應該由別人來評價，自己不好說。我只覺得這個任期最獨一無二之處，就是它橫跨九七，也橫跨兩個世紀，兩個千禧，是真正的千載難逢。在歷史的重要時刻當中大的校長，是我的榮幸和福氣。

■ 這些歷史的時刻對你有甚麼特別的啟發？

□ 新時代的來臨，令我認真思考中大應如何定位，繼續發展。綜觀本地院校，只有三所是真正的研究型大學，其中港大歷史比我們長，學科種類比我們多，校友數量也比我們多；科大則勝在年輕有朝氣，有新穎完備的科研設施。我曾這樣想：「中大既不夠『老』，也不夠『年輕』，應憑甚麼凸顯自己？」

■ The Chinese University marches into its 40th year this month. What do you consider to be your unique role in its historical development?

□ I leave it for others to judge. I would only say that the uniqueness of my office lay in its traversing 1997 and spanning two centuries, indeed two millenniums. It was my honour and good fortune to have been vice-chancellor of The Chinese University at such historic moments in its development.

■ Were those moments especially inspiring for you as vice-chancellor?

□ The approach of a new era got me thinking how the University should position itself for the future. There are only three real research universities in Hong Kong's tertiary education sector. Among them, the University of Hong Kong has a longer history than ours. It offers more academic subjects and has more alumni. The University of Science and Technology is young and vibrant and boasts state-of-the-art facilities for scientific

中大精神的又一次體現
CUHKers in high spirits



research. I wondered to myself, 'The Chinese University is neither the oldest nor the youngest. How can it stand out?'

But in fact The Chinese University is exceptional in far more ways than one. Its academic tradition combining Chinese and Western cultures, its bilingual policy, its credit unit system, its emphasis on general education, to name a few, are all attributes that have been advocated and emphasized since its inception. We should let more people understand and appreciate the foresight of the University's founders. They were the fearless pioneers whose vision we have steadfastly upheld for 40 years, simply because we are convinced they point to the right direction. Haven't other universities followed suit? Doesn't this justify our cause? The Chinese University must continue to reinforce and develop its unique features.

■ So what plans had you conceived for the University in the new century before you were invited to serve as Secretary for Education and Manpower?

□ I had wanted it to work even harder at internationalizing, for most of the action and competition will take place at the global level.

However if it wants to become a world-class university, it must expand. It must take in more students, recruit more talent, acquire more resources, or it would have a hard time obtaining the necessary critical mass to go one level higher.

I often wondered: Hong Kong has a population of 7 million. This includes the cream of the academic crop from the world over. Conditions are ideal for it to become an educational hub in Southeast Asia. But how come there hasn't been a single Nobel prize winner from Hong Kong? Why are its most capable people only interested in business? Do Hong Kong people lack passion for knowledge and academic vision? What should be The Chinese University's next step? How should she make even greater contributions to the city that has nourished her all these years?

I thus began exploring the feasibility of collaboration with other local universities back in

但其實中大的特色極多：融會中西的學術傳統、雙語制度、學分制、書院制、通識教育等，都是中大自創校就提倡和強調的。我們應該讓更多人認識及欣賞中大創校者的遠見，他們都是無畏無懼的「先行者」，而中大人四十年來一直堅持，毫不動搖，正是因為我們深信這方向是正確的。現在其他大學不是都跟著做了嗎？這不就證明了中大一直是擇善固執嗎？中大這些特色一定要繼續加強和發展。

■ 那你未轉任教統局局長之前，可有為中大的未來籌劃甚麼大計？

□ 我認為中大應加倍努力邁向國際化，那裡才是主要的競爭平台。

但如果要發展成為國際級的卓越大學，中大就必須要進一步擴充，吸納更多學生，更多人才，更多資源，否則難以取得 critical mass（臨界規模），更上層樓。

在任六年，我不時這樣想：香港七百萬人口，匯聚了各地的學術精英，是完全有條件發展成為華南地區的高教中心的。為甚麼至今還未見有本地栽培出來的諾貝爾獎得獎人？為甚麼優秀的人才大多只熱衷於營商？香港人是否欠缺一份對追尋知識和學術的熱忱和理想？中大發展至今日的階段，下一步該如何走？她應如何回饋多年來一直支持她的本地社會，為香港作出更大的貢獻？

九八年，我與其他大學校長探討整合的可能，背後的理念是以高等教育的福祉為依歸，也合乎香港的整體利益。九九年中大與科大簽訂的策略

性聯盟，就是這種探討的初步結果。

……我深信中大是有足夠的潛力，去取得更大的發展的，中大人也是有遠大的抱負和廣闊的胸襟的。

如今我乘車經過中大校門，間中仍會記起第一次參觀中大的情景。四十年了，未來的四十年裡，這個校園又會有怎樣的一番變化呢？

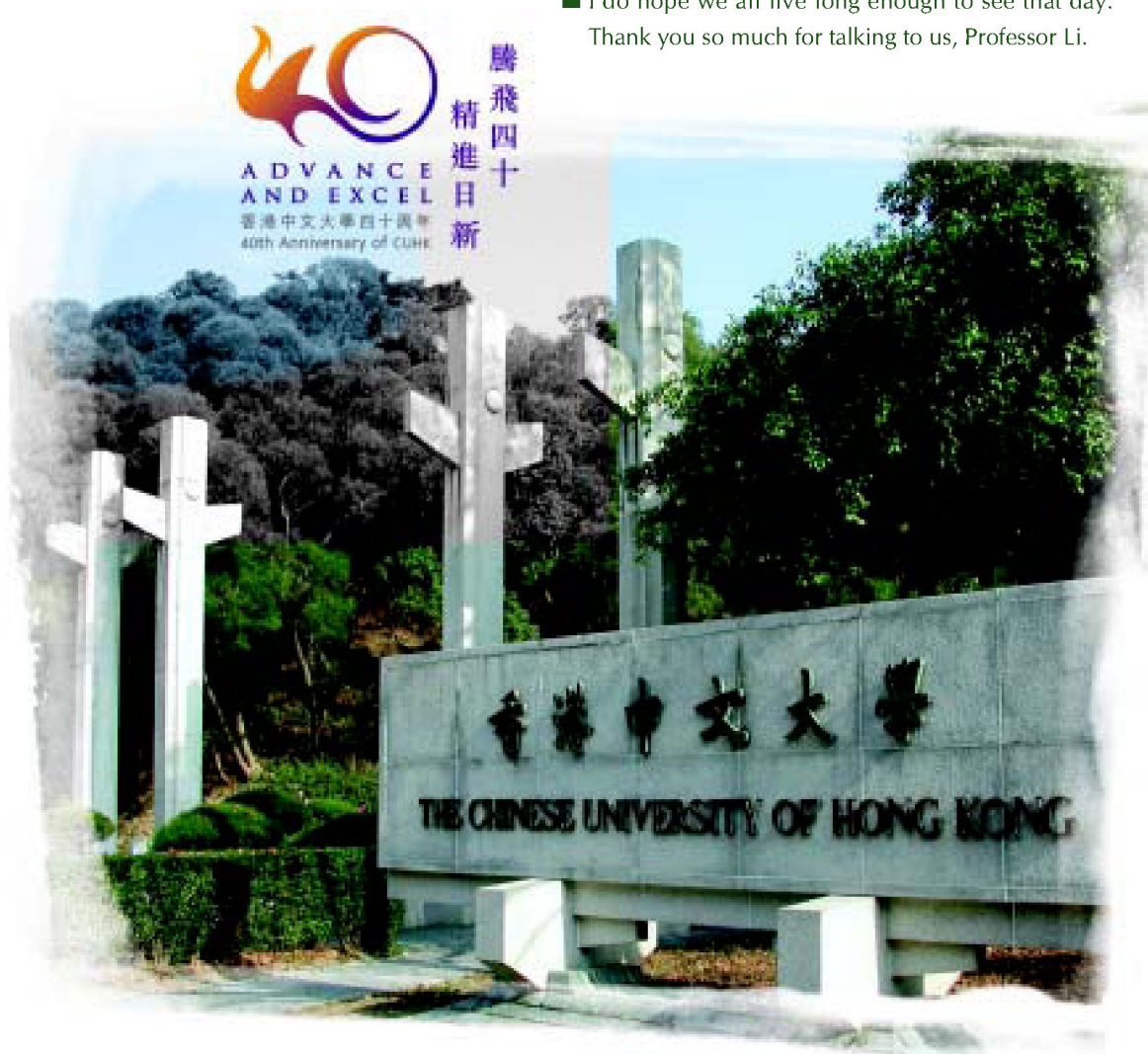
- 但願我們都可以再活上四十年，不時回去看看！十分多謝你撥空接受訪問，李教授。

1998. The underlying philosophy of my idea was one that would benefit higher education in Hong Kong as a whole. The signing of the strategic alliance with the University of Science and Technology in 1999 was the preliminary result of such investigation.

I firmly believe that The Chinese University has the potential for much more. The expansiveness of its vision and the tallness of its ambition are shared by all members of this great university.

Now when I drive past the University, sometimes I still remember the first time I laid eyes on its campus. It's been 40 years. I would sure like to know what it will look like in another 40 years' time.

- I do hope we all live long enough to see that day. Thank you so much for talking to us, Professor Li.



就任校長（一九九六年十一月七日）
Installation as Vice-Chancellor (7th November 1996)



李國章校長的就職典禮於一九九六年十一月七日舉行。圖為李國章教授從校董會主席利國偉博士手上接過校長鈐章，正式成為中大第四任校長。主持典禮者為大學校監彭定康。

Prof. Arthur K.C. Li was formally installed as the fourth vice-chancellor of The Chinese University of Hong Kong at the 51st Congregation held on 7th November 1996. Seen here is Prof. Li being presented the seal of vice-chancellorship by Sir Quo-wei Lee, chairman of the University Council, in the presence of the Rt. Hon. Christopher Patten, Chancellor of the University.

李國章校長與兩任校董會主席合照（一九九七年十月廿三日）
Vice-Chancellor Prof. Arthur Li posing with two successive Council Chairmen of The Chinese University of Hong Kong (23rd October 1997)



擔任中大校董會主席達十五年的利國偉博士（中）於一九九七年十月廿三日榮休，並慨允出任終身校董。圖為當時的候任校董會主席利漢釗博士（右）代表大學致送紀念品予利國偉博士。

利國偉博士為創校司庫，一九八二年開始出任校董會主席，服務大學校董會凡卅四年，其間不斷匡扶大學成長，並為大學籌募數以億計捐款，對大學感情深厚，貢獻至鉅。

利漢釗博士自一九九七年十月廿四日開始接任校董會主席，致力促進大學於新世紀之發展與革新。利博士本人及其家族自中大創校以來，一直鼎力支持大學，與中大淵源極深。

On 23rd October 1997, Dr. Lee Hon-chiu (right), chairman designate of the University Council, presented a University emblem to Dr. Lee Quo-wei (middle), who retired from Council chairmanship after 34 years of loyal and distinguished service on the University Council. His momentous contribution to The Chinese University was deeply appreciated by all members of the University, particularly the vice-chancellor.

Dr. Lee Hon-chiu succeeded Dr. Lee Quo-wei as chairman of the Council on 24th October 1997, and worked closely with the vice-chancellor in leading The Chinese University to new heights in the new century.

李國章校長卸任前最後一次校董會會議（二零零二年七月五日）

Vice-Chancellor Prof. Arthur K.C. Li at his Last Council Meeting (5th July 2002)



卸任第一天回校慶祝（二零零二年八月一日）

First Visit to CUHK in a New Capacity (1st August 2002)



李國章校長卸任後第一天，即二零零二年八月一日，中大於美國銀行中心大廈的MBA市區中心舉行祝捷大會，慶祝工商管理碩士課程獲評為亞太區第一。李教授以香港特別行政區教育統籌局局長的身分蒞臨致賀。

The University held a celebration at the new MBA Town Centre in Central on 1st August 2002 to mark the No.1 ranking (in the Asia-Pacific) accorded to its MBA Programmes by the business magazine *Asia Inc.* Prof. Arthur Li attended the celebration in his new capacity as Secretary for Education and Manpower of the HKSAR.

An Open Letter

to Staff and Students of the University

致中大全體員生的公開信

一九九五年十月，我曾以候任校長的名義，給大家發了一封公開信。信的末段這樣說：「對於是否接受中大校長的任命，我確曾經歷一段內心掙扎。校長的薪酬是否高於現時的收入，這點並不在考慮之列。令我再三躊躇不定的，是我必須放棄醫學上的工作……倘若要我離開醫科教學的崗位，那必須是一件有更大效益，更需要我的工作。」

七年後的今天，我向大學校董會辭去校長之職，並接受了香港特區政府的邀請，於八月一日正式就任教育統籌局局長。

此刻回看九五年我所說的話，我發覺兩次轉職的心路歷程，竟是如此相似。

令我再三思量的，是我應否在此刻放棄中大的工作，我又能否在新崗位有更大的發揮。究竟是中大需要我多一些，還是香港需要我多一些呢？

過去二十年，我一直在中大服務，先是擔任外科學系的主管，以治病療傷，培訓未來醫生為職志；然後是出任醫學院院長，致力於改良教學，鼓勵研究，加強設備，以及提高師資；再就是獲委為大學校長，負責領導中大邁向新紀元。多年來我的工作始終離不開教育——從傳授醫術，到管理醫學院的運作，到掌領大學的發展，莫不與醫學教研和教育行政有關。僥倖的是，每一次轉換崗位，我都可以在一個新的層面為更多的中大員生服務。這次我接受新職，也只是再換一個工作崗位，在一個全新的層面，繼續為包括中大在內的教育界服務，為整個香港服務。

我們都知道，當前高等教育的種種問題，跟基礎教育和中學教育息息相關，無法單獨處理和解決。至於整體教育素質應如何提升，更往往要從多個角度，分多個層次去通盤考慮和計劃，這也是所有教育工作者都極其關心的課題。如今我可以運用自己的專長和經驗，去為香港制訂教育政策，排列優次，更好地分配資源，改善教學素質，我視之為進一步施展抱負的機會，希望可以盡一己之力，為香港作出更大的貢獻。我樂意接受這個挑戰並為此而作出承擔。

回想我上任之初，曾承諾要致力維護學術自由和大學自主，提高行政效率，加強與國內外學術機構的交流，爭取社會各方的支持以拓展資源，並將之公平分配，務求帶領中大成為區內一流大學。



為了上述種種，自問就任校長以來，未敢稍有鬆懈。時至今日，中大在收生、聘任、開設課程、學術評審等各方面的自主權絲毫無損，教研人員的學術自由從未受到干預。自九七年開始的大學內部審核和行政管理檢討，也從未間斷，無論是管理效率或是成本效益，都得以逐步提高，更於九九年贏得教資會的嘉許。大學的國際聯繫，亦隨著日益蓬勃的交流活動和不斷增長的合作協議而大為加強。至於發掘新的收入來源，爭取更多捐款以滿足大學發展的需要，則無時無刻不是我的重要任務；過去六年，各方捐助增長迅速，這些資源用於提升教與學的素質，改善校園設施和環境，以及加強研究活動各方面，都起了極其重要的作用。六年下來，在過去三位校長所建立的穩固基礎上，中大取得了驕人的進展。教資會去年中公布新世紀第一個三年撥款期各大學的資助額，中大取得的資助是眾院校之冠，足證我們的教研成績和水準極佳。再從各院校今年初推出的拔尖計劃的反應來看，亦見到中大最受本地高中尖子的歡迎。即將離任之際，更欣悉我們的工商管理碩士課程今年獲評為亞太區第一；對我來說，這無疑是最有意義的送別禮物。

今天的中大，是一所穩重成熟，充滿信心，運作暢順的大學，絕不會妄自菲薄，對本身的潛能和實力有所懷疑。

在世紀交接之際，我們更順應社會之需，開設了不少新學科，以配合知識經濟的來臨。校內的行政及教學單位也反思各自的使命和目標，並制訂策略以集中發展本身的強項。中大員生的素質、信心和士氣，是繼續爭取卓越成就的軟件；而與之配合的眾多硬件，將會陸續落成。它們包括中國考古文物藝術博物館，教學酒店，教育學院新教學樓，工程學大樓第二期，醫學院臨床醫學大樓新翼，理科高危實驗室專用大樓，行政樓新翼，新學生宿舍，以及設於美國銀行大廈的市區教學中心。校園處處都展現蓬勃的生機，見證中大的不斷成長和壯大。

大學既已確立了健全的制度，各學院學系又已釐清了未來數年的發展方向，我深信，在我離任後，中大將會繼續穩步向前，朝更高的目標進發。

然而礙於新任命的種種程序問題，我未能盡早把政府的邀請通知校董會、大學管理層，以及所有的中大員生，致令產生了不必要的疑惑和憂慮，為交接問題製造了額外的困難，也為不少同事增添了辛勞。猶幸所有問題現已得到解決，在此我向曾經協助處理交接的同事致以衷心的感謝。

二十年於茲，我個人的發展與大學密不可分，中大將永遠是我心之所繫。離別在即，倍感依依；最捨不得的，是我多年來視之為家的校園，朝夕與共的大學師生，和任勞任怨的各級同事。我在這裡孕育過不少夢想，實踐過不少抱負，與你們一起走過中大的成長路。記憶中有言笑晏晏的歡敘，也有面紅耳赤的爭辯；有鬥志高昂的時刻，也有傷心沮喪的日子；我們從逆境中學會放下分歧，互相激勵，攜手克服困難，努力建設中大；今日我們都以中大的成就為榮。

要履行新職，我不得不離開中大；但在感情上，二十年的深厚關係把我們緊緊連在一起，我永遠是你們中間的一分子。

明年的四十周年校慶，我殷切期望你們會邀請我回來參加。

李國章

二零零二年七月廿五日

(原載於二零零二年七月三十日出版之《中大通訊》專刊)

An Open Letter to Staff and Students of the University

Dear colleagues and students,

In October 1995 I wrote an open letter to you as I was about to take up the Vice-Chancellorship. The last paragraph of that letter reads:

I have struggled with myself over whether I should accept the appointment as Vice-Chancellor of The Chinese University of Hong Kong. I do not care whether the Vice-Chancellor's pay is higher or lower than my present income, but I really do not want to give up my medical practice. ...If I have to leave my teaching position in the Faculty of Medicine, it must be for a worthier cause which needs my services more.

Today, some seven years later, I have tendered my resignation to the University Council, in order to take up the invitation to be the Secretary for Education and Manpower of the Hong Kong SAR Government, commencing 1st August 2002.

As I cast my thoughts back to 1995, I am amazed by the great similarity between my dilemmas then and now.

What exercised my mind was whether I should relinquish my work at The Chinese University at this point in time, and whether I could offer more in the new position. Does the University need me more, or the community as a whole?

I have served The Chinese University for 20 full years, first as Head of the Department of Surgery, where my task was to heal the sick, advance the frontiers of knowledge, and train the young to become responsible doctors. As I moved on to become Dean of the Faculty of Medicine, my mission expanded and I set myself to improve teaching, promote research, strengthen facilities, and recruit talent. When I became Vice-Chancellor, I was expected to lead the University through the 1997 transition towards a new era of development in the 21st century. All these years my work has centred around education — from teaching medicine to managing a medical faculty, and from that to shaping a university's growth. It was indeed my good fortune that, in these various positions, I was able to serve an increasingly larger sector of the University community, each time in a different role. In my new post I shall continue to serve the education community of which The Chinese University is an integral part, only that this time my task will be even broader.

We are all aware that many of the woes besetting higher education in Hong Kong have stemmed from inadequacies in primary and secondary education and, as such, cannot be resolved on their own. How the education infrastructure is to be overhauled is a formidable subject requiring careful review from many perspectives and at many levels. This is a matter of great concern to all conscientious educationists. Now an opportunity arises in which I may use my experience gained at The Chinese University of Hong Kong to set

goals and accord priorities for the Hong Kong education system, and to redistribute resources for the overall improvement of education standards. I see it as an opportunity, indeed an obligation, to put myself to greater use, with the betterment of education in Hong Kong as the ultimate objective. I am looking forward to the responsibilities and challenges ahead.

It was a pledge I made early in my Vice-Chancellorship that I would be fully committed to institutional autonomy and academic freedom, efficient management, greater academic interflow with both mainland and international institutions, the procurement of additional resources from the community at large, and the fair distribution of the same. I set my objective at no less than bringing The Chinese University to the uppermost notch of higher education in Hong Kong and the neighbouring region.

I have never relaxed my vigilance over these commitments in the last six years. The University's autonomy has never been compromised during the period and our academic staff have been as free as they want to be in their scholarly pursuits.

Rigorous internal audits and management efficiency reviews have continued uninterrupted, resulting in significant cost savings and productivity gains, and winning commendation from the University Grants Committee.

We have also persistently cultivated international relations, producing extensive links with centres of excellence worldwide.

Thanks to the generosity of our many benefactors, support in the form of donations has dramatically surged, and has been indispensable in maintaining the quality of teaching and learning, sustaining important research, improving facilities, and upgrading the campus environment.

On the solid foundation laid by my three predecessors, the University has gone from strength to strength, achieving progress on all fronts. We are glad to have been allocated the largest slice of the UGC block grant for the 2001–4 triennium, an allocation that was based on our performance in teaching and research. We are also gratified that the Early Admissions Scheme, newly introduced this year for outstanding Secondary Six students by all tertiary institutions, has attracted the largest number of applicants to The Chinese University of Hong Kong when compared with other local tertiary institutions, a sure indication of our popularity among the best of Hong Kong school students.

By the time you read this letter, you shall have known too that our business school has just been ranked the number one MBA school in the Asia Pacific. The news could not have come at a more opportune moment as my best farewell gift from the University.

The Chinese University as we know it today is a mature and well-run institution of higher learning, fully confident of its own potentials, and all out to scale new heights in different dimensions.

Indeed, with the advent of a new millennium, many new academic programmes have

been launched in response to the needs of a knowledge-based society and a new economy. Academic and administrative units have also been asked to define their respective visions and missions, identify their areas of strength, and formulate action plans for the coming years. It is now obvious that the University has all the software to pursue excellence — staff and students of calibre, high morale, and a conviction for success. And much of the hardware to go with it will become available soon. In the pipeline are a Centre for Chinese Archaeology and Art, phase II of the Engineering Building Complex, extension facilities for the Faculty of Education, a teaching hotel, a new block for the clinical departments of the Faculty of Medicine, a purpose-designed building for centralized science laboratories, an extension to the University Administration Building, new student hostels, and a teaching centre at the Bank of America Tower in Central. Everywhere on the campus are signs of growth and expansion, bearing testimony to the vitality of a thriving university.

Imbued with a sense of direction and with all the necessary support systems properly instituted, the University is well on a stable, defined course towards progress and greater achievements.

What really distressed me was not being able to disclose the government's invitation earlier, due to procedural technicalities, which led to unnecessary speculation and worries, created difficulties in hand-over arrangements, and increased the workload of many colleagues. I am relieved to note that all has now been settled and am grateful to those who are affected for being so understanding and obliging in the process. I thank them sincerely for all the help they have rendered me.

Twenty years here and The Chinese University has become an inseparable part of my personal growth and career development, and it will always occupy a prominent place in my heart. What tugs me time and again on the eve of my departure are the many fond memories of the things we did together, the days we spent together, the achievements we have made together. Equally hard it is for me not to be remembering the arguments and adversities that we had, the crises and controversies that we faced, the heat and the heartache that we endured. Through these tribulations we have learnt to unite and work as a team; we have turned trials into strength and reinforced our bonds, with much the same spirit that holds the University as it now proudly stands.

While I must leave this lovely campus to take up my new duties, my thoughts will always be with you.

And I eagerly look forward to being invited to join you to celebrate the 40th anniversary of the University next year.

Arthur K.C. Li
Vice-Chancellor
25th July 2002

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致中大校友的公開信

各位親愛的中大校友：

你們讀這封信的時候，我已經離開了中大，轉任香港特區政府的教育統籌局局長。

這次轉職的原因，我曾於另一封致中大員生的公開信中有所提及。我現在再借《中大校友》的一角，向你們說幾句心裡話。

我自一九八二年從英國返港，便一直在中大服務，從擔任外科學系的創系講座教授兼系主任，到醫學院院長，再到大學校長，至今整整二十年，大約是我人生的三分之一，也是中大歲數的一半。我雖然未曾親歷建校初年的筭路藍縷，或是體制改革所帶來的種種震盪，但這些年來，我與你們一樣，每每以中大人自居，為大學的憂而憂，為大學的喜而喜。

過去六年我肩負大學校長的重任，中大無時無刻不是我最大的牽掛。校務的千頭萬緒讓我體會到創校先賢如何殫精竭慮，為建立一所屬於中國人的大學而艱苦經營。我也領略到三位前任校長是如何苦心孤詣，為實踐中大的獨特使命而夙夜匪懈。我在他們建立的穩固基礎上領導大學過渡九七，邁進廿一世紀，如果任內稱得上有任何建樹和貢獻，首先得銘謝和誌念他們為中大付出的無盡精神和心血。

回顧這幾年的工作，我自問是竭盡所能，努力實現上任之初的種種承諾，這包括維護中大的獨立自主和學術自由，提升教研素質和管理效率，促進學術交流和國際聯繫，加強通識和語文教育，以及開拓更多的收入來源以推行大學各項發展計劃。我的目標，是帶領中大成為區內一流大學。

再看今天的中大：我們是取得特區政府最多經常費撥款的大學，管理效率深受教育資助委員會的嘉許，工商管理碩士課程屢次獲評為亞太區第一，學術夥伴更是遍佈世界各地。我們的教研人員多次取得學術上的突破，我們的學生在本地和國際比賽中屢創佳績；他們傑出的表現，近年為大學贏得極多的捐助，是以大學財政日趨穩健，多項校園基建和改善工程亦得以順利開展。最令我放心和感到欣慰的，是中大上下對自己的實力充滿信

心，各學院學系在世紀之初釐清了發展方向之後，亦正穩步向前，朝既定的目標進發。

然而分數不該是自己打的，這六年的整體成績，要留待一眾關心和支持中大的人去下判斷。

關心和支持中大的人實在很多，其中當然包括了你們。我要再三感謝各位在我任內給予中大的協助和鼓勵。你們有的身處迢迢千里之外，但依然心懷中大，為聯絡海外校友而奔波勞碌。廣佈於香港各行各業的新舊校友，除了在各自的工作崗位上將中大精神發揚光大，更無私地把時間和專長回饋母校：有的參與我們的策劃和諮詢小組，協助推動學術和訂定大學的發展方向；有的出任學長或義務導師，悉心提攜新一代的中大學生；有的熱心為我們編纂刊物，傳播中大的成就和團結校友；有的幫助我們籌措經費，添置設施，成立各種各樣的基金和獎助學金；有的積極研究有關教育的課題，協助我們推廣和落實新的教育理念和構思；其他的或是直接贊助各書院和學院的計劃，或是踴躍支持母校的各種活動。概而言之，如果沒有你們多方面的支持，中大要花更多的時間，付出更大的努力，才能取得今日的成績。

過去六年當中，我們曾合作無間，也曾在不同的場合切磋交流，我深深為你們的熱忱和愛校情懷而感動。當了這許多年大學校長，令我了解到每所優秀大學的背後，必定有一張堅韌而廣闊的校友網，一群長情而念舊的畢業生。校友的感情不會因個別校長的去留而改變，是以我深信，你們必定會繼續為中大凝聚更大的向心力，注入更多的能量，協助母校取得更卓越的成就。

如果這份深厚的感情，是源自你們在中大渡過的數年黃金歲月，那你可以想像，我在這裡的二十個寒暑，會留給我多少的回憶，勾起我多少的感觸。你也應該最明白，人雖然是離開了大學，但感情不可能揮之即去，我們對中大的關懷往往是日久彌新。

也正如你們驪歌高唱之後，仍然會關注母校的消息，響應母校的呼召，我這次的離去，也只是換一個新的工作崗位，在一個全新的層面，繼續關心中大的發展，致力為中大所屬的香港教育界謀求最大的福祉。

教育是我畢生的事業，如今我可以運用自己的專長和在中大累積的經驗，去為香港的教育制度籌謀獻策，提升整體教育素質，這對我來說，是新的挑戰，也是過往工作的延續和擴伸。

一如即將離校的畢業生，我感謝中大所給予我的一切，珍惜這裡的每一段回憶，並期望在新的環境裡，可以進一步施展我的抱負，實踐我的理想，為香港教育作出更大的貢獻。我希望我的努力會對中大及其他院校的長遠發展有實質的裨益。

在未來的日子裡，就讓我們站在各自的崗位上獻出我們的最好，也讓我們繼續關懷中大，見證她不斷進步，在新世紀再創高峰。

李國章

二零零二年七月二十九日

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香港中文大學

The Chinese University of Hong Kong