

CUHK NEWSLETTER

Vol.5-9 No.58

September 1994



LET'S GET READY FOR CHANGE

The *CUHK Newsletter* has adopted its present format since December 1989, when the Publication Office first took over its compilation and production.

After five years it is now set for another major change.

If all goes well and readers find our proposals sound, we will introduce the changes in January 1995. They include

- publication on a fortnightly instead of monthly basis to ensure timeliness in handling topical issues;

- combining the English and Chinese versions to reduce repetition in reporting;
- adopting the size of a tabloid to make possible greater variation in layout;
- restructuring the contents to emphasize two-way communication: whilst teaching, research, and administrative units will be invited to expound their policies and plans more frequently, new columns will be introduced to encourage individual members of the University to freely express their views — on university administration, campus events, or just a new book.

These changes are designed to help speed up information dissemination, improve internal communication, and increase the transparency of University governance.

Readers may have different views about the role of the newsletter and the need for change. Do give us a call, a fax, or an email to tell us what you want to read, and how you want yourself to be heard. You may speak for a committee, a department, a faculty, or simply yourself.

May we also remind our readers that the Publication Office is only a small unit on the periphery of university administration. No important information is ever generated here, neither do we have enough feelers to detect every odd sentiment on the campus. Much as we would like to make the newsletter effective, all-embracing, impartial, it could never be such without contributions from as many quarters as possible. The more frequently readers communicate through the newsletter, the more effective a channel of communication it becomes. The more diverse the sources of contribution, the more comprehensive its contents, and the more balanced its views.

Communicate with us now, we await your contributions. We will collate all suggestions and design a questionnaire accordingly to gauge the majority sentiment. And we will let you know the results.

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Six CU Research Projects Rated Excellent

The Research Grants Council (RGC) recently completed its first-round assessment of research projects launched by local tertiary institutions and financed by the council's earmarked grants.

Reports of 74 completed projects were submitted to RGC panel members and reviewers for assessment earlier this year, and 30 of them received ratings in June. Nine projects were rated as 'excellent' and among them six were CUHK projects. The remaining three came from HKU, Hong Kong Polytechnic and Baptist College.

The six outstanding CUHK projects are

<i>Project Title</i>	<i>Principal Investigators</i>
1. A computerised database of the entire body of extant Han and pre-Han (i.e. pre-220 a.d.) traditional Chinese texts	Prof. D.C. Lau Dr. F.C. Chen
2. Design, synthesis, and structural characterization of novel inclusion compounds	Prof. Thomas C.W. Mak Dr. T.L. Chan
3. Laser interactions with micro-meter size droplets and fibres	Dr. H.M. Lai Prof. K. Young
4. Anatomical, biochemical and physiological studies of brain transplants	Dr. L.S. Jen* Dr. D.S.C. Tsang
5. From print to sound and meaning	Prof. Liu In Mao* Dr. May J. Chen* Dr. Chen Hsuan-chih
6. Signal transduction in PU5-1.8 and normal macrophage cells	Prof. C.Y. Lee Dr. Y.M. Choy Dr. K.P. Fung

* No longer CUHK staff member

Croucher Foundation Sponsors Four More Research Projects

The Trustees of the Croucher Foundation recently pledged donations totalling HK\$1,809,700 for four research projects launched by members of the University:

- (1) HK\$600,000 for 'Molecular Cloning and Expression of Crustacean Allergens', conducted by Dr. K.H. Chu of the Department of Biology.
- (2) HK\$767,700 for 'Transgenic Study of Immunoglobulin Gene Hypermutation: Using Selectable, Chimeric E Coil gpt-VJ Gene Constructs to Investigate Role of Rearranged VJ in Hypermutation', conducted by Dr.

Y.L. Chui of the Clinical Immunology Unit.

- (3) HK\$162,000 for 'Incoherent Light Scattering Studies of Spontaneously Formed Vesicles', conducted by Dr. Xia Keqing of the Department of Physics.
- (4) HK\$280,000 for 'Parallel Simulation Methods for Continuous Time Markov Chain on Maspar with Applications in computer and Communication Systems', conducted by Dr. John C.S. Lui of the Department of Computer Science.

UN Organizations Find CU Campus Ideal for Regional Meetings

The World Health Organization (WHO), the United Nations Drug Control Program (UNDCP), and the International Cell Research Organization (ICRO) chose CUHK as the venue of their regional meetings last month.

WHO and UNDCP hosted a training course on the prevention of drug abuse and HIV infection from 1st to 20th August 1994. The first of its kind in the western Pacific, the course trained frontline workers from China, Hong Kong and Macau how to help people overcome problems of drug abuse and HIV infection. Participants visited local treatment and rehabilitation centres and obtained first-hand experience of dealing with substance abuse and AIDS. The University's Department of Psychiatry was a coorganizer of the training course.

On 25th August, ICRO under UNESCO presented a special symposium at the University's Cho Yiu Conference Hall. ICRO executive committee members, most of whom world renowned cell research scientists, gave talks on recent advances in cell biology. Topics ranged from tackling the aging problem through the regulation of cellular antioxidant defense to protein kinases and cell division in cancer control. The University's Department of Biology provided administrative and secretarial support for this important function.



The University's 1994-95 academic year began with a formal ceremony on 30th August. Vice-Chancellor Charles Kao spent time with students after the function and interest groups of the Student Union tried to recruit new members on the University Mall.

CUP Video Wins Awards

An instructional video package produced by The Chinese University Press (CUP) recently won two awards: the Silver Award of the Outstanding Community Participation Projects Award 1994, and the Best Display Award of 1994 Civic Education Display.

Entitled 'How to Conduct School Society Meetings', the video explains the essentials of conducting effective meetings and shows how an effective meeting can streamline the activities of a school society. The script was written by Mr. Fung Yee-wang and Ms. Teresa Siu of the Faculty of Education.

The awards were presented on 2nd July at the opening ceremony of the 1994 Civic Education Display organized by the Committee on the Promotion of Civic Education.



The Language Fund Invites Applications

Applications are now invited from all educational/training institutions, registered organizations and interested individuals for allocations from the government's Language Fund. The main objective of the fund is to raise the standards of Chinese (including Putonghua) and English and enhance the use of the two languages in Hong Kong. Disbursements are expected to reinforce existing efforts in this area and to meet temporary shortfalls in language teaching resources.

Application deadlines for 1994-95 are 20th September 1994 (first call), and 31st March 1995 (second call).

Details and application forms are obtainable from the Language Fund Secretariat (Tel. 892 6477).

New Academic Year Begins



VC's Discretionary Fund for Excellence - Second Call for Applications

The *CUHK Newsletter* first announced the introduction of the VC's Discretionary Fund for Excellence in June. Applications for grants from this new incentive fund are now invited again from individuals, groups, or departments (academic, research or administrative).

The objective of the fund is to support projects that can contribute significantly to the improvement of academic/educational quality in the University. Both teaching and research activities will be supported, for up to five years. These may include, for example, appointment of or provision of top-up salaries for visiting professors on specific tasks, providing teaching relief for a staff member to go on sabbatical leave to complete a book/research project of excellence, or providing seed monies for the development of new or pilot programmes.

Projects will be assessed on their own merits and vetted by the Resource Allocation Committee, in consultation with internal/external experts, if deemed appropriate. For practical reasons, there is no deadline for application.

Applications should be supported by a detailed proposal and a budget, and be sent to the Vice-Chancellor's Office. For further information or guideline packages, please contact Mrs. Vivian Ng, Assistant to the Vice-Chancellor, at Ext. 7253. Guideline packages are also available at department and faculty offices.

2,437 Graduates in 1994

This year, a total of 2,437 students completed their undergraduate studies at the University. The number of graduates from each department/programme is given below:

Faculty of Arts

Chinese Language & Literature	81
English	127
Chinese & Translation	9
English & Translation	2
Japanese Studies	2
Fine Arts	23
History	65
Music	16
Philosophy	25
Religion	16
	<u>366</u>

Faculty of Business Administration

Professional Accountancy	135
Integrated BBA Programme	346
	<u>481</u>

Faculty of Engineering

Computer Science	119
Computer Engineering	23
Electronic Engineering	103
Information Engineering	109
	<u>354</u>

Faculty of Medicine

Medicine & Surgery	100
Intercalated Degree Programme in Medical Sciences	5

Nursing (full-time and part-time programmes)	<u>72</u>
	177

Faculty of Science

Biochemistry	42
Biology	61
Chemistry	69
Physics	66
Mathematics	61
Statistics	30
	<u>329</u>

Faculty of Social Science

Anthropology	16
Architectural Studies	26
Economics	105
Geography	62
Government & Public Administration	51
Journalism & Communication	57
Psychology	48
Sociology	76
Social Work	107
	<u>548</u>

Part-time Degree Programmes

Business Administration	39
Chinese-English	23
Mathematics-Statistics	4
Music	17
Physical Education	35
Primary Education	45
Social Work	19
	<u>182</u>

University Statutes Amended

Amendments to University Statutes 1, 6, 11, 14, 15, 17, 20 and 21 were recently approved by the Chancellor of the University. Such amendments have been made to provide for the institution of the 'department' as the basic academic unit at the University.

Statute 26 of the University Ordinance was also amended for the purposes of (a) introducing new master's and doctoral degrees; (b) stipulating the 'final term residence' requirement for the conferment of bachelor's degrees; and (c) effecting changes in the requirements for accepting a certificate of proficiency for the purpose of examination exemptions.

The amended versions of the relevant statutes are contained in *The Chinese University of Hong Kong Calendar 1994-95*, to be published around October.

Service to the Community and International Organizations

- Prof. Thomas C. W. Mak of the Department of Chemistry has been appointed by HE the Governor as a member of the Hong Kong Council for Academic Accreditation for two years from 8th June 1994.
- Dr. Leslie N. K. Lo, dean of education, has been appointed as a member of the Curriculum Development Council for one year from 1st September 1994.

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

ANNOUNCEMENTS

Professorial Appointments

Professor of Fine Arts

Dr. Mayching Kao has been appointed professor of fine arts from 1st August 1994.

Prof. Kao graduated from The Chinese University with a BA degree in fine arts in 1967, obtained an MA degree from the University of New Mexico in 1969, and a PhD degree in oriental art history from Columbia University in 1972.

After graduation, Prof. Kao joined The Chinese University as lecturer in art history and was promoted to senior lecturer rank in 1983. She has held a concurrent post of curator of the University's Art Gallery since 1981. Prof. Kao's major research interests are history of Chinese paintings, history of Japanese art, and Sino-Japanese and Sino-Western artistic exchanges.

She also serves as member, trustee or honorary adviser of various art societies.



Professor, English Language Teaching Unit

Prof. Lyle Farris Bachman has been appointed professor of the English Language Teaching Unit from 18th August 1994.

Prof. Bachman studied English at Indiana University, USA and obtained his AB, MA and PhD degrees in 1965, 1969 and 1971 respectively.

Prof. Bachman served as assistant professor of the Departments of English and English as a Second Language at the University of Hawaii in 1970. The following year he joined the Ford Foundation as project specialist and was assigned as adviser in psycholinguistics and evaluation to the Central Institute of English Language, Bangkok, Thailand. He returned to the United States in 1976 to take up the post of assistant professor at the University of Illinois at Urbana-Champaign. He was promoted to associate professor and professor in 1983 and 1989 respectively. Before joining The Chinese University, Prof. Bachman was professor of the Department of TESL and Applied Linguistics at the University of



California at Los Angeles.

Prof. Bachman is a member of the American Association for Applied Linguistics, the American Educational Research Association, and the International Language Test Association.

Prof. Bachman is married, with two daughters.

Professor of Social Work

Prof. Kenneth K. L. Chau has been appointed professor of social work from 20th August 1994.

Prof. Kenneth K. L. Chau took his master of social work degree from McGill University in 1969 and his PhD degree from the University of Southern California in 1979.

Born in Hong Kong, Prof. Chau started his career in social work in 1958 and had worked for both the Boys' and Girls' Clubs Association and the Hong Kong Council of Social Service. He joined the University of Hong Kong as lecturer in social work in 1972, and was promoted to senior lecturer in 1980. He moved to the States in 1984 and has since taught social work courses at California State University at Long Beach.

Prof. Chau is a member of the editorial board of *The Journal of Multicultural Social Work*, and *The Hong Kong Journal of Social Work*.

Prof. Chau is married, with two children.



Professor of Anthropology

Dr. Chien Chiao will be appointed professor of anthropology from 1st October 1994.

Prof. Chiao read anthropology at National Taiwan University and obtained his BA and MA degrees in 1958 and 1961 respectively. He then furthered his studies at Cornell University and was awarded a PhD degree in 1969.

Prof. Chiao taught anthropology at Indiana University for seven years from 1966 and joined The Chinese University in 1973. He helped found the anthropology section within the Department of



Sociology, which later developed into the Department of Anthropology. He was promoted to senior lecturer rank in 1977 and reader in 1988.

Prof. Chiao is a fellow of the American Anthropological Association and honorary adviser of the Hong Kong Museum of History.

Prof. Chiao is married, and has a son.

Committee Chairman Appointments

Prof. Ambrose Y. C. King, pro-vice-chancellor, has been reappointed as chairman of the Committee on Academic Policy and Development for one year from 1st August 1994.

Prof. Kenneth Young, pro-vice-chancellor, has been appointed as chairman of the Committee on Laboratory Safety for two years from 1st August 1994.

Prof. C. Y. Lee has been appointed as chairman of the Consultative Committee on Facility Charges from 1st August 1994.

Committee/Board Membership

Four committees and management boards have recently been reconstituted as follows:

University Health Service Committee

Chairman: Vice-Chancellor or his representative

Prof. S. W. Tam

Members: University Dean of Students

Prof. H. C. Kuan

University Bursar

Mr. D. A. Gilkes

Three senior staff members of the Faculty of Medicine

Prof. Lai Kar-neng

Prof. Lee Shiu-hung

Dr. Wong Chung-kwong

Four staff representatives appointed by AAPC from among persons nominated by CUTA/CUSA and other staff associations

Dr. Chan King-ming

Ms. Chee Yuet-oi

Dr. Kan Wing-kay

Mr. Wallace P. S. So

Four student representatives

Four staff members of the University Health Service

Dr. Robert Dan

Dr. Lo Tsun-fan

Dr. Fung Siu-tai

Mrs. Pauline Kan

Secretary: Secretary of the Administrative

Affairs Committee

Mr. S. S. Tam

(Term: until 30th June 1996)

Board of Management of the Research Institute for the Humanities

Chairman: Dr. Ho Hsiu-hwang

Members: Prof. Liu Shu-hsien

Dr. Chou Ying-hsiung

Mr. Dang Shu-leung

Dr. Serena Jin

Prof. Mayching Kao

Prof. D. C. Lau

Dr. Daniel P. L. Law

Dr. Ng Lun Ngai-ha

Dr. Philip Shen

Secretary: To be nominated by the Board

(Term: until 31st July 1997)

Management Board of the Asia-Pacific Institute of Business

Chairman: Prof. K. H. Lee

Members: Prof. Leslie Young

Prof. Chan Koon-hung

Dr. Elbert Shih

Dr. Irene Chow

Dr. Japhet Law

Dr. Kitty Young

Dr. Sin Yat-ming

Prof. H. C. Kuan

Dr. Victor Mok

Dr. Henry Mok

(Term: until 31st July 1996)

Management Committee of the Hong Kong Institute of Asia-Pacific Studies

Chairman: Prof. Rance P. L. Lee

Members: Prof. Y. M. Yeung

Prof. S. K. Lau

Prof. Kenneth Chau

Prof. H. C. Kuan

Dr. Leung Kwok

Dr. P. W. Liu

Dr. Leslie N. K. Lo

Dr. David Wu

Secretary: To be appointed by the Committee

(Term: until 31st August 1996)

Staff Development Grants/Programmes 1995-96

The following staff development grants/programmes are available for the academic year 1995-96:

1. ACU Academic Exchange Fellowships
2. ACU Development Fellowships
3. ACU Times Higher Education Supplement Exchange Fellowship
4. Commonwealth Academic Staff Fellowships*
5. Commonwealth Academic Staff Scholarships*
6. Croucher Foundation Fellowships/Scholarships
7. Freemasons' Fund for East Asian Studies
8. Harvard-Yenching Visiting Scholars Programme[#]
9. Harvard-Yenching Visiting Fellows Programme[#]
10. Harvard-Yenching Doctoral Scholarship Programme[#]
11. The Japan Foundation Fellowship Programme⁺
12. Japanese-Language Study Programme for Librarians⁺
13. Study-in-Japan Grant Programme⁺
14. The Japan Foundation — Research/Conference/Seminar Grant Programme⁺
15. C.Y. Kwan Endowment Fund for Staff Development*
16. Lee Hysan Foundation Endowment Fund for Staff Development*

Staff members interested in applying for the above grants/programmes may consult their department/unit heads or faculty deans, who should have received detailed information on these programmes in early September. Further enquiries may be directed to the Personnel Office (Ext. 7286 or 7288).

* Internal deadline for application is 31st October 1994.

Details were published in *CUHK Newsletter* No.55 (June 1994). Application already closed.

+ Internal deadline for application is 14th October 1994.

Annual Staff Review

Applications/nominations are invited from all full-time teaching and non-teaching staff on Terms of Service (A) and instructors, in respect of staff development grants, retirement/extension of service and promotion, soon to be considered in the staff review exercise for the academic year 1995-96.

Deadlines for submissions are:

17th Oct. 1994

- for retirement/extension of service in respect of full-time teaching staff on Terms of Service (A) and instructors.

31st Oct. 1994

- for staff development grants in respect of full-time teaching and non-teaching staff on Terms of Service (A) and instructors. (Please refer to Staff Development Grants/Programmes 1995-96 above.)

31st Oct. 1994

- for promotion in respect of full-time teaching staff on Terms

of Service (A) and instructors.

15th Dec. 1994

- for retirement/extension of service and promotion in respect of full-time non-teaching staff on Terms of Service (A).

Matters relating to teaching staff and instructors

Applications and nominations should be sent to Mr. K.C. Yuen, Secretary, Academic Staff Review Committee, c/o Personnel Office, South Wing, 2nd floor, University Administration Building (Ext. 7285).

Matters relating to non-teaching staff

Applications and nominations should be sent to Mr. S.S. Tam, Secretary, Administrative Affairs Committee, c/o Personnel Office, Room 209, University Administration Building (Ext.7269).

Further enquiries may be directed to the respective committee secretaries. A separate announcement concerning Terms of Service (B) and (C) staff review matters will be made around December 1994.

University Library System Opening Hours

The opening hours of the University Library System for the 1994-95 academic year are as follows:

	<i>UL, CC, NA, UC</i>	<i>Medical Library</i>
Mon-Fri	8.20a.m.-10.00p.m.	8.30a.m.-9.00p.m.
Sat	8.20a.m.-5.00p.m.	9.00a.m.-5.00p.m.
Sun	1.00p.m.-7.00p.m.	closed

Architecture Library

Mon-Thur	9.00a.m.-7.00p.m.
Fri	9.00a.m.-5.00p.m.
Sat	9.00a.m.-12.30p.m.
Sun	closed

Any changes in opening hours on holidays and during the summer vacation will be posted at the entrances to the libraries.

University Swimming Pool Opening Hours

The University Swimming Pool is open seven days a week including public holidays. From 5th September to 30th November, the opening hours of the pool will be as follows:

First session: 10.30 a.m. to 1.40 p.m.

Second session: 2.30 p.m. to 6.15 p.m.

The pool will be closed earlier at 5.00 p.m. on 20th September (Mid-Autumn Festival).

And it will be reserved for the whole day for University and college swimming galas on 5th, 6th, 7th, 11th and 21st October.

New Chairpersons at the Helm

Fourteen academics are appointed department chairpersons for the first time as the 1994-95 academic year begins. They are John K. K. Tam of English, Yip Hon-ming of History, Y. K. Shih of Philosophy, Eden S. H. Yu of Decision Sciences and Managerial Economics, Chung Choi-man of Curriculum and Instruction, Lee Shiu-hung of Community and Family Medicine, Mark O. M. Tso of Ophthalmology and Visual Sciences, Norman Woo of Biology, Leung Kam-wing of Mathematics, Wing-hung Wong of Statistics, C. Y. Chang of Government and Public Administration, Joseph M. Chan of Journalism and Communication, Kenneth Chau of Social Work, and S. K. Lau of Sociology.

Whereas previously the 'department' and the 'board of studies' functioned as two different entities within each academic discipline, the department has, from August 1994 on, assumed full responsibility for academic affairs in the discipline concerned as the board of studies was abolished. The head of the department is now the chairman, in whom

is vested both the pre-existent executive power of the chairman and the academic responsibilities of the former director of studies. Each department chairman is appointed by the University Council on the recommendation of the vice-chancellor and the Senate. Every department will now have a new department board and an executive committee which, under the leadership of the chairman, takes care of the department's administration and academic development. The terms of reference of the department chairman and the department board are being drafted in detail and will soon be submitted to the Senate.

All 14 teachers named at the head of this article are appointed amidst crucial changes in academic administration, and despite the fact that many are CUHK veterans, they are all department chairmen for the first time. They have spoken to the Newsletter about their expectations and apprehensions. In this issue, we report on interviews with seven of them. The other seven will be featured in October.

Dr. Norman Woo, Biology

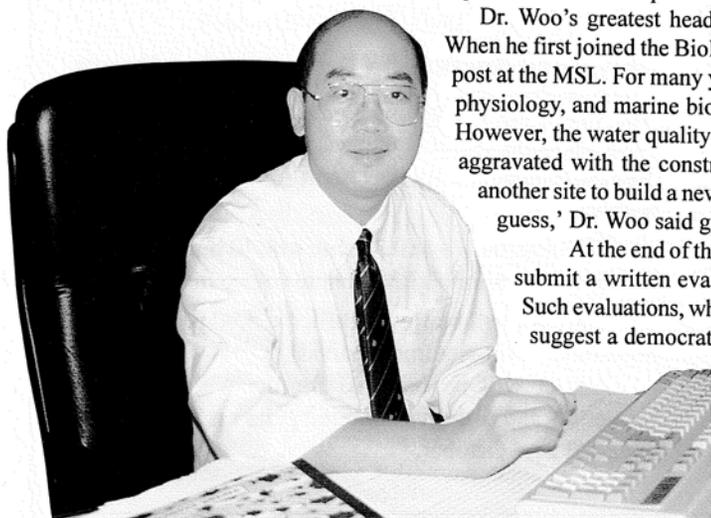
'The curriculum has to be restructured, research emphasis redistributed, and space allocation reconsidered,' said Dr. Norman Woo, chairman of Biology Department, outlining his most imminent tasks.

In Dr. Woo's opinion, changes have to be made to the undergraduate programme in biology in order to accommodate society needs and the demands of the flexible credit unit system. For instance, consideration is being given to reducing certain laboratory sessions or combining them to enhance teaching efficiency. In addition to this, a number of academics in the department happen to be retiring in the near future. When asked whether he would take this opportunity to open up new fields of research as replacement teachers are being recruited, Dr. Woo indicates that both curricular and research development will be carefully and comprehensively evaluated. The department has recently acquired an entire floor in the Science Centre (East Block) in addition to its existing premises, and an optimum use of the space available becomes another high priority on Dr. Woo's list.

Dr. Woo's greatest headache, however, is the future of the Marine Science Laboratory. When he first joined the Biology Department 17 years ago, Dr. Woo held a concurrent research post at the MSL. For many years the laboratory was his base for very rewarding studies in fish physiology, and marine biology has for a long time been a research forte of the department. However, the water quality in Tolo Harbour is not what it used to be, and the situation will be aggravated with the construction of the Pak Shek Kok dump site. 'The chance of finding another site to build a new MSL is remote. So whether the laboratory can go on is anybody's guess,' Dr. Woo said glumly.

At the end of the academic year, every teacher in the Faculty of Science is asked to submit a written evaluation of his or her department chairman to the vice-chancellor. Such evaluations, which will have bearing on who will be asked to head the departments, suggest a democratic element in the appointment process. Dr. Woo, however, thinks

that department chairmen should ideally be elected, and for terms not exceeding three years. He also believes that candidates for chairmanship should have served in the department for at least a required number of years: this will help ensure that the person elected is thoroughly familiar with the department's operation.



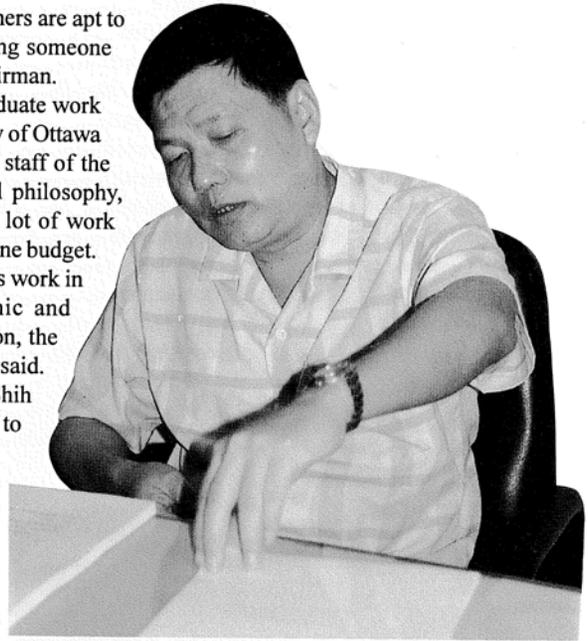
Dr. Y. K. Shih, Philosophy

'Any system has its merits but at the same time cannot be entirely free from defects. There are only a limited number of academics in each department and election is probably not the best way to select a chairman,' said Dr. Y. K. Shih. To illustrate his point, Dr. Shih cites the example of academics who are interested only in teaching and research but not administrative work. Such teachers are apt to elect teachers who have joined recently, and the department will end up having someone who is insufficiently familiar with the University and the department as its chairman.

Dr. Shih read philosophy at National Taiwan University and did postgraduate work in the United States and Canada. After receiving his doctorate from the University of Ottawa in 1980 he joined The Chinese University and has since been on the teaching staff of the Department of Philosophy. His research interests include social and political philosophy, ethics, philosophy of history, modernity and liberal theories. He anticipates a lot of work ahead as a department chairman, especially with the implementation of the one-line budget. However, 'my predecessors Prof. Liu Shu Hsien and Dr. Chen Te did marvellous work in streamlining administrative work in the department, and since academic and administrative responsibilities have traditionally been borne by the same person, the new mandate of the chairman is not overwhelmingly daunting to me,' Dr. Shih said.

So what does he think of morale for research in the department? Dr. Shih admits that the humanities have never been the big winners when it comes to competing for research funds because the allocation of grants is invariably dictated by the practical value of research projects. In the humanities, such obvious practical value seems to be lacking, and a research project nowadays has to be comprehensive and long-term before it can be accepted as significant and valuable. Despite such odds, Dr. Shih believes that research has always been an important part of his colleagues' work.

Dr. Shih is concerned that there should be more communication among academics in his department, and for that purpose he will organize faculty seminars once every three to four weeks. These seminars will be a forum for academics to report on recent research and to exchange opinions, thereby improving interflow and helping to raise research standard.



Dr. John K. K. Tam, English

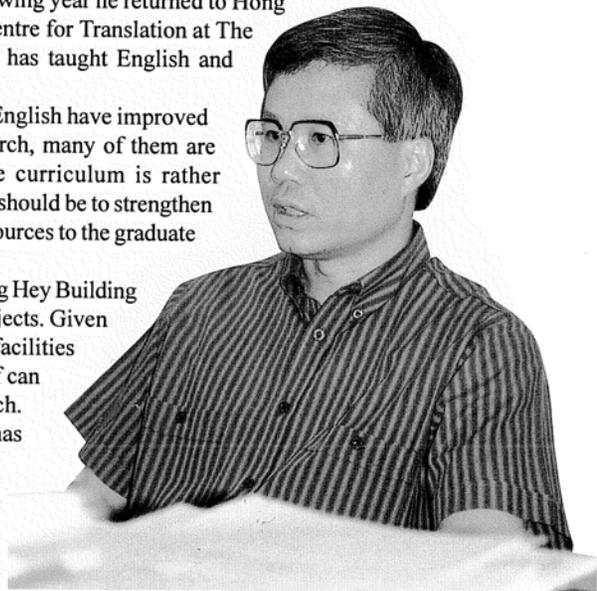
Dr. John Kwok-kan Tam received his undergraduate education at The Chinese University of Hong Kong with a major in English and minor in Fine Arts. After taking his PhD degree from the University of Illinois at Urbana-Champaign in 1984, he went on a post-doctoral fellowship to the East-West Center, Honolulu to conduct research on modern Chinese-Western cultural and literary relations. The following year he returned to Hong Kong to take up the post of managing editor of *Renditions* in the Research Centre for Translation at The Chinese University. He later transferred to the Department of English and has taught English and comparative literature since.

Dr. Tam thinks that the qualifications of teachers in the Department of English have improved remarkably in the past 20 years. Besides being active in teaching and research, many of them are recognized experts in their own fields. The department's undergraduate curriculum is rather comprehensive and complete in its offerings and the next stage of development should be to strengthen and consolidate its graduate programme. Dr. Tam thus plans to devote more resources to the graduate curricula, especially theoretical offerings.

A difficulty the Department of English faces after moving to the Fung King Hey Building is the lack of space for further development and for UPGC-funded research projects. Given the University emphasis on research, Dr. Tam also hopes that more computer facilities can be provided for the department so that every member of the teaching staff can have his or her own PC, something indispensable for good teaching and research.

This year with the abolition of the board of studies, the department has become the basic academic unit, each headed by a department chairman. Dr. Tam thinks that this is a good move because the restructuring will not only reduce confusion in administrative responsibility, but also significantly improve management and lead to more effective communication among staff. He says, 'I hope to further simplify administration so that everybody in the department can spend most of his or her time on teaching and research.'

Once the University also implements the new funding methodology and the one-line budget, Dr. Tam believes it will be more appropriate for department chairmen to be elected rather than appointed, for this will encourage staff participation in department management.



Prof. Lee Shiu-hung, Community and Family Medicine

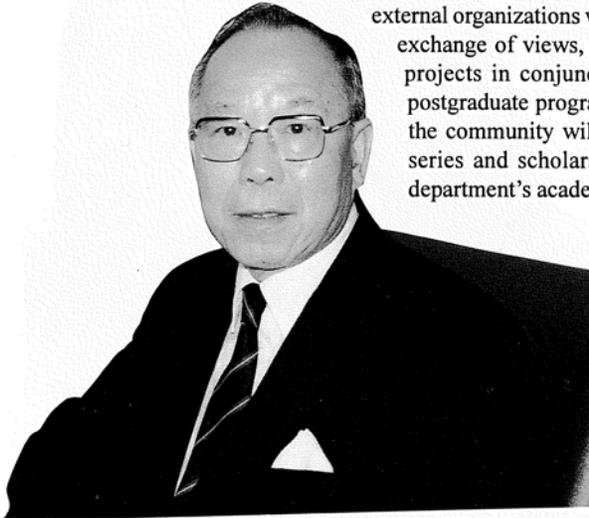
Prof. Lee's objective is to develop his department into 'a regional centre of excellence in public health.'

Prof. Lee Shiu-hung retired from the position of Director of Health only last June. He said, 'While I have retired from the government I do not intend to be put to rest. I am most willing to contribute where my efforts are wanted.' Thus when the chair of community medicine at the University fell vacant, Prof. Lee immediately indicated his interest.

Prof. Lee joined what was then known as the Medical and Health Department in 1960. With 34 years of experience in community medicine, he has served numerous local and international public health organizations as chairman or director, and still maintains close links with the business community, international health organizations, and public health ministries in many overseas countries. He said, 'My experience and liaison with external organizations will help the community at large to know the department better and facilitate the exchange of views, opinions and research results. In that way we can hope to set more research projects in conjunction with outside organizations and to promote professional training and postgraduate programmes for community-based physicians. Furthermore, good connections with the community will also mean more effective fund-raising efforts to provide for public lecture series and scholarships. These are all conducive to raising the standard of teaching and the department's academic status, and will help us become the centre of excellence that we aspire to.'

Prof. Lee continues, 'The health care system in Hong Kong is undergoing structural changes, and the focus is gradually being shifted from hospital care to community-based medical and health care, which comprises day care, health promotion and preventive medicine. Our department, as training ground for community-based physicians, should adjust itself to accommodate changes and challenges posed by society in the years ahead.'

To acquaint himself with various aspects of the University, Prof. Lee has been actively liaising with many departments and units. He will then hold meetings with his colleagues to ascertain the department's research strengths and to determine its development objectives.

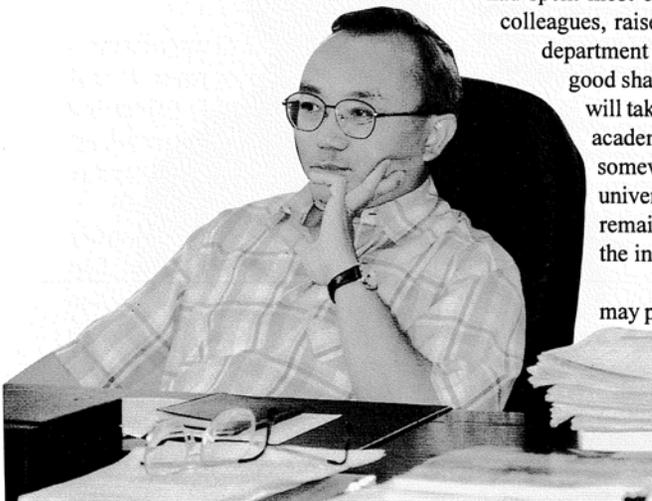


Prof. S. K. Lau, Sociology

'It came all of a sudden but I felt obliged to acquiesce.' That is how Prof. S. K. Lau described his appointment as department chairman. He frankly admitted that his participation in the work of the Working Committee of Preparing for the Hong Kong Special Administration Region Preparatory Committee had already thrown many research plans into disarray, and he would not have accepted the chairmanship if the other two professors in sociology had not already been tied up with administrative work at University headquarters.

Prof. Lau jokingly said that becoming the department chairman might be a turning point for him as, during his 19-year association with the University, he had had limited administrative duties and had spent most of his time on teaching and research. He suggests that, in order to motivate colleagues, raise efficiency, and maintain the tradition of equality for all, he will allow the department to be run by a collective leadership. He also notes that everything is in very good shape in his department and that Dr. Cheung Yuet-wah, the department secretary, will take care of day-to-day matters while he will concentrate on human resources and academic decisions. How this is going to work remains to be seen, but Prof. Lau is somewhat concerned that nowadays more and more burdens are being heaped on university teachers: on the one hand the improvement of teaching and research always remains a target, on the other hand public duties and administrative work are ever on the increase.

For Prof. Lau, the greatest challenge for the time being is how his department may progress and develop on the solid groundwork that has been laid. The Sociology Department of CUHK is not only the oldest in Hong Kong, it is also the most developed in all Chinese communities around the world: localization of teaching staff was achieved as early as the mid-seventies, and at about the same time surveys and research on local issues began. In recent years the recruitment of academics has been satisfactory, and so there are no worries about continuity. Research undertaken by staff members is broad-



based and comprehensive. On such a sound foundation Prof. Lau plans to cultivate a Chinese approach to sociology, strengthen studies in political, economic, and industrial sociology, and promote research into Chinese social thoughts.

Prof. Lau's wish-list also includes more practical elements in the sociology curriculum, in the hope that graduates may then find their education more relevant to the demands of the modern workplace. He would also like to see a good deal of publicity addressed to secondary school students, to help them know more about sociology and to attract them to the discipline.

On whether the chairman should be elected, Prof. Lau believes that an elected incumbent, having to follow the majority, may act in such a way that other considerations take precedence of the welfare of the department, the University, or even the community at large in terms of priorities. On the other hand an appointed chairman will be relatively free from problems arising from the human factor and can therefore devote his energy to the implementation of reforms and the University's overall plans. As a means of check and balance, Prof. Lau also believes that appointment decisions should be made only after extensive, wide-ranging consultation.

Prof. Wing-hung Wong, Statistics

Prof. Wong is not particularly fond of administrative work. In accepting the department chairmanship, he took into account the exposure to university administration that the post would allow him, and the support he would get in helping the department to determine its research and academic goals.

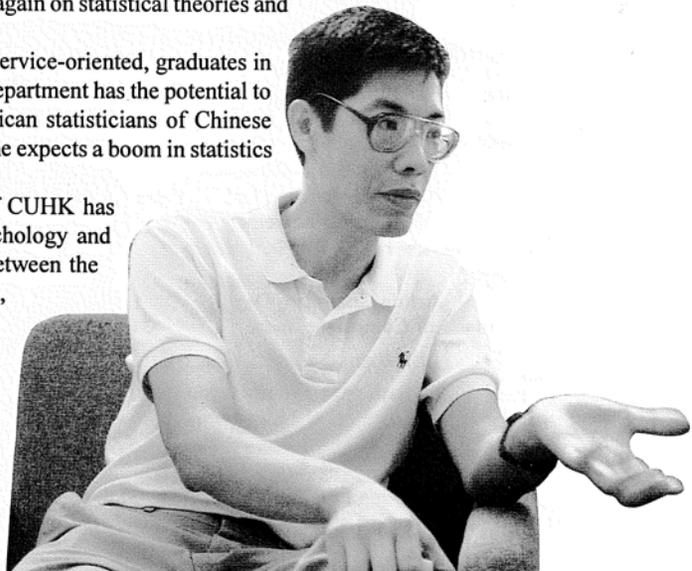
Prof. Wong joined The Chinese University from the University of Chicago last June. From his previous contact with the department he knows that the department is operating on a sound basis, and there are sufficient channels for staff-student communication. He hopes that, step by step, he may adapt his American experience for application in his department. Essentially this means academics will share the duties and responsibilities of decision-making and administration, so that they will all be aware of the department's goals of development and gain more satisfaction from their work. He hopes that senior teachers will take turns to be chairman: he personally intends to step down in a few years to concentrate again on statistical theories and their application.

As industry in Hong Kong is becoming more and more service-oriented, graduates in statistics will be in great demand. Prof. Wong believes that his department has the potential to attract more students of high calibre. Also, since many American statisticians of Chinese origin have opted for a career in Southeast Asia in recent years, he expects a boom in statistics research in the region.

Prof. Wong points out that the Statistics Department of CUHK has made significant achievement in statistical application in psychology and education. He will continue to reinforce the existing liaison between the department and other University units and outside organizations, and seek further opportunities for collaborative research. Statistics, after all, is an applied science and the development of theories should go hand in hand with practical applications.

Prof. Wong also notes that the next few years will be a critical moment for the development of statistics in China. He believes that, by providing training for Chinese postgraduates and interacting with Chinese statisticians, his department will make solid contribution to the study of the subject in China.

Prof. Wong is aware that chancellors, presidents and department chairmen in American universities are often appointed. However, since the department chairman at CUHK has very substantial power, he would like to see wide-ranging consultation before any appointment is made.



Dr. Leung Kam-wing, Mathematics

Dr. Leung, a graduate of The Chinese University, took his PhD degree from Notre Dame University. He then came back to teach at CUHK and has been with the Mathematics Department for 17 years. He was appointed acting chairman of the department in January 1994 and the appointment became *ipso facto* in June. However he still sees himself in an 'acting' capacity and has declined an interview.

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CUHK NEWSLETTER

We welcome your contributions

- 1. Items for the next issue (mid-October 1994) should reach the Editor by **27th September 1994**.*
- 2. All contributions and suggestions should be sent to the Editor, CUHK Newsletter, c/o the Publication Office, University Secretariat, The Chinese University of Hong Kong (tel. 6097297; fax. 6036864).*
- 3. Contributions should bear the writer's name and contact telephone number, and may be published under pseudonyms. Articles without Chinese translations will appear in the English version of the Newsletter only. No anonymous letters will be published.*
- 4. The Editor reserves the right to reject contributions and to edit all articles for reasons of clarity, length or grammar. Those who do not wish to have their articles amended should indicate clearly in writing.*
- 5. No part of this Newsletter may be reproduced without the written consent of the Editor.*
- 6. This publication has a circulation of 1,600 and is primarily intended for staff members of CUHK. Copies are also sent to local educational institutions and individuals associated with the University. Those who wish to be included on the mailing list please contact the Newsletter direct.*

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

Editor : Amy K. Y. Leung Assistant Editors : Lawrence Choi; Florence Chan Graphic Artist : Stella P. C. Lai