



## 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 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 and its through-train primary and secondary schools, 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

25th July 2002

## 李國章校長任內大學的重要發展 Major Developments of the University Under the Vice-chancellorship of Professor Arthur K.C. Li

李國章教授自一九八二年起加入中大服務，先後出任醫學院外科學系創系講座教授、系主任、醫學院院長，以及大學校長。

李教授掌領外科學系期間（一九八二至一九九二年），該系無論在教學、研究、學術出版，或競逐科研經費方面，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，全力籌劃該院發展，使之成為一所課程完善、師資優秀、設備一流的醫學院，為社會輸送出色的醫療人才。該院於九十年代陸續增設新學系，成立新研究及培訓中心，為市民提供最現代化的醫療服務，又不斷開拓新的醫學研究領域，在多方面取得突破，創造了多項香港紀錄。目前中大醫學院設有廿一個學系/學院，全院二百二十多名教師，皆是來自世界各地最優秀的專科人才。

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。李校長領導大學在原有的基礎上作全方位的發展，屢創佳績。今天的中大，是一所卓越的高等學府，在全國以至國際上均已確立了良好的聲譽。現附列李校長任內大學之重要發展如下：

Prof. Arthur K.C. Li first joined The Chinese University in 1982 as Foundation Chair of Surgery at the Faculty of Medicine. He was twice elected by his fellow medical professors in 1992 and 1995 to take on the deanship of the Medical Faculty. In 1995, he was appointed by the University Council to be vice-chancellor designate, and has served as vice-chancellor of the University since 1st August 1996.

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

Under his deanship, new medical departments were established under the Faculty of Medicine, new research and training centres were set up to upgrade medical services for the public at the Prince of Wales Hospital, and major breakthroughs were achieved in a wide range of medical research. The faculty has now established itself as one of the leading academic units in Hong Kong and the neighbouring region.

At the age of 51, Prof. Li was entrusted with the important task of leading The Chinese University to new heights in the 21st century. Under his leadership, the University has achieved tremendous progress on all fronts and become an academic institution of the highest standing in the region. What follows is a list of some of the major developments and achievements of the University under Prof. Li's vice-chancellorship.

### 1. 學術 Academic Development

#### 成立酒店及旅遊管理學院 全港首間教學酒店動工

The School of Hotel and Tourism Management was established under the Faculty of Business Administration in July 1998 to cater to the growing need for senior executives in the hotel and tourism industry in Hong Kong and the neighbouring region; support from the New World Development Company was enlisted for the construction of an international four-star teaching hotel on campus to enable students to turn theory into practice.

#### 成立中醫學院

The School of Chinese Medicine was set up under the Faculty of Science in December 1998.

#### 成立公共衛生學院

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

#### 應社會需要開設多項新課程

New academic programmes in language education, materials science, molecular biotechnology, quantitative finance, linguistics and intercultural studies, risk management, Internet engineering, and e-commerce etc. have been introduced to keep pace with changing social needs.

#### 落實措施提升教學素質

To seek continuous improvement in teaching and learning quality, the University refined the course evaluation system to enhance its validity, 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.

#### 積極改進學生的語文能力

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.

#### 推行更完善的通識教育課程

An overall review of the system of offering general education courses was conducted, resulting in a more structured curriculum with different elective areas for students in different years of study and a standardized total credit unit requirement of general education.

#### 開設副學士學位課程

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 launched associate degree programmes in the summer of 2002, and is actively exploring joint-venture opportunities with local and overseas educational institutions to increase and diversify opportunities of higher education for senior secondary school leavers in Hong Kong.

### 2. 研究 Research

#### 成立中醫中藥研究所

The Institute of Chinese Medicine was established in January 2000 to pool the expertise of over 60 active researchers from the Faculties of Medicine, Science, and Engineering to undertake research in Chinese medicine.

#### 設立架構支持科技轉移

To encourage and regularize technology transfer activities among faculty members, the University approved a set of guidelines on patents and licensing in July 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 promote applied R&D and transfer new technologies developed by teachers of the faculty to industries and businesses.

#### 三項研究計劃當選全港卓越學科領域

Three projects at CUHK have been designated by the UGC as Areas of Excellence for funding support, namely, Plant and Fungal Biotechnology (the University's own project), Information Technology, and Chinese Medicine Research and Further Development (jointly with other UGC-funded universities). All three projects were chosen for their great potential in achieving an international standard of excellence and contributing to the social and economic well-being of Hong Kong. They are indicative of the high quality of research at the University.

#### 獲評「卓越」之研究計劃數量為八所大學之冠

The University has so far produced the most projects with an 'excellent' rating by the Research Grants Council among all UGC-funded institutions.

#### 研究資助局撥款額及研究生學額名列前茅

Over the last six years, the University has time and again received the largest amount of competitive earmarked research grants from the RGC, or achieved the highest score among the eight UGC-funded institutions in terms of the number of research projects supported, or been allotted the most graduate places from the UGC's competitive central pool.

### 3. 國際關係 International Relations

#### 中大生率先往內地實習

The first of its kind in local tertiary institutions, the China Career Development Award Programme was launched in 1996-1997 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 成立中大駐北京聯絡處

The University helped found the Association of University Presidents of China in 1997, which is a league of well-established research universities represented by their presidents or vice-chancellors. The University 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

The University was the first to recruit outstanding non-local undergraduate students from the mainland in 1998. The scheme has been highly successful in broadening the horizons of both mainland and local students, and facilitating their communication and mutual understanding.

#### 大學全面國際化

The element of internationalism in the academic curriculum has been reinforced to better equip students for a globalized world. New collaboration and exchange agreements have been signed with prestigious universities, research centres, and international bodies across the world. Student exchange programmes have been expanded to provide more opportunities for overseas study and international exposure, and a larger number of overseas students have been admitted, enabling increased interaction among young people from different cultures on the University campus.

### 4. 行政 Administration

#### 推行全校管理效率檢討

A university-wide review on management efficiency was launched in early 1997 to increase the efficiency and productivity of University units through the reengineering of procedures and processes and resource deployment. Internal audits, reviews, and efforts at restructuring and streamlining procedures have continued since.

#### 管理效率獲高度評價

A UGC Review Panel visited the University in 1999 to examine its management practices in areas including strategic direction, resource allocation, the effective implementation and monitoring of plans, the planning and development of human

resources, service delivery, and management information and systems. The University's management was highly commended by the UGC in its review report, and there were more good practices cited from CUHK than from any other local university.

## 5. 推廣資訊科技的應用 Promotion of Information Technology

### 成立資訊科技政策委員會

A University-wide IT strategy was adopted in January 1999 and an IT Policy Committee was set up in 2000 to review, formulate, and implement IT policies and plans, to strengthen the communication between the computer centre and the user community, and to bring together new ideas for more effective deployment of IT for teaching, learning, research, and administration.

### 全面推行資訊科技訓練及網上教學

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 allow 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. Over 500 courses offered by academic departments have gone on-line, with another 180 preparing to follow suit.

### 全面改善資訊科技服務 增加工作效率

A number of management information systems have been developed for the University administration to increase management efficiency and improve service delivery: Bursary applications for the administration of the staff superannuation schemes, and student grants and loans; Registry applications for direct online course registration by students, enquiry of academic results by academic departments, classroom booking, and postgraduate admission administration; the Personnel administration system for total automation; and a consolidated database on staff publications, academic exchange activities, and services to the community.

## 6. 其他主要成就 Other Landmark Achievements

### 工管碩士課程接連獲評為亞洲第一

In 1997, the University was ranked among the top five universities in Asia by *Asia Inc.*, and boasted the best business school in Hong Kong, which was ranked number four in the Asia-Pacific region. The Executive MBA Programme offered by the University's Faculty of Business Administration was ranked number one in Asia by *Business Week* and *Financial Times* in 2001, and the MBA Programmes have just been ranked number one in Asia in 2002 by *Asia Inc.*

### 教資會資助額全港稱冠

The University was allocated the largest share of performance-based recurrent funding from the UGC for the 2001-4 triennium notwithstanding further cuts in government funding for local tertiary institutions across the board.

### 中學生的第一志願大學

In two of the last 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」

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, implemented in 2002, was very well received among Secondary Six students and attracted the largest number of applicants when compared with other local universities.

### 全港首個校園環境審核及報告

CUHK was the first local university to conduct a comprehensive environmental audit on campus, in 1999-2000, and to adopt a university-wide action plan to heighten environmental consciousness among the campus community and to keep the campus green.

### 大學首次頒授榮譽院士

An Honorary Fellowship scheme was inaugurated in 2001-2 to recognize the significant contribution and support given by members of the community to the University. The first Honorary Fellowship conferment ceremony was held in May 2002 and six distinguished persons were made Honorary Fellows.

### 各方捐贈激增

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. A total of HK\$1.446 billion in the form of donations was solicited during the period August 1996 to July 2002 to support the University's development.

財政年度 Financial Year	捐助額 (百萬港元) Donations Received (HK\$ million)
1993 - 1994	96
1994 - 1995	92
1995 - 1996	87
=====	
1996 - 1997	193
1997 - 1998	174
1998 - 1999	90
1999 - 2000	197
2000 - 2001	327
2001 - 2002	465 (unaudited)
<b>總額 Total (since 1996-97):</b>	<b>1,446</b>

資料來源：香港中文大學財務報告

Source: CUHK Annual Accounts

## 李國章教授擔任醫學院院長期間學院大事紀要 Major Milestones of the Faculty of Medicine Under the Deanship of Professor Arthur K.C. Li from 1992 to 1996

### 1992

- Introduction of the Bachelor of Pharmacy programme
- Pioneering the use of laparoscopic techniques in treating peptic ulcers and cancers of the colon and the oesophagus
- Pioneering the use of photodynamic therapy in treating nasopharyngeal cancer
- Establishment of the world's first comprehensive and multi-functional Skin Bank
- Establishment of an Eye Bank
- Hong Kong's first paediatric autologous stem cell transplant

### 1993

- The signing of an exchange agreement with Johns Hopkins School of Medicine
- South East Asia's first live-related paediatric liver transplant
- Establishment of Hong Kong's first paediatric liver transplant support group
- The provision of community geriatric support to needy individuals and families in New Territories East
- Successful diagnosis of Hong Kong's first case of *Acanthamoeba Keratitis* (a rare corneal ulcer)
- Introduction of an MPhil programme in nursing

### 1994

- Opening of the Shaw Endoscopy Centre
- Opening of the Sir Yue-kong Pao Centre for Cancer & Lady Pao Children's Cancer Centre
- Delivery of Hong Kong's first baby conceived through the micromanipulation of human gametes
- Establishment of the Department of Ophthalmology and Visual Sciences
- Establishment of the Office of Educational Services
- Establishment of the Diabetic and Endocrine Centre
- Hong Kong's first paediatric growth standards developed
- Establishment of Hong Kong's first charitable Burns Foundation
- Hong Kong's first paediatric autologous peripheral blood stem cell transplant
- Pioneering the combined use of chemotherapy and radiotherapy in treating nasopharyngeal carcinoma

### 1995

- Inauguration of the Hong Kong Cancer Institute
- Pioneering paediatric allogeneic blood stem cell transplant in Hong Kong
- Establishment of Hong Kong's first Childhood Spina Bifida Clinic and Childhood Spina Bifida Support Group
- Establishment of Hong Kong's MEDLARS centre and Medical Information Transfer Station
- Pioneering the use of Vagus Nerve Stimulation to treat intractable epileptic patients
- The production of a TV docu-drama series *Tides of Life* in collaboration with RTHK
- The launch of recreational programmes for children with cancer
- Conducting the first clinical study on the effectiveness of low-molecular weight heparin in treating stroke
- Establishment of the cervical cancer community clinic

### 1996

- Academic and research agreements signed with Sun Yat-Sen University of Medical Sciences, Beijing Hospital, and Yang Ming University of Taiwan
- Establishment of The Chinese University of Hong Kong WHO Collaborating Centre for Sports Medicine and Health Promotion
- Establishment of the Multi-discipline Oesophagus Cancer Clinic
- Establishment of the Fight for Sight Foundation
- Establishment of the Cathay Pacific Wheelchair Bank for Children with Neuromuscular Disease
- Introducing deep brain stimulation to treat patients with Parkinson's disease
- Pioneering the use of triple and antibiotic therapy in the treatment of *Helicobacter pylori*-related peptic ulcers

## 李國章教授出任中大校長之前為大學籌得的捐助 Donations Raised by Prof. Arthur K.C. Li for the University Before Assuming Vice-Chancellorship in 1996

年份 Year	金額 (港元) Amount (HK\$)
1984	3,500
1985	1,719,520
1986	70,500
1987	2,231,690
1988	1,600,988
1989	1,839,128
1990	3,306,468
1991	4,156,957
1992*	6,894,161
1993	14,268,382
1994	11,598,194
1995 (up to September)	4,051,349
<b>總額 Total</b>	<b>\$51,740,837</b>

\* An additional capital donation of HK\$120 million was procured in 1992 to build a cancer centre at the Prince of Wales Hospital.

李教授另於1992年協助大學籌得特別捐款一億二千萬元，於威爾斯親王醫院設立癌症治療及研究中心。

## 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，教育學院新教學樓和附設的中小學，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