3,658 Degrees
Conferred in
One Afternoon

at the University's
52nd Congregation

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

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

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

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

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

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

On the same day, the four colleges and the Part-time Degree Programmes also held graduation ceremonies for their graduates separately. Everywhere on the campus could be found radiant students in academic gowns, bouquets in hand, posing for photos with family members, friends, fellow graduates, and their teachers.
Nine Projects Win Support from UK/HK Joint Research Scheme

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

- Articulatory Controlled Speech Synthesis Using Neural Networks
  - CUHK investigator: Prof. P. C. Ching (Electronic Engineering)
  - Partner institution: University of Liverpool
  - Grant: HK$65,000

- Neural-Network-Based Multiple Models for Adaptive Control Applications
  - CUHK investigator: Prof. K. P. Lam (Systems Eng. & Eng. Management)
  - Partner institution: Oxford University
  - Grant: HK$107,195

- Cooperative Constraint Satisfaction among Intelligent Agents
  - CUHK investigators: H. F. Leung and H. M. Lee (Computer Science & Engineering)
  - Partner institution: Imperial College
  - Grant: HK$77,700

- A Comparison of Acinetobacter spp Distribution in Human and in Raw Vegetables in Hong Kong and London
  - CUHK investigator: Prof. Elizabeth Houang (Microbiology)
  - Partner institution: Laboratory of Hospital Infection, Central Public Health Laboratory
  - Grant: HK$70,000

- Intrapartum Monitoring Using the Fetal Electrocardiogram (FECG)
  - CUHK investigator: Prof. Daljit Singh Sahota (Obstetrics & Gynaecology)
  - Partner institution: University of Liverpool
  - Grant: HK$46,200

- Asymmetric Metal-Catalysed Polymerisation
  - CUHK investigator: Prof. K. S. Chan (Chemistry)
  - Partner institution: University of Cambridge
  - Grant: HK$50,000

- Sequence Analysis of Natural & Modified Oligonucleotides Using Ultra-high Resolution Fourier Transform Ion Cyclotron Resonance Mass Spectrometry
  - CUHK investigator: Prof. Dominic T. W. Chan (Chemistry)
  - Partner institution: Warwick University
  - Grant: HK$65,000

- Lexical Semantic Representation and Processing
  - CUHK investigator: Prof. Hsuan-chih Chen (Psychology)
  - Partner institution: University of London
  - Grant: HK$55,000

- The Roles of Welfare Systems in Promoting Production and Family Support
  - CUHK investigator: Prof. Wong Chee-kuei (Social Work)
  - Partner institution: University of Sheffield
  - Grant: HK$55,000

BBA Students Devise the Best Business Strategy

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

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

In the first round of the competition, written reports submitted by the six participating teams were assessed by a panel comprising teaching staff from local universities and business professionals. Four teams were then selected for the second round, which was an oral presentation, held at the Hong Kong Convention and Exhibition Centre on 30th November 1996.

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

New Academic Programmes

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

1996-97
- Master of Science Programme in Information Engineering (part-time self-financing programme)
- Master of Clinical Pharmacy Programme (part-time self-financing programme)
- Certificate Programme in Telecommunication Technology and Management (offered by the School of Continuing Studies)
- Master of Science Programme in Computer Science
- Master of Science Programme in Electronic Engineering (part-time self-financing programme)
- Master of Science Programme in Telecommunication Technology and Management

1997-98
- Doctor of Philosophy Programme in Philosophy (replacing the existing Doctor of Philosophy Programme in Chinese Philosophy)
- Doctor of Education Programme
- Doctor of Science Programme in Science Education
- Doctor of Education Programme in Science Education
- Doctor of Philosophy Programme in Electronic Engineering (part-time self-financing programme)
- Doctor of Philosophy Programme in Electronic Engineering (part-time self-financing programme)
- Doctor of Philosophy Programme in Science Education
- Doctor of Philosophy Programme in Science Education
- Doctor of Philosophy Programme in Science Education
- Doctor of Philosophy Programme in Science Education

BA Faculty Strengthens Interaction with Secondary Schools

Career masters and mistresses from local secondary schools attended a meeting held by the Committee on Undergraduate Studies in Business, Faculty of Business Administration, on 7th December 1996. The meeting began with a welcoming speech by Prof. C. F. Chan, associate dean (undergraduate studies) of the Faculty, followed by a video show which explained the structure of the Bachelor of Business Administration (BBA) programmes and student life at CUHK. Prof. Dennis Fan, associate director of the BBA programmes, briefed the participants on the programmes’ main features. At the end of the presentations, participants were given a chance to ask questions. It is hoped that the career counsellors and the students they assist would be better informed of the admission criteria and curriculum requirements of the University’s BBA programmes.

English Teaching in Secondary Schools

Over 200 teachers of upper secondary English attended an English language teaching seminar organized by the University’s Department of Curriculum and Instruction on 30th November 1996. The theme, ‘Integrated Skills: Teaching and Testing’, reflected secondary teachers’ concern about the current task-based approach to second language teaching and testing. Speakers came from the Hong Kong Examinations Authority and the Government Education Department. There was also a session where three teachers were invited to share their teaching and testing experiences with the audience.
The Day of Reckoning Has Come?
How to Interpret the Current Review on Management Efficiency

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

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

How does the task force define efficiency? From an economics point of view, Prof. Liu explains, "efficiency has not been achieved if given the same resources, it is possible to increase output through changes in organization or procedures, or if the same output can be maintained with less resources. The affirmation of either of these two scenarios means that there's room for efficiency improvement. In other words, operations were not efficient initially." Prof. Liu further emphasizes that efficiency should not be equated with the amount of output produced unless the resources used are also taken into consideration. For example, a unit can be very productive in output yet inefficient if it enjoys overabundant resources.

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

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

To collect management information on the units under review, the members of the task force will speak to the unit heads as well as middle-ranking management personnel. The fact-finding work will be undertaken by Mrs. Kim Cheng and her internal audit team, who will go over statistics submitted by the units to see if resource deployment is efficient, and use them to set up performance indicators for individual tasks. The reviews of the unit heads will be solicited because they are supposed to have full knowledge of the unit's daily workings and because they are the ones who will have to cope with the cuts in resources in the 1998–2001 triennium. Prof. Liu says, "Benchmarking is useful in assessing task-based performance. We can for example gauge performance by the length of wait for a doctor at the clinic. Similarly, although the work of the whole Registry cannot be judged by a single performance indicator, the time lapse between a student's request for transcripts and their receipt can serve as a performance indicator for that particular task." The indicators will also be reviewed regularly and compared with those of other tertiary institutions to ensure their feasibility.

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

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

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

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

**Professor of Social Work as New Dean of Social Science**

New dean of Social Science, Prof. Kenneth K. L. Chau believes his role as faculty dean is still evolving. "With the implementation of the one-line budget which entails decentralization of responsibilities and authority," he explains, "many roles and functions that have previously been under the deans' office are now transferred to the departments where most of the decisions are made. Hence the role of the dean is still formulating and in that sense, it is relatively new." According to what Prof. Chau rather modestly calls his post-selection "impressions", however, the role is primarily that of a coordinator who tries to ensure that departments within the faculty are operating in ways that complement one another. He also observes that the dean has an important role in supporting departmental curricular renewal, innovations and research initiatives.

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

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

Piera Chen
**Personal Data (Privacy) Ordinance**

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

Copies of the Ordinance and information booklets issued by the Office of the Privacy Commissioner for Personal Data are available for consultation at the University Libraries, College Offices and Faculty Offices. The University has assigned the following officers to handle personal data access and correction requests pertaining to this ordinance:

- **Personal Data Office (tel. 2609 7266)**
- **Registry (tel. 2609 8944)**
- **Alumni Affairs Office (tel. 2609 7809)**
- **University Secretary (tel. 2609 7224)**

The University Secretariat (tel. 2609 7224) All other persons

**Mortality**

Mr. Stephen C. Soong (1919-1996)

Mr. Soong is survived by his wife, Mrs. Mun-ling Soong, and four children: Mr. Terence C. Soong, Mrs. Eunice Ong, Mr. Philip C. Soong and Mrs. Stephanie Y. Soong.

Mr. Soong was a respected figure in Hong Kong's business and community, and a devoted family man. He was a pioneer in the development of the city's financial sector and was involved in a wide range of philanthropic activities.

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**Service to the Community and International Organizations**

- **Prof. Kenneth Yung, paediatrics**, has been appointed by H.E. the Governor as a member of the Education Commission for one year from 1st January 1997. Prof. Yung has also been appointed by the Secretary for Health and Welfare as a member of the Radiation Board for three years from 3rd December 1996.

- **Prof. Cynthia Shiu Yee Chan**, associate professor in the Department of Community and Family Medicine, served as chief examiner for the 1996 Conjoint Fellowship Examination of the Hong Kong College of General Practitioners. Prof. Chan has also been invited to serve as a member of the expert subcommittee on grant applications and awards of the Health Services Research Committee from July 1996.

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成立专责小

管理效率专责小组主席：廖柏伟教授
委员：陈方正博士
卢乃桂教授
俞肇熊教授
郑婉明女士
秘书：何婉儿女士

成立专责小组

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八百萬元捐款改善校園設施

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

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

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

工管學生蟬聯論文選冠軍

工商管理學院學生最近智勝其他院校代表，蟬聯「全年最佳工管論文選」冠軍。

該項比賽由香港大專商學生聯會主辦，目的是測試大學生的個案分析能力。本學年有六所院校派出代表隊競逐第十一屆論文選冠軍；中大代表爲林曼雅、江啓娟、鍾創新和顧敏。今屆個案是爲一間加拿大朱古力公司制定銷售策略，以拓展墨西哥市場，由大專教師和商界資深行政人員組成的評判團審閱各隊論文後，篩選四支代表隊進入決賽。

決賽於去年十一月三十日在香港會展展覽中心舉行。出線隊伍須向評判介紹並闡析其策略和計劃，並要解答評判提出之問題。中大代表隊表現最出色，再度奪得冠軍。

九項新設課程

大學教務會於最近兩次會議中核准開辦下列新課程：

（一）哲學博士（哲學）課程，取代現有的哲學博士（中國哲學）課程

（二）教育博士課程

（三）歐洲硏究副修課程

（四）兼讀制電子工程學理學碩士課程（自負盈虧）

（五）兼讀制系統工程學理學碩士課程

（六）兼讀制資訊工程學理學碩士課程（自負盈虧）

（七）兼讀制臨牀心理學碩士課程（自負盈虧）

（八）兼讀制計測技術學理學碩士課程（自負盈虧）

（九）兼讀制資訊科技與管理文憑課程（校外修讀安排）

中學教師出席商學院座談會

工商管理學院十月七日舉辦座談會，向中學的職業輔導主任講解該院特色。

座談會由該院副院長（本科課程）陳志輝教授致歡迎辭，繼而播放錄影帶介紹中大商學本科課程的概況，課程副主任何建東教授則講解課程的特色，和解答中學教師的提問，大多與入學條件和課程要求有關。

中大通訊

一大中通訊

學系動態

心理學系銳意擴展研究院課程

梁教授

梁教授

心理學系銳意擴展研究院課程

梁教授

心靈療癒是一門基礎學科，可用以解釋人類行為及解決心理問題；其理論也廣泛應用於社工、管理、市場、教育及傳媒等學科。「但在香港，心理學發展卻遠遠跟不上社會需要，」心理學系主任梁教授說。

他解釋，人類社會的分化及繁忙生活，令「心靈療癒」問題日趨嚴重，為此本系於一九九七年成立心理學系。現有學生四百多人，未來預計每年培養數十名心理學碩士學生。

課程設計全面

梁教授表示，該系課程設置全面，理論與實踐並重。必修科目涵蓋心理學基礎課題及研究領域，而選修科目則包括複雜的心理學理論及應用。

梁教授認爲，未來研究生的學習興趣和進度，早經便應學生要求，增設教育、臨牀及職業心理學等應用科目，並考慮設立心理學理學碩士課程，培養臨牀心理學人才。

增設研究院課程

梁教授又透露，該系正與教育學院商議，合作開設教育心理學碩士課程，培養此領域之專業人才，並於今年九月十一日向大學教務會提交申請，以期早日開設。

社會需求殷切

心靈療癒是一門基礎學科，可用以解釋人類行為及解決心理問題；其理論亦廣泛應用於社工、管理、市場、教育及傳媒等學科。「但在香港，心理學發展卻遠遠跟不上社會需要，」心理學系主任梁教授說。

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第五十二屆典禮
頒授學位三千六百餘

本校上月二十二日舉行第五十二屆典禮，頒授榮譽博士學位、高級學位及學士學位。典禮由大學監督彭定康先生主持，全體畢業生出席。

本屆畢業生共三千六百餘人，為歷年之冠。榮譽學位頒授名單如下：

榮譽學位
榮譽法律博士 2
榮譽文學博士 1
榮譽醫學博士 1
榮譽教育博士 63
榮譽理學博士 25
社會工作博士 4

高級學位
醫學博士 1
工程學博士 27
哲學博士 68
哲學碩士 212
理學博士 2
藝術博士 1
教育博士 129
哲學博士 279

學士學位
文學士 449
工商管理學士 623
教育學士 259
工商管理學士 279
理學士 1

社會科學學士 3,123