Wei Lun Professor on North American Education

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

In his lecture, Prof. Mallea described the five dimensions in which globalization and the liberalization of trade have been exerting pressures on higher education in North America: the emerging global economy, the growing importance of cross-cultural educational cooperation and the rapid growth of computer laboratories, language and sport centres.

CU Link: The Innovative Smart Card That Does It All

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

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

MULTOS is a high security, multi-application platform for smart cards which allows many different functions to securely reside on one microchip, thus expanding the versatility of card functions while reducing administration and distribution costs.

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

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

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

Induction for Department Chairmen

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

In the first session held on 11th October, Mrs. Sophie Lau, director of personnel, gave a welcoming speech, which was followed by Prof. Kenneth Young's opening address on behalf of the vice-chancellor, and his introduction of the University's vision, strategic direction, and its expectations of the participants. Pro-Vice-Chancellor Prof. Ambrose King then spoke on the inter-relationship between the faculty, department and college, and how the card-holder's data are input into the microchip. This enables the card to function as an identity card. The card also has a stored-value function, which allows card-holders to make purchases at any Mondex outlets ranging from photocopying machines and counters on campus, to supermarkets and department stores throughout Hong Kong.

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

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

Student-led Task Groups for Better Learning

Eighteen teachers from different faculties participated in a teaching cells session organized by the Department of Psychology and the Staff Training and Development Unit on 12th October. Prof. Kenneth Young of the Department of Psychology shared with the participants on managerial and communication skills, while Prof. Richard Ho and Mr. Lee Shu-wing from the Registry explained the roles and duties of a department chairman.

In the two sessions that followed on 23rd and 30th October, representatives from the University's administrative units spoke on recruitment procedures, University organization and committee structure, budget planning, and academic linkages. The last session on staff review matters and procedures will be held on 6th November. This is the first ever induction programme for department chairmen organized by the Staff Training and Development Unit since its establishment this summer.

Orientation for Sixth Formers 99

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

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

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

There were tours to colleges and hostels. The visitors were also introduced to the University's overseas exchange programmes, computer laboratories, language enhancement activities and facilities, and sport centres.
Coming off with Flying Colours in Management Review

UNIVERSITY GETS PAT ON THE BACK FROM UGC

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

No. 153 4th November 1999 CUHK Newsletter

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

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

STRATEGIC DIRECTION

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

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

RESOURCE ALLOCATION

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

Suggestions and response:
UGC: Maximize the potential of external funding sources.
CUHK: Will make good use of opportunities to bring in external funds.

Service Delivery

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

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

MANAGEMENT INFORMATION AND SYSTEMS

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

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

ROLES, RESPONSIBILITIES, AND TRAINING

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

Suggestions and response:
UGC: Develop the dean's post into a full-time and appointed position.
CUHK: The issue has been debated at the University with the majority of its members favouring elected deans working on a concurrent basis, but the University will continue to review the system, which is working well currently.
UGC: Ensure proper delineation of roles and compatibility between the School of Continuing Studies (SCS) and faculties; give more representation to the development of continuing education on the Administrative and Planning Committee (AAPC).
CUHK: Has adopted an updated policy in February 1999 to set strategic directions for different professional development and continuing education programmes and has installed mechanisms to ensure synergy between SCS and academic departments over the offer of programmes; is in the process of making statutory amendment to include the director of SCS as a full member of the Senate; will consider how the development of continuing education can be better represented on the AAPC.
UGC: Coordinate staff training and development programmes more formally; ensuring greater linkage between performance appraisals and the identification of training needs.
CUHK: This is already being done with the launch of an updated policy and structure for staff training and development matters.
Five Distinguished Persons to be Honoured at 55th Congregation

Honorary doctorates will be conferred on five distinguished persons at the 55th Congregation of the University to take place on 9th December 1999. They are the

1. Prof. Amartya Kumar Sen, internationally renowned sociologist and anthropologist and professor of sociology at Peking University;
2. Dr. Fei Xiaotong, a renowned sociologist and anthropologist, and professor of sociology at Fudan University;
3. Mrs. Daisy Li Woo Tze-ha, a philanthropist and a dedicated leader in voluntary social services;
4. Mr. Donald Tsang, Chief Executive of the Hong Kong Special Administrative Region (SAR);
5. Prof. Daniel Tsui, a distinguished engineer and professor of Electrical Engineering at the School of Engineering and Applied Science, Princeton University.

To facilitate smooth transition, the current 1999-2000 postgraduate admissions exercise, which has already commenced, will continue to be supported by the Graduate School Secretariat.

Investment Returns of Staff Superannuation Schemes

The following table shows the cumulative returns for the quarter in the Designated Investment Funds of the 1995 Scheme and 1983 Scheme as follows:

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<thead>
<tr>
<th>Fund</th>
<th>1995</th>
<th>1993</th>
<th>Benchmark Return</th>
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<tr>
<td>USD Bank Deposit</td>
<td>1.41%</td>
<td>1.24%</td>
<td>1.22%</td>
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<tr>
<td>HKG Bank Deposit</td>
<td>1.41%</td>
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<td>USD Bank Deposit</td>
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Opening Hours of HKIAPS Documentation Unit

The Documentation Unit of the Hong Kong Institute of Asia-Pacific Studies houses an uninterrupted collection of Hong Kong newspaper clippings since the mid-1950s and of countless unpublished surveys (private and agency studies). Since 1990, a complementary collection has been built to record the development of Asia and the Pacific, drawing its basic reference materials from major international, governmental, non-governmental, and academic institutions of the region. All faculty members and students are welcome to consult the source materials kept by the unit.
三語教學
下世紀的香港教育模式

香港素有中英雙語的教育傳統，回歸後可否加入普通話，增加官方語言的數目呢？

香港大學餘靄芹教授表示，從本地政治、社會的角度來看，是無此必要，但從全球性社會的角度來看，這可以起積極作用。香港已享雙語之利，此優點為中國其他地區所無，只要香港能培訓或輸入高素質的語言教師，應進一步考慮三語之利，並讓兒童在幼稚園階段便開始學習普通話和英語。

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

大學生政治意識薄弱

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

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

在個人與社會的關係上，約三成半學生選擇社會整體的好處比個人利益重要。社會科學院由此推斷，該院學生重視社會的「大我」。

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

本校逾千種書籍
假三聯書店展出

本校逾千種書籍，現於三聯書店展出，展期至本月廿一日止。此次展覽由中文大學出版社與三聯書店有限公司合作，以中國文化及中港研究、教育、社會及自然科學、醫學等題材的書籍為主，另以電腦示範使用《文淵閣四庫全書電子版》及《中國出土簡牘及帛書電腦資料庫》。參展單位有中文大學出版社、香港亞太研究所、中國文化研究所、文物館、中國考古藝術研究中心、譯文資料庫中心及香港教育研究所。

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

此外，主辦單位為配合書展，更與中華文化促進中心合辦中醫藥講座之「涼茶與保健」，探討廣東人飲用涼茶的歷史，涼茶的成分，三冬茶的臨床觀察，以及在香港採摘草藥的經驗。講座將於本月六日在中環干諾道中二百號信德中心中華文化促進中心舉行，講者包括中大中醫學院院長江潤祥教授、廣州中醫藥大學方劑學教授兼中大中醫學院客座教授趙國漢教授，及徐國樑中醫師。留座請致電香港中華文化促進中心（二五五九四零四）。

Information in this section can only be accessed with CWEM password.
Response from The Chinese University of Hong Kong
to the Management Review Report

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

Strategic Direction

3. The long-term Institutional Development Plan of the University, presented to the Panel during its visit, contains well articulated statements on CUHK’s mission and vision, its planning philosophy and goals, and its overall development strategies. It was updated as an outcome of a recent round of strategic planning exercises involving all levels of faculty members and representatives of student bodies. Endorsed by the Administrative and Planning Committee and approved by the Senate for submission to the Council, this document will also form the blueprint of CUHK’s development in the next triennium and beyond.

4. The University is glad that the Panel commended its efforts to involve relevant expertise from the industrial sector in the search for and development of new initiatives, and to take into full consideration government policies and UGC objectives in strategic planning. The Panel also commended CUHK on the clarity and participatory nature of its planning processes and the widespread ownership of its mission and strategic plan, which informs planning at the faculty and departmental levels. The University will continue to review and update this overall strategic plan on a regular basis in view of new opportunities and challenges. As suggested by the Panel, CUHK will seek to increase the range of external inputs, drawing on its close links with the government, business and the community.

Resource Allocation

5. The Panel commended CUHK on its resource allocation processes which are working well. Resource allocation at CUHK is performance-based, transparent, flexible and effective. The New Funding Model initiated by CUHK allows the University and the Faculties to top-slice funding to support strategic developments that are in tune with CUHK’s overall strategy, and provides sufficient flexibility for budget holders to deploy their resources in an efficient and sustainable manner. This model has also been provided to the budget holders.

6. As commended by the Panel, CUHK will, with a clear commitment to achieving value for money and making good use of opportunities to bring in external funds, continue to monitor and further refine its funding methodology to adapt to the needs of new circumstances, and make an effort to maximize the potential of external funding sources.

7. The Panel also registered that CUHK’s administrative cost is one of the lowest among all local institutions. CUHK takes pride in having maintained a very lean but very efficient management at the Senate which has been given full recognition by the Panel.

8. The Panel’s concern for more flexibility in the allocation of space is also shared by the University. The University’s Committee on Space Allocation, chaired by the Vice-Chancellor, vets all space requests and sets criteria and priorities to ensure fair allocation of the scarce resources to meet many competing demands. The Campus Planning and Building Committee under the Council also plays an active role in the planning of long-term campus development to support new academic and research initiatives. However, without any buffer space, it is difficult for the University to meet all competing demands because approval of new space (and construction of new buildings) by UGC and the Government is on a short term incremental basis. There is often an unexpectedly long and variable time lag between the identification of space needs and the approval for commencement of construction, not to mention the completion of buildings. Following the Panel’s suggestion, CUHK will review the allocation process and encourage greater flexibility in the allocation of space.

Implementation of Plans

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

Roles, Responsibilities and Training

10. CUHK is pleased to learn that the Panel was impressed with the overall culture of its staff, their strong sense of identity with the University and their commitment to and understanding of their responsibilities. The Panel was also impressed by the clear leadership style of the Vice-Chancellor, his relationship with his staff, many of whom commented on his accessibility, and his ability to achieve a balance between providing strong executive leadership management and maintaining a spirit of collegiality. The Panel also observed that CUHK’s Council makes valuable inputs into strategic planning.

11. The University is also pleased that the Panel commended CUHK on the introduction of the enhanced developmental staff appraisal scheme, which provides a two-way communication channel between the University and the appointment concerned and feeds into related initiatives for human resource planning, redeployment and development. The Panel has commended the University on its ongoing training efforts into an updated strategy with an updated policy and structure for training and development of the University. Given the University’s relatively new appraisal scheme now in place, CUHK will be in a better position to build a stronger link between performance appraisals and training needs as envisaged by the Panel.

12. Looking into the future, the Panel is concerned that the increasing responsibilities and workload of elected Faculty Deans may be too heavy for concurrent appointments and the Deans may have increasing difficulty dealing with the inherent tension in such a system. The issue of elected versus appointed Deans, and concurrent and versus full-time appointments has in fact been debated at the University. The current system of elected and appointed Deans at CUHK is the Faculty’s preferred mode and this has been found by the Panel to be working well. The University will continue to keep the system under review, taking full note of the Panel’s suggestion.

13. The Panel is also pleased that the contributions of the Colleges as a unique feature of CUHK have been recognized and reinvigorated by the Panel. The Colleges and the University complement each other in offering a balanced and holistic education to our students, in delivering general education, and in providing counseling and pastoral care. Being smaller in size and each having its own tradition and spirit, the Colleges promote diversity without dilution of efforts. They help to foster a strong sense of belonging and fellowship within their respective community of academics, staff and students, which is important to the University and diversifies the Colleges. Through their network of trustees, alumni and friends, the Colleges are now well represented more adequately at the Administrative and Planning Committee and the nearby region. The observation of the Panel that there might be potential for conflict between the SCS and the Faculties has been positively addressed by the University. The University has made conscientious efforts to set strategic directions for these multifarious professional development and continuing education programmes, including the proper delineation of the roles of the SCS vis-a-vis other academic units of the University. The relevant policy was adopted in February 1999 with inputs from all parties concerned including external members on the Advisory Board of Continuing Studies who are representatives of the industrial, business and professional community. Mechanisms are in place in the University to ensure synergy between the School and the academic departments over the offering of programmes, and to assist the SCS to concentrate on its niche in developing a more flexible mode of life-long education to take advantage of present and future opportunities. The University is in the process of making statutory amendment to provide for the inclusion of the Director of SCS as a full member of the Senate in accordance with the recommendations of the above-mentioned SCS Report. It will also consider how to ensure that the development of continuing education can be represented more adequately at the Administrative and Planning Committee.

Service Delivery

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

Management Information and Systems

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

Vote of Thanks

17. It was indeed our pleasure to have worked closely with the Review Panel and the Consultants on the management review, and shared with them our experience and vision in developing CUHK into a top quality and efficient institution. The University’s strong commitment to excellence and its proactive approach to meeting the needs of the Hong Kong community have been highly commended by the Review Panel. With its team of capable and dedicated staff, CUHK is confident that it will, as the Panel encourages it to do, build on its current achievements and develop an even stronger reputation which stretches beyond Hong Kong into the whole of China and further afield.

18. The University wishes to thank the Review Panel again for its valuable contribution to the review. The University is fully aware that there is no room for complacency and will continue to strive for improvement. We also welcome more opportunities to collaborate with our sister institutions to further improve the management practices of higher education institutions in Hong Kong.
An Honour Shared by the Whole University

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

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

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

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

All-Round Praises

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

Where Opinions Differ

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

Elected vs Appointed Deanship

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

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

Research Strategies: Centrally-planned or Individually Initiated?

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

The report also remarked that the University's overall rationale for maintaining all 24 Areas of Excellence (AoE) was not completely clear. According to Prof. Li, the University had identified 24 Areas of Excellence, eight of which were accepted by the UGC assessment panel and two were among the first three AoE schemes selected for government funding support. All 24 AoEs, however, are areas of strength identified by the University to cater for the future needs of society and they ought to be a good basis for all the work they plan. Prof. Li continued, "History has proven that the University's privately funded research areas have all turned out to be beneficial for Hong Kong's development. For example, the University had the foresight 27 years ago to invest in Chinese medicinal material research; three or four years ago, we saw the need to train home grown managers for the hotel and tourism industry and began planning for the establishment of a School of Hotel Management; we started to take the direction the government is now taking regarding IT back in 1991 when our Faculty of Engineering was established; in terms of technology transfer, we are also a step ahead of everybody else. We've never needed to define our areas of strength, neither do we need external approval of the priorities we set. Our foresight and the fruits of our labour are plain for all to see.'

Space Allocation

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

Maximizing External Funding Sources

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

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

Thanks to All

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

'I am very thankful to all my colleagues who have participated in this exercise. They spent a lot of time and effort and performed outstandingly well. I'm equally grateful to those who have not been directly involved in the review. It is their everyday work that has ensured good management at the University,' Prof. Li concluded.
書院制度獨特而優越
四院資源參差不齊引發良性競爭
崇基學院院長李沛良分析書院功能
書院角色獲肯定
全港大學之中，只有中大有書院制，而書院會
被視為中大教學的標誌性建制，其中包括崇基、
大學等四間書院。當初創辦至現在，書院制
在教學上表現良好，因為不同書院在學生培
育上，會有不同的運作方法和風格，使得各
書院的教學上都有所發展。書院的資源也相
差不齊，但因為資源的不均等，可以引發良
性競爭，使得書院在競爭中進步。
書院功能
書院角色獲肯定
全港大學之中，只有中大設有書院制，而敎資會
檢討小組也曾特地訪問中大的書院，其中包括崇基。...
任都有優點和缺點，問題其實在於哪一種產生院長
的方法，能夠使院長在大學現行的建制下做到想
做和要做的工作。我對這兩種方法沒有偏好，但
滿意現在的選任方式。
三位副校長的感想

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

準備工作：適量而有效

正如報告所説，校方的管理措施妥善，所以「提交文件供小組審閲，並沒有太大困難。」副校長廖柏偉敎授説。

廖敎授的任務之一是負責校方與教資會在管理檢討上的聯繫，故亦順理成章任此大任，他就對是次檢討的感受及評論小組的建議是否適切可行，發表了自己的看法。

準備工作：適量而有效

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

處理建議：審慎考慮 選擇性落實

有關持續教育

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

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

至於報告憂慮校外進修學院與校內其他學術單位在課程提供方面可能有潛在衝突。金敎授説，中大的持續敎育主要由校外進修學院負責，但校內各專業學院亦有提供相關的課程。校方已設立機制讓校外進修學院與校內其他學術單位的分工和合作。校外進修學院會對報告第八段的建議予以檢討，並最終決定是否接受。

有關與其他院校合作

報告第十七段又建議中大在未來的發展策略中，應更加著重與其他院校，特別是內地院校的合作關係。楊綱凱敎授回應説：「中大向來注重學術交流，早在二十多年前已與內地院校開辦各種交流，是全港第一。我們會隨大學發展的需要而加強與本地或內地院校的合作。」

有關汲納外界意見

小組在報告第十六段讚賞中大在策劃酒店管理課程時，能利用本身與商界和社會的緊密聯繫，並鼓勵中大在日後的策劃敎學發展程序中，更多汲納外界的意見。金敎授説，中大本來就很重視這方面的工作，並設有不

資料整理：蔡世彬

採訪：蔡世彬、陳偉珠、陳思祥

中大通訊 3 第一五三期 一九九九年十一月四日
全校的榮光
李校長談及大學發展時,情緒激昂,校方將在全港八所大學內進行協議,李校長對此持歡迎態度。

報道中指出,校方將在全港八所大學進行協議,李校長對此持歡迎態度。
### 教資會高度評價中大的管理效率

中大的管理效率

#### 管理檢討報告及大學回應摘要

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<tr>
<td>1. 制訂策略</td>
<td>规劃程序清楚明確,獲廣泛參與;大學之使命及整體策略獲校內普遍認同及接受;管理架構清晰,確保諮詢與檢討得以在全校施行;各項計劃均獲仔細審核,以保證其符合大學的整體戰略規劃;</td>
<td>組訂計劃時可更廣泛地汲納外界意見;可採取一套較正式的程序,集錄校內不同的新計劃及策略規劃,撰成摘要文件。</td>
<td>同意加強與各界的聯繫,並繼續定期檢討及更新整體策略計劃。</td>
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<td>2. 資源分配</td>
<td>分配方法具激勵誘因、程序明確、透明度高、靈活而有效率,能貫徹「物有所值」的信念;各財政預算負責人能有效地擔負起各自的職責,行政開支比率為全港院校中最低之一;管理架構非常精簡及具高效率。</td>
<td>應考慮如何更靈活地分配大學校舍用地,並鞏固能成功爭取校外資源的優勢。</td>
<td>對嘉許引以為傲,並將繼續爭取更多校外資源;然而必須指出校舍撥地及新建設受制於敎資會及政府的審批程序,校方也缺乏額外用地作為緩衝。</td>
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<td>3. 推行計劃</td>
<td>能有效地確保計劃的實施,並致力發展容許廣泛參與的機制,以監察推行計劃的進度。</td>
<td>在各學系及學院擬訂清晰的階段指標及表現評估指標,並於校內全面推行統一的監察機制,以協助審核計劃推行的進度。</td>
<td>現有的學院院長制度運作良好,是經深入討論並為大多數成員的選擇,唯校方會按建議繼續監察其運作;校方早已正視校外進修學院與其他部門的分工和合作,並訂立了一些新機制以確保各方面能互補;校外進修學院院長為行政與計劃委員會及敎務會的成員;校方可考慮更正式地統籌及提供培訓和發展機會,以配合整體策略規劃。</td>
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<td>4. 角色、職責與培訓</td>
<td>敎職員素質佳而又熟悉各自職責,校長領導力強並能在「行政主導」和「協商眾議」之間取得平衡;校內問責渠道及匯報架構清晰;成員書院發揮獨特的功能而與大學互相補足,為學生提供全人敎育並帶來寶貴的發展資源;新推行的、以加強員工個人發展為目的之考績評核,有助增進溝通,釐清發展及培訓需要,以及改善工作表現。</td>
<td>當選舉產生的學院院長制度有潛在問題,可考慮選舉產生院長及校長;新推行之考績及表現評估制度及表現評估指標,並於我會全國推行行政統一監察機制,以確保高新技術組織計劃推展的進度。</td>
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<td>5. 提供服務</td>
<td>有關單位尤其是行政部門已成功建立服務文化,為廣大學員提供滿意的服務;內部管理效率檢討取得良好成績,透過重整工作流程及重組架構,把有關行政部門的開支縮減百分之十,或把生產力提高百分之十。</td>
<td>須繼續發展一套完整的資訊科技策略,持續地統籌有關管理資訊的要求。</td>
<td>會在優良的基礎上繼續發展資訊科技策略,裨益各教學及行政部門,以及所有學生和教職員。</td>
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<td>6. 管理資訊系統</td>
<td>廣泛應用電腦應用科技;積極評估及正視開源節流。</td>
<td>環發展一套完整的資訊科技策略,持續地統籌有關管理資訊的要求。</td>
<td>會在優良的基礎上繼續發展資訊科技策略,裨益各教學及行政部門,以及所有學生和教職員。</td>
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