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 worthy 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 be 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 upgraded 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 interflo 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 controversies that we faced, the crises and adversities that we had, 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辦教授，系任主任，醫學院院長，以及大學校長。李教授榮譽學者等級於一九九二至九五年間，該校無論在教學，研究，學術出版，或獲國際綜評方面，都取得卓著的成績，於短短十年間，成為聞名世界的外科中心。十九九九年中，李教授兩度榮獲醫學獎學金，更於同年創設醫學研究生院，全力推動該校發展，使之成為一所領先的，綿綿優秀，設備一流的醫學中心，為社會培養出的醫療人才。該校在九十年代陸續設置新學系，成立新研究及培訓中心，並為社會提供現代化的醫療服務，成為香港的醫療研究重鎮。在過去十年裏，已將逾千名學生送進了港大和海外的學府。

一九九六年八月一日，李教授榮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，大學的發展已成為了李校長任內大學之重要發展如下：

1. 學術
   Academic Development
   成立酒店及旅遊管理學院
   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 put their learning into practice.

2. 研究
   Research
   成立中國中藥研究所
   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.

3. 國際關係
   International Relations
   促成中國大學校長聯誼會成立
   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 1999 to foster links and cooperation with universities on the mainland.

4. 行政
   Administration
   推行全面管理效率檢討
   A university-wide review on management efficiency was launched in early 1997 to increase the efficiency and productivity of University units through the implementation and monitoring of plans, the planning and development of human resources, and efforts at restructuring and streamlining procedures have been continued since.

\[\text{三項研究計劃獲評「卓越」之研究計劃數量為八所大學之冠}
\]

\[\text{研究單位數量排名及研究生學額名列前茅}
\]

\[\text{Element of internationalism in the academic curriculum has been reinforced}
\]

\[\text{在過去十年裏，大學的發展已成為了李校長任內大學之重要發展}
\]
5. 推廣資訊科技的應用
Promotion of Information Technology

成立資訊科技發展委員會

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.

6. 其他主要成就
Other Landmark Achievements

工商管理課程獲選為亞洲第一

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.

教育信息化全港領先

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

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 microinjection 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 Tales 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (HK$)</th>
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<tr>
<td>1984</td>
<td>3,500</td>
</tr>
<tr>
<td>1985</td>
<td>1,719,520</td>
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<tr>
<td>1986</td>
<td>70,500</td>
</tr>
<tr>
<td>1987</td>
<td>2,231,080</td>
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<tr>
<td>1988</td>
<td>1,600,988</td>
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<tr>
<td>1989</td>
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<tr>
<td>1990</td>
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<tr>
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<td>1992*</td>
<td>6,894,161</td>
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<tr>
<td>1993</td>
<td>14,268,382</td>
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<tr>
<td>1994</td>
<td>11,598,194</td>
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<tr>
<td>1995 (up to September)</td>
<td>4,051,349</td>
</tr>
<tr>
<td>总额</td>
<td>$51,740,837</td>
</tr>
</tbody>
</table>

* An additional capital donation of HK$120 million was procured in 1992 to build a cancer centre at the Prince of Wales Hospital.
一九九五年十月，我曾以候任校長的名義，給大家發了一封公開信。信的末段這樣說：「對於是否接受中大校長的任命，我確曾經歷一段內心掙扎。校長的薪酬是否高於現時的收入，這點並不在考慮之列。令我再三躊躇不定的，是我必須放棄醫學上的工作……偏若要我離開醫科教學的崗位，那必定是一件有更大效益，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，繼續為包括中大在内的教育界服務，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。

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，中大取得了驚人的進展。教育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，更欣見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，我們更順應社會的進展，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，並訂定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；而之配合的眾多硬件，將會陸續落成。它們包括中國考古文藝術博物館，教學酒店，教育學院新教學棟和附設的中小學，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。我們將在不斷的挑戰中成長和壯大。我深信，我在離任後，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。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，依依依依，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成長的路，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

二零零二年七月卅日