

# UNIVERSITY GOVERNANCE FOR 21ST CENTURY

## 二十一世紀的 大學管治

During the year 2020/21, the Council has continued to play a pivotal role in maintaining a robust governance framework, both in response to the pandemic and for planning sustainable development for City University of Hong Kong (CityU).

校董會於2020/21年度繼續肩負重任，維持穩健管治架構，以應對新冠病毒疫情，並為香港城市大學(城大)制訂持續發展方案。

University  
Governance

大學管治

CityU aspires to be a leading university in innovation and knowledge transfer. Among the major initiatives reported to the Council during the reporting period is the HK Tech 300 Programme. With an aim to launch 300 start-ups in three years, the Programme is a flagship innovation and entrepreneurship project for aspiring entrepreneurs among CityU students, alumni, research staff and others. The Programme has been well received by students and solicited wide support from many organisations and the community. The Council was pleased to note that an effective governance structure and evaluation mechanism have been devised to ensure the proper use of university resources.

Enhancing global identity is one theme from our Strategic Plan 2020–2025. The Council noted the launch of the University Anthem, a new initiative to further promote CityU's brand and core spirit. Themed “Beyond Boundaries”, the Anthem encapsulates the University's belief in integrating teaching and research and outlines the core ideas embedded in our vision and mission. With meaningful lyrics authored by the President, the Anthem is a collaboration led by a 14-member working group comprising senior management, faculty, staff, students, an alumnus and a professional composer/conductor.

The Council keeps abreast of on-going projects approved in previous years. Following the strategic purchase of farmland in Lam Tsuen, the Council approved an additional funding request for construction and infrastructure works for the Lam Tsuen Farmland Project. Upgrading the farm structure will widen the scope of teaching and research activities that can be carried out, facilitating the future development of the Jockey Club College of Veterinary Medicine and Life Sciences, and the University.

城大致力在創新及知識轉移領域，成為居領導地位的大學。校董會知悉大學於本年度推行多項重要舉措，包括「HK Tech 300」計劃。這項旗艦創新創業計劃是為城大學生、校友、研究員及其他人士而設，目標是在三年內協助有志創業的年輕人成立300家初創企業。計劃大受學生歡迎，並得到社會及許多機構廣泛支持。校董會欣悉該計劃為確保善用大學資源，已設立有效的管治架構及評估機制。

城大《2020–2025年策略性發展計劃》的重點之一，是突出大學的全球形象。校董會知悉大學為進一步推廣城大的形象及核心精神，特意推出以「學研出塵」為主題的大學校歌。由城大校長親自撰寫的歌詞，蘊含了教研合一的理念，並點出大學願景和使命的深意。校歌得以創作完成，全憑14位成員組成的工作小組通力合作，他們包括大學管理層、教職員、學生、校友及專業作曲家／指揮家。

校董會一直關注前幾年已批核項目的進展。大學按照策略收購大埔林村的農地後，校董會通過批出額外撥款，用於林村動物醫學教學農場的興建及基礎建設。提升該農場的結構，可擴大教學及研究的範疇，促進大學與賽馬會動物醫學及生命科學院的未來發展。

The City University of Hong Kong (Dongguan) (CityU (DG)) Project, a strategic move in the Greater Bay Area, is well underway. The Council noted the good progress of preparatory works including the collaboration agreements with the Dongguan government and the Dongguan University of Technology, the application of the Ministry of Education's permit for the establishment of CityU (DG), approval of the Dongguan Doctor of Philosophy Project by the Senate, campus design and construction, recruitment of key personnel, and the start-up fund received from the Dongguan government.

Our administration remains resilient to the challenges that the University and Hong Kong have faced over the past year. During the regular review on the Risk Matrix and Risk Register conducted in early 2021, a number of new risk items were added and the risk level of some items was adjusted in the light of the pandemic, and the prevailing social and economic situations. The updated Risk Matrix and Risk Register were approved by the Council, keeping the wheels of the University turning as safely as possible through thick and thin.

The continuous progress of the University needs to be supported by effective financial and human resources management. To ensure long-term sustainability, a balanced budget was approved for the financial year 2021/22. For the best use of university resources and to ensure sabbatical leave is granted to high-performing faculty, the Council approved the proposed Sabbatical Leave Scheme (Scheme C) for new academic faculty appointed from 1 April 2021. For good governance, fairness and protection of the University's interests, Council's approval was obtained to remove the option of taking terminal leave on retirement/cessation of service for Academic, Teaching and Administrative Staff with effect from 1 July 2021. The Council also approved refinements to the Regulations Governing Staff Discipline, empowering line managers and heads of department when handling staff disciplinary matters, and approved the revised eligibility for leaving benefits, reinforcing the principle that leaving benefits are intended for retirees only.

我們現正籌劃創建的香港城市大學(東莞)(城大(東莞))，是大學在大灣區的策略性發展項目。校董會知悉有關準備工作進展良好，包括與東莞市政府及東莞理工學院的合作協議、向教育部申請批准建立城大(東莞)、教務會批核城大(東莞)開辦哲學博士學位課程、校園設計及建築、招聘主要人員，以及東莞市政府撥出的啟動資金。

大學行政部門繼續迅速應對城大及香港過往一年來面對的難題。2021年初，我們對風險評估矩陣及風險管控表作定期檢討時，因應新冠病毒疫情以及當時的社會經濟情況，加入多項新的風險項目，並調整了部分項目的風險水平。校董會已批准更新風險評估矩陣及風險管控表，以盡力確保大學在任何艱困情況下都能保持安全運作。

大學要持續發展，須得到有效的財務及人力資源管理支持。為確保大學長遠可持續發展，校董會通過2021/22年度的均衡財政預算。為善用大學資源，確保表現優異的教研人員獲批進修長假，校董會批准大學建議的進修長假計劃(計劃C)，該計劃適用於2021年4月1日或之後入職的學術人員。同時，為達致良好管治、公平及維護大學的利益，校董會批准取消學術、教學及行政人員於退休／終止服務時放取離職前假期，有關規定於2021年7月1日起生效。此外，校董會批准修訂管治員工紀律規則，賦權直屬主管及學系主任處理員工紀律問題。校董會亦批准修訂符合領取離職福利的資格，加強執行離職福利只供退休員工享用的原則。

In addition to upholding good governance, CityU focuses on promoting social responsibility and ensuring that developments in the University are sustainable and do not have a negative impact on the environment. The conduct of activities is guided by the University Charter of Social Responsibility and the Environmental Policy. Much effort has been dedicated to providing a green campus and integrating sustainability into teaching, research and campus operations.

Echoing the Government's plan to achieve carbon neutrality by 2050, CityU has been vigorously pursuing energy reduction strategies, expanding renewable energy opportunities, and reducing emissions of campus-related Green House Gas (GHG) in its activities. A target has been set to reduce GHG emissions per floor area by 8% by 2030. The Sustainability Committee will conduct regular reviews and closely monitor the progress. All these efforts aim to make a positive contribution to the well-being of society.

除了秉持良好管治原則，城大亦提倡履行社會責任，確保大學持續發展的同時，避免對環境造成不良影響。我們舉行的活動，均遵照大學社會責任約章及環保政策的指引。城大致力營造綠色校園，並在教學、研究及校園運作方面加入可持續元素。

為響應政府計劃於2050年前達致碳中和的目標，城大積極推行節能減排的策略，使用更多可再生能源，舉辦的各項活動亦減少在校園內排放溫室氣體。我們已訂立目標，於2030年前將每一建築面積排放的溫室氣體減少8%。可持續發展委員會將定期檢討及密切監察進度。我們所作的努力，全為貢獻社會福祉。

### Attendance of Members at Council Meetings in 2020/21 2020/21 校董會會議出席率

#### Council 校董會

Date of Meeting 會議日期	Total Number of Council Members 校董人數	Number of Members Present 出席人數	Percentage of Members Present 出席率
8 October 2020	22	20	91%
10 November 2020	22	19	86%
19 March 2021	22	21	95%
10 June 2021	22	21	95%

#### Council Committees 校董會委員會

Council Committees 校董會委員會	Total Number of Meetings 會議總數	Average Attendance Rate of Council Members 校董平均出席率
Advisory Committee for Graduate Employment 畢業生就業顧問委員會	1	83%
Audit Committee 審計委員會	4	78%
Community Relations Committee 社區關係委員會	2	83%
Executive Committee 行政委員會	6	96%
Finance Committee 財務委員會	3	100%
Honorary Awards Committee 榮譽學位委員會	2	94%
Human Resources Committee 人力資源委員會	2	100%
Nominations Committee 提名委員會	1	100%

(From left to right)

Back row: Dr Peter Tse, Dr Fung Wai-wah, Mr Peter Yan, Mr Thomas Cheung, Mr Robert Lui, Prof Matthew Lee  
 Middle row: Mr Mark Tse, Dr Raymond Leung, Dr Halina Poon, Miss Elaine Leung, Dr Eugene Chan, Mr Wan Lei  
 Front row: Mr Rex Wong, Dr Peter Ho, Mr Charles Chin, Prof Way Kuo, Mr Lester Huang, Ms Lilian Chiang,  
 Dr Leung Pak-yin, Mr Joseph Tse, Mr David Ho

(由左至右)

後排：謝偉達、馮偉華、任景信、張俊勇、呂志宏、李國安  
 中排：謝民熹、梁少康、潘淑嫻、梁偉妍、陳建強、萬鏞  
 前排：王紹恆、何稼楠、錢應安、郭位、黃嘉純、蔣瑞福、梁栢賢、謝立斌、何志豪



The Council 校董會

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<b>Deputy Chairman</b> Ms Lilian Chiang Sui-fook	<b>副主席</b> 蔣瑞福
<b>Treasurer</b> Mr Charles Chin Ying-on	<b>司庫</b> 錢應安
<b>External Members</b> Dr Eugene Chan Kin-keung, <i>BBS, JP</i> Mr Thomas Cheung Tsun-yung, <i>MH, JP</i> Mr David Ho Chi-hoo, <i>BBS, JP</i> Dr Peter Ho Ka-nam Mr Martin Lee Ka-shing, <i>JP</i> Dr Leung Pak-yin, <i>SBS, JP</i> Dr Raymond Leung Siu-hong Miss Elaine Leung Wai-yin Dr Halina Poon Suk-han, <i>MH</i> Mr Joseph Tse Lap-bun Mr Rex Wong Siu-han, <i>JP</i> Mr Peter Yan King-shun, <i>JP</i>	<b>校外成員</b> 陳建強 張俊勇 何志豪 何稼楠 李家誠 梁栢賢 梁少康 梁偉妍 潘淑嫻 謝立斌 王紹恆 任景信

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<b>Deputy President</b> <i>Vacant</i>	<b>常務副校長</b> 懸空
<b>Senate Representative</b> Professor Matthew Lee Kwok-on	<b>教務會成員</b> 李國安
<b>Elected Staff Members</b> Dr Fung Wai-wah Dr Peter Tse Wai-tat	<b>員工成員</b> 馮偉華 謝偉達
<b>Chairman of the Convocation</b> Mr Robert Lui Chi-wang	<b>評議會主席</b> 呂志宏
<b>President of Students' Union</b> Mr Mark Tse Man-hei ( <i>Acting</i> )	<b>學生會會長</b> 謝民熹 ( <i>署理</i> )
<b>Elected Postgraduate Student Member</b> Mr Wan Lei	<b>研究生成員</b> 萬鏞
<b>Secretary</b> Dr Kevin Downing	<b>秘書</b> 唐寧

Membership as at 30 June 2021.  
 校董會成員於2021年6月30日。