

UNIVERSITY GOVERNANCE FOR 21st CENTURY

二十一世紀的大學管治

The Council continued to uphold a robust governance framework for City University of Hong Kong (CityU) during the reporting period. This framework is of overriding importance to the University's pursuit of excellence in research and professional education in the midst of global challenges.

校董會於本年度繼續為香港城市大學(城大)維持穩健的管治架構。在面臨全球各種挑戰期間，該架構對大學追求卓越研究及專業教育至關重要。



CityU is committed to building a world-class campus with state-of-the-art facilities. A number of construction projects are well underway. To maximise the potential for developing the land for the student hostel project at Whitehead, Ma On Shan, extra amenities and hostel places will be provided. The Council approved the use of funding from the University, including the use of investment returns from the Hostel Development Fund, to cover the extra costs.

The rapid development of the Greater Bay Area opens up opportunities for the University's strategic expansion. The Council is pleased to note that, after an extensive evaluation process, the University received the Ministry of Education's approval in June 2022 to prepare for the establishment of City University of Hong Kong (Dongguan). This approval marks an important milestone in the University's venture into offering education in Dongguan and in developing a multilateral, interdisciplinary platform that will strengthen collaborations with mainland China in education, research, technology transfer and innovation.

Maintaining public confidence is fundamental to the operations of a responsible university. The University Accountability Agreement (UAA) between the University and the University Grants Committee strikes an appropriate balance between institutional autonomy and public accountability. The Council approved a new UAA for the next triennium 2022-2025, incorporating the University's institutional vision, mission, and strategic actions as set out in the Strategic Plan 2020-2025.

城大致力建設配備先進設施的世界級校園，多個建築項目正順利施工中。為了充分使用馬鞍山白石新學生宿舍項目的土地，大學將額外興建設施和宿位。校董會已批准動用大學的資金，包括使用宿舍發展基金的投資回報來支付額外費用。

大灣區的快速發展為大學的策略性拓展帶來機遇。校董會欣悉，經過廣泛評估，大學於2022年6月獲得教育部批准籌建香港城市大學(東莞)。這是大學在東莞開展教育工作、發展多邊跨學科平台的重要里程碑，將加強大學與內地在教育、研究、技術轉移及創新等領域的合作。

對於一所勇於承擔社會責任的大學，其營運的基礎是要維護公眾信心。城大與大學教育資助委員會簽署的大學問責協議，在院校自主與公眾問責之間取得平衡。校董會批准了新的2022-2025三年期大學問責協議，其中納入了《2020-2025年策略性發展計劃》臚列的大學願景、使命及策略行動。

The continuous advancement of the University is boosted by a strong relationship between the University and its alumni. The Convocation of the University plays an indispensable role in providing an established structure and system for strengthening this relationship. The Council approved the proposed amendments to the Constitution and Rules of Meeting of the Convocation for the goodwill and best interest of the Convocation and the University.

Effective risk management is integral to the University's daily operations. The University continually seeks to enhance its agility and resilience by conducting an annual review of the Risk Matrix and Risk Register. In response to the latest pandemic and public health situation, the Risk Matrix and Risk Register were updated in early 2022, ensuring the safety of staff and students on campus.

The appointment of Professor Freddy Boey as the next President of the University was among the critical decisions taken by the Council in 2021/22. The appointment, effective from May 2023, will ensure a seamless leadership transition. Based on the solid foundations established by President Way Kuo during his long and distinguished service, the Council looks forward to working closely with Professor Boey to take CityU to new heights.

The concept of Environmental, Social, and Governance (ESG) has been widely embraced in recent years. Keeping abreast of the global trend, the Finance Committee of the Council approved the integration of ESG into the University's investment process and related amendments in the Investment Guidelines.

城大與校友保持良好緊密關係，有助大學持續發展。大學評議會提供既定架構及制度，在加強彼此關係上發揮了必不可少的作用。為了確保評議會和大學的聲譽和利益，校董會批准了《評議會議事章程及規則》的修訂建議。

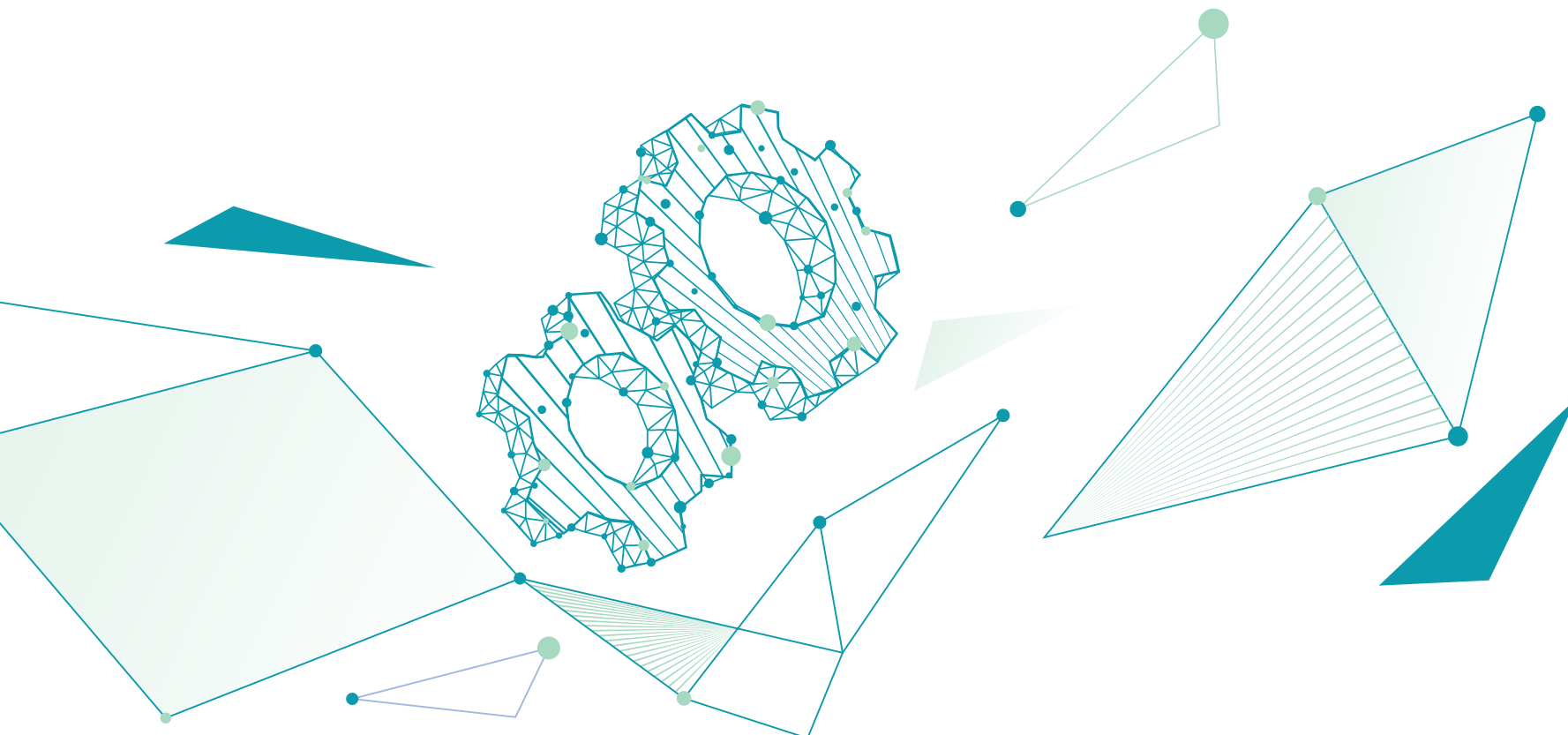
有效的風險管理是大學日常營運不可缺少的部分。大學通過每年審核風險評估矩陣及風險管控表，不斷設法提高其靈活度及適應能力。為應對近年的疫情與公共衛生狀況，大學於2022年初更新了風險評估矩陣及風險管控表，以確保校內教職員與學生的安全。

在2021/22年度，校董會作出一項重要決定，任命梅彥昌教授為下任校長，以確保領導職務的順利過渡。該項任命將於2023年5月起生效。郭位校長服務城大多年，表現卓越，在此良好基礎上，校董會期待與梅教授通力合作，帶領城大再攀高峰。

近年來，環境、社會和管治(ESG)的概念得到廣泛接受。順應全球趨勢，校董會財務委員會批准將ESG納入大學投資流程以及投資指引的相關修訂。

CityU endeavours to operate in an environmentally responsible manner, with a strong focus on achieving carbon neutrality on campus. Compared with the baseline year of 2018/19, Green House Gas emissions per floor area on campus were reduced by 23% in 2021/22, outperforming targets. The University will continue to augment energy efficiency in both new and existing buildings. Moreover, many events were organised during the year to encourage the University community's participation in shaping a more sustainable future, such as Green Living@CityU 2021 and CityU WasteSmart MoneySmart Campaign. These events align with the Government's plan to achieve carbon neutrality by 2050 and its new scheme for charging for municipal solid waste. The overwhelmingly positive response to these events demonstrates that our aspirations for sustainability are shared by the CityU community.

城大致力以對環境負責任的方式運作，着重在校園內實現碳中和。與2018/19基準年度相比，2021/22學年校內每一建築面積排放的溫室氣體減少了23%，超過了定立的目標。大學將繼續提升新建築及現有建築的能源效率。此外，大學在年內舉辦了多項活動，例如綠色生活@城大2021和城大「智慳」[識減]大行動，鼓勵師生員工共創更可持續的未來。上述活動與政府於2050年前在香港實現碳中和，以及都市固體廢物收費新計劃目標一致。這些活動大獲好評，表明大學對可持續發展的宏圖得到了城大社群的支持。



Attendance of Members at Council Meetings in 2021/22 2021/22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
7 October 2021	2021年10月7日	22	19	86%
17 November 2021	2021年11月17日	22	20	91%
16 March 2022	2022年3月16日	22	22	100%
17 May 2022	2022年5月17日	22	21	95%
16 June 2022	2022年6月16日	22	22	100%

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	2	83%
Audit Committee	審計委員會	3	87%
Community Relations Committee	社區關係委員會	1	92%
Executive Committee	行政委員會	6	94%
Finance Committee	財務委員會	3	95%
Honorary Awards Committee	榮譽學位委員會	3	96%
Human Resources Committee	人力資源委員會	1	86%
Nominations Committee	提名委員會	1	83%

(From left to right)

Back row: Mr Alan Poon, Mr Stephen Ma, Prof Matthew Lee, Mr Peter Yan, Mr Robert Lui, Mr William Khoo
 Middle row: Mr Jason Lau, Miss Elaine Leung, Ms Rita Pang, Ms Miranda Kwok, Mr Justin Wong, Dr Kevin Downing
 Front row: Dr Eugene Chan, Mr Rex Wong, 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：潘柏麟、馬勤、李國安、任景信、呂志宏、丘煥法
 中排：劉浚傑、梁偉妍、彭一心、郭珮芳、黃德豪、唐寧
 前排：陳建強、王紹恆、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

Chairman Mr Lester Garson Huang, <i>SBS, JP</i>	主席 黃嘉純
Deputy Chairman Ms Lilian Chiang Sui-fook	副主席 蔣瑞福
Treasurer Mr Charles Chin Ying-on	司庫 錢應安
External Members Dr Eugene Chan Kin-keung, <i>SBS, BBS, JP</i> Mr David Ho Chi-hoo, <i>BBS, JP</i> Ms Miranda Kwok Pui-fong Dr Leung Pak-yin, <i>SBS, JP</i> Dr Raymond Leung Siu-hong Miss Elaine Leung Wai-yin Mr Robert Lui Chi-wang Ms Rita Pang Yat-sum Mr Joseph Tse Lap-bun Mr Rex Wong Siu-han, <i>JP</i> Mr Justin Wong Tak-ho Mr Peter Yan King-shun, <i>JP</i>	校外成員 陳建強 何志豪 郭珮芳 梁栢賢 梁少康 梁偉妍 呂志宏 彭一心 謝立斌 王紹恆 黃德豪 任景信

President Professor Way Kuo	校長 郭位
Deputy President <i>Vacant</i>	常務副校長 懸空
Senate Representative Professor Matthew Lee Kwok-on	教務會成員 李國安
Elected Staff Members Mr Stephen Ma Kun Mr Alan Poon Pak-lun	員工成員 馬勤 潘柏麟
Chairman of the Convocation Mr William Khoo Wun-fat	評議會主席 丘煥法
President of Students' Union Mr Jason Lau Tsun-kit	學生會會長 劉浚傑
Elected Postgraduate Student Member Mr Wan Lei	研究生成員 萬鏞
Secretary Dr Kevin Downing	秘書 唐寧

Membership as at 30 June 2022
 校董會成員於2022年6月30日