



# University Governance

## 大學管治

As the supreme governing body of City University of Hong Kong (CityUHK), the Council supports the pursuit of excellence in research, innovation, and professional education by upholding a robust governance framework. Numerous new initiatives and exciting developments at CityUHK during the past year testify to our collective hard work.

校董會作為香港城市大學(城大)最高管治單位，一直通過穩健的架構，支持大學在研究、創新及專業教育領域追求卓越。城大在年內推行了多項新舉措，並取得令人鼓舞的進展，印證大學同仁集體努力的成果。

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The Council was pleased to approve a proposal submitted by the Jockey Club College of Veterinary Medicine and Life Sciences (JCC) for purchasing farmland located near the existing CityUHK farm in Lam Tsuen. This land purchase will enhance the usage and value of the entire farmland and provide opportunities to further establish the CityUHK Farm as a world-class teaching and research facility. This strategic move follows JCC's successful application for dual international accreditation for its Bachelor of Veterinary Medicine programme.

Support for CityUHK faculty undertaking teaching and related activities at City University of Hong Kong (Dongguan) has been another highlight for the Council this year. Our strategic development in the Greater Bay Area reached a new milestone after securing approval from the Ministry of Education in April 2024 to establish CityUHK (Dongguan). After years of preparation, official approval marks a significant step forward in our expansion and our commitment to excellence and we are delighted that four undergraduate programmes and six master's programmes will launch in 2024.

Our 30th birthday celebrations in 2024 with the theme of "Innovating into the Future" were fully supported by the Council. The anniversary activities held throughout the year were an opportune time for reflecting on our remarkable journey, celebrating notable accomplishments, enjoying the design of the well-received 30th anniversary logo and anticipating an even more promising future. The events also extended our community engagement with many stakeholders, making everyone feel part of this historic event.

The Council appreciates efforts to expand our global outreach by fostering exciting new collaborations with leading universities. With strong support from Kazakhstan's Ministry of Science and Higher Education, the Council approved the strategic establishment of the CityUHK Institute of Research and Innovation at Satbayev University in Almaty. CityUHK is the first university

賽馬會動物醫學及生命科學院提交購入大埔林村城大農場毗鄰土地的建議，獲校董會欣然通過。購入該地段有助提升城大農場的整體土地用途及價值，進一步加強農場成為世界級教學研究設施。這項策略舉措，是繼學院獸醫學士課程取得國際雙重認證後的另一重要發展。

校董會年內的另一重大項目，是支援大學的教員在香港城市大學(東莞)進行教學及其他相關工作。經過多年籌劃，城大(東莞)於2024年4月獲教育部批准正式設立，標誌着城大在大灣區策略發展的重要里程碑，亦顯示我們在拓展和追求卓越方面邁出了重要一步。城大(東莞)將於2024學年推出四項本科生課程及六項碩士課程。

為慶祝城大校慶三十周年，大學在2024年以「創意無限·邁向未來」為主題舉辦多項校慶活動，獲校董會全力支持。年內的慶祝活動，正好讓我們回顧過往的重要發展歷程，歡慶出色成就，欣賞廣受讚許為三十周年校慶特別設計的標誌，並期待大學未來再創高峰。我們亦藉此機會聯繫社會各界的持份者，讓更多人參與這富有歷史意義的校慶活動。

校董會樂見城大努力促進與各地著名大學合作，加強國際聯繫。在哈薩克斯坦科學和高等教育部全力支持下，校董會通過在位於阿拉木圖的薩巴拜耶夫哈薩克國立科技大學設立城大研究及創新學院。城大是與哈薩克斯坦在高等教育領域結盟合作的香港首家大

from Hong Kong to create a higher education partnership in Kazakhstan. Moreover, our collaboration with Lucy Cavendish College at the University of Cambridge will create visiting student and scholar schemes while those with Cambridge's Department of Engineering and its Department of Chemical Engineering and Biotechnology will foster research collaborations.

On the recommendation of the Senate, the Council approved the establishment of the Board of the CityUHK Academy of Innovation (CAI) and the consequential amendments to the University Statutes. Striving for global leadership in innovation education and talent development, CAI will offer a PhD by Innovation, an MSc in Venture Creation, and the Graduate Research Innovation Trek Programme, the first of its kind in Asia.

To strengthen the representativeness of undergraduate student membership, the Council approved the proposed modification to the City University of Hong Kong Ordinance to the effect that one elected full-time undergraduate student will serve on the Council in place of the President of the Students' Union. This democratic selection method, which has received strong student support from the CityUHK community according to survey results, is consistent with the mechanism for postgraduate student membership of the Council and aligns with the best practices at other local universities.

The Council approved several measures proposed by the University management during the year for improving performance appraisal and talent recruitment and retention. These measures include a 2-tier pay adjustment for 2024 aimed at more accurately recognising and rewarding outstanding performers; a 5-level performance grading structure with guided distribution to differentiate performance more effectively that replaces the former 4-level rating scale; and a one-off performance bonus for deserving staff. In addition, the Council approved the Research Committee's proposal to reinstate a 6-level grading structure for research support staff to hire outstanding research support staff in line with the practices at other sister institutions.

學。此外，城大與英國劍橋大學露西·卡文迪許學院合作，將推出為學生及學者而設的交流計劃，並將與劍橋大學工程學院、化學工程及生物科技系推動研究合作。

校董會通過教務會的建議，成立城大創新學院董事會，並為此修訂《大學規程》。創新學院致力爭取在創新教育及人才培育領域的國際領導地位，將設立哲學博士學位(創新創業)、理學碩士學位(創新創業)，以及亞洲首創的研究生創新創業啟航課程。

為加強本科生出任校董會成員的代表性，校董會通過修訂《香港城市大學條例》，令選出的一名全日日本科生可取代學生會會長出任校董會成員。根據意見調查的結果，這種民主選舉方式得到城大學生大力支持。有關方式與研究生代表出任校董會成員的方式一致，亦與本地其他大學的最佳做法相同。

為加強員工的工作表現評核、招聘及挽留人才，校董會在年內通過大學管理層建議的多項措施，包括於2024年設立兩級制的薪酬調整機制，以更準確辨識及獎勵優秀員工；制訂附有指引的五級工作表現評級制，以取代以往的四級評分制及更有效地分辨工作表現；以及為獎勵優秀員工而派發單次花紅。此外，校董會接納研究委員會的建議，重設研究支援人員的六級評級機制，旨在招聘優秀的研究支援人員，並與本地其他院校的做法一致。

Two senior management appointments, namely the Vice-President (Research) and Vice-President (Administration), were approved by the Council as nominated by the President. Both candidates possess a remarkable track record and extensive experience in their respective fields. Together with the President and other senior members, this strong leadership team will take the University to new heights.

Our prudent approach to exercising a balanced budget in light of the unstable economic environment met with the Council's approval. Plans to solicit more donations and generate more income from tuition fees were particularly welcomed. Furthermore, to meet the high demand for hostel places, the Council approved the University's funding request to create more bed places, amenities and facilities at the Student Hostel Phase 6 located at Tat Hong Avenue in Kowloon Tong.

The Council approved an updated version of the Risk Matrix and Risk Register in recognition that effective risk management is crucial to daily operations. The Risk Matrix and Risk Register are reviewed annually in response to evolving social and economic circumstances, such as issues related to the increase in the number of phone scams and care for our students' mental wellness.

Lastly, our commitment to social responsibility and sustainable development, especially the United Nations' (UN) 17 Sustainable Development Goals (SDGs), remains firmly anchored to our core principle of handing over a better world for the next generation. A suite of measures has been implemented on campus to improve energy and water conservation, recycling, and carbon emissions reduction. Our Hong Kong Institute for Clean Energy is pioneering research and practice in sustainable development and clean energy; advanced high-efficiency bifacial solar panels will be installed across the campus following a new partnership with CLPe; and sustainable elements will be incorporated into campus operations and our new Student Hostel at Whitehead, Ma On Shan.

The Council will continue to maintain a robust governance framework, and we look forward to more initiatives to elevate our global reputation within higher education over the next year as we continue to improve and develop.

由校長提名委任的兩位高層管理人員，即副校長(研究)及副校長(行政)，獲校董會批准。兩位人員均在其各自領域擁有優秀往績及豐富經驗。由校長及其他高層人員組成的領導層實力雄厚，將促使城大續創新高。

由於經濟環境不穩定，我們採取平衡預算的穩健理財政策，並獲得校董會批准。校董會尤其歡迎更多捐款和增加學費收入的計劃。此外，為應付學生宿位的大量需求，校董會通過大學申請撥款，為位於九龍塘達康路第六期的學生宿舍加建更多床位、康樂設備及其他設施。

有效的風險管理對大學的日常營運至關重要，校董會為此批准更新版的風險評估矩陣及風險管控表。大學每年均檢視相關的矩陣及管控表，以應對最新的社會及經濟情況，例如與電騙個案上升的相關問題，並關懷學生的心理健康。

我們堅守為下一代創造更美好世界的核心理念，肩負社會責任，並推動可持續發展，特別是努力達致聯合國訂立的17項可持續發展目標。我們先後在校內推行多項措施，加強節約能源及用水、回收重用，並減少碳排放。城大的香港清潔能源研究院致力推動可持續發展及清潔能源的研究及實踐。通過與中電源動集團的結盟合作，我們將於校園全面安裝高效能的雙面太陽能板。此外，我們的校園運作以及位於馬鞍山白石的新學生宿舍，均會加入可持續發展元素。

校董會將繼續秉持穩健的管治架構，並期望持續加強發展，在來年推出更多舉措，進一步提升城大在國際高等教育界的聲譽。

## Attendance of Members at Council Meetings in 2023/24 2023/24 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
12 October 2023	2023年10月12日	23	20	87%
16 November 2023	2023年11月16日	23	21	91.3%
21 March 2024	2024年3月21日	23	20	87%
12 June 2024	2024年6月12日	23	22	95.7%

### 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	50%
Audit Committee	審計委員會	4	75%
Community Relations Committee	社區關係委員會	1	92%
Executive Committee	行政委員會	5	93%
Finance Committee	財務委員會	3	95%
Honorary Awards Committee	榮譽學位委員會	3	89%
Human Resources Committee	人力資源委員會	2	94%
Nominations Committee	提名委員會	2	100%



(from left to right)

Back row: Mr Alan Poon, Prof Lee Chun-sing, Mr Robert Lui, Mr Edward Ho, Mr Justin Wong, Mr William Khoo, Mr Stephen Ma

Middle row: Dr Raymond Leung, Ms Miranda Kwok, Ms Rita Pang, Prof Vanessa Barrs, Mr Li Guangda, Prof Kevin Downing

Front row: Mr Rex Wong, Dr Leung Pak-yin, Mr Charles Chin, Prof Freddy Boey, Mr Lester Huang, Ms Lilian Chiang,

Mr Joseph Tse, Mr David Ho, Dr Eugene Chan

(由左至右)

後排：潘柏麟先生、李振聲教授、呂志宏先生、何聞達先生、黃德豪先生、丘煥法先生、馬勤先生

中排：梁少康博士、郭珮芳女士、彭一心女士、Vanessa Barrs 教授、李光達先生、唐寧教授

前排：王紹恆先生、梁栢賢醫生、錢應安先生、梅彥昌教授、黃嘉純先生、蔣瑞福女士、謝立斌先生、何志豪先生、陳建強醫生

**Chairman**

Mr Lester Garson Huang, *SBS, JP*

**主席**

黃嘉純先生

**Deputy Chairman**

Ms Lilian Chiang Sui-fook, *MH*

**副主席**

蔣瑞福女士

**Treasurer**

Mr Charles Chin Ying-on

**司庫**

錢應安先生

**External Members**

Dr Eugene Chan Kin-keung, *SBS, BBS, JP*

Mr David Ho Chi-hoo, *BBS, JP*

Mr Edward Ho Man-tat

Ms Miranda Kwok Pui-fong, *JP*

Dr Leung Pak-yin, *SBS, JP*

Dr Raymond Leung Siu-hong

Mr Robert Lui Chi-wang

Ms Rita Pang Yat-sum

Mr Joseph Tse Lap-bun

Mr Rex Wong Siu-han, *JP*

Mr Justin Wong Tak-ho

Mr Peter Yan King-shun, *JP*

**校外成員**

陳建強醫生

何志豪先生

何聞達先生

郭珮芳女士

梁栢賢醫生

梁少康博士

呂志宏先生

彭一心女士

謝立斌先生

王紹恆先生

黃德豪先生

任景信先生

**President**

Professor Freddy Boey Yin-chiang

**校長**

梅彥昌教授

**Deputy President**

Professor Lee Chun-sing

**常務副校長**

李振聲教授

**Senate Representative**

Professor Vanessa Barrs

**教務會成員**

Vanessa Barrs 教授

**Elected Staff Members**

Mr Stephen Ma Kun

Mr Alan Poon Pak-lun

**員工成員**

馬勤先生

潘柏麟先生

**Chairman of the Convocation**

Mr William Khoo Wun-fat

**評議會主席**

丘煥法先生

**President of Students' Union**

Mr Donald Leung Tsz-chun

**學生會會長**

梁子晉先生

**Elected Postgraduate Student Member**

Mr Li Guangda

**研究生成員**

李光達先生

**Secretary**

Professor Kevin Downing

**秘書**

唐寧教授

Membership as at 30 June 2024.

校董會成員於2024年6月30日。