



應用型大學的發展空間——

專訪香港理工大學校長潘宗光

本文由香港浸會大學中文系助理教授林幸謙博士撰寫，
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香港的大學教育發展取得今天的成果得來不易，現在面對政府財赤危機與教育政策的失當，如何善用漸少的資源是一個重要的課題。「理大」校長潘宗光在接受訪問時指出了理大發展路向的四個方面，以擴闊應用型大學的發展空間。

不可「道壞抹黑」大學教授

在香港政府連續幾年削減高等教育經費的陰影中，各大學正面臨前所未有的財政危機。香港理工大學（下簡稱理大）校長潘宗光認為這是一個兩難的問題。潘校長對現今香港整體教育資源減少的情況表示理解，但是，他對於港府削減高等教育經費的理由和說詞卻不認同。潘校長以不平的語氣道出他的看法：

「減少經費和資源是現今香港各界都不可避免的。港府要使我們認同削減教育經費的迫切性，我們是可以理解的。但是，港府不應該這樣對大學說：你們大學還有很多『肥膏』，可以再進一步減少資源，減完還可以再減。這做法我實在不能同意。」

潘校長希望政府可以另一種更明智的方式，呼籲香港各大學一起和政府共渡困境。他說：

「當局不該打擊大學教育和大學教授的士氣，指大學教授的薪酬高而在科研及學術上的成就不及西方知名大學。過去幾年，各大學的可用經費已經逐年遞減，如今香港面對財赤，政府不妨直接了當地說：『現在經濟環境惡劣，我們負擔不了龐大的教育經費，不如大家一起合力共渡難關吧。』這樣提出減少經費就比較令人服氣。」

潘校長進一步對香港的大學教授薪資被指為全世界最高的現象作解說。他指出，香港的大學教授的工資雖高，但工作量也多，也都很盡責。更重要的是，他認為社會不應該只注意到大學教授的薪金高，而忽視了香港各界的薪資實際上都一樣高的現實，這其實是香港整體所共同面臨的問題。

短視的辦學態度

潘校長認為香港高等教育近年來的發展，可謂得來不易。過去香港的大學發展沒有很好的基礎，最近這十多年來才有比較好的發展資源和科研經費。嚴格地說，香港的大學教育在最近十多年來才有長足進展。

潘校長強調，大學的科研和學術發展絕不像商業投資。大學發展需要慢慢打好基礎，基礎穩定後才有成果，但基礎建設需要經費。香港政府不應該抱持短視的辦學態度，投入資源之後馬上就要問成果。不該說給了大學那麼多錢，但是大學的表現為什麼跟國際知名大學還差一段距離。

潘校長表示，很多國際知名大學都曾經幾百年歷史的長期建構，才形成今日的崇高地位，絕不是短期內就能建構出來的，這一點有關當局必須考慮周全才行。潘校長對此表示了他的擔憂：

「香港的大學研究在過去整個世紀都缺乏深厚的底子，而今我們還在加強這方面的基礎建設。眼看差不多基礎穩固的時候，政府突然就要打垮大學這些年來艱辛建設的各項基礎，怎不擔心？基礎打垮以後，需要經過很長時間才能夠重建，我很擔心這樣的發展情勢。」

政府教育政策失當

近年來香港政府在教育政策制訂方面，亦常有短視和失策的地方。潘校長舉理大近年來所遭遇的例子加以說明：

「政府教育策略的制訂，給了我很多困難。舉個例子，理大是香港現今惟一提供物理治療和職業治

療課程的學府。大約在四年前，我們每學年收八十個物理治療學生以及四十五個職業治療學生。但是，政府以人力資源調查數據說明香港需要更多物理治療師和職業治療師，就強迫我們增加收生。物理治療課程的學位從八十個突然跳到一百五十個，而職業治療課程則由原來的四十五個學位增加到九十個。我們當時就曾對此表示反對，但完全沒有商量的餘地。」

此種強制性的政策如果正確，自然很好，但是執行的結果卻令人困惑與失望。潘校長解釋道，其中政策的不當還牽涉到其他更複雜的因素：

「更糟糕的是，那些額外多出來的學位，並不是政府另外增加的學額，而是要我們大學內部減少其他課程的名額，把名額轉到物理治療和職業治療課程中，結果我們有一個課程取消了。原本我們已聘請了老師去發展那些急待擴充的課程，而且也購買了儀器，但是過了兩三年後，政府又要我們削減這兩個課程的學額，從一百五十及九十再回到原來的八十及四十五個學位。」

聽起來，不論是外行人或內行人都會覺得這是相當荒謬的事件，其中所涉及的資源浪費實不禁令人慨歎。

國際性的大學定位

潘校長指出，香港的大學教育應該自覺地認識到以下的現實：香港的大學不僅只是香港的大學，更應該被看成是中國大學群體中的一分子。香港的大學除了有這個特性，還有另外一個國際性特色。香港應該盡量配合內地發展情勢，一起發展大學教育，不可雙向分流，各自為政。

在教育方面，香港和大陸的互動關係將會愈來愈密切，而理大早在一九九七年，已和浙江大學共同合作建立國際人才培訓中心，提升內地管理人才的國際視野和經營水平。為了配合近年來中國西部開發大計，理大也和西安交通大學合作，成立了一個人才培訓中心和以開發新技術、新科研和新產品為主要內容的創新應用技術基地，融入國家整體發展。



作為中國大學群體中的一分子，理大與內地大學校長緊密聯繫，加強交流。

爭取應用型大學的實用價值

理大一向走實用、應用的專業培訓路向，潘校長說，這是香港社會所需要的。因此理大的辦學方針跟傳統大學不一樣，完全以培訓專業人才為目的，課程設計也以專業的應用為主。應用專業培訓之外，理大也同樣重視科研，因為理大相信，沒有科研就不能提升教學的素質。但在科研中比較強調應用的科研，並希望他們的科研成果可以幫助香港整體的經濟發展，尤其是幫助工商界提高他們的競爭力，這是理大的主要任務。

潘校長介紹，理大往後的發展是：第一、注重高素質的教學及幫助學生個人發展；第二、注重以應用為主的高素質科研；第三、幫助工商界提升競爭力。這些發展方向，潘校長認為香港是完全認同的。潘校長在千禧年的時候，曾為大學定了一個校訓：開物成務，勵學利民。「開物成務」，隱喻理大了解整個宏觀宇宙的運作，以更完善的方式完成任務。「勵學利民」則寓意理大能不斷增進自己的學養，以期更好地幫助社會、幫助人民謀福利，充分反映理大以實用、應用為主的辦學概念。

理大曾委託顧問公司進行兩次很嚴格的市場調查，調查對象以香港雇主為主，結果證明雇主一般認為理大畢業生的實用價值和應用價值是最高的。這顯示香港大部分雇主都認理大的課程設計，較能吻合及滿足香港工商界的要求。

為了加強學生的競爭能力，理大自一九九七年開始，推行一項名為「首選畢業生」的培育計劃，安排學生在暑期時到工商機構實習，讓他們能夠更早地獨立自主。這項計劃在國內外的反應十分熱烈，至今理大已經有超過三千二百名學生到世界不同地區參加暑假實習，到全世界十四個國家及中國大陸等地工作。



調查顯示理大畢業生深受僱主歡迎。



理大着重研發高科技項目，幫助工商界提升競爭力。

An in-depth interview with President Prof. Poon Chung-kwong

The original text in Chinese was written by Dr Lin Chin-chown, Assistant Professor of the Department of Chinese of Hong Kong Baptist University. The article was published in *Ming Pao Monthly*, July 2003.

The current achievements of the university education in Hong Kong do not come easily. In face of the Government's deficit crisis and mistaken education policy, the issue of how to better utilize decreasing resources has become an important topic for universities. In an interview with *Ming Pao Monthly*, PolyU President Prof. Poon Chung-kwong talked about the development of the University in four aspects, which should bring more room for PolyU's development as an application-oriented university.

Be fair to university professors

While Prof. Poon expressed understanding for the overall reduction of resources on education in Hong Kong, he showed disapproval of the reason and the approach that the Government used for cutting funding on higher education.

"It is understandable that the Government wants us to acknowledge an urgent need to reduce funding on education. However, the Government should not take it as the reason that there is a lot of 'fat' in universities."

Prof. Poon hoped that the Government could use a wiser approach, that is, to urge universities in Hong Kong to join the Government in its efforts to overcome the current difficult situation.

"The Government should not belittle university education and dampen the morale of teaching staff by saying that their salary level is high, and that their scientific and academic achievements are not as good as those renowned universities in the West. Instead, they can tell the universities direct: 'The Government is unable to afford the huge amount of education expenses owing to the poor economic environment, and let's overcome the difficult situation together.' It will be a much more convincing approach when talking of reducing funding."

The salary level of university professors in Hong Kong has been described as the highest among universities in the world. According to Prof. Poon, although their salary level was high, their workload was heavy and they were also very responsible. More importantly, he thought that the problem of high salary level was common among different sectors in Hong Kong and it should not be directed to university professors only.

Government's lack of vision in education

Prof. Poon said it was not easy for the higher education sector in Hong Kong to have achieved so much in recent years. There was no sound foundation for university development in the past. Better resources and more funding only came in the recent decade or so. Strictly speaking, there was extensive development for Hong Kong's university education only in these ten years.

Prof. Poon emphasized that scientific and academic developments in universities were different from commercial investments. Much time is needed to lay a solid foundation for university development before fruits could be borne. And funding was important to laying such foundation. The Government should not adopt a shortsighted attitude in education development and ask for harvests immediately after sowing some seeds.

According to Prof. Poon, the prestigious status of many internationally renowned universities was built through hundreds of years. It was not something that could be done in a short time. The Government should carefully consider this. Prof. Poon expressed his worry: "We lacked strong foundation for university research in the last century, and we are still working hard to strengthen it. When we see that the foundation is getting stable, the Government suddenly wants to destroy it. And it takes a very long time for re-construction. I am very worried about this trend of development."

Mistaken education policy

The Government showed a lack of vision and made mistakes in its education policy in recent years. Prof. Poon elaborated on this with an example from PolyU.

"The Government's education policy has posed difficulties for me. For example, PolyU is the only institution in Hong Kong which offers programmes on physiotherapy and occupational therapy. About four years ago, we enrolled 80 physiotherapy

students and 45 occupational therapy students each year. But following a human resources survey which indicated there was an increasing need for physiotherapists and occupational therapists in Hong Kong, the Government suddenly forced us to increase our student intake to 150 and 90 for physiotherapy and occupational therapy programmes respectively. We had tried to say no but there was no room for discussion.

“What’s worse, there were no extra quotas subsidized by the Government. We needed to cut the quota from other programmes within the university and transferred them to the physiotherapy and occupational therapy programmes. We had to cancel a programme as a result. We had recruited teachers and purchased equipment to cater for these rapidly expanding programmes. But now, after two to three years, the Government wanted us to cut the student intake of the two programmes to the original level.”

Be an international university

Prof. Poon pointed out that universities in Hong Kong should see themselves not only as tertiary institutions in Hong Kong, but also as members of the higher education sector in China. Apart from this, he said that universities in Hong Kong also have the characteristic of being international. Hong Kong and the Chinese mainland should try to match with each other in developing university education, but not going two separate ways.

The interactive links between Hong Kong and the Chinese mainland will grow. Early in 1997, PolyU and Zhejiang University have jointly established the International Executive Development Centre, aiming to enhance the global outlook and management skills of managers on the mainland. In order to support the development of China’s Western Region, PolyU and Xi’an Jiaotong University have also jointly established a training centre and a base for developing new technologies and new products in Xi’an.



PolyU has joined hands with Xi’an Jiaotong University to set up the Xi’an Tongli International College, the International Enterprise Service Centre and the International Enterprise Incubator Centre.

Practical value of application-oriented university

PolyU has always been dedicated to providing practical and application-oriented professional training. Prof. Poon regarded that was what the Hong Kong society needed. PolyU also places emphasis on the application nature on its research, hoping that the research results can advance the overall economic development of Hong Kong, and help industries enhance their competitive edge in particular. This is an important role played by PolyU.

Prof. Poon further talked about PolyU’s future development: firstly, lay stress on high-quality teaching and enhance students’ personal development; secondly, emphasize on high-quality and application-oriented research; thirdly, help commerce and industries enhance their competitive edge.

Prof. Poon believed that these directions for development had won wide recognition from the Hong Kong society. At the dawn of the 21st century, the following motto has been adopted for PolyU: “To learn and to apply, for the benefit of mankind.” It fully reflects PolyU’s education philosophy which focuses on practice and application.

PolyU has commissioned a consultant to conduct two surveys with Hong Kong’s employers. Results showed that PolyU graduates were deemed to be of the highest practical value in the eyes of the employers. Most employers in Hong Kong found PolyU programmes could better fit the requirements of commerce and industries.

With the objective of enhancing the competitive edge of its students, PolyU has launched a training programme called ‘Preferred Graduate’ Development Programme since 1997. Students receive on-the-job training during their summer placements in companies and learn to be more independent. The programme has received enthusiastic responses. Up to now, more than 3,200 students have received summer training all over the world, covering 14 countries and the Chinese mainland.



PolyU emphasizes on high-quality and application-oriented research.



‘Preferred Graduate’ Development Programme: on-the-job training for students