

# UNIVERSITY GOVERNANCE

## 大學管治

### COUNCIL AND COURT

The Council is the governing body of the University. Established under the PolyU Ordinance, the Council comprises the President and Deputy President of the University as ex-officio members, 17 lay members from the business, financial and industrial sectors, and the professions, three elected staff members, a member from the alumni and two elected full-time students.

The University mourned the sad demise of its Deputy Chairman of Council, Ir Dr Ng Tat-lun, in January 2013. Mr Chan Tze-ching was subsequently appointed by the Chief Executive to assume the role of Deputy Chairman. During 2012/13, Dr Patrick Poon Sun-cheong was re-appointed as Treasurer of the University for a further term of two years. The Council also welcomed the joining of Dr Raymond Leung Siu-hong, Ms Amy Lung Pui-ying, Mr Augustus Tang Kin-wing, Prof. Michael C.K. Tse and Mr Wong Chun-long as new members. During the year, Mr Dennis Chan Shui-lun, Mr Ng Wai-hung, Dr Loretta Yam Yin-chun, Mrs Betty Yuen So Siu-mai, Prof. Louis Cheng and Mr Andy Chan Man-fai retired from Council upon completion of their respective term. (See p.94 for the Council members as at 30 June 2013.)

There are 12 committees under the Council, namely the Audit Committee, Campus Development Committee, Council Membership Nominations Committee, Disciplinary Committee, Executive Committee, Finance Committee, Fund-raising Committee, Honorary Degrees and Awards Committee, Investment Committee, Knowledge Transfer Committee, Senior Executives Evaluation and Compensation Committee, and Staffing Committee.

### 校董會及大學顧問委員會

校董會是大學的管治組織，按香港理工大學條例成立，其組成包括：校長和常務副校長為當然成員；十七名來自商業、金融、工業及專業界別的校外成員；三名由選舉產生的教職員；一名校友和兩名全日制學生。

校董會副主席伍達倫博士工程師於二零一三年一月去世。副主席一職其後由行政長官委任陳子政先生出任。於二零一二至一三年度，潘榮昌博士亦獲委任繼續擔任大學司庫兩年。新任校董會成員包括梁少康博士、龍佩英女士、鄧健榮先生、謝智剛教授及黃俊瑯先生。離任成員為陳瑞麟先生、伍偉雄先生、任燕珍醫生、阮蘇少湄女士、鄭子云教授及陳文輝先生(校董會成員名單見第九十四頁)。

在校董會轄下設有十二個委員會，包括：審核委員會、校園發展委員會、校董會成員提名委員會、紀律委員會、常務委員會、財務委員會、籌募委員會、榮譽學位及榮譽委員會、投資委員會、知識轉移委員會、管理層評核及薪酬委員會，以及聘任事務委員會。

The University Court is the supreme advisory body to the Council on matters of direction, with the objective of promoting the well-being of the University. Headed by the Court Chairman, the University Court consists of eight ex-officio members (Chairman and Deputy Chairman of the Council; Treasurer; President of the University; a member of Senior Management nominated by the President; President of the Federation of PolyU Alumni Associations; President of the Students' Union; and the immediate past Council Chairman) and up to 36 appointed lay members.

Mr Chan Tze-ching became an ex-officio member of the University Court upon his appointment as Deputy Chairman of Council. Mr Wong Chun-lung upon taking up the role as President of the PolyU Students' Union also took over the ex-officio membership of Mr Andy Chan Man-fai in the University Court. The Court welcomed Dr the Hon. Lam Tai-fai as a new member while Dr Raymond Leung retired during the period. (See p. 95 for a list of Court members.)

### SENATE

The Senate is the highest authority on all academic-related matters within the University. It is chaired by the President, and its membership includes representatives from all Faculties and academic Departments as well as from the student body. Under the Senate, there are a number of Faculty/School Boards, and standing committees looking after various policy/functional areas, including the Academic Appeals Committee, Academic Planning Committee, Academic Regulations Committee, Faculty/School/College Boards, Learning and Teaching Committee, Quality Assurance Committee (Academic Departments), and Research Committee.

### INTERNAL CONTROLS AND AUDIT

While the University has in place policies and guidelines for enabling management to operate and monitor effectively through checks and balances, it has also appointed an Audit Committee to ensure the effectiveness of internal control systems, internal audit processes and financial reporting. The Internal Audit Unit provides independent appraisals within the University to ensure and improve the quality of PolyU operations. To maintain independence, the Unit reports directly to the Audit Committee.

大學顧問委員會是校董會的最高諮詢機構，負責就大學方向性的事項提供意見，以推動大學的發展。其組成包括主席、八位當然委員(校董會主席、校董會副主席、司庫、校長、一位由校長指派的大學高層人員、校友會聯會會長、學生會會長和上任校董會主席)及最多三十六位校外委任成員。

新任校董會副主席陳子政先生出任大學顧問委員會當然成員。大學二零一三至一四年度的學生會主席黃俊瑯先生亦接替陳文輝先生為顧問委員會當然委員。新任顧問委員為林大輝議員，離任成員為梁少康博士(大學顧問委員會成員名單見第九十五頁)。

### 教務委員會

教務委員會是大學內處理學術事務的最高決策單位，由校長擔任主席，成員包括各學院、學系和學生組織代表。轄下設有多個學院院務委員會及常務委員會，負責不同範疇的政策與職能，包括教務申訴委員會、教務策劃委員會、教務規章委員會、學院院務委員會、教學委員會、質素委員會(教學部門)及研究委員會。

### 內部監管及稽核

理大除了制定各項政策和指引及採取制衡措施，協助有效管理及監察大學運作外，亦委任了一個審核委員會，確保大學的內部監管制度、內部稽核程序及財務報告制度行之有效。內部稽核組是校內一個獨立的稽核機制，確保及提高大學的營運質素。為保持內部稽核運作的獨立性，該組的工作直接向審核委員會負責。

The Unit is responsible for conducting regular audits to assess the adequacy and effectiveness of controls established by Management to safeguard the University's assets, to secure the accuracy and reliability of its records, and to promote the efficiency of its operations.

The Unit performs audits in accordance with the plan approved by the Audit Committee and makes recommendations for improving the effectiveness and efficiency of the areas being reviewed.

## HUMAN RESOURCES MANAGEMENT

To enhance its performance-oriented culture, the University refined the Staff Appraisal System for Staff other than Heads of Department and above levels having regard to operational experience as well as comments obtained through staff consultation. Under the refined system, staff appraisal will be conducted annually and its outcome will serve as a major source of input on human resource functions including salary adjustment, contract renewal, staff development, etc. The refined system was introduced in March 2012, and the first appraisal under the system is expected to take place in summer 2013.

To encourage staff members to continuously upgrade their competency, training and development programmes are organized throughout the year by the Human Resources Office for them. A total of 61 in-house training programmes were conducted for 1,723 staff members totalling 7,038 training hours for the year. The University also provides financial support to staff members for taking short courses, programmes leading to higher degrees and to attend academic conferences.

## INTERNAL COMMUNICATION

PolyU seeks to provide ways to enable communication to flow across the different sections of the University, thus allowing Management to gather opinions and listen to feedback from staff and students. Among these channels are regular meetings between Management and representatives of the Polytechnic University Staff Association, Postgraduate Association, and the Students' Union. Open forums are also held to facilitate discussion on University issues.

稽核組會根據大學就保障大學資產所訂定的管制系統定期稽核，以確保制度有效，亦會考核校內報告的準確和可靠性，以及提高營運制度的效率。

稽核組根據審核委員會批定的計劃進行審核工作，並就審核的範疇提出改善工作效能和經濟效益的建議。

## 人力資源管理

為提倡以表現為本的文化，大學根據相關運作經驗，以及經由員工諮詢而獲得的意見，對有關教職員（系主任、部門主管及以上職級除外）員工評核制度作出修訂。修訂後，員工評核將每年進行。評核的結果將為薪酬調整、續約、員工發展等人力資源相關運作提供依據。新修訂的制度已於二零一二年三月正式實施，而在制度下的首次評核，預期將於二零一三年夏季進行。

為鼓勵員工不斷提升才能，人力資源處在年內舉辦了六十一個校內培訓課程，供一千七百二十三位員工參與，合共有七千零三十八個培訓小時。此外，本校亦資助教職員報讀短期課程、深造課程及參加學術會議。

## 內部溝通

理大積極提供不同渠道與本校各階層溝通，讓管理層收集及聽取員工及學生的意見。其中的渠道包括管理層與教職員協會、研究生會和學生會的代表定期會面，並舉行公開論壇，就大學事宜進行討論。

# THE HONG KONG POLYTECHNIC UNIVERSITY UNIVERSITY GOVERNANCE STATEMENT\*

## 香港理工大學 管治原則和架構\*

## PRINCIPLES

The Hong Kong Polytechnic University (PolyU) is committed to the principles of good governance so as to ensure that the University is 'fit for its purpose' – as an institution of teaching and research, which also provides consultancy and other professional services to the community. These principles emphasize academic freedom and autonomy, performance in terms of added value to student education and academic advancement, public accountability and social responsibility, transparency, ethics and professionalism. These principles are to be upheld through the following provisos:

### 1. Academic freedom and autonomy

PolyU will uphold and defend academic freedom and institutional autonomy so as to ensure that its education and academic pursuits are not subject to undue intervention.

### 2. Performance, ethics and professionalism

The University will strive for exemplary performance with the highest possible standards of professionalism and ethics and seek to provide high quality services at a reasonable and affordable cost.

### 3. Transparency and public accountability

The Council and the Management of the University will conduct their activities in a transparent manner, subject to legal restrictions and the need to protect the overall interests of the University.

### 4. Social responsibility

The University will strive to fulfil its social responsibilities. As such, the University will, as far as is reasonable and possible, facilitate the participation of its staff and students in community development activities and public services.

## STRUCTURES AND PROCESSES

PolyU is committed to the mission of achieving academic excellence in a professional context. The emphasis is to provide holistic education and training so as to equip students with all-round personal development as well as professional knowledge and

## 原則

香港理工大學（理大）恪守良好管治原則，務求令理大達致其作為一所教研學府，並為社會提供顧問及專業服務的既定目標。理大重視學術自由和自主、致力在教學及學術發展方面作出貢獻、肩負對公眾和社會的責任、並確保有高透明度、合乎道德標準和專業水平的運作。本校將通過以下條目維護此等原則：

### 一、學術自由和自主

理大堅守和捍衛學術自由和制度上的自主，以確保教育和學術追求不會受到不適當的干預。

### 二、表現、道德和專業

理大以最高的專業和道德標準為依歸，追求卓越的表現，並以合理和可負擔的成本提供高質素的服務。

### 三、透明度和公眾問責

大學校董會和管理層執行職務時，當在法律約制和維護理大整體利益的前提下，保持適當的透明度。

### 四、社會責任

理大致力履行其社會責任，據此，理大會盡量在合理和可能的情況下，為教職員和學生參與社會建設活動及公眾服務提供方便。

## 架構及治事程序

理大致力追求以專業為基礎的卓越學術成就。我們著重提供全人教育，培育學生的全面發展，並透過以應用為本的課程，向學生傳授專業知識與技能。同時，理大亦致力進行應用研究，以配合

skills through application-oriented programmes, and to undertake research, emphasizing those of an applied nature which are relevant to industrial, commercial and community needs. Towards this end, the University recognizes the importance of establishing and implementing an effective framework of governance and management in directing and monitoring its operation and financial performance. The University has put in place the following governance structures and processes:

### 1. Council

The Council of PolyU is composed of members appointed in accordance with The Hong Kong Polytechnic University Ordinance. The majority of Council members, including the Council Chairman, are external to the University. As the supreme governing body of the University, Council will do its best to govern the University by ensuring effective management of the University by the University Management team led by its President who is the Chief Executive Officer of the University. All Council members are expected to provide support and advice to the University so as to ensure its well-being and sustainable development. Council members will diligently and faithfully discharge their duties in the best interests of the public, the University's students, employees and other sectors of the University community.

### 2. Council committees

The Council will appoint standing Committees to support the governance of the major activities of the University. These Committees will include, but not be limited to, an Executive Committee, a Campus Development Committee, a Finance Committee and an Audit Committee. These committees will discharge their responsibilities according to the terms of reference prescribed by Council. The Council may also appoint ad hoc Committees or equivalent to take on matters of particular importance.

### 3. Senate

The Council will appoint a Senate, as provided in the University's Ordinance, to act as the supreme body in the academic governance of the institution. Senate is chaired by the President, with membership drawn from different quarters of the University community.

### 4. Management

The University adopts an executive-led management system in which executives will assume full responsibility and accountability for their respective portfolios and will be given corresponding authority for the purpose of discharging their responsibilities. University executives are expected to exercise their authorities in an equitable, fair and compassionate manner, and to make decisions after adequate consultation in a collegial spirit through various formal and informal processes which cover diverse perspectives to facilitate executives in reaching balanced and informed decisions.

工商界及社會的需要。為達致以上目標，大學必須建立有效的管治及管理架構，藉以指導及監察大學的運作與財政管理。理大的管治架構及治事程序如下：

#### 一. 校董會

理大校董會成員乃按照《香港理工大學條例》委任。大部分校董會成員，包括主席，均為校外人士。作為大學最高的管治機構，校董會須盡力執行管治工作，藉以確保以校長為首的大學管理層能夠有效地管理大學。校董會成員有責任向大學提供意見和協助，務求為大學謀福祉及確保其持續發展。校董會成員須忠誠地盡力履行職務，並以公眾、學生、員工及大學的整體利益為依歸。

#### 二. 校董會轄下委員會

校董會可委任常設委員會，以支援大學主要活動的管治工作。這些委員會包括常務委員會、校園發展委員會、財務委員會、審核委員會等。委員會數目可按需要而增加。各委員會按照校董會訂下的職權範圍執行職務。校董會亦可以就個別重要事項設立臨時委員會或同類組織。

#### 三. 教務委員會

校董會依照大學條例設立教務委員會，作為管治大學學術事務的最高組織。教務委員會由校長擔任主席，成員則來自大學不同的單位。

#### 四. 管理層

理大採取行政主導的管理模式，管理人員獲賦予相關權力執掌職務，同時亦須為其職務問責。他們須以公平、公正及體恤的態度執行職務，在制定政策時，須透過正式及非正式渠道進行適當諮詢，廣納意見，務求作出深思熟慮、不偏不倚的決定。

### 5. Internal control and external reporting

The University Management will ensure high-level performance and cost-effectiveness in all aspects of the University's academic and service operations through appropriate delegation of responsibility and authority as well as the deployment of check-and-balance mechanisms. It will also maintain an effective internal control system to appropriately monitor the exercise of executive authorities, safeguard the university's assets and ensure their appropriate use or disposition, maintain proper accounts and records, and comply with relevant legal and regulatory requirements as well as to ensure appropriate risk management.

The University will publish an annual report and audited financial statements after the end of each financial year. To provide an objective and independent review of the financial reporting of the University and to ensure transparency and accountability in the use of financial resources, an external auditor is appointed by the University to conduct an annual audit of its financial statements.

The Audit Committee will provide an independent review of the effectiveness of the financial reporting process, internal audit process, internal control system and risk management of the University. The Audit Committee will receive reports from both the internal and external auditors and will ensure their adequate and fair disclosure in the University's annual accounts, and the appropriate development, maintenance and implementation of control measures to address risks.

### 6. Human resources management

The University is a caring employer for all its employees, offering equal opportunity to qualified and suitable persons. It will provide a favourable and facilitating environment and opportunities for employees' career advancement.

The University will endeavour to provide competitive compensation and benefits to its employees so as to attract and retain quality employees to provide high quality education services.

The Council will determine the employment policy and terms of employment of the University's employees while the President, under delegated authority of the Council, will determine the terms of employment of individual employees in accordance with established regulations and procedures.

Management will establish and implement an effective system and mechanism to handle staff grievances and appeals in a fair and reasonable manner.

\* The Chinese translation is based on the original draft in English endorsed by the Council.

### 五. 內部監管及對校外的披露

大學管理層透過下放權力，並採取制衡措施，確保大學在學術及各項服務均能達致高水準及符合成本效益。大學設有有效的內部監管制度，以監察行政權力的運用；保護大學資產，並確保資產恰當運用；保持清楚賬目及紀錄；遵守有關法律及規管條文，以及確保適當的風險管理。

大學將於每個財政年度後出版年報及經審核的財務報表。為確保大學以高透明度及問責態度運用資源，大學每年均委任校外核數師，負責審核大學的財務報表，並就大學的財務報告方式提供客觀和獨立的意見。

審核委員會須就大學的財務匯報程序、內部稽核程序、內部監管制度及風險管理的成效進行獨立檢討。校內的稽核處和校外核數師須向審核委員會提交報告。審核委員會須確保核數師報告中的資料在大學的年度賬目適當披露，並確保大學採取適當行動及執行監管措施管理風險。

### 六. 人力資源管理

作為關懷員工的僱主，大學為符合資格及合適的人士提供平等機會，並為員工提供有利環境及機會，協助他們個人事業的提升。

大學致力提供具競爭力的薪酬及福利，藉以吸引及保留優秀員工，為社會提供優質的教育和服務。

校董會負責釐訂大學員工的聘用及服務條款政策。校長獲校董會授權，根據規例及程序決定個別員工的聘用條款。

大學管理層須訂立及執行有效機制，公平及合理地處理員工的申訴。

\*此譯文以校董會通過的英文原文為本。

## MEMBERSHIP OF COUNCIL (AS OF 30 JUNE 2013) 校董會成員(二零一三年六月三十日名單)

### Chairman 主席

Ms Marjorie Yang Mun-tak 楊敏德女士, *GBS, JP*\*

### Deputy Chairman 副主席

Mr Chan Tze-ching 陳子政先生, *BBS, JP*\*

### Treasurer 司庫

Dr Patrick Poon Sun-cheong 潘燦昌博士\*

### Members 成員

#### a. The President and the Deputy President

校長及常務副校長

Prof. Timothy W. Tong, President 校長唐偉章教授, *JP*

Prof. Philip C.H. Chan, Deputy President and Provost  
常務及學務副校長陳正豪教授, *BBS*

#### b. Three elected staff members appointed by Council

三位經推選並由校董會委任的員工成員

##### (i) elected by and from full-time staff

由全職員工從全職員工中選出

Dr Rodney Chu Wai-chi 朱偉志博士

Dr Justin Law King-wai 羅敬偉博士

##### (ii) elected by and from the Senate

由教務委員會從教務委員會中選出

Prof. Michael C.K. Tse 謝智剛教授

Seventeen members who are not employees or students of the University or public officers, of whom  
十七名非大學的僱員或學生或公職人員的成員, 其中

##### (i) nine shall be appointed by the Chief Executive

九名須由行政長官委任

The Hon. Chan Kam-lam 陳鑑林議員, *SBS, JP*

Mr Jimmy Kwok Chun-wah 郭振華先生, *BBS, MH, JP*

Mr Billy Lam Chung-lun 林中麟先生, *GBS, JP*

Mr Laurence Li Lu-jen 李律仁先生

Prof. Kenneth Pang Tsan-wing 彭贊榮教授, *SBS*

Mr Augustus Tang Kin-wing 鄧健榮先生

##### (ii) eight shall be appointed by the Council

八名須由校董會委任

Prof. John Chai Yat-chiu 查逸超教授

Ms Irene Chow Man-ling 周雯玲女士

Mrs Yvonne Law Shing Mo-han 羅盛慕嫻女士

Dr Raymond Leung Siu-hong 梁少康博士

Dr Lawrence Li Kwok-chang 李國祥醫生, *JP*

Mr Alex Lui Chun-wan 雷震寰先生

Ms Amy Lung Pui-ying 龍佩英女士

(1 vacancy — 空缺)

#### c. One member from the alumni who is not an employee of the University and who shall be appointed by the Council

一位由校董會委任而不是大學職員的校友代表

Ir Prof. Johnny Fan Siu-kay 樊紹基教授、工程師

#### d. Two members from the full-time students appointed by the Council

兩名由校董會委任的全日制學生成員

##### (i) elected by and from undergraduate and sub-degree students

由全日制本科生及學位以下程度課程學生從全日本科生及學位以下程度課程學生中選出

Mr Wong Chun-long 黃俊瑯先生

##### (ii) elected by and from postgraduate students

由全日制研究生從全日制研究生中選出

(to be elected 有待選出)

### Secretary 秘書

Miss Connie Chan Yuk-wa 陳育華小姐

\* Members appointed under category (c)(i)  
根據類別(c)(i)獲委任的成員

## MEMBERSHIP OF UNIVERSITY COURT (AS OF 30 JUNE 2013) 大學顧問委員會成員(二零一三年六月三十日名單)

### Chairman 主席

Prof. Roy Chung Chi-ping 鍾志平教授, *BBS, JP*

### Ex-officio members 當然成員

#### Chairman of Council

校董會主席

Ms Marjorie Yang Mun-tak 楊敏德女士, *GBS, JP*

#### Deputy Chairman of Council

校董會副主席

Mr Chan Tze-ching 陳子政先生, *BBS, JP*

#### Treasurer

司庫

Dr Patrick Poon Sun-cheong 潘燦昌博士

#### President of the University

香港理工大學校長

Prof. Timothy W. Tong 唐偉章教授, *JP*

#### A member of Senior Management nominated by the President

由校長指派的大學高層人員

Prof. Angelina Yuen 阮曾媛琪教授, *BBS, JP*

Vice President (Institutional Advancement & Partnership)

副校長(學院發展及合作)

### Appointed members 委任成員

Mr Victor Cha Mou-zing 查懋成先生

Dr Raymond Chan 陳煒文博士, *JP*

Dr Francis Choi Chee-ming 蔡志明博士, *GBS, JP*

Dr Jonathan Choi Koon-shum 蔡冠深博士, *BBS, JP*

Mr Oscar Chow Vee-tsung 周維正先生

Dr Patrick Fung Yuk-bun 馮鈺斌博士, *JP*

Ms Pansy Ho 何超瓊女士

Dr the Hon. Stanley Ho 何鴻燊博士, *GBM, GBS, OBE*

Ms Katherine Hung Siu-lin 洪小蓮女士

Mr Kenneth Lam Yiu-kin 林耀堅先生

The Hon. Jeffrey Lam Kin-fung 林健鋒議員, *GBS, JP*

Dr the Hon. Lam Tai-fai 林大輝議員, *SBS, JP*

Mr Lawrence Lam Yin-ming 林彥明先生, *PMSM*

Dr Allen Lee Peng-fei 李鵬飛博士, *JP*

#### President of Federation of PolyU Alumni Associations

香港理工大學校友會聯會會長

Ir Prof. Johnny Fan Siu-kay 樊紹基教授、工程師

#### President of Students' Union

香港理工大學學生會會長

Mr Wong Chun-long 黃俊瑯先生

#### Immediate Past Chairman of Council

上屆校董會主席

Dr Victor Lo Chung-wing 羅仲榮博士, *GBS, JP*

Prof. Liu Sing-cheong 廖勝昌教授, *JP*

Mr Joseph Lo Kin-ching 勞建青先生

Dr the Hon. Lui Che-woo 呂志和博士, *GBM, MBE, JP*

Ir Prof. Ng Sai-ho 吳世豪教授、工程師

Ms Winnie Ng 伍詠梅女士

Dr Danny Ngai Kam-fai 倪錦輝博士, *JP*

Mrs Katherine Ngan Ng Yu-ying 顏吳餘英女士, *JP*

Mr Cliff Sun Kai-lit 孫啟烈先生, *BBS, JP*

The Hon. James Pei-chun Tien 田北俊議員, *GBS, JP*

Mr Kenneth Ting Woo-shou 丁午壽先生, *SBS, JP*

Dr Henry Tseng Chee 曾琦博士

Dr Allan Wong Chi-yun 黃子欣博士, *GBS, JP*

Dr Jose Yu Sunsay 楊孫西博士, *GBS, SBS, JP*

Mr Yu Kwok-chun 余國春先生, *GBS, SBS, JP*

### Secretary 秘書

Miss Connie Chan Yuk-wa 陳育華小姐