# 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 following members: the President and Deputy President of the University as ex-officio members; 17 lay members from the business, financial and industrial sectors, as well as the professions; three elected staff members; a member from the alumni; and two elected full-time students.

Dr Patrick Poon Sun-cheong completed his term as the University Treasurer on 31 March 2015 and Dr Lawrence Li Kwok-chang was appointed by the HKSAR Chief Executive to take up the role on 1 April 2015. During 2014/15, the Council welcomed Mr Stephen Liu Ling-hong, Mr Peter Sit Kien-ping, Mr Jaime Sze Wine-him and Professor Iris Benzie as new members. Members retiring from the Council upon the completion of their respective terms included Mr Billy Lam Chung-lun, Mr Laurence Li Lu-jen, Professor Michael C.K. Tse and Mr Lai Wai-kin. (See p.136 for the Council membership as at 30 June 2015.)

There are 12 Committees under the Council, namely the Audit Committee, Campus Development Committee, Council Membership Nominations Committee, Disciplinary Committee, Executive Committee, Finance Committee, Honorary Degrees and Awards Committee, Investment Committee, Knowledge Transfer Committee, Senior Executives Evaluation and Compensation Committee, Staffing Committee and the Hong Kong Polytechnic University Foundation.

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.

During the year, new University Treasurer Dr Lawrence Li Kwok-chang succeeded Dr Patrick Poon Sun-cheong as an ex-officio member of the University Court. Mr Dennis Ng Tsang, upon assuming the role as 2015/16 President of the PolyU Students' Union, took over the ex-officio membership of Mr Lai Wai-kin in the University Court. (See p. 137 for the Court membership as at 30 June 2015.)

# 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。

潘燊昌博士出任大學司庫的任期於2015年3月31日屆滿,李國祥醫生獲香港特別行政區行政長官委任為司庫,並於2015年4月1日接任。2014/15年度,新任校董會成員包括廖凌康先生、薛建平先生、施榮忻先生及Iris Benzie 教授。任滿成員包括林中麟先生、李律仁先生、謝智剛教授及賴偉健先生。(截至2015年6月30日的校董會成員名單見第136頁。)

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、榮譽學位及榮銜委員會、投資委員會、知識轉移委員會、管理層評核及薪酬委員會、聘任事務委員會,以及香港理工大學基金。

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。

新任大學司庫李國祥醫生接替潘燊昌博士 出任大學顧問委員會當然成員,而2015/16 年度學生會會長吳崢先生亦接替賴偉健先生 成為顧問委員會當然成員。(截至2015年 6月30日的大學顧問委員會成員名單見第 137頁。)

### **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 the student body. Under the Senate, there are a number of faculty/school boards and standing committees with responsibility for 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.

# 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。

## Internal controls and audit

The University has in place policies and guidelines that enable 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 its independence, the Unit reports directly to the Audit Committee.

The Internal Audit Unit is responsible for conducting regular audits to assess the adequacy and extent of compliance with the controls, and provides risk-based and objective assurance and advice to management in order to add value to the University's 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.

# 內部監管及稽核

理大除了制定政策和指引,協助管理層透過 各項制衡措施,有效地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。 為保持內部稽核組運作的獨立性,該組直接 向審核委員會負責。

內部稽核組會定期進行稽核,以審查各項 監管程序是否充份及符合規格的程度,並且 為管理層提供以風險為基礎和客觀的保證及 建議。

該組根據審核委員會審批的計劃進行審核 工作,並就審核的範疇提出改善工作效能 和效益的建議,使大學的營運更加理想。

# Human resources management

During the year, the modified Staff Appraisal System for Staff other than Heads of Department (HoDs) and Above Levels implemented in March 2012 continued to be one of the major bases for evaluating staff performance. In a similar vein, the Staff Appraisal System for Staff at Heads of Department and Above Levels was implemented in 2014 for the first round of the 2013/14 review cycle. Subsequently, the appraisal results at all levels provided key inputs for the consideration of the Merit-based Salary Adjustment under the Salary Review and Reward System, and the adjustment was paid out in May 2015. All of these helped to further the University's performance-oriented culture by rewarding staff members in accordance with their performance levels and motivating them to deliver their best.

# 人力資源管理

在 2012 年 3 月修訂並實施的「教職員(系主任、部門主管及以上職級除外)員工評核制度」,於年內繼續成為員工表現管理的主要平台之一。而在 2014 年,「系主任、部門主管及以上職級員工評核制度員工所發制度」工式實施,供大學管理層評核相關員工於 2013/14 周期內之工作表現。員工評核對與與關制度」下的績效薪酬調整掛鉤,而調整後薪金及追溯期的差額於 2015 年 5 月發放。這些評核安計技好內以表現為本的管理文化,以及鼓勵員工力臻至善。

Staff promotion was another key area to administer during the year. For academics, the 2011 Framework for Appointment, Promotion and Retention of Academic Staff continued to function effectively with appropriate refinements to the operational workflow. For non-academics, a Framework for Career Development and Promotion for Non-academic Staff was being developed upon due consultation and review. As expected, the Framework was implemented in September 2015 to provide non-academic staff members with career development opportunities in a more structured manner.

Several other policies and procedures were also reviewed to make enhancement in various aspects. A major example was the revised Grievances and Human Resources Related Appeals Procedures, which took effect in February 2015 to provide an open and transparent mechanism for safeguarding the rights and interests of members of the University through fair and effective handling of grievances and appeals. In particular, more detailed guidelines were introduced to facilitate the application of informal resolutions of grievances (including mediation) in a more structured and effective manner. Another example was the revised Policies on Staff Development and Duty and Liaison Functions, which also took effect in February 2015 and included a clearer classification of activities, extended coverage of staff development support for certain staff groups, and shortened post-study service requirements, among others. Also enhanced during the year were the benefits provisions for research/project personnel with not less than 24 months' continuous service at the University.

In addition to the aforementioned change in policies, in-house training programmes provided staff members with development opportunities. In 2014/15, over 2,000 staff took part in the University's wide range of in-house training programmes. New programmes during the year, which included Situational Leadership: Building Leaders, Succession Planning and Identification of Potential and Talents and Interviewing for Talent and Competencies, were introduced to help meet the University's needs.

To promote work-life balance, in September 2014 Heads of Department and above participated in a workshop – Working together for a better PolyU – to deliberate on work-life balance issues at the University. Subsequently, many department heads also produced work-life balance plans of their own, and management approved an increase of the university-wide departmental budget for team-building social functions.

## Internal communication

PolyU enhances communication across the different sections of the University, by encouraging management to gather opinions and listen to feedback from staff and students. Among the channels are regular meetings between management and representatives of the Polytechnic University Staff Association and the Students' Union. Open forums are also held to facilitate discussion on University issues. In addition, President's Communication Forums are regularly organized to enhance communication with staff members.

員工晉升是年內另一項需要重點處理的範疇。在學術人員方面,「2011 學術人員的聘任、晉升和保留架構」的運作流程進行了輕微調整後,行之有效。非教學人員方面,經過諮詢及檢討,「非教學人員的事業發展及晉升框架」於2015年9月落實執行,為非教學人員更有系統地提供事業發展機會。

除上述的政策修訂外,大學亦透過校內培訓課程為員工提供發展機會。在2014/15年度,超過二千人次受惠於校內培訓課程。 為配合大學需要,亦引進多個新課程,包括「情境領導:培育先驅者」、「才能辨識與繼任規劃」及「從面試搜賢納能」等。

大學亦致力推廣工作與生活平衡。2014年9月,大學管理層、各系主任、部門主管聚首於「同建理大佳境」工作坊,討論校內工作與生活平衡的事宜。其後多位系主任、部門主管就其學系、部門內的工作與生活平衡安排提出具體方案,而管理層亦提高了供各部門、學系的團隊活動之經費。

# 內部溝通

理大積極促進校內各階層的溝通,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。此外,大學更定期舉行 校長與員工交流會,以加強與員工的溝通。

# 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.

## 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。

# 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 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.

# 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

#### 二. 校董會轄下委員會



#### 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 guarters 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.

#### 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.

#### 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責。 他們須以公平、公正及體恤的 態度執行職務,在制定政策體恤時, 須透過正式及非正式渠道進時行 適當諮詢,廣納意見,務求 深思熟慮、不偏不倚的決定。

#### 五. 內部監管及對校外的披露

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、內部稽核程序、內部稽核程序、強進行外的語行理的成效,並行外核。於內的稽核處和交報特別,向審核委員會須確保核數師報告告當審核委員會須確保核數師財制,並確保大學採取適當行數,並確保大學採取適當可數分執行監管措施管理風險。

#### 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.

#### 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。



<sup>\*</sup> The Chinese translation is based on the English version endorsed by the Council.

<sup>\*</sup>此譯文以校董會通過的英文原文為本。

# Membership of Council (as of 30 June 2015) 校董會成員(2015 年 6 月 30 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 of the University 大學司庫

Dr Lawrence Li Kwok-chang 李國祥醫生, JP\*\*

#### Members 成員

(a) The President and the Deputy Presiden 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 Counci 三名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. Iris Benzie
- (c) 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 Lau Ping-cheung 劉炳章先生, SBS Mr Stephen Liu Ling-hong 廖凌康先生 Mr Peter Sit Kien-ping 薛建平先生 Mr Jaime Sze Wine-him 施榮忻先生, JP Mr Augustus Tang Kin-wing 鄧健榮先生

- (ii) eight shall be appointed by the Counci 八名由校董會委任
  - 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, JP Prof. Raymond Leung Siu-hong 梁少康教授 Mr Alex Lui Chun-wan 雷震寰先生 Ms Amy Lung Pui-ying 龍佩英女士 (1 vacancy 一空缺)
- (d) One member from the alumni who is not an employee of the University and who shall be appointed by the Council

  —名由校董會委任和非大學僱員的校友成員
  - 一名由校董會委任和非大學僱員的校友成員 Ir Prof. Johnny Fan Siu-kay 樊紹基教授、工程師
- (e) 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制本科生及學位以下程度課程學生中選出 (to be elected 有待選出)
  - (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
- \*\* Member appointed under category (c) (ii) 根據類別 (c) (ii) 獲委任的成員

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Miss Connie Chan Yuk-wa 陳育華小姐

