

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.

Ms Marjorie Yang Mun-tak completed her term as Chairman of the University Council on 31 December 2015. Mr Chan Tze-ching and Dr Lam Tai-fai were appointed by the HKSAR Chief Executive as Chairman and Deputy Chairman of Council respectively on 1 January 2016. In 2015/16, Dr Jonathan Chan Ming-yin, Ms Shirley Chan Suk-ling, Mr Ethan Kwok Chiu-lam, Ir Prof. James Lau Chi-wang, Ms Julia Lau Man-kwan, Ir Dr Humphrey Leung Kwong-wai, Mr Richard Leung Tim-chiu and Mr Alex Wong Chun-bong joined the Council as new members. Outgoing members were Prof. John Chai Yat-chiu, Ms Irene Chow Man-ling, Ir Prof. Johnny Fan Siu-kay, Dr Justin Law King-wai, Mrs Yvonne Law Shing Mo-han and Mr Alex Lui Chun-wan. (see p.124 for the Council membership as at 30 June 2016)

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。

楊敏德女士的大學校董會主席任期於2015年12月31日屆滿。陳子政先生及林大輝博士分別獲香港特別行政區行政長官委任為校董會主席及副主席，於2016年1月1日生效。2015/16年度新任校董會成員包括陳銘賢博士、陳淑玲女士、郭晁霖先生、劉志宏教授工程師、劉文君女士、梁廣偉博士工程師、梁甜昭先生及王振邦先生。離任或任滿成員為查逸超教授、周雯玲女士、樊紹基教授工程師、羅敬偉博士、羅盛慕嫻女士及雷震寰先生。(2016年6月30日的校董會成員名單見第124頁)

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, Dr Lam Tai-fai, Mr Alex Wong Chun-bong and Mr Franco Wong Chak-hang became ex-officio members of the University Court. Ms Irene Chow Man-ling, Ir Prof. Johnny Fan Siu-kay, Mr Billy Lam Chung-lun, Mrs Yvonne Law Shing Mo-han, Mr Laurence Li Lu-jen, Mr Andrew Lo Ching-leung, Dr the Hon. Victor Lo Chung-wing, Mr Alex Lui Chun-wan, Dr Patrick Poon Sun-cheong and Dr Henry Tan were appointed Court members by the University Council, while Mr Dennis Ng Tsang retired from his ex-officio role upon completion of his term as 2015/16 President of the PolyU Students' Union. (see p.125 for the Court membership as at 30 June 2016)

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 are a number of faculty and school boards and standing committees with responsibility for various policy and functional areas. These include 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 control 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 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. 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。

林大輝博士、王振邦先生及黃澤鏗先生於2015/16年度成為大學顧問委員會當然成員。獲校董會委任的顧問委員包括：周雯玲女士、樊紹基教授工程師、林中麟先生、羅盛慕嫻女士、李律仁先生、羅正亮先生、羅仲榮博士、雷震寰先生、潘榮昌博士及陳亨利博士。2015/16年度學生會會長吳崢先生的當然成員任期亦於期內屆滿。(2016年6月30日的大學顧問委員會成員名單見第125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。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。

Human resources management

During the year, the University continued to consolidate its performance-orientated culture through the refined Staff Appraisal System linked with the Salary Review and Reward System, which are the major pillars supporting PolyU's drive for excellence.

The Framework for Career Development and Promotion for Non-academic Staff was implemented in September 2015 to provide non-academic staff members with career development and promotion opportunities in a structured manner. On the academic side, the 2011 Framework for Appointment, Promotion and Retention of Academic Staff continued to function effectively.

The University continued to invest in its human capital through in-house training as well as financial support for pursuing development via other channels. In recognition of its outstanding achievement in manpower training over the years, the Employees Retraining Board awarded Manpower Developer status to the University, with effect from April 2016.

As a caring employer, the University continued to provide support for its staff members in a number of areas. With effect from November 2015, the Employee Development Service of the Hong Kong Christian Service has been engaged as a new service provider to provide additional, enhanced service to PolyU employees. Moreover, it is exploring the feasibility of providing further support for staff breastfeeding, and will roll corresponding measures in 2016/17.

Risks and mitigation measures

Financial sustainability and control

• Financial planning

The University's strategic focuses and initiatives are well supported by a budget strategy of realistic but prudent resources planning, together with scenario analysis, to ensure financial viability and sustainability.

As a supplement to UGC funds, non-UGC-funded income enables PolyU to maintain financial sustainability. To strengthen the fundraising capabilities of the University, The Hong Kong Polytechnic University Foundation was

人力資源管理

年內，大學透過優化與「薪酬檢討與獎勵制度」掛鈎的「員工評核制度」，繼續鞏固表現為本的文化，這是大學致力追求卓越的重要基礎。

大學於2015年9月實施「非教學人員事業發展及晉升框架」，有系統地為非教學人員提供事業發展和晉升機會。在學術人員方面，「2011學術人員的聘任、晉升和保留架構」繼續行之有效。

大學持續投放資源於人才資本，透過內部培訓和資助員工以其他途徑進修和增值。大學在人才培育方面成就卓越，並由2016年4月起獲僱員再培訓局授予「人才企業」的稱號。

作為一個關顧員工的僱主，大學繼續在不同範疇為員工提供支援。自2015年11月起，大學委任「香港基督教服務處僱員發展服務」為新的服務供應機構，為員工提供更多方面、更完善的協助。此外，大學亦正探討支援員工進行母乳餵哺的可行性，並將於2016/17年度推出相應措施。

風險和緩解措施

財務可持續性及監管

• 財務規劃

大學奉行一套切實的財務規劃，在調配資源方面相當審慎，可以為各項策略重點和發展計劃提供足夠支援，同時使用方案分析來確保財務上的可行性及可持續性。

非來自教資會的收入可為教資會撥款作補充，令理大得以維持財務的可持續性。為加強大學的籌款能力，香港理工大學基金於2014年成

established in 2014 with a strong governance structure. The University will continue its endeavours to diversify its income sources through the generation of various non-UGC revenues and will exercise due diligence in its financial management through regular review and monitoring.

The projected decline in students from secondary schools up to the year 2020 is raising concerns about the financial sustainability of the College of Professional and Continuing Education (CPCE), a self-financed arm of the University with programmes offered through two wholly-owned subsidiaries of the University, namely, College of Professional and Continuing Education Limited and Hong Kong Community College. PolyU's ability to repay related government loans for the construction of the two campuses of CPCE is a particular concern. As PolyU is a reputable leader in its sector, CPCE should be able to recruit sufficient numbers of high quality students for the years up to 2020 and beyond. In addition, CPCE has been making contributions to PolyU from its accumulated retained earnings, enabling PolyU to repay the two government loans at the end of their respective interest-free periods in 2018 and 2019. It is expected that CPCE will be able to maintain a healthy level of retained earnings to support its continuing operation after the full repayment of the government loans.

• Management of capital projects

PolyU's capital projects are mainly funded by UGC as part of the Capital Works Programme of the government. Given the significant investment at stake, the University's capital projects are inherently risky. With the public call for transparency, there is increased need for robust governance of capital project management and the University has assumed full responsibility and accountability for the projects. A system of cost controls and monitoring has been established for the major planned capital spending, which has been incorporated into the University's budgeting process and is subject to the scrutiny of the designated committees of the Council. Rigorous procurement procedures are also in place for purchases under capital subvention, with reference to the government's latest rules and regulations on public capital works.

立，具備嚴格管治架構。大學將繼續致力透過開創各種非教資會收入來源，以令收入多元化，亦會通過定期審查和監管以謹慎執行財務管理。

從現在至2020年，中學生人數預計將持續減少，這現象令人關注理大轄下自負盈虧營運的專業及持續教育學院的財務可持續性，尤其理大用作償還建設兩所專業及持續教育學院校舍的相關政府貸款的能力。專業及持續教育學院轄下專業及持續教育學院有限公司和香港專上學院是理大全資附屬公司，並分別提供教育課程。由於理大是界別內聲譽良好的領導者，專業及持續教育學院在未來數年至2020年及以後都應能招收足夠的優秀學生。另外，專業及持續教育學院亦將其累積盈餘撥歸理大，該筆款項將可用於2018和2019年，即兩筆政府貸款免息期完結時償還貸款。估計專業及持續教育學院在全額償還政府貸款後仍會維持健康的累積盈餘水平，以支持其持續運作。

• 基建工程管理

理大的基建工程項目主要由教資會資助，是政府基本工程計劃的一部分。鑒於牽涉重大投資，基建項目存在根本性的風險。因應公眾對透明度的要求，基建工程的監管愈趨嚴格，大學須承擔項目的全部責任，因此制訂了成本控制及監察制度以監管所有大型基建項目的支出，並將其納入大學的預算編制過程內，以及受到校董會指定委員會的監管。大學又對由政府撥款的基建項目執行嚴格的採購程序，並參考政府最新的公共基建工程規章和條例。

- **Investment of working capital fund**

Investment and interest income derived from the University Working Capital Fund is an essential source of income for PolyU. The related risks include credit risk, market risk, interest rate risk and currency risk.

The University has been strengthening its investment governance through the Investment Committee. Investment risks are managed through cash flow projection and management, diversified asset allocation, rules governing the selection and credit limit of investment counterparties with reference to their credit rating and financial strength, investment mandates for each investment manager and measurement of the portfolio's performance.

- **Procurement**

Procurement risks include quotations from fictitious suppliers, financial instability of suppliers leading to supplier failure, splitting of purchases, higher prices than the prevailing market price in a repeat order where the price is lower than the original contract, delivery of a product different from the one specified in the purchase order, exchange rate fluctuations for purchase orders placed in a foreign currency, abuse of procedures and malpractice, among others.

The risks associated with the procurement function are managed and controlled through the promulgation of the Manual of the Purchasing Procedures, setting up of the Equipment and General Purchases Tender Committee, registration of frequent and major suppliers, arrangement of blanket purchase agreements for common items, and segregation of duties among departmental buyers, end users and goods receiving personnel. Exchange rate fluctuations for purchase orders in a foreign currency, especially large-value purchases with long delivery lead times, are managed through currency hedging.

- **Management of fixed assets**

While the fixed assets records of the University are maintained in the Inventories Management System supported by the Finance Office, custody of the assets and upkeep of the records are the responsibility of the owner departments, which perform regular physical checks according to a set of established procedures.

- **營運資金的投資**

由大學營運資金所衍生的投資和利息收入是理大一項重要的收入來源，其相關風險包括信貸風險、市場風險、利率風險和匯率風險。

大學透過成立投資委員會加強投資的管治事宜。投資風險管理是建基於現金流量預測及管理、分散資產投放、按被投資方的信貸評級和財政實力去制定相關的挑選規則和信貸額，以及對個別基金經理的投資分配方針和投資組合表現作出評價。

- **採購**

採購風險包括虛假供應商的報價、供應商因財政不穩而導致的採購失效、拆分訂單以符合採購程序、低於原合約定價但高於現行市場價格的重複訂單、交貨產品與採購訂單中指定的產品不一致、外幣交易的採購訂單受到匯率波動的影響，以及濫用程序和瀆職等。

大學透過頒布採購程序手冊、成立採購招標委員會、登記常用和主要供應商、對某些經常使用的項目採用定期採購合同，以及界定部門採購員、使用者和收貨人員之間的職責劃分，從而管理和監控採購衍生的風險。外幣交易採購單所面對的匯率波動，尤其對於高價值而送貨時期較長的採購活動，則透過貨幣對沖而收管理之效。

- **固定資產管理**

大學的固定資產都記錄於財務處的資產管理系統中，保管資產和更新記錄則由擁有該資產的部門負責，並根據一套既定程序作定期盤點。

- **Insurance**

The University maintains comprehensive insurance policies which are appropriate to cover insurable risks for the fixed assets and are consistent with the University's related activities, including property all risks, employees' compensation and public liability.

Human assets

A major challenge for the University is succession planning for senior positions. Among the Chair Professor, Professor and corresponding top non-academic ranks, a significant number of incumbents are approaching the age of 60, indicating a wave of retirement over the next decade. To address this issue, the University has stepped up its recruitment and selection efforts to attract high quality new hires.

Information security

In recent years, there has been significant growth in the number of attacks on the University's publicly accessible websites and web applications. The nature of these attacks, including those on personal data records, have become increasingly serious. To mitigate this risk, a security assessment has been planned for all departmental websites and web applications, with particular reference to those handling personal data. The exercise will involve a web application security survey, web application vulnerability assessment, a penetration test and to strengthen security for the campus network. To reinforce the University's capabilities in threat management, breach detection and incident response, a Security Information and Event Management (SIEM) solution has been deployed to monitor major central computer systems and networking devices.

Knowledge transfer (KT) and technology commercialisation

The University has deployed PolyU Technology and Consultancy Company Limited (PTeC), a wholly-owned subsidiary, to take responsibility for external dealings concerning technology commercialisation and KT engagements. Checks and balances have been put in place to ensure the risk exposure is contained at the appropriate level. Moreover, the University's academic and KT activities are underwritten by education and profession insurance policies to protect its operations against potential claims

- **保險**

大學購買了全面的綜合保單，適當地保障可受保的固定資產及與大學相關的活動，當中包括財產全險、僱員補償保險和公眾責任保險。

人才

大學其中一個主要挑戰是高層職位的人才更替。在講座教授、教授及相應層級的非教學職位當中，為數不少的員工已年近六十，這在未來十年將形成退休潮。有鑑於此，大學已加緊招聘與遴選工作以吸引優質人才。

資訊安全

近年，針對大學公開網站及網絡應用程式之攻擊大幅增加，攻擊的性質亦愈趨嚴重，包括涉及個人資料外泄。為減低風險，大學將會對各部門之網站及網絡應用程式進行安全評估，特別是處理個人資料之網站和應用程式。評估包括網絡應用程式安全問卷調查，網絡應用程式漏洞評估及滲透測試，以及加強校園網絡安全。同時，為加強在威脅管理、漏洞檢測及事故應變方面的能力，大學引入了安全資訊及事件管理方案，以監察主要的中央電腦系統及網絡裝置。

知識轉移及技術商品化

理大委託其全資附屬公司一理大科技及顧問有限公司負責處理對外的技術商品化和知識轉移的交易，並以制衡原則確保風險處於適當的水平。此外，大學按有關的教育和職業保障政策，為學術和知識轉移活動購買保險及提供保障以應對可能的索賠責任，當中包括專業賠償、產品責任、公眾責任，以及受委托的僱員、董事和負責人所負的責任。原

on professional indemnity, product liability, public liability, and other fiduciary obligations to employees, directors and officers. As a matter of principle, the University and its subsidiaries will not engage in KT activities in which the risk exposure is beyond mitigation measures for financial and reputational risks.

Internal control

The Internal Audit Unit has been conducting risk assessments to identify audit areas. Risk attributes, including the management and operating structure, internal controls and compliance as well as the materiality and complexity of transactions, are considered for determining the risk level of each audit area. Audit priority and frequency are then determined according to the risk rating.

則上，大學及其附屬公司不會從事財務和聲譽風險超越緩解措施可承擔的知識轉移活動。

內部監管

內部稽核組持續進行風險評估以識別審核範疇。各範疇的風險評級是按照管理和營運架構、內部監控、法規遵守、運作重要性和複雜性的風險因素而作出評估，然後根據風險評級設定審核範疇的優先次序和頻率。

Internal communication

PolyU enhances communication across the different sections of the University by encouraging management to gather feedback from staff and students. Communication channels include 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 organised to enhance communication with staff members.

Given the current ever-changing environment, the University is bound to expected or unexpected issues that might interrupt the operation of the institution. A set of Issues Management Procedures is thus developed and sets out guidelines and procedures for effective issue management and recovery.

內部溝通

理大積極促進校內各階層的溝通，讓管理層收集員工及學生的意見。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。

考慮到現今不斷變化的環境，大學會遇到不少預計之內或意料之外的情況，可能影響機構的運作。因此，理大制定了一份事故處理程序，設定指引和程序以有效處理及修復事故。

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 emphasise 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:

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：

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.

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, emphasising those of an applied nature which are relevant to industrial, commercial and community needs. Towards this end, the University recognises 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

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、員工及大學社群各持分單位的整體利益為依歸。

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。

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.

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

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，成員則來自大學的各持份單位。

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，在作出任何決定時，須透過正式及非正式渠道進行充分諮詢，廣納意見，務求作出深思熟慮、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運作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。

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.

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，並確保大學制定適當的風險管理措施和妥善執行，以管理風險。

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，協助他們發展事業。

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。

* The Chinese translation is based on the English version endorsed by the Council.

* 此譯文以校董會通過的英文原文為本。

Membership of Council (as of 30 June 2016)

校董會成員 (2016年6月30日名單)

Chairman 主席

Mr Chan Tze-ching 陳子政先生, BBS, JP*

Deputy Chairman 副主席

Dr Lam Tai-fai 林大輝博士, SBS, 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 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, BBS, 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 Jonathan Chan Ming-yin 陳銘賢博士
Dr Rodney Chu Wai-chi 朱偉志博士

(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

Mr Chan Kam-lam 陳鑑林先生, GBS, JP
Mr Jimmy Kwok Chun-wah 郭振華先生, BBS, MH, JP
Mr Lau Ping-cheung 劉炳章先生, SBS, JP
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 Council

八名須由校董會委任

Ms Shirley Chan Suk-ling 陳淑玲女士, JP
Ir Prof. James Lau Chi-wang 劉志宏教授工程師, BBS, JP
Ms Julia Lau Man-kwan 劉文君女士
Ir Dr Humphrey Leung Kwong-wai 梁廣偉博士工程師, JP
Dr Raymond Leung Siu-hong 梁少康博士
Mr Richard Leung Tim-chiu 梁甜昭先生
Ms Amy Lung Pui-ying 龍佩英女士

(d) One member from the alumni who is not an employee of the University and who shall be appointed by the Council

一名由校董會委任和非大學僱員的校友成員

Mr Alex Wong Chun-bong 王振邦先生

(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

Mr Ethan Kwok Chiu-lam 郭晁霖先生

(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

**Member appointed under category (c)(ii) 根據類別(c)(ii)獲委任的成員

Membership of Univeristy Court (as of 30 June 2016)

大學顧問委員會成員 (2016年6月30日名單)

Chairman 主席

Professor Roy Chung Chi-ping 鍾志平, BBS, JP

Honorary Chairmen 榮譽主席

Dr Tung Chee-chen 董建成博士, GBS, JP

Dr Sir Gordon Wu Ying-sheung 胡應湘爵士, GBS, KCMG, FICE

Ex-officio Members 當然委員

Chairman of Council 校董會主席
Mr Chan Tze-ching 陳子政先生, BBS, JP

Deputy Chairman of Council 校董會副主席
Dr Lam Tai-fai 林大輝博士, SBS, JP

Treasurer of the University 大學司庫
Dr Lawrence Li Kwok-chang 李國祥醫生, JP

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 (Student and Global Affairs)
副校長 (學生及環球事務)

Honorary Members 榮譽委員

Dr the Hon. Chan Sui-kau 陳瑞球博士, GBM, GBS, JP
Prof. Patrick Fung Yuk-bun 馮鈺斌教授, JP
Dr the Hon. Stanley Ho 何鴻燊博士, GBM, GBS, OBE
Ms Katherine Hung Siu-lin 洪小蓮女士
The Hon. Jeffrey Lam Kin-fung 林健鋒議員, GBS, JP
Prof. Kenneth Lam Yiu-kin 林耀堅教授
Mr Lawrence Lam Yin-ming 林彥明先生, PMSM

Members 委員

Mr Dennis Chan Shui-lun 陳瑞麟先生
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, GBS, JP
Ms Irene Chow Man-ling 周雯玲女士
Mr Oscar Chow Vee-tsung 周維正先生
Ir Prof. Johnny Fan Siu-kay 樊紹基教授工程師
Ms Pansy Ho 何超瓊女士, JP
Mr Billy Lam Chung-lun 林中麟先生, GBS, JP
Mrs Yvonne Law Shing Mo-han 羅盛慕嫻女士, JP
Mr Lee Ka-shing 李家誠先生
Mr Laurence Li Lu-jen 李律仁先生, JP
Prof. Liu Sing-cheong 廖勝昌教授, JP
Mr Andrew Lo Ching-leung 羅正亮先生
Mr Joseph Lo Kin-ching 勞建青先生
Dr the Hon. Victor Lo Chung-wing 羅仲榮博士, GBM, GBS, OBE, JP

Secretary 秘書

Miss Connie Chan Yuk-wa 陳育華小姐

President of Federation of the PolyU Alumni Associations
香港理工大學校友會聯會會長

Mr Alex Wong Chun-bong 王振邦先生

President of Students' Union 香港理工大學學生會會長
Mr Franco Wong Chak-hang 黃澤鏗先生

Immediate Past Chairman of Council 上屆校董會主席
Ms Marjorie Yang Mun-tak 楊敏德女士, GBS, JP

Dr Allen Lee Peng-fei 李鵬飛博士, JP
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
Dr Danny Ngai Kam-fai 倪錦輝博士, JP
Mr James Pei-chun Tien 田北俊先生, GBS, JP
Dr Henry Tseng Chee 曾琦博士
Dr Allan Wong Chi-yun 黃子欣博士, GBS, JP

Mr Alex Lui Chun-wan 雷震寰先生
Mr Ng Wai-hung 伍偉雄先生, MH
Ms Winnie Ng Wing-mui 伍穎梅女士
Mrs Katherine Ngan Ng Yu-ying 顏吳餘英女士, MH, JP
Prof. Kenneth Pang Tsan-wing 彭贊榮教授, SBS
Dr Patrick Poon Sun-cheong 潘樂昌博士
Mr Irons Sze Wing-wai 施榮懷先生, BBS, JP
Mr Cliff Sun Kai-lit 孫啟烈先生, BBS, JP
Dr Henry Tan 陳亨利博士, BBS, JP
Ir Dr Peter Wong Kwok-keung 王國強博士工程師, GBS, JP
Dr Loretta Yam Yin-chun 任燕珍醫生, BBS
Prof. Eric C. Yim 嚴志明教授, JP
Dr Yu Kwok-chun 余國春博士, GBS, SBS, JP
Dr the Hon. Jose Yu Sunsay 楊孫西博士, GBM, GBS, JP
Mrs Betty Yuen So Siu-mai 阮蘇少湄女士