

**FOREWORD FROM
THE CHAIRMAN**
主席序言



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As the Chairman, this is the third occasion that I present the Annual Report of the University Grants Committee (UGC). This past year 2013-14 has been a busy yet fruitful one for the UGC and the higher education sector.

The “3+3+4” new academic structure has been implemented for two years and we are pleased that operation has continued to be smooth. With the broader based learning opportunities made possible by the additional year of study, it is all the more important that emphasis continues to be put on teaching and learning, the core mission of higher education. The UGC has put in place a funding scheme to encourage advances in pedagogy and innovations in the area. On top of fostering competition to breed excellence, the scheme also motivates collaboration amongst the UGC-funded institutions to reap greater benefits. The whole is greater than the sum of its parts. This is complemented by a series of new internationalisation initiatives to continue to broaden the exposure of our students.

In respect of the important area of financial governance, the UGC has completed its study on the self-financing operations of the institutions and made recommendations to increase the transparency of their financial operations. Solid progress has been made by all institutions so far and we will see to it that the recommendations are implemented in accordance with the proposed timeline.

In 2014-15, we have an important year ahead. We will take forward the Research Assessment Exercise (RAE) 2014, an important exercise that benchmarks our research accomplishments against world leading researches. We will also lay the necessary ground work for a new round of Quality Assurance Council (QAC) quality audits to promote quality enhancement of teaching and learning, and the Academic Development Proposal (ADP) exercise to determine funding for the 2016-19 triennium. In addition, with the good progress made in the enhancement of financial governance, we are ready to embark on a review of institutional governance. I will elaborate further on these below.

這是我以主席身分提交的第三份大學教育資助委員會(教資會)年報。對教資會及高等教育界而言,2013-14年度忙碌且充實,同時亦是豐盛的一年。

已推行兩年的「3+3+4」新學制一直運作暢順,我們甚感欣喜。同學的修業期增加一年後,他們的學習機會更見廣泛,這使高等教育的核心使命教與學更形重要。教資會已推出一項資助計劃,鼓勵各資助院校在教學領域上不斷求進,推陳出新。所謂眾志成城,資助計劃旨在提升良性競爭,以促使院校力求進步之餘,亦推動院校間彼此協作,以收更大效益。此外,多項促進國際化的新措施亦已推出,繼續擴闊學生的視野。

至於在財務管治這個重要範疇,教資會已完成有關院校自資運作的研究,並提出建議以提高院校財務運作的透明度。所有院校迄今皆取得實質的進展,我們會確保這些建議按擬訂的時間表一一落實。

2014-15年度是重要的一年。我們將進行2014年研究評審工作,以世界領先的研究為基準,評核各院校的研究水平,這項工作非常重要。我們亦會為質素保證局(質保局)新一輪質素核證開展前期工作,以提升教與學的質素,並着手準備學術發展建議書工作,以釐定2016-19三年期的撥款分配安排。此外,有了提升財務管治的良好進展,我們已經準備好開始檢視院校的管治。我會在下文再詳述各點。

The “3+3+4” New Academic Structure

Since its inception in September 2012, the “3+3+4” new academic structure has been successfully implemented for two years now. This past year we saw the first year students progress to select their majors in their second year of study. During my visits to institutions, I was glad that students enthusiastically shared with me how much they enjoyed their first year of dynamic and broad-based study for which this ‘tasting menu’ helped them better prepare themselves to choose their majors in the sophomore year. Two years from the inception, we are looking back to better understand the challenges posed to institutions and those which have been overcome. Students must come to appreciate the admirable hard work by the institutions to achieve such enjoyable study in the new era. Faculty members tell us that these new cohorts are confident and willing to engage in their learning and to challenge their professors in academic sense. Whilst this is admirable we must also ensure that our universities are prepared and equipped to ensure that the transition to a fulfilling and high quality higher education learning experience is no less for the new cohorts of secondary school graduates who have had one year fewer to absorb the building blocks of core learning in languages as well as the sciences and humanities which will underpin their higher education both in terms of all round general education as well as their eventual major.

Teaching and Learning

It goes without saying that teaching is at the nub of the core mission of our institutions. We should not be complacent about our achievements attained but should continue to strive for enhancement in teaching and learning to ensure that the sector remains internationally competitive. Over the past year, we successfully launched a new tripartite funding scheme with contributions from the Administration, the UGC and institutions to accelerate the adoption of necessary pedagogical changes and innovations. I am delighted that the funding scheme has been well and enthusiastically received by institutions. It is particularly encouraging that the initiatives proposed are addressing the learning needs of the new generation in a practical and innovative manner. I also note with pleasure that collaboration is a key component in our funded proposals, as synergy could no doubt bring our higher education sector to a wider horizon than ever before.

「3+3+4」新學制

自「3+3+4」新學制於2012年9月推出，兩年來一直運行暢順。過去一年，我們觀察了學生升讀第二年時揀選主修科的情況。探訪院校期間，我很高興學生熱切地告訴我們他們享受第一年的課程，不但生動有趣，涵蓋廣泛知識領域，使他們能涉獵不同範疇，並為二年級選取主修科目作好準備。回顧過去兩年，我們對院校所面對的難題及已克服的挑戰，亦有更深入的了解。各院校為這個新時代努力籌備，使學生能愉快學習，學生理當欣賞。教學人員告訴我們，新一屆學生充滿自信，主動投入學習，並且勇於從學術角度向教授提出質疑，實屬可喜。然而，我們亦須確保各院校已準備就緒，讓新學制下的高中畢業生可順利過渡至高等教育。即使同學在語文、科學及人文學科等中學階段核心課程的學習時間較以往減少一年，我們也必須確保他們基礎紮實，預備好修讀院校的通識教育及其最終主修科，好讓他們能夠享受充實而高質素的高等教育學習經驗。

教與學

教學無疑是院校最重要的核心使命。我們不應為已取得的成就而自滿，而應在教與學方面不斷求進，確保高等教育界在國際上保持競爭力。過去一年，我們成功推出一項由政府、教資會及院校斥資的三方資助計劃，藉此加快落實教學的變革及創新。我欣悉院校十分支持此資助計劃，而且反應熱烈。計劃提出的措施能夠以務實而創新的方式配合新一代的學習需要，令人鼓舞。更值得高興的是，獲資助的建議項目均包含重要的合作元素，當中所產生的協同效應將有助本地高等教育界開拓更廣闊的領域。

Internationalisation and Engagement with Mainland China

Hong Kong, as a small and externally oriented economy, has always embraced globalisation. As Asia and Mainland China continue to rise on the world stage, we have an unprecedented opportunity to leverage our international character to continue our success story as a world city. Hong Kong's future critically depends upon the international capabilities and outlook of our future leaders. Noting the importance of internationalisation for students and the general Hong Kong community, institutions have been putting much effort on this front. To further motivate institutions to enhance their pursuit of internationalisation with a view to embedding the initiative as part and parcel of the culture of the entire sector, we rolled out another tripartite funding scheme, this time on internationalisation to support new initiatives. They aim to encourage multi-cultural integration in our campuses through funding student-initiated projects, enhance the promotion of Hong Kong's higher education sector as a united entity, and bring about exchange opportunities for financially needy students.

Research Assessment Exercise (RAE) 2014

To stay competitive in the globalised higher education sector, the UGC always seeks to motivate and reward excellent research of our institutions. In the past year, the UGC entered the final phases of the preparatory and intensive assessment work for the RAE 2014 which aims at assessing the research quality of institutions and encouraging world-class research. Assessment panels comprising international and local experts were formed to assess the research submission of institutions and to produce quality profiles of academic units of the UGC-funded institutions, using international benchmarks and sharpened measures to delineate their areas of relative strength and weaknesses. This highly intensive and important exercise would allow Hong Kong to benchmark its research performance against the highest standard around the world. The results will be announced in early 2015 and will inform the research funding allocation for the coming years.

國際化及與內地加強連繫

香港是外向型的小規模經濟體系，全球化對港人並不陌生。隨着亞洲及中國內地繼續在國際舞台冒起，我們掌握前所未有的發展機遇，以充分發揮香港的國際化特色，延續我們這個國際都會的成功故事。香港的將來大大取決於我們未來的主人翁是否具備國際競爭力及全球視野。院校深知國際化對學生以至整體社會的重要，因此一直在這方面努力耕耘。為進一步推動院校國際化，從而將這趨勢融入高等教育界的文化之中，我們推出另一項三方資助計劃以支援院校採取新措施推動國際化。有關措施旨在透過資助由學生主導的計劃促進校園內跨文化融合、加強推廣整個香港高等教育界，以及為有經濟需要的學生提供交流機會。

2014年研究評審工作

為了在全球的高等教育界中保持競爭力，教資會一直致力推動並獎勵院校進行卓越研究。去年，教資會的2014年研究評審工作已進入預備及評審工作的最後階段。研究評審工作旨在評估院校的研究質素，以及鼓勵學者進行世界級研究。我們成立了包括海外及本地專家在內的評審小組，採用國際基準和更精確的衡量標準，以評核院校提交的研究項目，並對教資會資助院校的個別學術單位擬備質素分佈概覽，從而判別它們的相對強弱領域。這項精密而重要的工作，能讓我們根據全球最高的標準比對本港的研究表現。評審結果將於2015年年初公布，並會用作釐定今後數年研究撥款的分配。

Financial Affairs Working Group (FAWG) Report

To ensure institutions' good financial governance and enhance their financial practice, the UGC, through its Financial Affairs Working Group (FAWG), completed its review in October 2013. Institutions have given us the comfort that there are no glaring irregularities in the financial practices of its self-financing operations. The Working Group has made recommendations to improve the financial transparency and cost allocation practices. The UGC has been taking forward the implementation of the recommendations in consultation with the institutions. I am confident that the adoption of the FAWG Report's recommendations would further enhance the cost allocation practices and financial transparency of the institutions which would provide institutions' senior management and Councils with better management information for making important decisions. The public could also rest assured that the use and application of public funds is appropriate - institutions shall only use the UGC funds for the activities eligible for public support.

Plans for 2014-15

Looking ahead, the latter half of 2014 and the calendar year 2015 will be an extremely important period for the UGC itself and the UGC-funded sector. Many of the strategic initiatives and longer term initiatives which we began three years ago will come together in these 12 months or so. Noting that the international and local higher education landscape has been evolving rapidly, the UGC is well aware that it is important for our institutions to rise above individual institutional ambitions and work together to maintain sustainability and competitiveness of the sector as a whole. Discussion forums are scheduled to be held in 2014 and 2015 to bring together the UGC and the Heads of UGC-funded institutions to discuss important issues related to research, teaching and learning, and funding. I am confident that the discussions will help prepare the sector in formulating strategies to address future threats and opportunities, as well as to build a better future for the sector as a whole.

With a longer-term outlook, we also need to work on the important short to medium term exercises which are instrumental to the development of the UGC sector. Apart from the RAE 2014 which will continue, the second round of quality audits and the ADP exercise for the 2016-19 triennium will be conducted.

財務工作小組報告

為確保院校財務管治良好及改善財務做法，教資會轄下的財務工作小組於2013年10月完成了相關檢討。我們欣悉，院校就自資項目運作的財務做法並無明顯不當之處。財務工作小組就提高財務透明度及改善成本分攤方法提出了建議；教資會已着手落實報告所載的建議，並徵詢院校的意見。我深信採納財務工作小組報告的建議，可進一步改善成本分攤方法及提高院校的財務透明度，從而讓院校的管理層及校董會掌握更充分的管理資料，並以此為作出重要決定的依據，市民大眾亦可以放心院校運用公帑恰當得宜，只會把教資會撥款用於符合以公帑資助的活動。

2014-15年度的計劃

展望未來，2014年下半年及2015年對教資會及教資會資助院校均至關重要。多項在三年前展開的策略措施及較長遠的舉措，將在這12個月左右漸見成果。有見於國際及本地高等教育的面貌瞬息萬變，教資會深知各院校須放下各自的雄心，齊心合力，使整個高等教育界得以持續發展及保持競爭力。教資會在2014及2015年會舉行論壇，讓教資會及資助院校各校長聚首一堂，討論關乎研究、教與學，以及撥款等重要事項。我相信討論有助高等教育界制訂策略，應對未來的挑戰及機遇，為整個高等教育界開創更好的未來。

有較長遠的展望之餘，我們亦須推展可對界別發展起關鍵作用的中短期工作。除繼續進行2014年研究評審工作外，第二輪質素核證及2016-19三年期學術發展建議工作亦會展開。

Second Round of Quality Audits

The UGC is committed to safeguarding and promoting the quality of UGC-funded institutions and their activities. The QAC, a semi-autonomous non-statutory body under the aegis of the UGC, assists the UGC in providing third-party oversight of the quality of the institutions' educational provision through undertaking periodic quality audits of the institutions.

Following the successful completion of the first round of QAC quality audits from 2007 to 2011 which established that the UGC-funded institutions had in place effective quality assurance systems for the maintenance of provision at the level of programmes and faculties, and institutional oversight of the academic standards of higher education qualifications, we will kick start the second round of QAC audits in early 2015. One of the key features of this round is the focus on quality enhancement and sector-wide improvement. Two audit themes, Enhancing the student learning experience and Global engagements: strategies and current developments, have been introduced to provide institutions with an opportunity to reflect on their current policies and strategies in these areas and consider plans for future activity. I look forward to the active participation of the institutions in the quality audits to take forward priorities for quality enhancement and sector-wide development.

The ADP Exercise for the 2016-19 Triennium

The preparation of the ADP exercise for the 2016-19 triennium has begun. An ADP Group has been set up to take forward the exercise which will proceed to an important phase in the coming year. The ADP exercise provides a platform for the institutions to conduct a self-critical review on their key areas of activities against a number of elements that are important to the development of the higher education sector in Hong Kong. Through the ADP exercise, the UGC wishes to further enhance dynamism and drive changes among the sector so as to ensure a better use of resources and advance the international competitiveness of the UGC-funded institutions. Submission of the ADPs for the 2016-19 triennium from the institutions will be carefully considered by the UGC next year.

第二輪質素核證

教資會致力確保並提升資助院校及其活動的質素。質保局是教資會轄下半獨立的非法定機構，定期對院校進行質素核證，從第三方的角度協助教資會檢視院校的課程質素。

質保局的第一輪質素核證於2007至2011年順利完成，結果顯示教資會資助院校均實施了有效的質素保證制度，從課程及學院層面保證其辦學質素，同時充分監察高等教育資歷的學術水平。質保局將於2015年年初展開第二輪質素核證，是次核證的特點之一，是着重質素提升和改善整個界別。核證聚焦兩大主題：加強學生的學習經驗，以及國際參與：策略與現況。引入核證主題以提供機會讓院校反思在這些範疇的現行政策及措施，並為日後的工作制訂方案。我期望各院校積極參與質素核證，為提升質素及促進界別發展落實重點工作。

2016-19三年期的學術發展建議工作

我們已着手準備2016-19三年期的學術發展建議工作，並成立了學術發展建議工作小組負責有關推行事宜；該項工作在明年將進入重要階段。學術發展建議工作為院校提供平台，讓院校根據關乎本港高等教育界發展的多項關鍵元素，自行嚴格審視其主要活動範疇。教資會希望通過學術發展建議工作，為高等教育界帶來更多活力及推動變革，以確保能夠更善用資源，並協助提升資助院校的國際競爭力。教資會明年會審慎評審各院校就2016-19三年期所提交的學術發展建議書。

Institutional Governance

UGC-funded institutions are statutorily autonomous bodies - each with its own Ordinance and governing council - which enjoy considerable institutional autonomy. This autonomy, and academic freedom for that matter, is underpinned by good governance. Upon completion of the review of the financial governance of institutions, we believe it is opportune to look at the institutional governance and draw up pointers and advice on good practices with reference to experiences in other higher education institutions, with a view to enhancing the effectiveness and transparency of the governing councils and to better equip members serving on these bodies with the necessary knowledge, skills and protocol for the proper discharge of their duties. We will be engaging an expert in 2014-15 to conduct a study on the matter.

Concluding Remarks

The 2013-14 was a busy yet productive year of the UGC. I owe much to the hard work and selfless dedication of all Members. I would like to take this opportunity to thank them for their time and great efforts. I am confident that the UGC, with our distinguished local and non-local Members, will continue to do its utmost to keep up our momentum and work closely with all stakeholders, including the Administration, institutions and students, to strive for the betterment and success of our sector.



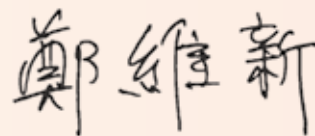
Edward CHENG Wai-sun, SBS, JP
Chairman

院校管治

各教資會資助院校均是獨立的法定機構，各自有法例和校董會，並享有相當大的自主權。良好的管治是院校自主和學術自由的基礎。當完成院校財務管治的檢討後，我們認為這是適當時候進一步研究院校管治，透過參考其他高等教育機構的經驗，就院校管治良好做法提出建議和方針，以提升各院校管治的成效和透明度，並更好地裝備校董會在院校管治上所需的知識、技能和慣例，以適當地履行職責。教資會會在2014-15年度聘請專家進行有關研究。

結語

2013-14年度對教資會而言是忙碌的一年，但同樣亦是收穫甚豐的一年。教資會全體委員辛勤工作，忘我無私，付出不少時間及心血，我謹藉此機會向他們致謝。我深信教資會全人，包括本地及非本地的傑出委員，均會繼續悉力以赴，保持幹勁，與政府、院校及學生等持份者緊密連繫，攜手推動本港高等教育界精益求精，再創佳績。



主席
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