

FOREWORD FROM THE CHAIRMAN

主席序言



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As the Chairman, this is the fourth and final occasion that I present the Annual Report of the University Grants Committee (UGC). I am pleased that we have completed our work for a year which has been busy yet very rewarding for the UGC and the higher education sector.

“3+3+4” and Teaching and Learning

We are expecting the first batch of students studying under the “3+3+4” academic structure to graduate in the 2015-16 academic year, and I hope they have enjoyed the additional year of dynamic experience and broad based study that helped them acquire a better understanding of the world around them. A broader education would more appropriately prepare them for further study and future career opportunities. The fruitful and rewarding study experience is made possible only with the hard work of the institutions. This transformation of our undergraduate education has been a significant development in the sector and we must build on the experience for continuous review and improvement.

To encourage further advances in pedagogy and innovations in teaching and learning, the UGC put in place a tripartite funding scheme in 2014 to foster competition to breed excellence, and also motivate collaboration amongst the UGC-funded institutions. This tripartite funding scheme with contributions from the government,

這是我以主席身分提交的第四份，亦是最後一份大學教育資助委員會（教資會）年報。我喜見教資會在過去一年完成了既繁重但對教資會與高等教育界均十分有意義的工作。

「3+3+4」和教與學

首批「三三四」新學制的學生將於2015-16學年畢業。我希望他們已享受新增一年既生動又涵蓋廣泛的學習經驗，從而對世界有更深入的了解。涵蓋廣泛的教育能更適切地幫助學生為將來升學及就業作好準備。能夠讓學生得到充實和收穫豐富的學習經驗，全賴各院校的努力。學士學位課程學制的轉型是界別的重要發展，我們必須借鑒有關經驗以持續檢討和求進。

教與學方面，為鼓勵革新教學方法以及激發創新精神，教資會於2014年推出三方資助計劃，透過競爭鼓勵資助院校精益求精，同時推動跨院校協作。這個計劃由政府、教資會以及院校三方撥款，資助值得推行的項目，

FOREWORD FROM THE CHAIRMAN 主席序言

the UGC and institutions has supported a number of worthwhile projects on the adoption of pedagogical changes and innovations. We are confident that the initiative will serve as a catalyst for more collaborative efforts in future.

The UGC is committed to safeguarding and promoting the quality of UGC-funded institutions and their activities. In 2015, we commenced the second round of Quality Assurance Council quality audits, which aims at assuring that the quality of our institutions' educational provision is sustained and improved, and that an internationally competitive level is attained and maintained.

Internationalisation and Engagement with Mainland China

The world is becoming more interconnected across borders and internationalisation allows us to tap into excellence across the globe. Our institutions need to embrace a high degree of internationalisation so that our students possess a global outlook both for their development into global citizens and to sustain the level of internationalisation of Hong Kong as a world city. Recognising the importance and benefit of internationalisation to our students, institutions, economy, and to our city as a whole, the UGC rolled out a tripartite funding scheme to motivate institutions to enhance their pursuit of internationalisation. The scheme supported new initiatives 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 in major international education conferences, and bring about exchange opportunities for financially needy students. The valuable experience of implementing the initiatives will be useful for UGC to consider further incentivisation to enhance institutions' efforts on this front in future.

Research Assessment Exercise (RAE) 2014

To stay competitive in the globalised higher education sector, the UGC continuously seeks to motivate and reward excellent research of our institutions. In the past year, the UGC implemented the RAE 2014 which aims at assessing the research quality of institutions using international benchmarks and sharpened measures, in order to encourage world-class research and the drive for excellence. The RAE 2014 was conducted in a fair, transparent and rigorous manner. Nearly half of the submissions from institutions attained international excellence or above, with 12 per cent judged by international experts as "world leading". It is a great pleasure to see such

落實教學方面的改變和創新措施。我們有信心這項計劃將成為推動更多院校協作的催化劑。

教資會致力確保及提升資助院校及其活動的質素。我們於2015展開了質素保證局第二輪質素核證，旨在確保院校教育質素得以保持並有所提升，而且在國際上具競爭力。

國際化及與內地加強連繫

世界各地越發相互聯繫，跨越地域界限，國際化讓我們得以涉獵全球的卓越領域。我們的院校需要體現高度國際化，令我們的學生擁有國際視野，從而培養他們成為世界公民，並保持香港作為國際都會應有的國際化水平。教資會深明國際化對學生、院校、經濟以至香港這城市整體的重要性及裨益，因此教資會推出了一個三方資助計劃，鼓勵院校進一步推動國際化。計劃支援多項新措施，透過資助由學生主導的項目促進校園內多元文化融合；於主要國際教育博覽會中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。這些項目帶來的寶貴實踐經驗將有助教資會考慮日後如何進一步鼓勵院校在這方面的努力。

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，教資會持續推動並獎勵院校進行卓越研究。去年，教資會完成了2014年研究評審工作。是項工作採用國際基準及更精準的衡量標準，旨在評估各院校的研究質素，藉以鼓勵學者進行世界級研究及推動院校追求卓越。2014年研究評審工作以公平、透明及嚴謹的方式進行。近半院校提交的研究項目達到「國際卓越」水平以上，當中12%獲國際專家評為「世界領先」。

encouraging results and that the overall research quality in many areas compare favourably with the best in the world. The assessment carried out by renowned academics from around the world revealed the “centres of excellence”, the areas of strength in our institutions’ high quality research. The UGC encourages further efforts to build on the RAE results and enhance their relevance to Hong Kong’s social and economic developments, by actively translating their research results into real world applications for meeting different social and economic challenges. Closer collaboration among institutions, through redirecting and pooling resources in strategic and priority areas to build critical mass, will in turn foster closer ties with the government, industry, academia, research sectors and society. The results of the RAE 2014 will inform the research funding allocation for the coming years.

Recurrent Funding for the 2015/16 Roll-over Year

The roll-over arrangement is mainly meant to be a simple extension of the approved financial arrangements for the current triennium to cover the 2015/16 academic year. There is no change in the planning parameters, except to accommodate necessary refinements for specific areas and the increase of senior year places as announced in the Policy Address 2014. Based on institutions’ submissions on their proposed allocation of student places to various disciplines, the UGC completed the calculation of the funding allocation and submitted the funding recommendation to the Government in September 2014. The recurrent funding for the 2015/16 roll-over year was approved by the Legislative Council in May 2015.

The Academic Development Planning (ADP) Exercise for the 2016-19 Triennium

The ADP exercise for the 2016-19 triennium has made excellent progress. The UGC has evaluated the proposals submitted by the institutions on the basis of the four broad assessment criteria agreed by the institutions, namely “Strategy, Mission and Vision”, “Teaching & Learning”, “Academic Programme Design”, and “Addressing the Needs of Society in General”. 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 criteria that are important to the development of the higher education sector in Hong Kong. Through the ADP exercise, the UGC strives 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. The UGC plans to submit its funding recommendations for the new triennium to the Government in the third quarter of 2015.

院校取得如此佳績，特別是在多個領域的整體研究質素可比肩世界頂尖水平，實在令人鼓舞。由世界知名學者進行的評審，展示了院校的高質素研究，其「卓越領域」及優勢。教資會鼓勵各院校在評審結果的基礎上繼續努力，積極應用研究結果，協助香港應對不同的社會及經濟挑戰，從而發揮其對香港社會和經濟發展的價值。院校之間更緊密的協作，並透過轉移及匯集資源於策略及優先領域來產生群聚效應，將能進一步加強官、產、學、研和社會之間的聯繫。2014年研究評審工作結果會用作釐定今後數年研究撥款的分配。

2015/16 延展年度經常性撥款安排

延展年度安排主要是純粹把現行三年期的核准財務安排順延一年，以涵蓋2015/16學年。除了就特定範疇作出必要調整，以及按照《2014年施政報告》所公布增加的高年級學額外，規劃準則不變。教資會已根據院校就個別學科提交的學額分配建議計算撥款分配，並於2014年9月把撥款建議提交予政府考慮。立法會已於2015年5月批准2015/16 延展年度的經常性撥款。

2016-19 三年期學術發展規劃工作

2016-19 三年期學術發展規劃工作取得了良好的進展。教資會根據與各院校商定的四項主要評審準則，即「策略、使命及願景」、「教與學」、「學術課程設計」及「切合社會整體需要」，評核院校遞交的計劃書。學術發展規劃工作為院校提供平台，讓院校根據關乎本港高等教育發展的多項關鍵標準，自行嚴格審視其主要活動範疇。教資會希望通過學術發展規劃工作，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。教資會計劃在2015年第三季向政府提交新一個三年期的撥款建議。

Institutional and Financial Governance

In the past year substantial progress has been made in respect of the development of the new guidelines and arrangements in response to the recommendations related to enhancing financial transparency and cost allocation practices put forward by the UGC's Financial Affairs Working Group. Upon completion of the review of financial governance of institutions, assuring the public of the appropriate use of public funds by institutions, we believe that it is important to take a further step to look at institutional governance to satisfy the public as to its effectiveness.

The statutorily autonomous UGC-funded institutions, each with its own Ordinance and governing council, enjoy considerable institutional autonomy and academic freedom. The two core values upheld by the UGC must be underpinned by good governance and appropriately balanced by public accountability.

With the timely request by the Education Bureau in December 2013, we embarked on a study on governance of UGC-funded institutions. The study aims to identify some international good practices in the governance of higher education institutions, with which pointers and advice are drawn up to help enhance the effectiveness and transparency of the governing councils of UGC-funded institutions and also to better equip council members with the necessary knowledge, skills and protocol for the proper discharge of their duties. We have enlisted the assistance of the former Vice-Chancellor of the University of Liverpool Sir Howard Newby who has rich experience and expertise in university governance and management to conduct the study. The study is making good progress and I am confident that the study will be very useful for the sector and further protect the core values of institutional autonomy and academic freedom. It is only with effective and robust governance structure and practices that public trust in institutional autonomy of our funded institutions, and hence its legitimacy, can be assured.

Review of the Hong Kong Institute of Education's Application for University Title

As invited by the Government, the UGC set up a review group led by Sir Ivor Crewe, Master of University College, Oxford in September 2014 to examine the application for university title submitted by the Hong Kong Institute of Education (HKIEd) in July 2014. The Review Group is tasked to assess HKIEd's application in accordance with the terms of reference provided by the Government. The UGC will advise the Government, amongst others, on

院校及財務管治

過去一年，教資會就其財務工作小組提出有關提升財政透明度及成本分攤方法的建議而制訂新指引及安排的工作，取得重大進展。隨著完成院校財務管治的檢討，公眾可以放心院校善用公帑，我們認為有必要進一步檢視院校管治，確保公眾滿意其成效。

教資會資助院校是獨立的法定機構，各有其條例及校董會，享有相當大的院校自主權及學術自由。這兩個教資會堅守的核心價值，必須由良好管治所鞏固，並適當地輔以向公眾負責。

隨着教育局於2013年12月適時的邀請，我們就教資會資助院校的管治展開研究。研究旨在找出國際上有關高等教育院校管治的一些良好做法，以便提出方針和建議，協助教資會資助院校的校董會提升效能和透明度，並讓校董會成員能更有效掌握其管治角色所需的知識、技巧和規約，從而適當地履行職責。我們得到在大學管治及管理方面有豐富經驗的利物浦大學前校長Howard Newby爵士襄助進行是項研究。研究現時進度理想，我有信心它將對界別帶來莫大裨益，進而維護院校自主和學術自由這些核心價值。只有院校具備有效和穩固的管治架構及安排，才可確保公眾會對我們資助院校的自主權具備信心，院校的自主地位亦能得以確立。

檢討香港教育學院要求獲授大學名銜的申請

應政府要求，教資會於2014年9月成立由牛津大學大學學院院長Ivor Crewe爵士領導的檢討小組，研究香港教育學院（教院）於2014年7月向政府提交授予大學名銜的申請。檢討小組的職責是根據政府所訂的職權範圍，評估教院的申請。教資會會就一系列事宜向政府提供意見，包括教院發展為一

HKIEd's progress in developing into a multi-disciplinary institution with a focus on teacher education and a good spread of other complementary disciplines and implementing the recommendations made in the UGC's Report of the Review Group on the Hong Kong Institute of Education's Development Blueprint published in February 2009; on whether HKIEd should be granted self-accrediting status in the programme areas covered by its existing Programme Area Accreditation status, having regard to the quality of the relevant programmes and in terms of both teaching and research performance; and on whether HKIEd already possesses the qualities and attributes commonly expected of a university and should be granted the university title at this juncture. The review is making good progress and is expected to be completed in September 2015.

Discussion Forums

We also try to look ahead. During 2014-15, we took the unprecedented step of conducting in-depth discussions between the UGC and the institutions, with a view to building a collective future in the rapidly evolving higher education environment. The discussion forums and follow-up sessions with the presidents and senior management of the eight institutions explored three important areas, including research and collaboration, developments in teaching and learning, and funding matters. Top academics from around the world joined us in identifying the opportunities and threats, and the way to move forward. It has been a much discussed topic during the discussions that our UGC sector is comparatively a very small system. Accordingly we recognise the need to rise above individual ambition and engage in greater collaborations in order to maintain the sustainability and competitiveness of the sector as a whole internationally.

Plans for 2015-16

We have either completed or set in train a number of major tasks in 2014-15. No doubt we will continue with those yet to be finalised, including the study on institutional governance, arrangements to enhance financial transparency and cost allocation practices; as well as HKIEd's application of university title, with a view to trying to complete these in 2015-16. The following areas are also high on our priority list:

所以師資教育為主、輔以適當互補學科的多學科院校的進度，以及教院落實教資會2009年2月有關教院《發展藍圖》檢討工作小組報告所載建議的進度；衡量相關學科的質素及教學與研究表現後，教院應否在現已通過「學科範圍評審」的學科範圍內獲授自行評審資格；以及教院是否已具備大學普遍應有的質素和特質，和現時是否應獲授大學名銜。檢討工作進度良好，並預計於2015年9月完成。

論壇

我們亦會展望將來。在2014-15年度，為了在高等教育界瞬息萬變的環境中共創將來，教資會與院校進行了前所未有的深入討論，與八間院校的校長及高級管理層在論壇及後續會議中探討了研究與協作、教與學的發展及撥款事宜三個重要範疇。世界頂尖學者與我們一起辨識機遇與威脅，及應如何向前邁進。討論中與會者多次指出教資會界別的體系相對十分細小，因此我們明瞭各院校有需要超越一己的抱負，齊心協力，使整個界別可持續發展以及在國際保持競爭力。

2015-16年度計劃

我們已經在2014-15年度完成或開展若干重點工作。我們必然會繼續努力，並希望在2015-16年度完成有關工作，包括院校管治的檢討、提升財政透明度與成本分攤方法的安排，以及教院要求獲授大學名銜的申請。以下亦是我們的優先項目：

Second Round of Quality Audits

The second round QAC quality audit for three institutions have been conducted. The remaining five will continue to take place as a focus of our quality assurance work in the coming year. In this audit cycle, we have put particular focus on quality enhancement and identification of sector-wide improvement. Two audit themes: “Enhancing the student learning experience” and “Global engagements: strategies and current developments” have been introduced to support institutions’ strategic development of these key areas for quality enhancement and allow for dissemination of good practice. Not only will institutions benefit from the peer review of the auditors, we believe it is important for institutions to make use of the opportunity to conduct a critical self-review of themselves, thereby identifying areas for further development to enable high quality programmes to be offered to our students for rich learning experiences.

Review of the Competitive Allocation Mechanism of the Research Portion (R-portion)

The UGC has been attaching considerable importance to promote an excellent, sustainable research environment for the long term benefit of our institutions and Hong Kong. To promote research excellence, we have introduced greater competitiveness in allocating research resources. The competitive allocation mechanism of using institutions’ achievement in Research Grants Council’s Earmarked Research Grant to determine the distribution of up to half of the R-portion of the Block Grant has been implemented progressively over a period of nine years starting from 2012/13. The mechanism serves as a proxy reference for the allocation of the R-portion. As agreed when the mechanism was introduced, the UGC has started the preparation work for conducting a review of the competitive allocation mechanism of the R-portion in 2015 to evaluate whether the mechanism is fit for purpose.

Research Pooling and Collaboration

Building on the fruitful discussion arising from the discussion forums, the UGC will continue to explore with the sector the idea of research pooling and enhancing further research collaboration. It has been recognised that the higher education system in Hong Kong is comparatively very small. To maximise impact, we see the need to rise above individual ambition and engage in greater collaboration at all levels, pooling resources and sharing expertise to build critical mass. There is room for further support and development in several key areas distinct from basic research – sometimes known as translational or midstream research, that has the potential of generating in

第二輪質素核證

三間院校的第二輪質素核證已經完成，餘下五間院校的核證將是來年質素保證工作的焦點。我們於本輪核證特別著重質素提升及探討改善整個界別。我們在這輪核證中引入了「提升學生的學習體驗」以及「國際參與：策略與現況」兩個核證主題，支持院校在這些關鍵領域的策略性發展以提升質素，並傳播良好做法。我們相信，院校不單可以在評審員同儕覆檢中得益，亦可藉此切實自我檢視，找出可作進一步發展的範疇，從而確保會提供高質素的課程，豐富學生的學習體驗。

檢討以具競爭性方式分配研究用途撥款的機制

教資會致力營造卓越而可持續的研究環境，使院校和香港長遠得益。為推動研究工作達至卓越水平，我們引入更多競逐元素，以分配研究資源。具競爭性方式分配機制是根據院校申請研究資助局研究用途輔助金的結果，分配不多於整體補助金研究用途撥款的一半予院校。此安排由2012/13學年起實施，分九年逐步推行，作為分配研究用途撥款的參考標準。按照推出機制時的協定，教資會會於2015年檢討此機制是否切合所需，有關的準備工作已經展開。

匯集研究資源與協作

隨着一系列論壇的豐富討論，教資會會繼續與業界探討如何匯集研究資源及進一步加強研究協作。香港高等教育體系相對較小，為取得最大成效，我們認為有需要跨越各自的目標，共同推動協作，匯集資源，分享專長以建立群聚效應。幾個有別於基本研究的主要領域 – 有時稱之為轉化或中游研究，都具潛力在較短期帶來社會效益和影響，值得進一步發展並予以支持，此乃建基於現有在基礎研究的

FOREWORD FROM THE CHAIRMAN 主席序言

a shorter term societal benefits and impact. This builds on our current strengths in fundamental research. The UGC's broad objective is to help create a vibrant research culture and nurture a research and knowledge exchange eco-system that takes our fundamental research strengths enhanced by collaboration, through to the midstream or translational phase but in a model which connects with industry, government agencies and society where impact of research will be found. Midstream research and connectivity will be the key concepts which strengthen our future but not at the expense of what we do so well already.

50th Anniversary of the UGC

In late 2015, we will be celebrating the 50th anniversary of the establishment of the UGC. Any achievements in the past 50 years are not manifested just in terms of the Committee's own work but the continued achievements and successes of our institutions which have attained significant and sustaining international recognition. To celebrate this special occasion, we are putting together a commemorative album which will feature an account of the major milestones and accomplishments of the UGC since October 1965, a collection of thoughts and anecdotes from former and present members of the UGC family, as well as messages from the Heads of Institutions and graduates of the UGC-funded institutions over the years. I look forward to sharing the album with all our stakeholders and sincerely hope it will be an enjoyable and memorable read for all who have contributed to the development of the sector throughout the years.

Concluding Remarks

The 2014-15 was another busy yet productive year of the UGC. I would like to thank all Members for their hard work and outstanding dedication. As ever, the UGC, acting as the buffer between the government and institutions, is committed to working for a brighter future of Hong Kong's higher education. I am confident that the UGC, with our distinguished local and non-local Members, as in the past 50 years, will continue to do its utmost to keep up our momentum and collaborate with all stakeholders, including the Administration, institutions and students, to progress towards the shared vision – a brighter future of Hong Kong's higher education.



Edward CHENG Wai-sun, SBS, JP
Chairman

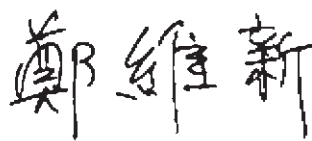
優勢之上。教資會的大方向是協助創造一個富有活力的研究氛圍以及培植研究與知識交流生態，透過在中游或轉化階段的協作，提升基礎研究的優勢，並連繫企業、政府機構及社會，發揮研究的影響力。在保持現有優勢的同事，強化中游研究及此等連繫的概念，將是推動未來發展的關鍵。

教資會五十周年

我們將於2015年稍後時間慶祝教資會成立50周年。過去半世紀的成就不僅在於教資會本身的工作，更在於院校持續成功，獲得國際高度認可。為慶祝這個特別的日子，我們會推出紀念冊，將教資會自1965年10月成立以來的里程碑及成就輯錄成書，並包括多年來歷任及現任成員的感言逸事，及院校校長和畢業生的分享。我熱切期待與所有這些年來貢獻過界別的持份者分享這本紀念冊，希望大家閱讀紀念冊時能重溫美好回憶。

結語

對教資會而言，2014-15年度又是忙碌而豐盛的一年。全體委員辛勤工作，全心奉獻，我謹此致謝。一如以往，教資會在政府和院校之間起着緩衝的作用，致力為香港的高等教育建設更輝煌未來。秉承過去五十年，我堅信教資會全人，包括本地及非本地的傑出成員，會繼續悉力以赴，保持幹勁，與政府、院校及學生等所有持份者攜手達致共同願景，使香港高等教育邁向更光輝未來。



主席
鄭維新, SBS, JP