



# Secretary-General's Report

## 秘書長報告





The function of the UGC Secretariat is to support the UGC (and the Councils and bodies under its aegis) in the fulfillment of their terms of reference. That is, impartially, to advise the Government on the funding needs and the strategic development of the eight publicly-funded higher education institutions; to safeguard the institutions' academic freedom and institutional autonomy whilst ensuring accountability and value for money of the public funds entrusted to them.

In pursuit of this role, the Secretariat has a staff of around 130 members whose main responsibilities are supporting the UGC in fulfilling its objectives, formulating action plans to take forward UGC initiatives; working with the UGC-funded universities on matters relevant to the committee's terms of reference; and disbursing funds to universities and monitoring their effective use.

教資會秘書處的職能，是協助教資會（包括轄下各局及小組委員會）充分履行職責，也就是就本港八所公帑資助的高等教育院校的撥款需要及發展事宜，向政府提供持平的意見，維護院校的學術自由及院校自主，同時確保院校妥善運用公帑。

秘書處約有 130 名職員，負責執行的職能主要包括：協助教資會達致其目標，並制訂行動計劃推行教資會工作；在教資會職權範圍相關事務與資助大學合作；以及向大學發放撥款，並確保撥款用得其所。



## A. Expenditure Statement of the UGC Secretariat 教資會秘書處開支報表

Chart 1 below summarises the expenditure of the UGC Secretariat in 2021-22, which covers the recurrent UGC operating expenditure; the recurrent subventions to universities; and the non-recurrent expenditure.

下面表一簡列教資會秘書處在 2021-22 年度的開支，當中包括教資會的經常運作開支、向大學發放的經常資助金，以及非經常開支。

Chart 1: Expenditure Statement for the year ended 31 March 2022 表一：截至 2022 年 3 月 31 日止年度開支報表	Year Ended 31 March 截至 3 月 31 日止年度	
1. Recurrent UGC Operating Expenditure 教資會經常運作開支	2022 (\$'000)	2021 (\$'000)
Staff Related Expenditure 與員工有關連的開支		
• Civil Services Salaries 公務員薪酬	58,185	55,869
• Allowances and MPF Contribution 津貼及公積金供款	6,317	6,177
Departmental Expenditure 部門開支		
• General Departmental Expenses (Note) 一般部門開支 (註)	73,036	71,826
Expenditure for Members 委員開支		
• Honoraria for Overseas Members 海外委員津貼	21,235	38,085
• Meeting Expenses 會議開支 (i.e. air passage and hotel, etc.) (即機票和酒店等)	36	79
<b>Sub-total (1) 小計 (1)</b>	<b>158,809</b>	<b>172,036</b>
2. Recurrent Subventions to Universities 經常資助金		
Recurrent Grants to Universities 資助大學的經常補助金	21,019,936	21,053,228
Refund of Government Rent and Rates 發還地租及差餉	305,856	334,077
Subventions for Housing Related Expenses 資助與房屋福利有關的開支	54,031	53,214
<b>Sub-total (2) 小計 (2)</b>	<b>21,379,823</b>	<b>21,440,519</b>
<b>Total Recurrent Expenditure (1)+(2) 經常開支總額 (1)+(2)</b>	<b>21,538,632</b>	<b>21,612,555</b>
3. Non-Recurrent Expenditure 非經常開支		
General Other Non-recurrent		
• Research Matching Grant Scheme 研究配對補助金計劃	693,349	810,984
• Targeted Taught Postgraduate Programmes Fellowships Scheme 指定研究院修課課程獎學金計劃	120,000	60,000
• Global STEM Professorship Scheme 傑出創科學人計劃	71,029	-
• Eighth Matching Grant Scheme 第八輪配對補助金計劃	68	24,836
<b>Sub-total (3) 小計 (3)</b>	<b>884,446</b>	<b>895,820</b>
<b>TOTAL (1) + (2) + (3) 總額 (1) + (2) + (3)</b>	<b>22,423,078</b>	<b>22,508,375</b>

Note: This includes salaries for non civil service contract staff and fees for professional and other hire of services.

註：這項目包括非公務員合約僱員的薪酬，以及專業和其他外判服務的費用。



The recurrent UGC operating expenditure remains very low as a percentage of total expenditure - at about 0.7%. The Secretariat has established clear internal rules and levels of approval authorities governing various financial and administrative matters (such as the award of consultancy contracts), while rigorously following all civil service, financial and accounting regulations of the Government. In addition, for offering consultancy contracts above \$50,000 through the invitation of single quotations, the agreement from either the Chairman, UGC or the Convenor of relevant sub-committee(s) is necessary. There are also guidelines on the procedures for approving the use of funding under the Central Allocation Vote. The Sub-Committee also receives reports from the Secretariat on the year-to-date expenditure position and other internal administrative and financial matters.

Local Members of the UGC and all its Councils and Sub-Committees/Panels receive no remuneration for their extensive voluntary service – save for a \$215 per meeting day travel allowance. Meanwhile, non-local Members receive an annual honorarium at the following rate effective from 1 January 2020:

教資會的經常運作開支約佔開支總額的 0.7%，維持在相當低水平。秘書處訂有明確的內部規則及規管各類事務（例如批出顧問合約）的審批權限，並且嚴格遵從政府在公務員管理、財務及會計方面的規例。此外，金額超過 5 萬元的顧問合約如透過索取單一報價方式批出，必須獲得教資會主席或有關小組委員會召集人同意。中央撥款開支項目的使用審核程序亦有指引規定。至於年內開支情況及其他內部行政管理與財務事宜，秘書處亦會向委員會匯報。

教資會及轄下各局和小組委員會的本地成員均義務參與教資會各項工作，並無領取任何薪酬，只獲發按每天會議 215 元計算的交通津貼。非本地委員則按以下由 2020 年 1 月 1 日起生效的津貼率獲發年度津貼：

	(HK\$ per annum/quality audit) ( 每年/ 每次質素核證工作 )( 港元 )
UGC 教資會	173,850
RGC/QAC 研資局/ 質保局	109,550
UGC Sub-Committees and RGC Panels 教資會轄下小組委員會及研資局轄下小組*	84,600
QAC Audit Panel 質保局評審小組*	63,450

\* payable only to members outside Hong Kong who are co-opted and do not serve on UGC/QAC/RGC proper.

\* 只適用於加入小組（而非教資會/ 質保局/ 研資局）的非本地增補成員。



## B. UGC Funding to Universities

UGC funding for the UGC-funded universities is composed of **recurrent grants** and **capital grants**.

Recurrent grants support universities' academic work and related administrative activities; and capital grants are used to finance major works projects and minor campus improvement works.

### (a) Recurrent Grants

The bulk of the recurrent grants are disbursed to universities normally on a triennial basis in the form of a block grant to provide universities with maximum flexibility in internal deployment. Once allocations are approved, universities have the autonomy in and responsibility for deciding on how the resources available are put to best use. Determination of the grants to universities is largely based on an established formula.

The Cash Limit for the entire UGC-funded sector for the 2022-25 triennium is about \$63.2 billion, which comprises three components according to their purposes as follows –

## B. 教資會資助大學的補助金

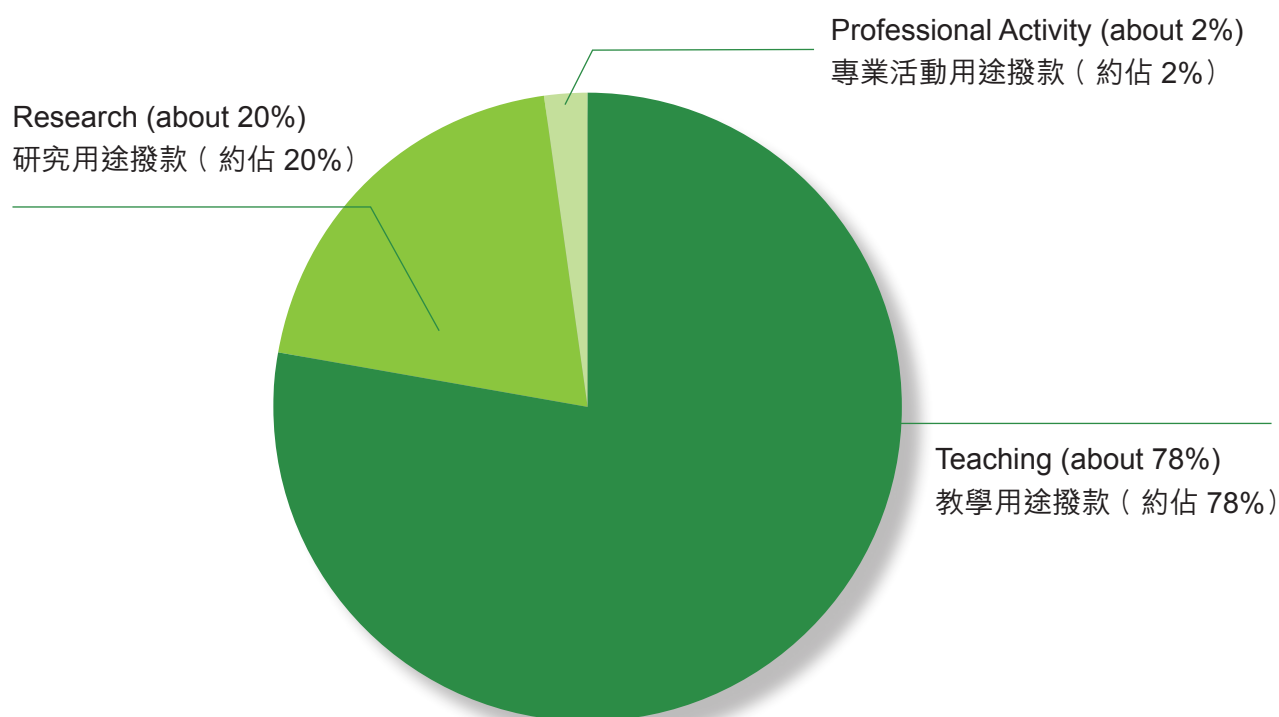
教資會給予資助大學的撥款，分為 **經常補助金**及**非經常補助金**。

經常補助金用於支援大學的學術活動及相關行政工作，而非經常補助金則用以資助大型工程項目及較小型的校園改善工程。

### (a) 經常補助金

經常補助金一般按三年期的方式發放予大學，主要以整體補助金形式發放，供大學在內部靈活調配。撥款一經批准，大學享有自主權，自行決定如何善用所得資源，並須為所作的決定負責。各大學所得的補助金額，大致按既定的撥款公式計算。

整個教資會資助界別在 2022-25 三年期的撥款限額約為 632 億元，其用途分為以下三個部分：



### Teaching (about 78%)

Teaching is an indispensable duty and mission of the eight UGC-funded universities. The bulk of the block grant is therefore allocated for teaching purpose. The allocation for teaching purpose to each university is calculated on the basis of the numbers of student places determined by the Government, levels of study (i.e. sub-degree, undergraduate, taught postgraduate and research postgraduate), modes of study (i.e. part-time and full-time) and disciplines of study, etc. As the teaching of some subjects require special equipment, laboratories or are more staff-teaching time intensive, their teaching costs are higher and would be reflected in the determination of the funding allocation for each of the universities.

### 教學用途撥款 (約佔 78%)

教學是八所教資會資助大學不可或缺的责任和使命，故整體補助金的主要部分分配用於教學用途。每所大學用作教學用途的撥款是根據政府釐定的學位數目、修讀程度（即副學位、學士學位、研究院修課和研究院研究課程）、修課形式（即兼讀和全日制）和學科等因素計算得出。部分學科的教學需要特別設備、實驗室或須佔用教職員較多時間，因此導致較高的教學成本亦會反映在每所大學的撥款分配上。



#### **Research (about 20%)**

The Research element comprises two parts. One part is informed by the research performance of universities, and the cost of research in respective fields. The research quality of university is identified in the context of the RAE which assesses the research activity of different units of assessment within universities through expert review by subject panels (RAE component). Another part is informed by the success of universities under the RGC designated funding grants (RGC component). Starting from 2012/13, the UGC has gradually allocated part of the R-portion according to the RGC component. For the 2022-25 and 2025-28 triennium, the UGC endorsed in September 2021 the funding methodology in allocating the R-portion, including the implementation of a changing RAE:RGC ratio (viz. 85:15 for 2022-24, 80:20 for 2024-26 and 75:25 for 2026-28).

#### **研究用途撥款 (約佔 20%)**

研究用途撥款包括兩部分：一部分根據大學的研究表現和相關學術領域的研究成本批撥。透過研究評審工作，教資會可評定大學的研究質素，而有關工作是透過學科小組的專家評核，評估大學內不同研究評審單位的研究活動（「研究評審工作部分」）；另一部分則根據各大學申請研資局指定撥款計劃的結果批撥（「研資局競逐部分」）。教資會在 2012/13 學年起，逐步把部分研究用途撥款根據「研資局競逐部分」分配予大學。教資會於 2021 年 9 月通過研究用途撥款計算機制，在 2022-25 及 2025-28 兩個三年期，以浮動比例分配「研究評審工作部分」及「研資局競逐部分」的研究用途撥款（即 2022-24 年的 85:15、2024-26 年的 80:20 及 2026-28 年的 75:25）。

#### **Professional Activity (about 2%)**

The Professional Activity element is associated with professional activities expected to be undertaken by all members of academic staff. These include, for example, community service undertaken and advice rendered on societal or professional issues. It is calculated based on the number of academic staff.

#### **專業活動用途撥款 (約佔 2%)**

專業活動用途撥款與大學全體教學人員均應參與的專業活動相關，範圍涵蓋社區服務或就社會或專業問題提供意見。撥款額按教學人員的數目計算。





The UGC also considers the special needs of individual universities and other factors not captured by the formula and extra-formulaic adjustments would be introduced where required. Earmarked grants for specific purposes are allocations outside the block grant system. Once determined, recurrent funding for a triennium will not be adjusted during the period except for adjustments to take into account new initiatives from the Government and civil service pay adjustments.

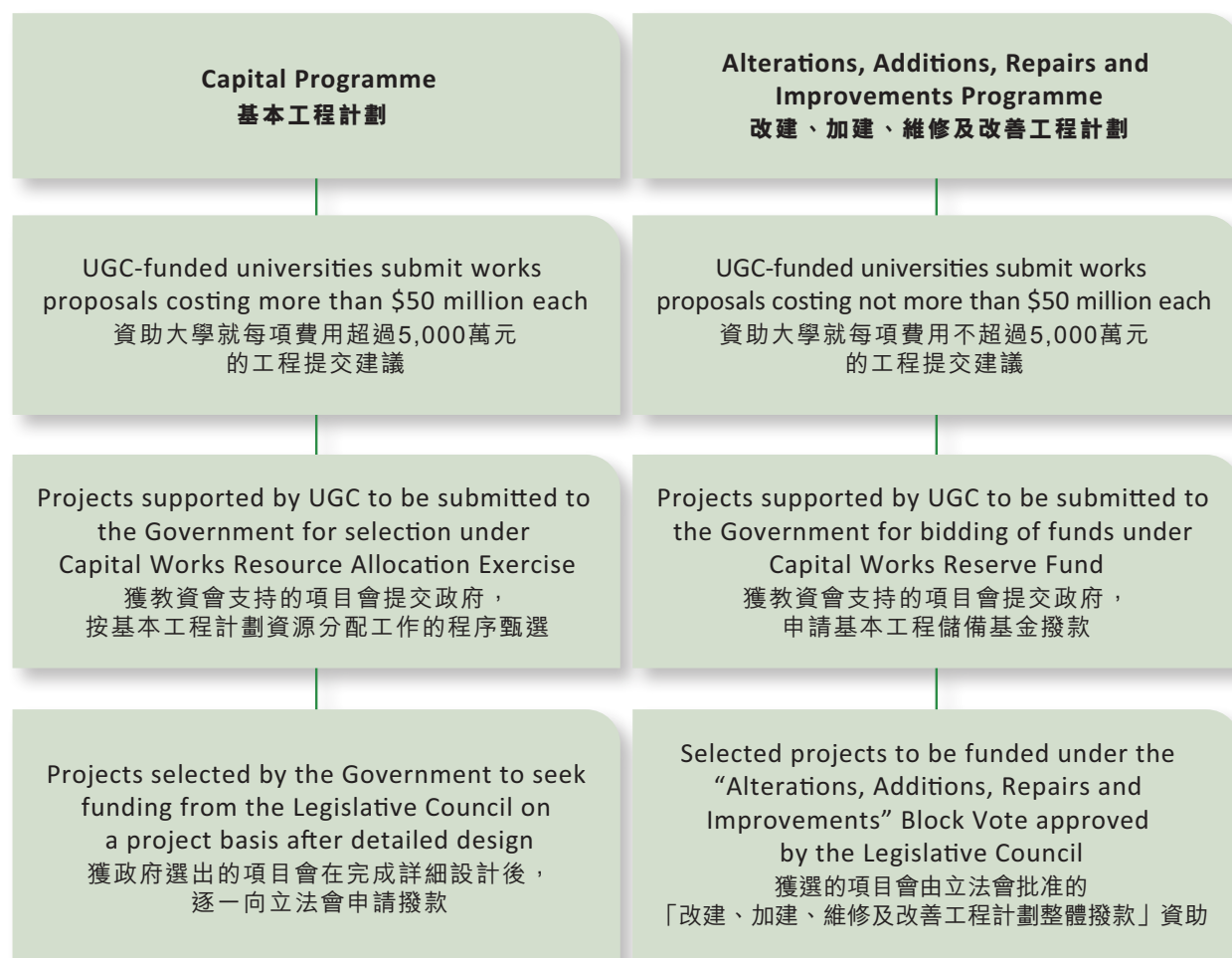
### (b) Capital Grants

The UGC supports capital works projects of universities for UGC-approved activities by capital grants sought from the Government on an annual basis under the Capital Programme, and the Alterations, Additions, Repairs and Improvements (AA&I) Programme. Details of the two capital grants programmes are illustrated in the flowcharts below:

教資會亦會考慮個別大學的特殊需要，以及公式中未涵蓋的其他因素，並會在有需要時做出公式以外的調整。整體補助金分配制度以外另有指定用途補助金。除因應政府新措施和公務員薪酬調整而作出的調整外，三年期的經常撥款一旦確定，將不會在期間內調整。

### (b) 非經常補助金

教資會以非經常補助金的形式，資助大學為教資會核准活動進行的基本工程項目。大學每年透過「基本工程計劃」和「改建、加建、維修及改善工程計劃」，就工程項目向政府申請非經常補助金。兩項計劃的流程圖如下：







The capital grants are charged to the Capital Works Reserve Fund and are part of the Capital Works Programme of the Government. Universities' projects under capital subvention follow the procedures for creating and managing a capital works project under the Capital Works Programme. Universities assume full responsibility and accountability for their projects under capital subvention. They should ensure that works expenditure stays strictly within the approved project estimate in accordance with the approved project scope.

In 2021-22, the Finance Committee of Legislative Council (LegCo) approved the Centralised General Research Laboratory Complex (Block 2) of CUHK at \$1,416.1 million which was supported by the UGC under the Capital Programme. This project is expected to be completed in 2025. Meanwhile, the construction works of four capital works projects, namely (i) HKU's Academic Building at No. 3 Sassoon Road; (ii) PolyU's Library Extension of Revitalisation; (iii) HKU's Redevelopment of No. 2 University Drive (Building 1); and (iv) HKU's Information Technology Building at University Drive, with a total approved funding of \$ 2,304.3 million, are in progress. These projects are set for completion between 2022 and 2024.

To meet the expenditure of 23 new AA&I projects as well as 68 ongoing ones, a total of \$751.6 million was allocated to universities in 2021-22. During the year, a total of 28 AA&I projects were completed. In light of the increase in the financial ceilings of minor works items as approved by the LegCo, the UGC also revised the arrangements for submission of project proposals under the AA&I Programme from 2022-23 onwards. The UGC supported a total of 23 new AA&I projects submitted by universities for implementation in 2022-23. The total estimated cost for these 23 projects (to be spread over up to three years) is some \$548 million.

非經常補助金來自基本工程儲備基金，是政府基本工程計劃的一部分。大學在處理由非經常補助金資助的工程項目時，會遵循基本工程計劃有關開立及管理工程項目的程序。大學須就非經常補助金資助的項目承擔全部責任並作出交代，嚴格確保工程開支不會超逾核准工程範圍內的核准工程預算。

在 2021-22 年度，立法會財務委員會批准在基本工程計劃下獲教資會支持的中大綜合科研實驗大樓（第 2 座）的撥款申請，工程預算為 14.161 億元。這工程項目預計於 2025 年完工。同時，四個工程項目的建築工程正在進行，包括：(i) 港大沙宣道 3 號教學大樓；(ii) 理大圖書館擴建及翻新工程；(iii) 港大大學道 2 號重建工程（一號樓）；及 (iv) 港大大學道資訊科技大樓。該四項工程的總核准工程預算為 23.043 億元，預計於 2022 年至 2024 年完工。

為應付各大學所推行的 23 項新的改建、加建、維修及改善工程項目和 68 項進行中工程項目的開支，教資會已在 2021-22 年度向各大學合共撥款 7.516 億元。該年度共有 28 個改建、加建、維修及改善工程項目完工。因應立法會批准增加小型工程的授權上限，教資會亦修改了 2022-23 年度及以後在改建、加建、維修及改善工程計劃下項目建議的提交安排。教資會支持了共 23 個由大學新提交於 2022-23 年度開展的改建、加建、維修及改善工程項目，估計費用總額（最長在三年內撥付）約為 5.48 億元。



Conversion of space into wet laboratories on 4/F of Yeung Kin Man Academic Building, CityU  
城大楊建文學術樓 4 樓實驗室改建工程



Renovation and conversion works for research cluster, classroom and computer laboratories on levels 6 and 7 of David C. Lam Building, level 8 of Fong Shu Chuen Library and level 7 of Sir Run Run Shaw Building, HKBU  
浸大思齊樓 6 樓、7 樓，方樹泉圖書館 8 樓及邵逸夫樓 7 樓之研究所、教室及電腦實驗室改善工程





*Spatial reorganisation of the Library, existing offices and computer room at 3/F and 4/F of Patrick Lee Wan Keung Academic Building, LU*  
嶺大李運強教學大樓 3 樓及 4 樓圖書館、辦公室及電腦房空間重組工程

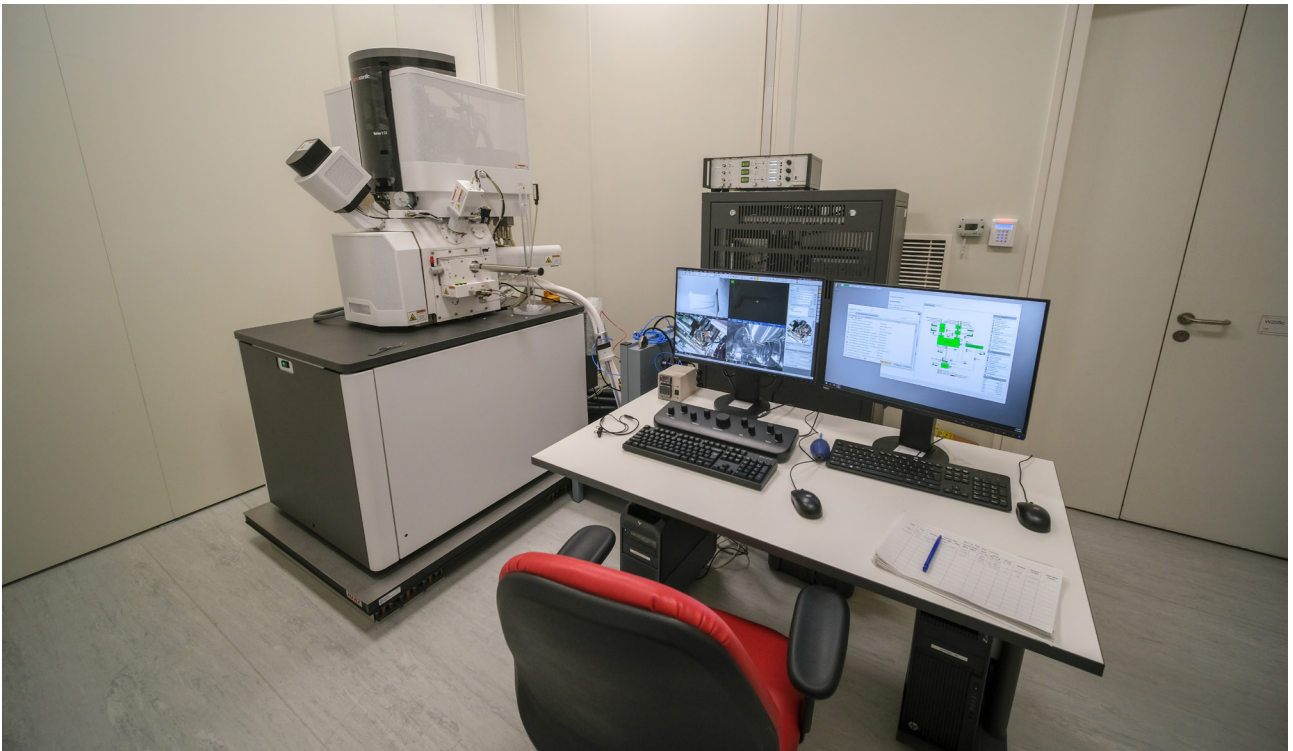


*Upgrading and addition of sports facilities at Outdoor Areas for Active Campus, CUHK*  
中大戶外範圍提升及加設體育設施工程 — 躍動體現身心項目





*Improvement works of teaching venues at Tai Po Campus, EdUHK*  
教大大埔校園教學設施改善工程



*Renovation of Cryo-Transmission Electron Microscopy Laboratory for Material Characterisation and Device Fabrication at W205, PolyU*  
理大 W205 室材料及器件透射式電子顯微鏡實驗室裝修工程





*Renovation of laboratory spaces for Open Research Laboratory on 6/F at Zone J, HKUST*  
科大 J 區 6 樓科研實驗室翻新工程



*Upgrading of teaching facilities at Chi Wah Learning Commons and Run Run Shaw Building, HKU*  
港大智華館及邵逸夫樓教學設施提升工程



## Hostel Development Fund

To expedite the development of student hostels of the UGC-funded universities, the Finance Committee of Legislative Council approved in July 2018 the establishment of Hostel Development Fund (HDF) with the amount of \$10,303.7 million to provide one-off grant to the six UGC-funded universities with hostel shortfalls to construct student hostels in meeting the hostel shortfall calculated in accordance with the hostel policy of the Government. As at 31 March 2022, construction of eight hostel projects involving the provision of around 9 300 publicly-funded hostel places have commenced. These projects are expected to be completed gradually within around ten years of introduction of the HDF.

### C. Communications / Interface with Stakeholders

The UGC works in close partnership with stakeholders on sector-wide issues, including resource allocation and strategic development. There are multiple stakeholders in higher education – those from our universities include management, faculty, staff and students. We also work in partnerships with the Education Bureau, the Legislature Council, and the wider community. We value effective communications with our stakeholders as it is important for them to understand our work, and also for us to have feedback from them on our decisions and policies. We believe that effective communication with our stakeholders would lead to more transparency and greater accountability.

The General Affairs and Management Sub-Committee, is responsible for the oversight of public relations (PR) matters and to advise the UGC on all PR-related matters. A range of activities in different forms has been conducted to foster better understanding and relationship with our stakeholders:

## 宿舍發展基金

為了加快教資會資助大學發展學生宿舍的步伐，立法會財務委員會在2018年7月批准成立103.037億元的宿舍發展基金，向宿位不足的六所教資會資助大學發放一筆過補助金，以興建學生宿舍，補足按政府學生宿舍政策計算所欠缺的學生宿位。截至2022年3月31日，有八個宿舍項目經已動工，將提供共約9 300個公帑資助宿位。這些項目預計會於宿舍發展基金推出後約十年內逐步完工。

### C. 與持份者的溝通／接觸

教資會一直就涉及整個界別的議題，包括資源分配和策略性發展，與持份者緊密合作。高等教育中有多個持份者 - 來自大學的持份者包括管理層、教職員和學生。我們亦與教育局、立法會和廣大社區攜手合作。教資會重視與持份者的有效溝通，我們認為讓持份者認識教資會的工作並了解他們對我們的決策的反饋非常重要。我們相信，與持份者進行有效溝通將提高透明度和加強問責。

一般事務及管理小組委員會負責監督公關事宜，以及就一切有關事宜向教資會提供意見。教資會舉辦一系列不同形式的活動，以增進與持份者的了解，並促進彼此的關係：



## Universities

The UGC works closely with universities and conducts meetings – regular and ad hoc, formal and informal – with the Council Chairmen, Heads and senior management of the eight funded universities on various subjects of common concern in order to enhance communications and mutual understanding. We also engage with faculty members and administrative staff from time to time.

## Legislative Council

The UGC welcomes the opportunity to work with, and explain UGC's work to the Legislative Council. The UGC also attends meetings of the Council whenever appropriate to explain our work. In 2021-22, the Secretary-General, together with Under Secretary for Education, attended the meeting of Legislative Council Panel on Education by videoconferencing on 8 February 2022 to brief the meeting on the Funding Mechanism of the UGC and the RGC. Representatives of the UGC Secretariat also attended the meetings of the Finance Committee, the Public Works Subcommittee, the Panel on Education and the Panel on Development to brief them on capital works projects and AA&I projects supported by the UGC.

## 大學

教資會與大學緊密合作，定期及就特定議題與八所資助大學的校董會主席、校長及高層管理人員舉行正式或非正式會議，就共同關心的議題進行討論，以加強溝通及互相理解，並不時與教職員聯繫。

## 立法會

教資會樂於與立法會合作，並向其闡述教資會之工作。此外，教資會亦適時派員出席立法會會議闡述教資會的工作。在 2021-22 年度，教資會秘書長連同教育局副局長於 2022 年 2 月 8 日以視像會議形式出席了立法會教育事務委員會會議，簡述教資會及研資局的撥款機制。教資會代表亦出席了財務委員會、工務小組委員會、教育事務委員會及發展事務委員會的會議，以匯報教資會轄下基本工程計劃及改建、加建、維修及改善工程項目進度。





## The Community

### UGC Newswire

Two issues of the biannual newsletter “UGC Newswire” were published in 2021-2022 to keep stakeholders abreast of the latest work of the UGC. Electronic copies of the newsletter were widely sent to our stakeholders, including the university community and the media. The bilingual UGC Newswire is available at the UGC website: <http://www.ugc.edu.hk/eng/ugc/about/publications/newswire.html>.

## 市民大眾

### 《教資會快訊》

教資會在 2021- 2022 年度發布了兩期《教資會快訊》。這份半年出版一次的簡報，旨在讓持份者掌握教資會的最新工作。簡報的電子版本會廣泛發送予相關持份者，包括大學社群及媒體等。簡報的中英文版本載於教資會網站：<https://www.ugc.edu.hk/big5/ugc/about/publications/newswire.html>.





## Media

In 2021-22, the UGC Secretariat hosted three media briefing sessions for local print and online media and issued 15 press releases to share information with the media on matters of public concerns in order to keep the community informed of the latest decisions and deliberations of the Committee. The UGC also responds to media enquiries whenever they arise.

The UGC is committed to openness, transparency and accountability in promoting excellence in Hong Kong's higher education sector. We will continue to explore more effective and innovative ways to communicate with our stakeholders, and continually foster a better understanding of the views of our stakeholders and deeper engagement with the community.

## D. Sharing Knowledge with the Community

The UGC recognises the importance of sharing knowledge with society in bringing about socio-economic benefits and impact to the community and businesses, as well as to cultivate public appreciation for the valuable contributions of the higher education sector to society as a whole. Recurrent funding of \$71.9 million per year in the 2022–25 triennium has been earmarked for UGC-funded universities to further strengthen and broaden their related endeavours in fulfilling their roles and missions. Universities have made use of the funding to conduct a wide range of activities. The promotion of entrepreneurship generated more opportunities for students to engage with start-ups and foster networks connecting undergraduate and postgraduate students, researchers, alumni, faculty members and other staff.

## 傳媒

在 2021-22 年度，教資會秘書處為本地印刷和網絡媒體舉辦了三場記者招待會，共刊登 15 篇新聞公報，與媒體分享資訊，讓大眾掌握我們最新決策及商議事項。對於媒體的查詢，教資會亦會一一回應。

教資會一向恪守開放、透明及問責的原則，推動香港高等教育界更臻完善。我們將繼續以更有效、更創新的方式，與持份者保持緊密聯繫，讓公眾更深入了解並積極參與教資會的工作。

## D. 與社會共享知識

教資會認為與社會共享知識對社區和企業帶來社會經濟效益和影響，以及培養公眾了解高等教育界對整個社會的寶貴貢獻，至為重要。在 2022-25 三年期內，教資會資助的大學每年獲預留 7,190 萬元的經常撥款，以進一步加強和擴大其在此方面的工作，充分發揮其角色和履行其使命。大學已運用這筆資金開展各式各樣的活動，同時亦積極推廣創業精神，為學生提供了更多參與初創企業的機會，並建立本科生和研究生、研究人員、校友、教職員工和其他工作人員之間的網絡。



### E. Support in anti-epidemic work

As a government department under the Education Bureau, the UGC Secretariat had supported various anti-pandemic initiatives. In particular, staff of the UGC Secretariat participated in five rounds of Restriction-Testing Declaration Operations from March to July 2022. Colleagues also took part in the preparation of anti-epidemic service bags.

### E. 支援抗疫

作為教育局轄下政府部門，教資會秘書處全力支援各項抗疫工作。當中，教資會秘書處員工在 2022 年 3 月至 7 月期間，參與了五輪限制與檢測宣告的行動。同事亦參與防疫服務包的準備工作。



*Restriction-Testing Declaration Operation in Kwai Shue House, Lei Muk Shue Estate on 24 March 2022*

2022 年 3 月 24 日於梨木樹邨葵樹樓執行限制與檢測宣告行動



*Packing of anti-epidemic service bags in Queen Elizabeth College on 31 March 2022*

2022 年 3 月 31 日於伊利沙伯中學包裝防疫服務包

**Professor James Tang**  
Secretary-General  
University Grants Committee

大學教育資助委員會  
秘書長  
**鄧特抗教授**