

香港城市大學
City University
of Hong Kong

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ANNIVERSARY



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1 9 9 3 - 9 4

香港城市大學
City University
of Hong Kong



formerly
City Polytechnic
前香港城市理工學院

84-94

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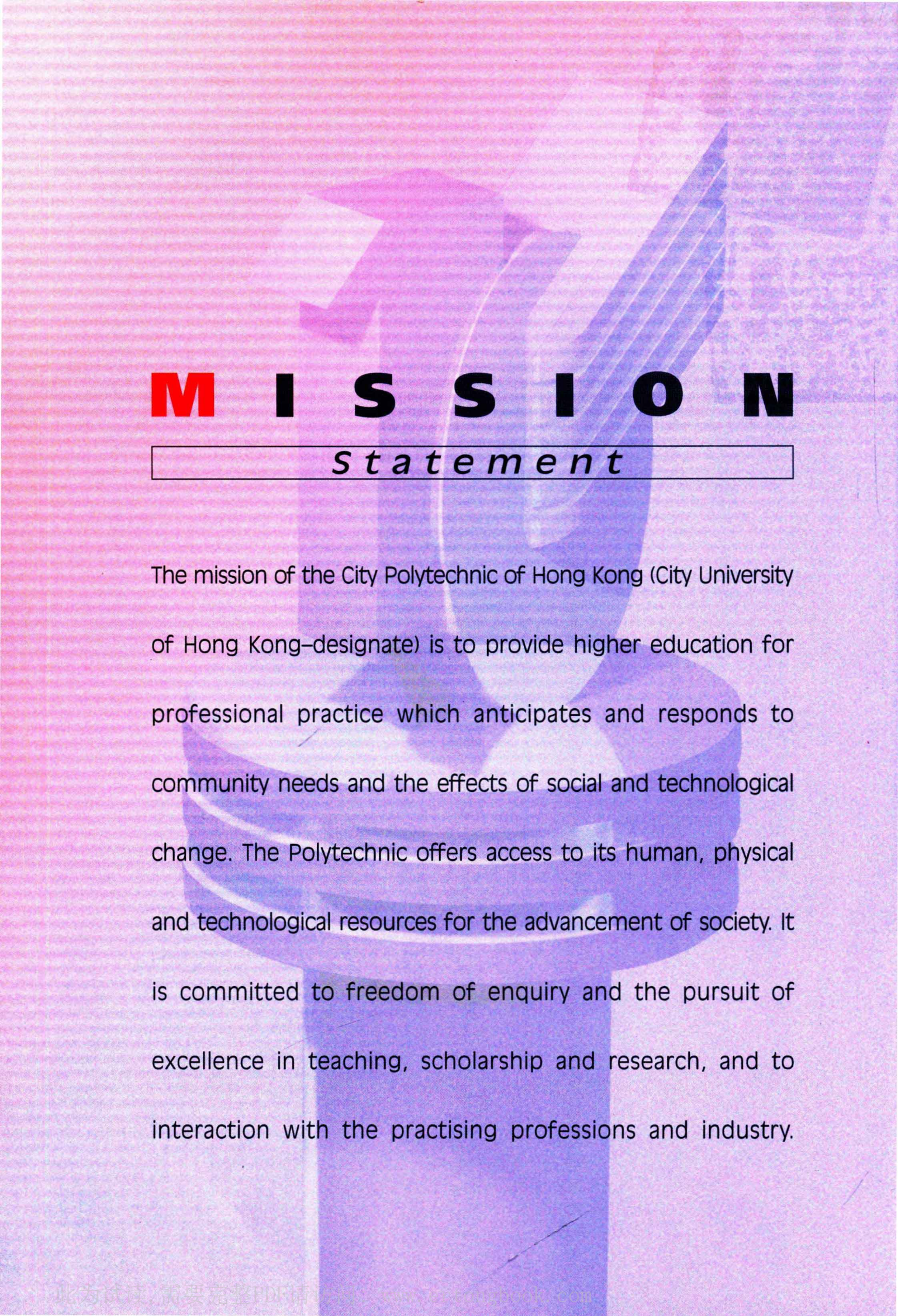
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M I S S I O N

S t a t e m e n t

The mission of the City Polytechnic of Hong Kong (City University of Hong Kong-designate) is to provide higher education for professional practice which anticipates and responds to community needs and the effects of social and technological change. The Polytechnic offers access to its human, physical and technological resources for the advancement of society. It is committed to freedom of enquiry and the pursuit of excellence in teaching, scholarship and research, and to interaction with the practising professions and industry.

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Director's Review

In my review prefacing the Polytechnic's Annual Report for 1992-93, I referred to the move towards university status and title as the dominant theme underscoring our activities. The transition from Polytechnic to University, and its attendant legislation, has been a major preoccupation during the academic year covered by this Report with, I am pleased to report, an imminent and successful outcome: at the time of writing, the necessary enabling legislation has been passed by the Government and the translation of the City Polytechnic into the City University of Hong Kong seems likely to be accomplished by the end of the current calendar year. This is a tremendous achievement on the part of those who have worked hard to bring it to fruition, and I extend my thanks, on behalf of the institution, to all who have been involved: the new City University will always be indebted to them.

This present Report, however, is concerned with a retrospective review of the institution's last year of operation as a Polytechnic; there will be other, more appropriate, occasions in the future to reflect upon the implications of the change to University status and to report on the actions taken to consolidate this change. The year began with the Government approving in July 1993 a recommendation from the University and Polytechnic Grants Committee (UPGC) that the Polytechnic be granted self-accreditation, as a positive step towards the acquisition of university status. This was followed by an invitation in October to consider the revision of the Ordinance and institutional title, in anticipation of a change of status in the 1994-95 academic year.

After wide consultation within the Polytechnic, the Council agreed to recommend an institutional title of "City University of Hong Kong" (香港城市大學), the general consensus being that some association should be preserved with the connotation of the institution being of the "City". The opportunity was also taken to recommend modifications in the structure of governance in order to reflect the type of institution which members of the Polytechnic wished to see it become. Thus, the position of the

Council and the Senate will be enhanced in their respective spheres of authority, accountability to the Hong Kong public will be formalized by the creation of a Court as an advisory body, and participation of Alumni encouraged by the establishment of a Convocation, the Chairman of which will have an ex-officio seat on the University Council. Current students will also have a voice on the governing body, with the granting of ex-officio membership of the Council to the holder of the Office of President of the Students' Union. The move towards more open participation has also been acknowledged by the Government's agreement to abolish the provision in the Polytechnic Ordinance excluding staff from deliberations on items of 'reserved business' in the Council and other committees. The Polytechnic Council is to be commended for recognizing this drift in the tide of affairs within the institution and unanimously agreeing to these changes.

It is fitting that the transition to University status will be accomplished during the Polytechnic's Tenth Anniversary celebrations, which were scheduled to begin in September 1994 and will continue throughout the 1994-95 academic year, and which will now effectively form a bridge spanning the end of one era in the institution's development and the birth of a new one stretching into the next century.

The significant events and developments in the life of the institution during the 1993-94 academic year are detailed elsewhere in this Report, and so I will not dwell on them here. I would like to make specific mention of two matters, however, since they are of deep concern to the institution. In my last annual review I referred to our promotion of a quality culture; this was given a further expression during the year with the introduction of a scheme of Teaching Excellence Awards. Excellence in teaching is central to the activities of any academic institution, and the Polytechnic was particularly proud to be the first institution in Hong Kong to introduce such a scheme. I congratulate the five staff who emerged victorious from an extremely rigorous selection procedure, described elsewhere in this



Report, and thank the external assessors who so willingly gave of their time for this exercise, which we hope to continue in future.

Secondly, the institution is well aware of the lack of fluency in language expression which permeates educational institutions in Hong Kong, and society generally. We have attempted to combat this situation in two ways during the year under review: the introduction of a language enhancement programme and a programme of Chinese communication skills, the latter as part of a General Studies programme to be incorporated into all courses. This latter development is in recognition of the fact that the majority of the Polytechnic's graduates—and certainly of the City University's graduates in future—will be pursuing their working careers in post-1997 China, of which Hong Kong will be a part, and the need to prepare the students for this situation by providing some form of training within the context of their studies. The institution's recognition of its own place in the post-1997 situation is demonstrated by the development of meaningful relationships on a long-term basis with key universities in China. In particular, three geographical areas have been targeted, namely Beijing and its surrounds, the Yangtze River Delta with Shanghai as the hub, and Southern Central China. It is hoped that formal collaborations will act as a catalyst for furthering relationships with other key universities elsewhere in China.

A significant development in the area of research activity was the Research Assessment Exercise carried out by the Research Grants Council. In anticipation of this, the Polytechnic initiated its own internal research review in October, 1993. We believed that we had reached a stage in our development at which evaluation of our research activities by external peer groups would be beneficial in identifying research strengths and determining future directions for research. The panel members, almost 100 of whom contributed to the exercise, were asked to evaluate the research performance of nominated staff against local, regional and international standards in their fields

of expertise. The comments received will help us to determine our future lines of development, and I am grateful to those who so willingly gave their time to this project.

In conjunction with this review of academic research, panels of professional experts were constituted to assess each academic department's contribution to the Hong Kong community through its course offerings, research, provision of consultancy and professional services, and other activities. As with the research exercise, the feedback received was most constructive, and will be of great assistance in helping academic departments to plan their future in the new University.

Research and consultancy activities flourished under the auspices of CPHK Enterprises Limited, which witnessed a significant growth in business. Perhaps the most outstanding achievement was to be found in the work of the Medical Development Technology Centre, mentioned elsewhere in this Report, and carried out in conjunction with the Hospital Authority. Three products, developed as a result of this collaborative activity, were successfully launched, and were well received by local hospitals. As a result, the Centre is planning to place its products on the international market, an excellent example of the successful utilization of our available intellectual and physical resources for the betterment of the quality of life in Hong Kong.

Mention should also be made of the introduction of the Visiting Research Professorship Scheme, under which distinguished academics from elsewhere, who have a proven and distinguished track record in promoting research in their own institutions, are identified and invited to spend a period of at least one year with us, during which it is hoped they will make a significant contribution to the development of an academic department's research profile, and in particular act as a catalyst for developing the research potential of junior staff.

Research support has also been underpinned by the

introduction of a Scheme in which the equivalent of up to ten Research Fellowships are provided to academic departments through open competition. Preference has been given to departments able to make post-doctoral appointments and demonstrating the capacity to provide adequate support to enable the appointees to function effectively.


At the end of our first decade, I believe that the institution can be satisfied with its research achievements to date, as shown by the growth in the number and monetary value of projects. In 1984-85 our research budget was less than \$500,000, covering fewer than 50 projects; in the year under review, there were almost 600 funded projects with a monetary value of \$140.7 million.

With regard to capital developments, Phase II of the campus project has been successfully completed, but this has not meant that building development has ceased. The completion of the original master plan was followed by the commencement of a chain of improvement works, including the provision of an air-conditioned environment for the renovated ground floor laboratories. An unusual project was undertaken in the Mall to increase the size of the Bookshop; the work entailed demolition of a heavily reinforced concrete staircase, and was carried out between the hours of 12 midnight and 6 a.m. so that teaching would not be adversely affected. Most staff and students were unaware of the transformation until after the hoarding was removed! The fitting out of two new restaurants in the Phase II Amenities Building was completed in September 1993, and the existing restaurant facilities in Phase I were refitted and reopened three months later. The campus now has six food outlets but is still unable to satisfy entirely the demand for catering facilities, and consideration is being given to making even further provision.

The design and construction of 54 Senior Staff Quarters on the Tennis Court site in Nam Shan Chuen Road, and the Centre for Academic Exchange housing 84 study bedrooms, 8 senior staff quarters,

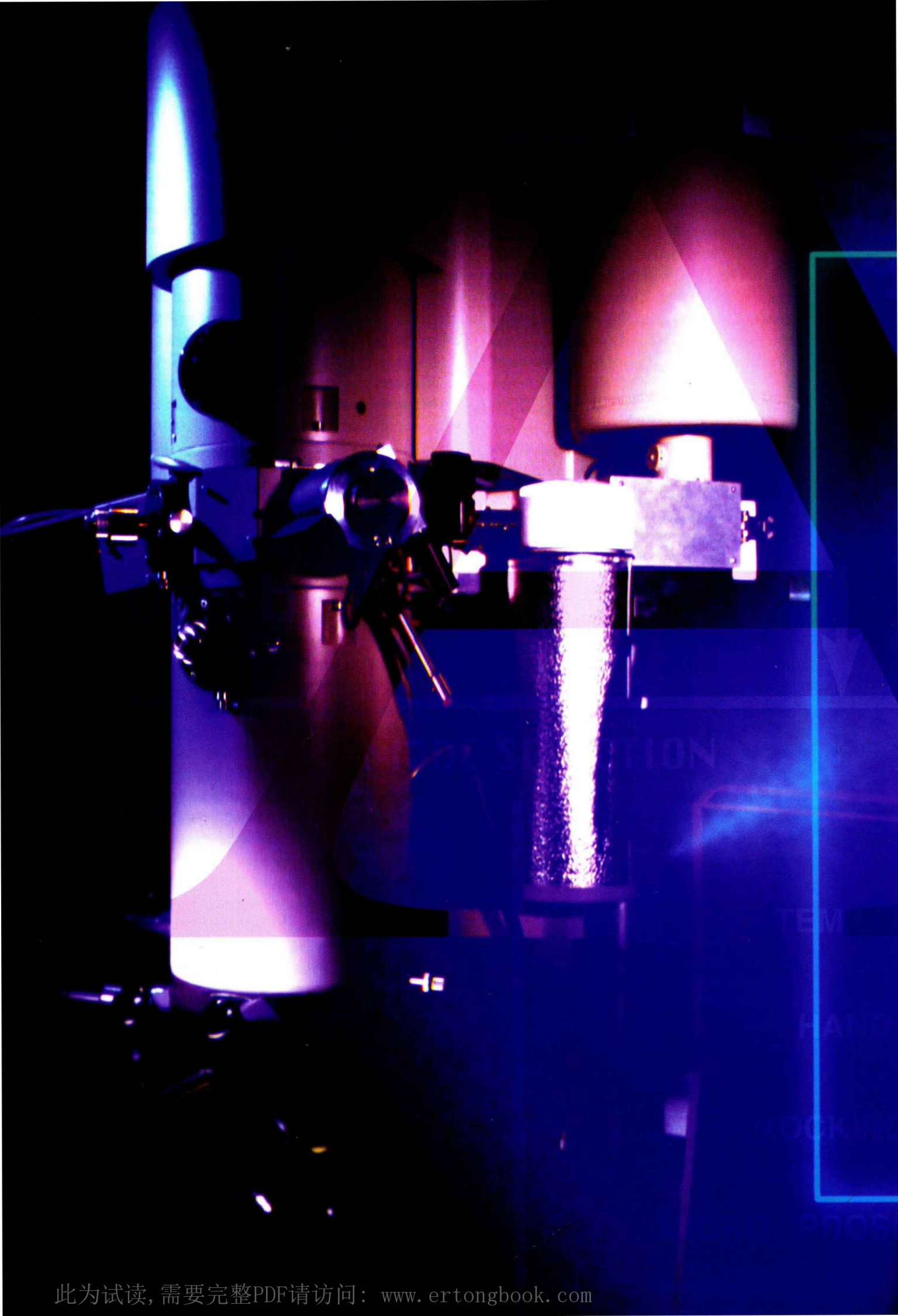
42 visitors' quarters, as well as the permanent home for the Centre for Continuing Education, are progressing. Both developments are expected to be completed during the 1995-96 academic year. With the completion of the campus master plan, feasibility studies are being undertaken on possible uses of vacant areas on campus. Proposals for a complex of senior staff quarters, visitors' quarters and graduate students' residences at To Yuen Street, a multi-storey building housing academic facilities at the open car park site, and administrative offices and student facilities along Tat Chee Avenue up to the junction with Cornwall Street are all under consideration. A submission has also been made to develop a site earmarked for the Polytechnic on the north side of Cornwall Street; a decision is expected to be made by the Government in early 1995.

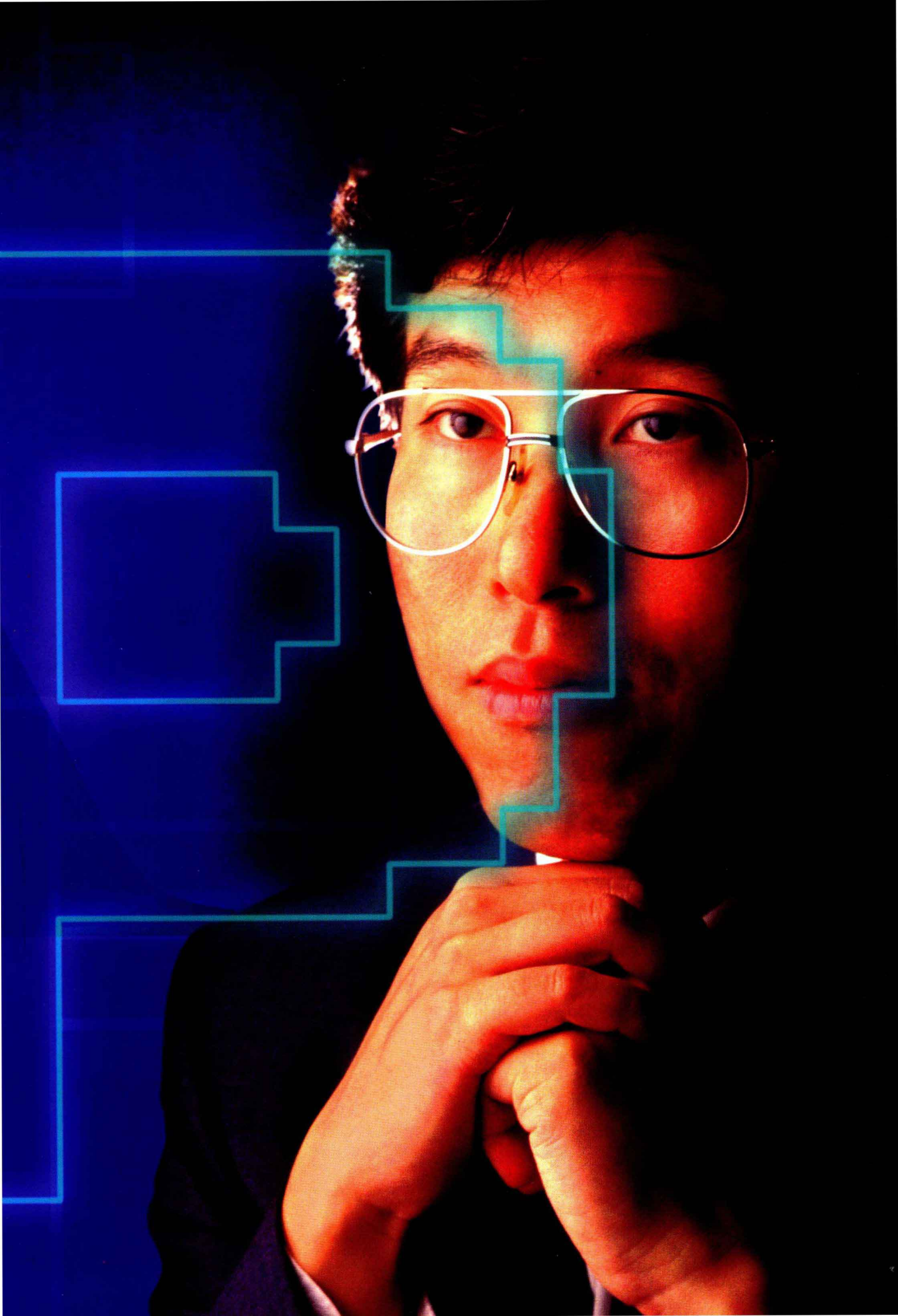
The contents of this Report serve to confirm that the pace of development which the Polytechnic has experienced in the past continues unabated, and there is no reason to expect that this will not also be the case in the future. The acquisition of University status will not be an occasion for the institution to rest on its laurels; the development of a strategic plan for the next ten years is being considered by the senior members of the institution, and will be discussed with all staff in the coming months, together with the refinement of the new University's mission. The drive for quality will continue; our aim is for the University to become a leading institution in selected areas of importance to the Asia-Pacific Region. Those of us who are privileged to work for the new University believe that with the continued support of Council members and leaders of industry and commerce in Hong Kong we will be successful in achieving this aim.



Professor Y C Cheng
Director
November 1994

*Following pages: Dr Joseph Lai Ki-leuk,
Head of the Materials Research Centre which
provides basic infrastructure for academic
research on advanced materials and products.*





The Council

Some changes occurred in the membership of the Council during the reporting period. Mr Kenneth Chan Yat-sun, the newly appointed Director of Architectural Services, replaced Mr P J Corser. Dr Stephen O Harrold was elected by staff members in place of Professor Richard Y K Ho. Mr Roland K C Chow resigned his membership at the end of 1993.

The Council is extremely grateful to the outgoing members for their valuable service to the Polytechnic during their tenure of office.

Staffing

Five new professors were recruited during the year: Professor Rudolf Wu Shiu-sun as Professor and Head of Department of Biology and Chemistry from 1 July 1993; Professor Roderick Wong Sue-cheun as Professor and Head of Department of Mathematics from 29 December 1993; Professor Glenn Drover as Professor of Applied Social Sciences from 1 June 1994; Professor David Tse Kwai-che as Professor of Business and Management from 15 June 1994; and Professor Chan Lai-kow as Professor and Head of Department of Applied Statistics & Operational Research from 30 June 1994. Moreover, two other professors were appointed but will not assume duty until the 1994-95 academic year: Professor Edward L G Tyler as Professor and Head of the Department of Professional Legal Education with effect from 1 July 1994 and Professor Tso Shui-kit as Professor of Mechantronics and Automation in the

Department of Manufacturing Engineering with effect from January 1995.

The appointment of two new administrative heads was finalized and will take effect during the next academic year. Mr Wong Hon-yeo has been appointed Head of the Industrial and Business Development Office from 1 August 1994 and Dr Yu Jer-tsang as Academic Secretary with effect from 2 September 1994.

The notional establishment on 30 June 1994, was 2,160, an increase of 207 posts compared with the previous year. Of these, 752 were academic posts, representing an increase of 7.4% over the past year.

On 30 June 1994, there were 2,017 staff in post, comprising 690 (34.2%) academic staff, 249 (12.3%) administrative staff and 1,078 (53.5%) technical, clerical and minor staff. Of the total, 803 staff (39.8%) were located in the four Faculties, 254 (12.6%) in the College of Higher Vocational Studies, and the rest in administrative (31.6%) and academic support (16%) departments.

In all, 189 staff left the Polytechnic during the year. The turnover rate stood at 9.61%, slightly higher than 8.62% in 1992-93.

Recruitment of academic staff continued to be conducted on an international basis. Advertisements were placed both locally and overseas, including Australia, Canada, Singapore, UK and USA.

Procedures for selection and appointment of teaching staff in January 1994, and the process of substantiation of appointment and re-appointment is now subject to more rigorous assessments which include peer evaluation, the delegation of authority and an appeal mechanism. A Visiting Research Professorship Scheme was introduced to attract eminent scholars from around the world to help promote research activities and enhance research profiles of the Polytechnic. The Visiting Research Professors

recommended should be distinguished and experienced professors in their respective fields with proven track records in promoting research in their own institutions. Suitable candidates were identified and will assume duty in the 1994-95 academic year. They are expected to assume a major role in promoting research in their area of expertise, and to provide adequate academic leadership to guide junior staff in actively building up their research profile.

Senior Appointments

Professor Chan Lai-kow joined the Polytechnic after serving as Professor and Head of the Department of Statistics of the University of Manitoba for 14 years. His experience in operational research was cultivated at the University of Western Ontario where he received his master's degree in 1964 and a doctorate in 1966. Apart from an extensive publications record, Professor Chan has frequently lectured and visited universities, companies and professional organizations throughout the Pacific Rim.

Professor David Tse Kwai-che was a tenured associate professor in Marketing at the University of British Columbia for ten years before joining the Polytechnic. A graduate of Chinese University of Hong Kong, Professor Tse received his doctorate degree from the University of California, Berkeley. Professor Tse, an active researcher, is working on cross-cultural marketing, consumer satisfaction, marketing management and foreign ventures in China.

Professor Glenn Drover came to the Polytechnic on after serving as a professor in the School of Social Work of the University of British Columbia from 1990, previously having held the position of Director of the School of Social Work for seven years. Professor Drover received his doctorate from the London School of Economics and has been very active in researching into the theory of social welfare and the social policy implications of free trade.

Professor Roderick Wong Sue-chuen served as the Head of Mathematics in the University of Manitoba for eight years before joining the Polytechnic. After completing his doctorate at the University of Alberta, Professor Wong went on to a distinguished academic career which saw him receive the prestigious Killiam Research Fellowship from the Canada Council, and in 1993 he was elected as the Fellow of the Royal Society of Canada.

Council Membership 1993–94

Chairman

Dr Raymond Ho Chung-tai, MBE, S.B. St. J., JP

Deputy Chairman

Mr Norman Leung Nai-pang, OBE, JP

Treasurer

Mr Dennis Lam Haw-shun

Members

a Director (ex officio):

Professor Cheng Yiu-chung

b Public officers appointed by HE the Governor:

Director of Education

Mr Dominic Wong Sing-wah, OBE, JP

Commissioner for Labour

Mrs Katherine Fok Lo Shiu-ching, OBE, JP

Director of Architectural Services

Mr P J Corser, ISO, JP (until 17 September 1993)

Mr Kenneth Chan Yat-sun, JP (from 18 September 1993)

Director-General of Industry

Miss Denise Yue Chung-yee, JP

Director of Social Welfare

Mr I R Strachan, JP

c Members elected by eligible staff from among their number and appointed by HE the Governor:

Mr Richard Li King-hang

Professor Enoch Young Chien-ming

Dr Stephen O Harrold (from 1 January 1994)

d Members other than public officers, with experience in commerce or industry in Hong Kong and appointed by HE the Governor:

Mr Albert Cheng Shu-lok

Dr the Honourable Raymond Ch'ien Kuo-fung, CBE, JP

Mr Roland Chow Kun-chee (until 31 December 1993)

Mrs Kathleen Yip Ho Tsang-yue

Mr H R Knight, ISO, MBE

Mr Raymond Kwok Ping-luen

Mr Jack Lau Kim-hung

Dr York Liao

Mr Lo Wai-kwok

Dr Tony Tai Chak-leung

Professor Natalis Yuen Chung-lau, JP

e Such other members as may be appointed by HE the Governor:

Professor Chang Hsin-kang

Professor W I R Davies, JP

Professor Leung Ping-chung

Secretary to Council

Mr K N Houghton

The Polytechnic continued to conduct exercises for the promotion of academic staff to senior positions of University Senior Lecturer, Reader and Professor on a competitive basis. Two staff were approved for promotion to the Reader grade and four to the University Senior Lecturer grade in September 1994.

The grade of Demonstrator, which was created in October 1992 to replace the grade of Teaching Assistant in the Faculties, was revised to a two-rank grade of Demonstrator I and Demonstrator II from May 1993. The grade of Language Instructor was introduced for a period of one year, from 1 October 1993,

to facilitate the development of Putonghua teaching and will be subject to review towards the end of the period.

A Deputy Registrar grade was created between the Professorial and the Reader grades, as a more appropriate long term alternative to the administrative headship structure. Additional structural Senior Personal Secretary posts were created and resources were also set aside to fund a number of floating Senior Personal Secretary posts to enable the upgrading of serving staff.

A number of changes in conditions of service for staff were introduced:

- a first move was made towards adopting a single set of conditions of service for all staff; by not offering superannuable appointments on overseas terms from January 1994;
- in June 1993, sabbatical leave was introduced, enabling academic staff to undertake activities for professional enhancement consistent with the mission of the Polytechnic or for the purpose of developing links with the professions, industry and business;
- the guidelines on Outside Practice were revised in respect of its definition, approval procedures, income sharing arrangements and reporting requirements;
- an interest-free loan scheme was introduced for newly appointed staff on



local terms relocating from overseas to assist them in settling in;

- staff development policy and procedures were reviewed to further clarify policies and streamline the processing of applications.

Graduates

On 10 and 11 November 1993, the Polytechnic held its 1993 Academic Award Ceremony in seven sessions, with the Acting Governor, Sir David Ford, presiding over the final session. A total of 4,083 graduates (2,391 full-time and 1,692 part-time students) from 19 departments/divisions received their award, an increase of 4.5% over the previous year.

An employment survey of full-time graduates showed that 1,810 of the 2,232 respondents had found employment by 31 December 1993, with the majority—83.3%—working in the private sector, 6.5% in non-profit making organizations, 5.5% in education and 4.5% in the Government. They received an average basic monthly salary of \$9,103, an increase of 10.2% over the class from the previous year. The number of students pursuing further full-time studies again set a record of 306, ten more than in 1992-93.

Staff Distribution 1993-94			
			Increase
1. Increase in staff (by category)	1993-94	1992-93	
Academic staff	690	662	28
Administrative and Academic Support Staff	249	272	-23
Technical, Clerical and Minor Staff	1,078	969	109
Total	2,017	1,903	114
			Increase
2. Increase in staff (by area)			
College	254	224	30
Faculty	803	785	18
Administrative	638	596	42
Academic Support	322	298	24
Total	2,017	1,903	114