

本署檔號 OUR REF.: L/M to UGC/GEN/103/1/4

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26 May 2003

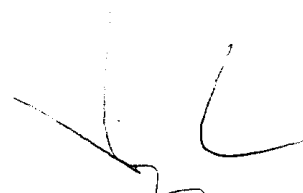
Ms Miranda Hon  
Clerk  
Public Accounts Committee  
Legislative Council Building  
8 Jackson Road  
Central  
Hong Kong

Dear Ms Hon,

**The Director of Audit's Report on the  
Results of value for money audits (Report No. 40)**

I refer to your letters of 16 and 19 May 2003. Consolidated replies in English are enclosed at Annexes A and B respectively. Chinese version will follow as soon as possible.

Yours sincerely,



( P T Cheung )  
Secretary-General  
University Grants Committee

Encl.  
cc SEM  
Hols

**\*Note by Clerk, PAC: Annex B not attached.**

### Issues raised in the letter of 16 May

#### Chapter 8 : UGC-funded institutions – Governance, strategic planning and financial and performance reporting

**(Q) *Whether the University Grants Committee (UGC) funded institutions will, upon the appointment of a Member to their Councils, provide information, such as the operation of the institution and the Member's role and responsibilities, to facilitate the discharge of his duties and, if so, details of the information provided : -***

**Ans :** All UGC-funded institutions provide information package and orientation for their new Council members to help them discharge their responsibilities. Details are as follows :

#### **CityU**

With the formal notification of their appointments by the Government, new members will receive a welcoming letter together with an information set from the Secretary to Council. The items in the set provide general information on the University, including the Ordinance, Statutes, Strategic Plan, Annual Report, Prospectuses, facts and figures of the University, Council Committees and their terms of reference, etc. New members will also be invited to an orientation visit on campus, during which the President will make a presentation on the background and development of the University, followed by a campus tour and visit to departments and research centres.

Upon members' requests separate visits to specific points of interests in the University will also be arranged.

#### **HKBU**

The Council Secretariat of the HKBU provides detailed written materials to every new external Council Member upon his/her appointment to the Council, about the operation of the University in general, and the operation of the Council and its Committees under the Council in particular. These materials include, amongst many others, (a) the HKBU Ordinance and the HKBU Statutes which set out, *inter alia*, the functions and authority of the Council; (b) the guidelines of procedure of the Council; (c) the terms of reference and membership compositions of the various Council Committees; and (d) HKBU Calendar/Bulletin.

In addition, the University holds briefing sessions for these new external Council Members to help them understand the multi-facet work and development plan of the University. These briefing sessions are presided over by the P/VC, and assisted by various senior officers and the secretaries of the Council Committees. Additional materials, such as latest annual report and financial report, are provided to Council Members in connection with these briefing sessions.

## LU

In October 1999 when the first Council of Lingnan University was appointed, the University management designed an orientation programme for the new Council Members to help them to understand the University's mission to be a liberal arts university, its management structure and various operational procedures as well as their roles and responsibilities as a Council Member. They toured the campus and heard a presentation by the President on the liberal arts education at Lingnan, the curricula and departments, the University management and operational procedures. Each Council Member was provided with an information package about the Council and its Standing Committees.

Each Council Member is appointed to at least one of the ten Council Standing Committees which are established by the Council to carry out duties and exercise powers as provided in the Lingnan University Ordinance. The appointments of members to all the Standing Committees were made at a Council meeting after thorough discussion of the terms of reference and membership composition of each of the Standing Committees.

## CUHK

All new Members of the Council of CUHK are provided with information about the University as set out in an introductory brochure, the latest University Bulletin and Annual Report, the Ordinance and Statutes of the University, and the University Calendar. The roles and functions of the Council are also made known to the new Members. The Secretary of the Council pays a visit personally to new Members of the Council (particularly those who are not staff of the University) soon after their appointments to acquaint them with the materials and answer any question they may have in relation to the aforesaid matters.

## HKIED

It has been the HKIED's usual practice to provide relevant information to all newly appointed Council Members to facilitate their discharge of duties. The Council Secretary, upon the announcement of the appointments of new Members, writes to new Members to welcome them to the Council on behalf of the Council Chairman and send them the following documents:

- a. The HKIED Ordinance;
- b. List of Council Members;
- c. Standing Orders of the Council;
- d. Meeting schedule for Council meetings; and
- e. HKIED's Annual Report for the last three years.

These documents aim to provide new Members with an overview of the work of the Institute and its Council. In addition, new Members are also invited to an orientation meeting with the senior management of the Institute and to tour around the campus.

The orientation meeting provides an opportunity for new Members and the senior management of the Institute to discuss and exchange ideas on different aspects of the work of the Institute in an informal and open manner.

### PolyU

The PolyU provides all new Council Members with information such as the PolyU Ordinance, terms of reference of the Council, operation of the Council Committees, etc, upon their appointment. Informal briefing on the operation and management of the University and visit to campus are also arranged.

### HKUST

Newly appointed members of the Council are currently provided with a copy of the University Ordinance and Statutes together with a copy of the Standing Orders of the Council. As an important supplement, they are offered the opportunity of fuller briefings on the work of the Council, and the operation of the University, by the Chairman of the Council, the President and other senior members of the University.

### HKU

Since the Ordinance and Statutes of the University of Hong Kong provide in detail the machinery of government and lay down the governance of the University, including the role, responsibility and procedures of the Council, Council members, upon their appointment to the Council, are given a copy of the Ordinance and Statutes. The information will provide Council members with a general overview of the operation of the University. The constitution and role and powers of the Council are set out in Statute XVIII "The Council" and Statute XIX "Powers of the Council" to which Council members' attention are particularly drawn.

As the Council has delegated many of its powers and duties to its committees, Council members are normally engaged also in the committees' activities. To facilitate the discharge of their duties, members will also be given the terms of reference, powers and duties, and appropriate previous meeting papers of the committees on which they serve.

At present, "induction" of new Council members is on an informal basis (e.g. informal briefing by the Secretary). However, as recommended in the Report on the Review of the University Governance and Management (*Fit for Purpose*), adopted by the Council, more formal induction and continuing development programmes will be made available in future to members to enhance further their contribution to the Council.