

立法會教育事務委員會 大學校長遴選機制

目的

本文件旨在闡述各大學教育資助委員會（教資會）資助大學的校長遴選機制。

概述

2. 八所教資會資助大學均為依據本身法例成立的獨立自主機構，各自設有校董會 / 校務委員會作為管治及決策單位¹。各大學的條例及規程載述其成立宗旨、職能和管治架構，並訂明大學所享的權力，以履行其成立宗旨和職能。教資會資助大學無論在制訂課程與學術水平、甄選教職員與學生、提出與進行研究，以至內部調配資源等方面，均享有自主權，並為此負責。

3. 各所大學的校董會 / 校務委員會的委員組成各有異同。一般而言，大學的校董會 / 校務委員會成員包括大學管理層、教職員和學生代表，以及來自商界、專業界別和學術界的校外人士。校董會 / 校務委員會的主席、副主席及司庫等主要位置一般由行政長官委任²；校董會 / 校務委員會委員則包括由行政長官委任²（部分經校董會 / 校務委員會或辦學機構推薦）、由校內指定教職員（如校長）擔任、由校內教職員及 / 或學生互選等，亦有個別大學校董會的部分委員由立法會議員互選產生³。八所教資會資助大學校董會的詳細成員組合表列於附件 A。

¹ 香港大學（港大）的管治單位為校務委員會；其他七所教育資助委員會資助大學的管治及決策單位為校董會。兩者英文名稱皆為“Council”。

² 行政長官會根據各大學的主管條例條文，以行政長官或該大學校監的身分作出委任。

³ 香港中文大學校董會及港大校董會（英文為“Court”，為港大最高諮詢團體）分別設有三個及五個由立法會議員互選出任的委員席位。另有兩所大學的校董會亦合共有兩位立法會議員以個人身分獲行政長官委任為校董會成員。

4. 《基本法》第 137 條訂明，各類院校均可保留其自主性並享有學術自由，可繼續從香港特別行政區以外招聘教職員和選用教材。政府一直遵照《基本法》要求尊重院校自主。

5. 八所教資會資助大學校長的職責，由各所大學的主管條例訂明。一般而言，校長須就大學的良好運作向校董會 / 校務委員會負責，並須就大學的學術發展政策、財政及行政事宜，向校董會 / 校務委員會提供意見。各所教資會資助大學的校長職位，一向由在本港及國際學術界具崇高地位的資深學者擔任，個別校長更在其學術範疇手執牛耳，有助肯定教資會資助大學的學術成就，以及鞏固香港作為區內高等教育樞紐的地位。

6. 校長的聘任屬大學自主範圍內事宜，八所教資會資助大學的主管條例及其規程賦予其校董會 / 校務委員會主理校長聘任事宜，以及訂定聘用條款的自主權。教資會《程序便覽》指出委任校長時，適宜諮詢政府及社會領袖，惟亦強調院校有在甄選、擢升及開除教職員方面享有不受約束的權利，校董會 / 校務委員會亦有最終決定權。

大學校長遴選及聘任的適用程序

7. 在院校自主的原則下，各教資會資助大學均按其主管條例訂明的內部機制、規則和程序處理校長的聘任，政府及教資會並無參與，亦不會干預有關事宜。據大學表示，大學一般會在當任校長卸任前預留充足時間啟動校長續任程序，以便當任校長一旦不擬續任，校方仍有足夠時間完成新校長遴選。即使當任校長有意續任，有關決定仍需校董會 / 校務委員會按照相關規程議決通過方可落實。如需物色新校長，校方則會按適用機制成立校長遴選委員會及委託專業招聘顧問展開全球招聘。遴選委員會通常由校董會 / 校務委員會成員、大學管理層及教職員代表組成，委員會會就新校長的聘任向校董會 / 校務委員會提出建議，過程中亦會諮詢相關持份者，並由校董會 / 校務委員會聽取候選人的解說後按照相關規程議決聘任。

8. 八所教資會資助大學校長遴選機制的概要載於附件 B，大學提供的詳細資料載於附件 B 的附錄(a)至附錄(h)。

結語

9. 政府及教資會一直遵照《基本法》，尊重院校自主，不會干預大學校長的遴選及聘任。各教資會資助大學的校董會 / 校務委員會會繼續本着大學的長遠利益和發展需要，根據主管條例及其規程規定，遴選及聘任合適人士出任校長。

教育局
2022 年 6 月

大學教育資助委員會資助大學校董會 / 校務委員會成員組合類別一覽

| 大學校董會 / 校務委員會 ⁽¹⁾ | 各大學條例及規程就其校董會 / 校務委員會訂明的成員組合及各類別成員的上限名額 | | | | | | 在任成員總數 ⁽²⁾ (截至2022年5月) |
|------------------------------|---|---|-------|---------------------------|---------------------|--------------|--------------------------------------|
| | 當然成員 | 行政長官委任成員 | 立法會議員 | 教職員 | 學生及校友 | 校董會委任及其他類別成員 | |
| 香港城市大學校董會 | 校長 (1) | 7名直接委任 | - | 2名由教職員互選產生 (由校董會委任) | 學生會會長 (當然成員) | - | 22 |
| | 常務副校長 (1) | 不多於8名經由校董會推薦 行政長官從以上成員中委出校董會主席、副主席及司庫 | - | 1名由教務會提名的教務會教務成員 (由校董會委任) | 評議會主席 (當然成員) | - | |
| | 學生會會長 (1) | | | | 1名由研究生互選產生 (由校董會委任) | | |
| 評議會主席 (1) | 小計: 4 | 小計: 15 | - | 小計: 3 | 小計: 3 | 小計: - | |
| 香港浸會大學校董會 | 校長 (1) | 15名直接委任 (其中8名兼任諮議會當然成員) | - | 2名由合資格教職員互選產生 (由校董會委任) | 學生會會長 (當然成員) | - | 35 |
| | 副校長 (4) | 3名經由香港浸信會聯會提名 行政長官從以上8名兼任諮議會當然成員的成員中委出校董會主席、副主席及司庫 | - | 2名由教務議會從其成員當中提名 (由校董會委任) | | | |
| | 各學院院長 (7) | | | | | | |
| 學生會會長 (1) | 小計: 13 | 小計: 18 | - | 小計: 4 | 小計: 1 | 小計: - | |

| 大學校董會 / 校務委員會 ⁽¹⁾ | 各大學條例及規程就其校董會 / 校務委員會訂明的成員組合及各類別成員的上限名額 | | | | | | 在任成員總數 ⁽²⁾ (截至2022年5月) |
|------------------------------|--|---|---------------------------|---|------------------------------------|--|--------------------------------------|
| | 當然成員 | 行政長官委任成員 | 立法會議員 | 教職員 | 學生及校友 | 校董會委任及其他類別成員 | |
| 嶺南大學校董會 | 校長 (1) 副校長 (1) 學生會會長 (1) | 18名直接委任 (其中10名兼任諮議會當然成員) 7名經由嶺南教育機構提名 行政長官從以上10名兼任諮議會當然成員的成員中委出校董會主席、副主席及司庫 | - | 3名由合資格教職員互選產生 (由校董會委任) 2名由教務會成員互選產生 (由校董會委任) | 學生會會長 (當然成員) | - | 33 |
| | 小計: 3 | 小計: 25 | - | 小計: 5 | 小計: 1 | 小計: - | |
| 香港中文大學校董會 | 校長 (1) 副校長 (6) 學院及研究院院長 (9) 書院院長 (4) 司庫 (1) | 6名直接委任 [®] | 3名由立法會議員互選產生 [®] | 4名由書院院務委員會選任的書院院務委員 3名由教務會從其教務成員當中選任 | 不多於3名由校友評議會選任的校友評議會成員 [®] | 8名由書院校董會選任的書院校董 1名由校董會委任的終身校董 不多於6名由校董會選任 [®] | 52 |
| | 行政長官根據校董會的提名從以上 [®] 類別成員中委出校董會主席; 副主席由校董會從其成員中選出; 司庫由校董會委任。 | | | | | | |
| | 小計: 21 | 小計: 6 | 小計: 3 | 小計: 7 | 小計: 3 | 小計: 15 | |

| 大學校董會 / 校務委員會 ⁽¹⁾ | 各大學條例及規程就其校董會 / 校務委員會訂明的成員組合及各類別成員的上限名額 | | | | | | 在任成員總數 ⁽²⁾ (截至2022年5月) |
|------------------------------|---|---|-------|--|---|-----------------------|--------------------------------------|
| | 當然成員 | 行政長官委任成員 | 立法會議員 | 教職員 | 學生及校友 | 校董會委任及其他類別成員 | |
| 香港教育大 學校董會 | 校長 (1) 副校長 (3) | 不多於14名直接委任 (包括至少5名具有與香港工商業或某專業有關經驗的成員) 1至3名直接委任的公職人員 | - | 3名由合資格教職員互選產生 1至3名由教務委員會從其成員當中提名 (由校董會委任) | 1名由校董會委任的學生代表 | - | 26 |
| | 小計: 4 | 行政長官從以上具有香港工商業或某專業有關經驗的成員中委出校董會主席、副主席及司庫 小計: 17 | - | 小計: 6 | 小計: 1 | 小計: - | |
| 香港理工大 學校董會 | 校長 (1) 常務副校長 (1) | 9名直接委任 [#] | - | 2名從合資格職員中選出 (由校董會委任) 1名由教務委員會從其委員中選出 (由校董會委任) | 1名由校董會委任的校友會成員 1名從本科生及學位以下程度課程學生中選出 (由校董會委任) 1名從研究生中選出 (由校董會委任) | 8名由校董會委任 [#] | 23 |
| | 小計: 2 | 行政長官從以上 [#] 類別成員中委出校董會主席、副主席及司庫。 小計: 9 | | | 小計: 3 | 小計: 3 | |

| 大學校董會 / 校務委員會 ⁽¹⁾ | 各大學條例及規程就其校董會 / 校務委員會訂明的成員組合及各類別成員的上限名額 | | | | | | 在任成員總數 ⁽²⁾ (截至2022年5月) |
|------------------------------|---|---------------------------------------|-------|----------------------------------|--------------------|------------------------|--------------------------------------|
| | 當然成員 | 行政長官委任成員 | 立法會議員 | 教職員 | 學生及校友 | 校董會委任及其他類別成員 | |
| 香港科技大 學校董會 | 校長 (1) | 不多於9名直接委任 | - | 不多於2名由教務委員會提名的教務委員會教務成員 (由校董會委任) | 評議會主席 (當然成員) | 1名由校董會從副校長中輪流委出 | 26 |
| | 首席副校長 (1) | 不多於8名經由校董會推薦 | | 1名由合資格僱員互選產生 (由校董會委任) | 1名由學生互選產生 (由校董會委任) | 2名由校董會從各院長及本科生教務長中輪流委出 | |
| | 評議會主席 (1) | 行政長官從以上類別並具有香港工商業經驗的成員中委出校董會主席、副主席及司庫 | | | | | |
| | 小計：3 | 小計：17 | - | 小計：3 | 小計：2 | 小計：3 | |
| 香港大學校 務委員會 | 校長 (1) | 7名直接委任 | - | 4名按照規例選出的教師 | 1名按照規例選出的本科生 | 6名由校務委員會委任不屬大學學生或僱員人士 | 21 |
| | 司庫 (1) | 行政長官從以上成員中委出校務委員會主席 ⁽³⁾ | | 1名按照規例選出的僱員 | 1名按照規例選出的研究生 | 2名由校董會選出不屬大學學生或僱員人士 | |
| | 小計：2 | 小計：7 | - | 小計：5 | 小計：2 | 小計：8 | |

註:

- (1) 香港大學的管治單位為校務委員會；其他七所教育資助委員會資助大學的管治及決策單位為校董會。
- (2) 基於各種原因某些席位可能暫時出缺，加上個別獲委任的成員身分涵蓋多於一項成員類別，故在任成員總數或較各項成員類別小計的總和為低。
- (3) 香港大學校務委員會不設副主席，司庫由校務委員會委任。

教育資助委員會（教資會）資助大學校長聘任機制

| 大學 | 委任權 ¹ | 遴選機制 | 持份者參與 | 程序需時 | 續任機制 | 附錄 |
|----|---|---|--|-------------------------|---|-----|
| 城大 | <ul style="list-style-type: none"> - 城大校董會根據《城大條例》(第1132章)第13(4)條及第14(2)條 - 校董會經大多數投票(不少於75%)支持決議 | <ul style="list-style-type: none"> - 由校董會成立遴選委員會及提名委員會 - 委託遴選顧問 - 全球招聘 | <ul style="list-style-type: none"> - 職員、學生及校友通過會面、公開論壇及書面陳述參與 | 23 個月 | <ul style="list-style-type: none"> - 通過工作表現審視程序，並由校董會根據法例要求決議 | (a) |
| 浸大 | <ul style="list-style-type: none"> - 浸大校董會根據《浸大條例》(第1126章)第20(1)條 - 校董會經過半數投票支持決議 | <ul style="list-style-type: none"> - 由校董會成立遴選委員會 - 委託遴選顧問 - 全球招聘 | <ul style="list-style-type: none"> - 職員、學生及校友通過不同途徑包括公開論壇及書面陳述參與 | 18 個月 | <ul style="list-style-type: none"> - 通過審視程序，並由校董會根據法例要求決議 | (b) |
| 嶺大 | <ul style="list-style-type: none"> - 嶺大校董會根據《嶺大條例》(第1165章)第15(1)條 | <ul style="list-style-type: none"> - 由校董會成立遴選委員會 - 委託遴選顧問 - 全球招聘 | <ul style="list-style-type: none"> - 職員、學生、校友及大學持份者通過不同途徑包括專責小組、會面及書面陳述參與 | 18 個月 ² | <ul style="list-style-type: none"> - 校董會在現任校長任期完結前約18 個月展開續任工作，並決定適用程序 | (c) |
| 中大 | <ul style="list-style-type: none"> - 中大校董會根據《中大條例》(第1109章)規程6.1及6.2 | <ul style="list-style-type: none"> - 由校董會成立遴選委員會 - 委託遴選顧問 - 全球招聘 | <ul style="list-style-type: none"> - 大學成員及持份者通過會面參與 | 18 至 24 個月 ³ | <ul style="list-style-type: none"> - 校董會主席與獲授權之校董會成員及現任校長商討續任，繼而向校 | (d) |

¹ 港大的管治單位為校務委員會；其他七所教資會資助大學的管治及決策單位為校董會。兩者英文名稱皆為“Council”。

² 嶺大於2022年2月宣布現任校長將於其任期在2023年8月屆滿後退休。

³ 有見及時任校長的任期將於2018年6月屆滿，中大校董會在2016年6月成立了遴選委員會。經雙方同意，時任校長於2017年12月退休，新任校長並於2018年1月上任。

| 大學 | 委任權 ¹ | 遴選機制 | 持份者參與 | 程序需時 | 續任機制 | 附錄 |
|----|---|---|--|--------------------|--|-----|
| | | | | | 董會匯報 - 校董會可授權主席諮詢各大學成員及持份者 - 校董會根據法例要求作最終決議 | |
| 教大 | <ul style="list-style-type: none"> - 教大校董會根據《教大條例》(第444章)第9(3)(b)條、第11(1)條、第11(6)條及第11(7)條 - 校董會經大多數投票(不少於三分之二)支持決議 | <ul style="list-style-type: none"> - 由校董會成立遴選委員會 - 委任遴選顧問 - 全球招聘 | <ul style="list-style-type: none"> - 職員及學生通過公開論壇及書面陳述參與 | 18 個月 ⁴ | <ul style="list-style-type: none"> - 通過由校董會根據《教大條例》訂立的審視及評核程序 | (e) |
| 理大 | <ul style="list-style-type: none"> - 理大校董會根據《理大條例》(第1075章)第8(1)(a)條及第8(2)條 - 校董會經大多數投票(不少於三分之二)支持決議 | <ul style="list-style-type: none"> - 由校董會成立遴選委員會 - 委任遴選顧問 - 全球招聘 | <ul style="list-style-type: none"> - 包括職員、學生及校友在內的主要持份者通過會面參與 | 21 個月 ⁵ | <ul style="list-style-type: none"> - 通過全面審視校長的工作表現，並諮詢主要持份者 - 校董會根據法例要求作最終決議 | (f) |

⁴ 教大於 2022 年 2 月宣布現任校長不會於 2023 年 8 月任期屆滿後尋求連任。

⁵ 根據最新近的校長遴選工作經驗。

| 大學 | 委任權 ¹ | 遴選機制 | 持份者參與 | 程序需時 | 續任機制 | 附錄 |
|----|--|---|--|-----------------------------------|--|-----|
| 科大 | <ul style="list-style-type: none"> - 科大校董會根據《科大條例》(第1141章)第12(2)(a)條 - 校董會經大多數非執行委員投票(不少於75%)支持決議 - | <ul style="list-style-type: none"> - 由校董會成立遴選委員會 - 委任遴選顧問 - 全球招聘 | <ul style="list-style-type: none"> - 職員、學生、校友、顧問委員會及校董會成員通過不同途徑包括會面、調查及書面陳述參與 | 11個月 ⁶ | - | (g) |
| 港大 | <ul style="list-style-type: none"> - 港大校務委員會根據《港大條例》(第1053章)規程VI.1 - 校務委員會經大多數非執行委員投票(不少於75%)支持決議 | <ul style="list-style-type: none"> - 由校務委員會成立物色委員會及遴選委員會 - 委任遴選顧問 - 全球招聘 | <ul style="list-style-type: none"> - 職員、學生及校友通過公開論壇及會面參與 | 視乎個別情況(上次校長遴選需時10個月) ⁷ | <ul style="list-style-type: none"> - 通過審視程序,並由校務委員會決議 | (h) |

簡稱對照

| | |
|----|--------|
| 城大 | 香港城市大學 |
| 浸大 | 香港浸會大學 |
| 嶺大 | 嶺南大學 |
| 中大 | 香港中文大學 |
| 教大 | 香港教育大學 |
| 理大 | 香港理工大學 |
| 科大 | 香港科技大學 |
| 港大 | 香港大學 |

⁶ 科大於2021年11月宣布現任校長將於2022年10月卸任。

⁷ 港大於2017年2月宣布第15任校長將於2018年1月卸任,校務委員會於2017年12月通過第16任校長的任命。

**City University of Hong Kong's
President Selection Procedures**
香港城市大學遴選校長程序

| (A) Procedures and Mechanism 程序及機制 | | |
|---|--|--|
| 1. | Main body engaged / responsible for the selection 主要參與機關/負責遴選 | <ul style="list-style-type: none"> - Search committee 遴選委員會 - Headhunting Companies (providing professional advice and service for the search) 獵頭公司(在招聘過程中提供專業意見及服務) |
| 2. | Approach of recruitment 招聘的方法 | Global and local recruitment 全球及本地招聘 |
| 3. | Composition of the search committees 遴選委員會的組成 | <ul style="list-style-type: none"> - Council Chairman 校董會主席 - Deputy Council Chairman 校董會副主席 - Council Treasurer 校董會司庫 - Council's Human Resources Committee Chairperson or equivalent 校董會人力資源委員會主席或相等職位 - 4 nominated staff 四位提名教職員 - 2 elected staff 二位由互選產生的教職員 - 1 elected student 一位由互選產生的學生 - 3 Council Members 三位校董會成員 - 2 external members 兩位校外人士 |
| 4. | Nominator(s) of candidates 候選人提名人 | <ul style="list-style-type: none"> - Current exercise - over 1200 names were considered during the search; 17 nominations from CityU Council members, Professors/ Chair Professors; and others from universities worldwide approached by the Search Consultant. - 現時的做法：有超過 1200 位合適人士供校方考慮；當中包括有 17 位人選由城大校董會成員、各級教授、講座教授等提名；及透過專業顧問公司接觸世界各地大學的合適人選。 |
| 5. | Number of candidates shortlisted 篩選候選人人數 | <ul style="list-style-type: none"> - Current exercise - 9 candidates shortlisted for interviews/talks - 現時的做法：九位候選人獲邀面試／對話 |

| | | |
|----|--|--|
| 6. | Number of rounds of interviews conducted 面試次數 | 3 三輪 |
| 7. | Method by which the Council approves the appointment recommendation 校董會通過委任的方法 | By majority vote of 75% of members for the time being. 佔 75%大多數投票 |

| (B) Engagement of Staff and Students 教職員及學生的參與 | | |
|---|-------------------------------------|--|
| 1. | Selection Process 遴選過程 | <p>Students and staff are engaged in the following selection process: 學生及教職員參與以下遴選過程：</p> <p>(a) Setting appointment criteria; 制定委任準則; (b) Nominating candidates; 候選人的提名; (c) Determining shortlist; 篩選的決定; (d) Interviewing candidates; 候選人的面試; (e) Making recommendation for appointee; and 就委任作推薦; (f) Approving the appointment (voting) 就批准委任作投票;</p> |
| 2. | Meeting with candidate(s) 與候選人會面 | <p>The candidate(s) will meet the following groups/participate in the following events: 候選人會與以下組別/參與者透過以下活動會面：</p> <p>(a) Meeting with staff/student representatives 會見教職員/學生代表 (b) Open forum (note: Current exercise - not feasible due to COVID-19 and social distancing restrictions-see section 3 below.) 公開論壇（註：現時的做法：因受疫情及社交距離措施的限制，未能舉辦公開論壇 - 請見以下第三項） (c) Views expressed in the meetings with the candidate(s) will be passed onto the selection body 與候選人會面時提出的意見會呈交予遴選機關</p> |
| 3. | Meetings with nominee 與被推薦人選會面 | <p>The nominee will meet the following groups/participate in the following events: 被推薦人選會與以下組別/參與者透過以下活動會面：</p> <p>(a) Meeting with representative groups of staff/students 會見代表教職員及學生的組別 (b) Open forum (note: Current exercise - 5 open forums with</p> |

| | | |
|----|---|---|
| | | <p>representative groups of key constituents of the University community in compliance with Covid social distancing rules.</p> <p>公開論壇（註：現時的做法：按照疫情要求的社交距離措施，舉辦了五場公開論壇，邀請了校內主要持份者組別代表出席）</p> <p>(c) Views expressed in the meetings with the appointee will be passed onto the main selection body</p> <p>與被推薦人選會面時提出的意見會呈交予主要的遴選機關</p> |
| 4. | <p>Other channels for students and staff to express views</p> <p>供學生及教職員反映意見的其他渠道</p> | <ul style="list-style-type: none"> - Emails/ letters to relevant body 透過電郵/信件去有關機關 - Staff Association 教職員協會 - Students' Union 學生會 |

(C) Timeline of the current exercise for the recruitment and appointment of the incoming President: 現時招聘及委任新校長的時間表

| Date 日期 (MM/YY) (月/年) | Key Milestones 重要的里程碑 |
|-----------------------------|--|
| 06/21 | <ul style="list-style-type: none"> - Preparation of the search exercise began. - Numerous discussions and meetings between the Council Chairman, Secretary to Council, and appropriate members and working groups since June 2021 to discuss the work plan, timeline, process and procedures, appointment of a search consultant, etc. - 啟動遴選準備工作。 - 自 2021 年 6 月起，校董會主席、校董會秘書，與個別校董會成員及工作小組，就工作計劃、時間表、遴選過程和程序、委任專業顧問公司等事宜，進行了多次討論及會議。 |
| 07/21 to 11/21 | <p>The Council approved the 3-stage appointment process, timeline and composition of the Search Committee and Nomination Committee for the President.</p> <p>校董會通過採用「三個層次」的委任過程、遴選時間表及遴選委員會及提名委員會的組成。</p> |
| 11/21 to 01/22 | <p>Advertisements placed, and invitations for nominations/ applications sent out both locally and internationally, covering top 100 universities worldwide and top 10 Mainland China universities.</p> <p>刊登廣告，並向本地及全球大學廣發提名及應徵邀請函，當中包括</p> |

| Date 日期 (MM/YY) (月/年) | Key Milestones 重要的里程碑 |
|-----------------------------|--|
| | 100 所來自世界各地的頂尖大學，及 10 所中國內地的優秀大學。 |
| 02/22 to 03/22 | <ul style="list-style-type: none"> - The Search Committee for the President (SCP) reviewed a very long list of candidates (over 1200 names), selected candidates based on an agreed set of criteria, held numerous in-depth discussions with the selected candidates, and drew up a shortlist for further consideration by the Nomination Committee. - The SCP held a total of 7 formal meetings/ interviews and many exchanges and discussions. - 校長遴選委員會審視超過 1200 合適人士後，根據訂下的準則，與篩選後的申請人進行多次深入的討論，最後提交提名委員會一份候選人名單作進一步考慮。 - 遴選委員會一共舉行了七次會議／面試，及作多次意見交流及討論。 |
| 04/22 | <p>The Nomination Committee for the President (NCP) reviewed the shortlisted candidates put forward by the SCP, conducted interviews, assessed each candidate against the set of agreed criteria, and recommended one final candidate to the Council for consideration of appointment.</p> <p>校長提名委員會審視由遴選委員會提交的候選人名單後，進行多次面試，並根據訂下的準則評估每一位候選人，最後向校董會推薦一名人選作考慮委任。</p> |
| 05/22 | <p>Before the Council's consideration, arrangements were made for the NCP's recommended candidate to meet with a broad range of key constituents of the University community, including staff, students and alumni, in 5 separate forums. Written feedback from every group was overwhelmingly positive.</p> <p>在校董會考慮委任前，舉辦了五場論壇，讓提名委員會推薦的人選，與大學內具代表性的主要持份者，包括教職員、學生代表及校友等會面及交流。被推薦的人選都得到各界別的正向及踴躍書面讚賞。</p> |
| 05/22 | <p>The Council considered and approved unanimously the recommended candidate for appointment as the next President of the University at a special meeting held on 17 May 2022. An announcement to the University community and a press release were issued right after the Council meeting.</p> <p>校董會在 2022 年 5 月 17 日舉行的特別會議上，採納提名推薦，及一致通過委任推薦人選為新一任校長。大學在會議後隨即發佈大學公告及新聞稿。</p> |

(D) Ordinances governing recruitment and appointment of President 監察招聘及委任校長的條例

Section 13(4)(e) and 14(2) of the City University of Hong Kong Ordinance states that:

Section 13(4)(e)

“The Council shall not delegate to any committee appointed under subsection (1) the power to appoint the President and the Deputy President or to remove the President and the Deputy President from office or to approve the duties of the President and the Deputy President.”

Section 14(2)

“The President and Deputy President are appointed by resolution of the Council passed by the votes of not less than three quarters of its members for the time being.”

香港城市大學條例第 13(4)(e) 及 14(2)條列明:

條例第 13(4)(e)

“校董會不得將處理以下事項的權力轉授予任何根據第(1)款委出的委員會 委任校長及常務副校長，或將校長及常務副校長免職，或批准校長及常務副校長的職責。”

條例第 14(2)

“校長及常務副校長由校董會藉不少於校董會當其時成員的四分之三投票通過的決議委任。”

Hong Kong Baptist University **Appointment mechanism for the President and Vice-Chancellor**

Hong Kong Baptist University has a fair and rigorous mechanism for recruiting senior staff members, including the President and Vice-Chancellor. Some salient points are as follows:

1. The Council shall appoint a President and Vice-Chancellor who is the principal academic and administrative officer of the University (section 20(1) of the *Hong Kong Baptist University Ordinance*). The Council (excluding the student member and, if required, any member who has a pecuniary or personal interest in the matter) will decide the appointment by a simple majority vote of the members present and voting thereon (sections 16(4) and 16(7) of the *Hong Kong Baptist University Ordinance* and the *Guidelines of Procedure of the Council*).
2. A Search Committee will be formed and chaired by the Council Chairman, with clear terms of reference, to take actions for the recruitment of a President and Vice-Chancellor, including interviewing and shortlisting the candidates, and make a recommendation to the Council for appointment. Its membership composition typically includes select Council members and elected staff representatives.
3. A headhunting company will be enlisted to facilitate a global search for suitable candidates.
4. Stakeholders will be engaged through various means, such as a designated email account for collecting comments and views during the search process, as well as open forums for staff, students and alumni.
5. Comments collected will be reviewed by the Search Committee and discussed by the Council, which will make a final decision and appoint the selected candidate through the method described in paragraph 1 above.
6. The reappointment of the President and Vice-Chancellor will go through a review process and paragraph 1 above applies.

16 May 2022

香港浸會大學 校長任命機制

香港浸會大學設有公平及嚴謹的機制處理其主管人員（包括校長）的聘任事宜。機制重點如下：

1. 校董會須委任一名校長為大學的首席教務和行政主管人（參照《香港浸會大學條例》第 20(1)條）。校董會的學生成員及(如需要)任何與該事項有金錢或個人利害關係的成員均不得參與相關審議；如任命獲得出席會議及投票的成員過半數支持，即為通過（參照《香港浸會大學條例》第 16 (4)及 16 (7)條，以及《校董會程序指引》）。
2. 由校董會主席主持的遴選委員會設有清晰的職權範圍，負責進行校長招聘工作，包括面試及甄選，並就任命向校董會作出建議。委員會成員一般包括個別校董會成員及經選舉產生的職員代表。
3. 大學會透過人事顧問服務公司的協助，進行全球招聘工作。
4. 大學亦會通過不同方式與持份者聯繫，如在招聘過程中以指定電郵帳戶收集意見及舉行公開論壇與職員、學生及校友對話。
5. 遴選委員會將審視收集到的意見，並交予校董會討論，然後根據上述第 1 段提及的方法作最終委任決定。
6. 續聘校長須進行審核程序，並以上述第 1 段提及的方法通過。

2022 年 5 月 16 日

Information on Lingnan University's Appointment Mechanism for its President

1. In accordance with section 15(1) of the Lingnan University Ordinance (Cap. 1165), "The Council shall, in consultation with the Court, appoint a President". The current appointment of the incumbent President Professor Leonard K. CHENG will end on 31 August 2023.
2. The LU Council decides the proceedings of the appointment and re-appointment of the President when the case arises. By convention, the LU Council starts the related appointment/re-appointment exercise around 1.5 years before the contract expiry of the President for the time being. The LU Council, at its meeting on 21 February 2022, resolved to set up a Search Committee for New President ("Search Committee") to conduct a global search and selection of the next President to decide on the required qualifications for the next President, to select a recruitment service provider assisting in the search exercise, to select potential candidates, to review and assess the suitability of the potential candidates as well as to make recommendation to the LU Council on the finalised candidate for consideration and appointment.
3. The Search Committee recently set up by the LU Council is chaired by the LU Council Chairman and consists of seven members, including the LU Council Deputy Chairman, the LU Council Treasurer, the LU Court Chairman, one representative nominated by the Lingnan Education Organization Limited, and one LU lay Council member, one LU staff Council member and one Chair Professor/Dean of the Faculty nominated by the LU Council Chairman. The LU student Council member will participate in the Search Committee as an observer; however, the student observer will not take part in any decision-making process of the Search Committee. The LU Council, at its meeting on 21 February 2022, also decided to adopt the following proceedings for this search exercise:
 - A search consultant firm will be engaged to assist the Search Committee in conducting a global search and selection exercise.
 - Prior to the start of the search process, focus group meetings will be arranged for the Search Committee to meet with relevant stakeholders for soliciting views on the selection criteria, the search process and expectations for the next President.
 - Prior to the LU Council's consideration on the recommendation of the Search Committee, the finalised candidate will be arranged to meet with staff and students.

- The LU Council will consider the recommendation of the Search Committee together with the views received from staff and students at the meeting with the finalised candidate.
 - After consulting the LU Court, the LU Council will decide on the appointment of the next President.
4. The tendering exercise of the provision of recruitment service to LU for its next President will be completed in late May 2022, and the Search Committee will start meeting with various stakeholders and to finalise the required qualifications of the next President with the assistance from the search consultant firm in due course.

有關嶺南大學委任校長的程序

1. 按《嶺南大學條例》(第 1165 章)第 15(1)條,「校董會須在徵詢諮議會意見後,委任一名校長。」現任嶺大校長鄭國漢教授任期將於 2023 年 8 月 31 日屆滿。
2. 嶺大校董會可以就委任或續任校長事宜訂立程序。按照慣例,嶺大校董會會於在任校長的任期屆滿約一年半前展開相關委任及續任程序。嶺大校董會於 2022 年 2 月 21 日舉行之會議中通過成立遴選委員會統籌全球招聘下任校長的相關事宜,包括委託專業招聘顧問公司協助遴選委員會進行全球招聘下任校長程序,物色及考慮下任校長候選人名單,以及向嶺大校董會提交最終推薦人選的建議。
3. 新成立的遴選委員會主席由嶺大校董會主席擔任,7 名成員包括嶺大校董會副主席、嶺大校董會司庫、嶺大諮議會主席、由嶺南大學教育機構有限公司提名的成員 1 名,以及由嶺大校董會主席提名的嶺大校董會校外成員、嶺大校董會教職員成員及講座教授/院長各 1 名。嶺大校董會學生成員以觀察員身份參與遴選委員會的事務,惟不包括遴選委員會任何決策事項。嶺大校董會於 2022 年 2 月 21 日舉行之會議中訂立是次招聘新校長程序如下:
 - 委託專業招聘顧問公司協助遴選委員會進行全球招聘及物色下任校長程序
 - 在展開物色下任校長程序前,遴選委員會將與大學持份者會面以收集他們對遴選準則及過程,以及對下任校長期望的意見。
 - 在嶺大校董會考慮遴選委員會的建議前,最終推薦人選將與大學教職員及學生見面。
 - 嶺大校董會將考慮遴選委員會所提交最終推薦人選的建議,以及最終推薦人選與大學教職員及學生見面時收集所得的意見。
 - 經徵詢嶺大諮議會的意見後,嶺大校董會將就委任下任校長作決定。
4. 委託專業招聘顧問公司的招標程序將於 2022 年 5 月下旬完成。遴選委員會將在專業招聘顧問公司協助下與大學持份者進行會面。

THE CHINESE UNIVERSITY OF HONG KONG

Appointment mechanism of the Vice-Chancellor

1. When the Council decides to begin a search for a new Vice-Chancellor, a search committee is established in accordance with Statute 6.1 of the Ordinance:

The Vice-Chancellor shall be appointed by the Council after receiving the advice of a committee established by the Council and composed of the Chairman of the Council, 3 members nominated by the Council from among its number and 3 members nominated by the Senate from among its number.

2. The search committee develops a workplan and confirms (or otherwise) the need to appoint an external search consultant (“headhunter”).
3. The search committee confirms the appointment of headhunter, following a tendering process in accordance with the University’s procurement policy.
4. The search committee, with the assistance of the headhunter, determines the appointment criteria, quality and personal attributes required of the candidates, after consulting University members and stakeholders on their expectations of the new Vice-Chancellor.
5. An advertisement is developed and a global, open and competitive search is launched by the search committee. Members of the University, other stakeholders and senior management of partner universities are invited to nominate suitable persons as candidates.
6. Search committee reviews a longlist of candidates submitted by the headhunter and selects suitable candidates for the headhunter to follow up and ascertain the interests of the candidates concerned.
7. Search committee reviews a shortlist of candidates submitted by the headhunter and selects suitable candidates for informal discussions.
8. Search committee determines a final shortlist of candidates for formal interviews, and selects a candidate for recommendation to the Council after interviews.
9. Council confirms (or otherwise) the candidacy of the recommended candidate and invites the search committee to consult University members and stakeholders on the candidate and arrange for the candidate to meet with stakeholders.

10. Search committee reports back to Council on the consultations and makes a final recommendation to the Council. Council appoints (or otherwise) the candidate with reference to Statute 6.2 of the Ordinance:

The Vice-Chancellor shall hold office for such period and on such terms as may be determined by the Council.

Additional notes on possible reappointment mechanism

11. At least two years before the incumbent's term of office expires, the Council Chairman explores with the Vice-Chancellor and those other Council members with delegated authority whether there is a mutual desire for appointment of the incumbent for a further period. If so, this is reported to the Council.
12. Council, if so desires, authorises the Chairman to consult with University members and stakeholders on the reappointment of the incumbent and, subject to the outcome of the consultation process, appoints (or otherwise) the incumbent for a further period in office as Vice-Chancellor following established practice.

16 May 2022

香港中文大學

校長聘任機制

1. 當大學校董會決定展開新校長遴選時，會按照《香港中文大學條例》規程 6.1 成立遴選委員會：

校長由大學校董會在接獲有關委員會的意見後聘任；該委員會由大學校董會設立，並由大學校董會主席、大學校董會在其成員當中指定的 3 名大學校董及教務會在其成員當中指定的 3 名教務會成員組成。

2. 遴選委員會制訂工作計劃，並確認是否需要委任外部遴選顧問（獵頭公司）。
3. 遴選委員會依照大學採購程序進行招標，以確定獵頭公司的委任。
4. 遴選委員會就對新校長的期望諮詢各大學成員及持份者，並在獵頭公司的協助下，訂立聘用準則、候選人必須具備之條件及個人素質。
5. 遴選委員會擬定招聘廣告，並開展具競爭性的全球公開遴選。大學成員、其他持份者及夥伴大學之管理層將獲邀提名合適人士參與遴選。
6. 遴選委員會審閱由獵頭公司所提交的初步候選名單，挑選合適候選人由獵頭公司跟進，以確定該些候選人的遴選意願。
7. 遴選委員會審閱由獵頭公司所提交的入圍名單，挑選合適候選人進行非正式會談。
8. 遴選委員會決定最終候選名單，並邀請相關候選人出席正式面試。進行面試後，遴選委員會將挑選一名候選人，並就其聘任向大學校董會提交建議。

9. 大學校董會確認由遴選委員會建議之候選人的候選資格，並邀請遴選委員會就該候選人的聘用諮詢大學成員及持份者意見，及安排候選人與持份者見面。
10. 遴選委員會就諮詢結果向大學校董會匯報，並提交最後建議。大學校董會參照《香港中文大學條例》規程 6.2 決定是否聘任該名候選人：

校長的任期及聘任條款由大學校董會決定。

關於續任機制的補充資料

11. 在現任校長的任期屆滿前最少兩年，大學校董會主席就校方與現任校長是否雙方有意作出續任安排，與現任校長及其他獲授予權力之大學校董會成員進行商討。如確定雙方之續任意願，有關結果會向大學校董會匯報。
12. 大學校董會可隨其意願授權主席就現任校長之續任安排諮詢大學成員及持份者，並根據諮詢結果，按照一貫做法，決定是否為現任校長續任。

二零二二年五月十六日

Selection and Appointment Mechanism for the President of The Education University of Hong Kong

1. Selection

Following the incumbent President's decision of not seeking re-appointment, the Council approved the establishment of a search committee (Search Committee) in March 2022 for the purpose of identifying a suitably qualified candidate to be the President of the University based on the proposed selection criteria and job specifications.

1.1 Setting up of Search Committee

The Search Committee comprises the following members:

- a) Chairman of the Council
- b) Deputy Chairman of the Council
- c) Treasurer of the Council
- d) Two external Council Members nominated and approved by the Council
- e) Three staff members including two academic staff elected by the Academic Board and one elected Staff Council Member,

and apart from the above members, the Student Council Member and the Vice President (Administration) and Secretary to Council act as the observer for the meetings and the secretary of the Search Committee respectively.

The terms of reference of the Search Committee is to consider all matters relating to the appointment of the new President of the University and to make a recommendation to the Council in relation thereto.

All members of the Search Committee are required to sign a confidentiality undertaking to keep all information and documents in relation to the search strictly confidential and not to disclose information, documents or discussions arising therefrom or part thereof to any person or organisation without prior consent of the Chairman of the Search Committee. By virtue of the Guidelines and Code of Conduct / Practice for the Council / Committee Members, all members of the Search Committee are aware that regardless of how they are appointed, they should act in good faith and in the best interest of the University as a whole.

1.2 Engagement of Executive Search Firm

An executive firm has been identified for engagement, after the recent completion of the tender exercise. The engaged search firm will conduct the search globally based on the selection criteria and job specifications approved by the Council.

1.3 Selection Procedures

With the assistance of the executive search firm, the Search Committee will receive summaries of the candidates, discuss the suitability of each candidate and shortlist the potential candidates for interviews.

After hearing the presentations of and conducting rounds of interview discussions with the shortlisted candidates, the Search Committee will recommend the best qualified candidate for an open consultation forum to be attended by staff and students in due course.

At the open forum, the recommended candidate will give a presentation on a topic determined by the Search Committee and answer any questions put forward by staff and students. A dedicated email account and a dedicated corner will also be set up on the University's Intranet to collect views from staff and students on the performance / suitability of the recommended candidate.

After the open consultation forum and consideration of the views collected from staff and students from the forum and the dedicated email account, the Search Committee will put forward its recommendation to the Council for deliberation and approval.

2. **Appointment**

2.1 Presentation by Candidate

The recommended candidate identified by the Search Committee will be invited to give a short presentation to the Council and answer any questions put forward by Council Members at the Council Meeting at which the appointment of the President is considered.

2.2 Deliberation on Appointment at Council Meeting

After hearing the presentation of the recommended candidate, all Voting Members will be invited to vote on the proposed appointment of the recommended candidate as the President of the University. The motion will be carried if not less than 2/3 of the attending Voting Members vote in favour of the motion.

香港教育大學校長遴選及委任機制

1. 遴選

現任校長決定不尋求連任後，校董會遂於二零二二年三月通過成立遴選委員會（遴選委員會）。遴選委員會將根據遴選準則和職位的工作要求，協助校方物色合適及合資格的人選擔任大學校長。

1.1 成立遴選委員會

遴選委員會的成員包括以下人士：

- 甲) 校董會主席
- 乙) 校董會副主席
- 丙) 校董會司庫
- 丁) 校董會提名並通過的兩名校董會校外成員
- 戊) 三名教職員(包括教務委員會提名並通過的兩名教務人員及一名教職員選出的校董會成員)

除上述成員外，校董會學生代表及副校長（行政）暨校董會秘書將列席遴選委員會會議，並分別出任遴選委員會的觀察員及秘書。

遴選委員會職權範圍包括考慮有關委任大學新校長的一切事宜，並向校董會提出建議。

遴選委員會的成員必須簽署保密承諾，並對有關招聘大學新校長的一切資料和文件嚴格保密，在未經遴選委員會主席事先同意下，不得將有關的資料、文件或討論透露給任何人或組織。根據校董會／委員會成員的行為／實務指引／守則，遴選委員會的所有成員均知悉，無論他們的任命如何產生，他們的決定均須真誠地以大學的整體最佳利益為依歸。

1.2 委任專業招聘顧問公司

投標程序剛剛完成，校方將會委任一所專業招聘顧問公司負責招聘工作。顧問公司將按照校董會通過的遴選準則及職位的工作要求在全球物色合適人選。

1.3 遴選程序

在顧問公司的協助下，遴選委員會將收到各候選人的資料摘要，作為評核候選人合適性的基礎，遴選委員會將篩選具潛質的候選人進行面試。

遴選委員會之後會開展多輪的面談，並聽取各候選人的解說。遴選委員會在進行篩選後，將推薦最合適的候選人出席師生諮詢論壇。

在論壇上，獲推薦候選人將就遴選委員會指定的議題作出解說，並回答師生和職員的提問。大學亦會設立內聯網專區及專用電子郵箱，收集同事及學生對候選人表現／合適性的意見。

遴選委員會將參考候選人在諮詢論壇上的表現，以及專用電子郵箱收集到的意見，再確認獲推薦候選人能否勝任，並將有關建議呈交校董會考慮及通過。

2. 委任

2.1 候選人的解說

遴選委員會確認的推薦人選將獲邀出席校董會會議，並作出簡短解說及回答校董會成員的提問，以便校董會考慮有關任命。

2.2 於校董會會議審議委任事宜

校董會聽取候選人的解說後將進行討論，所有具投票資格的校董會成員將對委任推薦人選為大學校長的議案進行投票，若不少於三分之二列席且具投票資格成員投票贊成該項議案，該項議案將獲得通過。

The Hong Kong Polytechnic University
Appointment Mechanism of University Head

Appointment authority

According to the PolyU Ordinance, the University Council shall appoint a President as Chief Executive Officer of the University.

The President shall be appointed by resolution passed by the votes of not less than two-thirds of all Council members (including all lay, staff, student and alumni members), as required by the PolyU Ordinance.

Selection Procedures

The recruitment process of President is initiated by the Council with the formation of a Search Committee for President to conduct a global search for suitable candidates with the support of a headhunting company, establish selection criteria, select and conduct interviews of shortlisted candidates, and recommend a suitable candidate for appointment by the Council via Council's Senior Executives Evaluation and Compensation Committee.

The Search Committee for President is chaired by Council Chairman and comprises 3-4 Council lay members and 2-3 elected staff representatives appointed by the Council as members.

The commencement of the search is publicly announced, and applications / nominations invited via recruitment advertisements in major local and overseas media, notices to Council and Court members, all staff, students and alumni, and letters to Vice Chancellor / President of selected top universities worldwide.

Focus group meetings with representatives of key stakeholders, including staff, students and alumni, are held to collect views about their expectations for the next President. Taking into consideration the development needs of the University as well as input from stakeholders, the Search Committee establishes selection criteria to guide the search.

Applicants and nominees who meet the defined criteria set by the Search Committee are invited to submit a Vision Statement and Strategic Plan for the University. Shortlisted candidates are invited to interviews based on which the Search Committee conducts further shortlisting.

The Search Committee will recommend a final candidate after several rounds of interview. Reference and background checks on the final candidate will be conducted. Subject to satisfactory reference and background checks, the Search Committee will recommend the final candidate for endorsement by Council's Senior Executives Evaluation and Compensation Committee.

The final candidate will meet staff and student representatives to present his /her vision and strategic plan for the University's development and answer questions in the presence of the Senior Executives Evaluation and Compensation Committee. Subject to endorsement of the Senior Executives Evaluation and Compensation Committee, the final candidate will meet the full Council to present his /her vision and strategic plan, after which Council members will vote on his / her appointment.

Re-appointment mechanism

The Senior Executives Evaluation and Compensation Committee of Council will conduct a comprehensive review of the incumbent President's performance, consult key stakeholders, and make recommendation to Council on whether the incumbent should be offered a further term of appointment. The full Council will decide on the re-appointment as per statutory requirement.

香港理工大學 **大學校長的任命機制**

任命權

根據《香港理工大學條例》，大學校董會須委任一名校長作為大學的首席執行官。

按照《香港理工大學條例》，校長須由校董會不少於全部成員(包括所有校外成員，員工、學生及校友成員)的三分之二投票通過的決議委任。

遴選程序

校長遴選程序須由校董會啟動並成立一個校長遴選委員會，負責全球招募、制訂遴選準則、進行面試、之後經校董會轄下的管理層評核及薪酬委員會向校董會推薦一名最合適的候選人。遴選委員會可聘用獵頭公司協助物色合適候選人。

校長遴選委員會主席由校董會主席擔任，成員包括 3-4 名校董會校外成員及 2-3 名經選舉產生的員工代表。全部成員由校董會委任。

大學會向外公佈啟動校長遴選工作。除了在香港及海外主要媒體刊登招聘廣告外，亦邀請所有大學成員(包括校董會成員、顧問委員會成員、員工、學生及校友)及全球著名大學的校長，推薦合適的校長候選人。

遴選過程中，會徵詢相關的大學持分者(包括員工、學生及校友)對下任校長的期望。遴選委員會會依據大學的未來發展需要及考慮持分者的意見，制訂遴選準則。

遴選委員會會邀請合資格的申請人及被提名人，提交對大學未來發展的抱負及策略發展計劃。入圍的候選人會獲邀參加面試，作進一步的遴選。

經過幾輪面試後，遴選委員會會決議推薦一名最合適的候選人。通過履歷及背景審核後，遴選委員會會經管理層評核及薪酬委員會，向校董會推薦該名候選人。

在校董會審議任命前，候選人會獲安排會見員工及學生代表，介紹他/她對大學未來發展的抱負及計劃，並回答與會者的提問。管理層評核及薪酬委員會成員亦會出席候選人與員工及學生代表的會面。在得到管理層評核及薪酬委員會的支持下，候選人會向校董會介紹他/她對大學未來發展的抱負及計劃。隨後，由全體校董投票決定是否通過任命。

續任機制

校董會的管理層評核及薪酬委員會會全面審視校長的工作表現，諮詢相關的大學持分者，並就是否續任向校董會提出建議。校董會全體成員會根據《香港理工大學條例》的要求表決有關的續任建議。



Your Ref: CB4/PL/ED

By Email
(sedoffice@edb.gov.hk)

16 May 2022

Mr Kevin YEUNG, JP
Secretary for Education
Education Bureau
11/F, East Wing, Central Government Offices
2 Tim Mei Avenue, Tamar, Hong Kong

Dear Mr YEUNG,

Panel on Education

I refer to the letter from the Panel on Education of the Legislative Council on 10 May 2022 requesting information on the University's appointment mechanism for University Head.

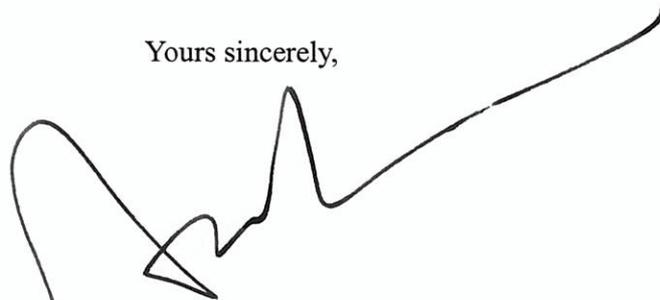
Regarding the appointment of the President in the Hong Kong University of Science and Technology ("HKUST"), Clause 12(2)(a) of the University Ordinance stipulates that "The President shall be appointed by resolution of the Council passed by the votes of not less than three-quarters of its members for the time being". "Members" under the Clause are defined as Non-executive Members of the Council. There are currently a total of 18 Non-executive Members of the Council including the Chairman of Convocation. The authority to appoint the President in HKUST rests with the Non-executive Members of the Council.

As for the general recruitment and selection mechanism for the President, the first step involves approval for the appointment of a Search Committee for President ("Search Committee") including its terms of reference, composition, and membership by the Council for conducting a global search for the President. The Search Committee is charged to review applications, nominations, and other available sources for suitable President candidates and to make recommendations to the Council on the candidate for approval of appointment as President. The normal composition of the Search Committee comprises the Council Chairman/Council Vice-Chairman as Chairman, and Members including six Non-executive Members of Council and six University internal staff members (one Vice-President, one School Dean, 3 faculty members of other Schools and one non-academic staff member).

In conducting the Presidential search, the Search Committee will be supported by the Human Resources Office of the University together with a professional executive search firm which will be engaged to assist with the global search for the President. Announcement of the Presidential search will be communicated by internal email to the University community and on selected advertising media locally and worldwide. During the search process, stakeholders of the University community including faculty, staff, students, alumni, Court and Council Members will be fully engaged by the executive search firm for nominations or referrals of candidates as well as for their input and views on the qualities and desirable attributes of the President candidate via email, online survey, and consultation sessions with key stakeholders. Shortlisting of candidates will be made by the Search Committee after rounds of interview with the assistance of the executive search firm as appropriate. Identified finalist candidate(s) will be invited for campus visit, vision talk, meeting with key stakeholders of the University and formal interview with the Search Committee. Key stakeholders are then invited to send in their written feedback to the Search Committee on an anonymous basis. The recommendations of the Search Committee on the selected President candidate will be presented to the Council for consideration of approval. Key activities of the recruitment and appointment process of the President of HKUST are summarized in Appendix.

In relation to the progress of recruitment of the next President of the University, the University Council approved the appointment of the Search Committee for President in November 2021 to kick start a global search for the next President. An executive search firm was also appointed to assist with the Presidential search. The Search Committee has completed its search, and will submit its recommended candidate to the Council for its consideration of approval as the next President.

Yours sincerely,

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Andrew LIAO Cheung-Sing, GBS, SBS SC, JP
Council Chairman

The Hong Kong University of Science and Technology

Encl

Key Activities for the Recruitment and Appointment Process of the President of HKUST

| Process | Key Activities |
|---|--|
| Appointment of Search Committee for President | <ul style="list-style-type: none"> • Appointment of the Search Committee (Terms of Reference, composition, and membership) by the University Council on the recommendation of Senior Executives Affairs Committee (“SEAC”) of the Council • Appointment of an executive search firm by the Search Committee to assist with the <u>global</u> search for the President |
| Announcement/Communication | <ul style="list-style-type: none"> • Position Announcement on selected media locally and worldwide |
| Engagement of University Community | <ul style="list-style-type: none"> • Engagement of stakeholders of the University community (all faculty, staff, students, alumni, Council & Court Members): - <ul style="list-style-type: none"> ○ Invitation for <u>nominations/referrals</u> extended by the Chairman of the Search Committee ○ Collection of inputs from University community on desirable attributes of the President candidate via email and conduct of <u>online survey</u> by the search firm ○ <u>Internal consultation</u> sessions with key stakeholders to collect inputs on desirable attributes of the President candidate by the search firm |
| Selection of Candidates by Search Committee | <ul style="list-style-type: none"> • Review longlist of candidates presented by the search firm • Identify a shortlist of candidates by conducting rounds of selection interviews by the Search Committee • Decide on the Finalist Candidates for a formal meeting program which normally includes Vision Talk, meeting with key stakeholders of the University, formal interview with the Search Committee and Campus Visit • Collect feedback from key stakeholders for Search Committee’s reference and deliberation |
| Approval for the President appointment by Council | <ul style="list-style-type: none"> • Submission of Report on Recommended Candidate by the Search Committee to Council • The President shall be appointed by resolution of the Council passed by the votes of not less than three-quarters of its Members (not less than $\frac{3}{4}$ of Non-executive Council Members) including its appointment terms as recommended by the SEAC of the Council |

***** 翻譯本 *****

(此乃中文譯本，中、英文版本如有歧義，概以英文版為準)

教育局

香港添馬添美道 2 號政府總部東翼 11 樓

教育局局長

楊潤雄先生, JP

楊先生：

教育事務委員會

根據立法會教育事務委員會於二零二二年五月十日來函，現就校長委任機制事宜提供相關資料。

有關聘任香港科技大學（「科大」）校長程序，按照《香港科技大學條例》第 12 (2)(a)條，「校長的委任須由不少於四份之三的校董會成員投票通過」。該條款下的「成員」定義為校董會的非大學僱員或學生成員。校董會現時共有十八名非大學僱員或學生成員，包括評議會主席（以下簡稱「校董會成員」）。

就聘任及遴選校長程序，首先經校董會批准成立校長遴選委員會（「遴選委員會」），詳細列明其職權範圍、組成及成員，以開展全球招聘。遴選委員會負責審閱申請人的資歷，當中亦會考慮由其他持份者建議的名單；經詳細考慮及甄選後，將適合人選呈交校董會審批。

遴選委員會主席一般由校董會主席或校董會副主席擔任，其他委員會成員包括六名「校董會成員」及六名大學職員（一名副校長，一名學院院長，三名其他學院的教學人員和一名非教學人員）。

大學人力資源處及專業人事顧問公司負責協助遴選委員會進行全球招聘工作。校長的招聘廣告將透過大學內部電子郵件傳達予大學成員，並在本地及全球的相關媒體刊登。科大各持份者，包括教學人員、職員、學生、校友、顧問委員會及校董會成員，可經不同途徑（如提名或推薦候選人和參與網上問卷調查）參與甄選過程。人事顧問公司亦會和主要持份者會面，諮詢和邀請持份者就校長人選的素質和理想特質提供意見。在人事顧問公司的協助下，遴選委員會將進行數輪面試。被列入決選名單中的候選人會獲邀參觀校園，進行願景演說，與大學的主要持份

者會面，並與遴選委員會進行正式面試。會面後，主要持份者會以不記名方式向遴選委員會提交書面反饋。經商討後，遴選委員會將最後的候選人名單交予校董會審批。有關科大校長甄選及聘任程序的主要流程載於附錄。

大學校董會已於二零二一年十一月批准成立校長遴選委員會，以啟動全球招聘下任校長的程序，並委任一間人事顧問公司協助遴選工作。遴選委員會已完成遴選工作，並將提交其推薦的下任校長人選予校董會審批。

香港科技大學校董會主席

廖長城先生, GBS, SBS, SC, JP

二零二二年五月十六日

附錄

香港科技大學校長甄選及聘任程序的主要事項

| 程序 | 主要事項 |
|------------|---|
| 委任校長遴選委員會 | <ul style="list-style-type: none"> • 大學校董會根據「高級行政人員事務委員會」(“Senior Executives Affairs Committee”)的建議任命遴選委員會(職權範圍, 組成及成員) • 遴選委員會委任人事顧問公司以協助<u>全球</u>招聘校長 |
| 招聘廣告 | <ul style="list-style-type: none"> • 招聘廣告在本地及全球選定的媒體刊登 |
| 大學成員的參與 | <ul style="list-style-type: none"> • 科大持份者的參與(教學人員, 職員, 學生, 校友, 顧問委員會及校董會成員): <ul style="list-style-type: none"> ○ 遴選委員會主席就<u>提名 / 推薦</u>發出邀請 ○ 人事顧問公司進行<u>網上問卷調查</u>, 向大學成員收集有關校長人選的素質和理想特質的意見 ○ 人事顧問公司和主要持份者會面, 進行<u>內部諮詢</u>, 收集持份者對有關校長人選的素質和理想特質的意見 |
| 遴選委員會甄選候選人 | <ul style="list-style-type: none"> • 審閱人事顧問公司提供的候選人名單 • 遴選委員會進行數輪面試以確定候選人名單 • 決選名單中的候選人將被邀請參與正式會面程序, 包括願景演說, 與大學的主要持份者會面, 與遴選委員會進行正式面試, 以及參觀校園 • 收集主要持份者的反饋意見, 供遴選委員會參考及討論 |
| 校董會批准校長任命 | <ul style="list-style-type: none"> • 遴選委員會向校董會提交報告 • 校長的委任, 包括由「高級行政人員事務委員會」建議的聘用條款, 須由不少於四份之三的「校董會成員」投票通過 |

THE UNIVERSITY OF HONG KONG
香港大學

Appointment mechanism for the President & Vice-Chancellor
聘任校長機制

The appointment of the President & Vice-Chancellor of the University of Hong Kong is governed by Statute VI.1 of the Statutes of The University of Hong Kong, which provides that ‘the Vice-Chancellor shall be appointed by the Council after consultation with the Senate’.

In the last exercise for recruiting a new President & Vice-Chancellor in 2017, the Council adopted a two-tier search/selection mechanism under which a Search Committee and a Selection Committee were formed. The role of the Search Committee was to identify and appoint an international headhunting agency, and to source the best qualified candidates, conduct preliminary discussions and meetings with them, and submit a search report to the Selection Committee. The role of the Selection Committee was to review and assess the suitability of candidates presented by the Search Committee, interview the candidates, and agree on a finalist for recommendation to the Council, after consultation with the Senate, for deliberation and appointment. The membership compositions of the Search Committee and the Selection Committee are listed in Annex I, attached.

Open forums were organised for the recommended candidate to meet with staff, students and alumni prior to the Senate and the Council meetings. The recommended candidate also attended meetings of the Senate and the Council held on the same date to articulate his vision for the University and to answer questions.

香港大學規程 VI.1 規定「校長由校務委員會於諮詢教務委員會後聘任」。

在 2017 年最近一次聘任新校長中，校務委員會（校委會）議決採用兩級機制，成立「物色委員會」及「遴選委員會」以聘任下任校長。物色委員會負責委任國際獵頭公司，物色具備最佳資歷的人選，進行初步的討論及會面，並向遴選委員會提交報告；遴選委員會專責考慮及審核物色委員會提交的候選人資歷，與名單中的候選人會面，並議決一位最終候選人，於諮詢教務委員會（教委會）後推薦予校委會審議及任命。物色委員會及遴選委員會的成員組成請參閱附表一。

最終候選人在公開座談會上和大學職員，學生，及校友會面，並於同日稍後時間召開的教委會和校委會會議中陳述他對大學的願景及回答提問。

Membership compositions of the Search Committee and the Selection Committee
物色委員會及遴選委員會成員組成

Search Committee 物色委員會

- a) A lay member of the Council, appointed by the Council (Chairman)
一名由校務委員會委任的校外委員 (主席)
- b) Three full-time senior professorial Teachers at Chair Professor level, one from each of the 3 cognate Faculty groupings, to be elected from their own cognate Faculty grouping
三名講座教授級的全職教師，該三名代表來自三個相關的學院組別，由各自學院組別選舉產生

Selection Committee 遴選委員會

- a) The Chairman of the Council (Chairman)
校務委員會主席 (主席)
- b) 2 other lay members of the Council, 1 being the lay Council member on the Search Committee, and the other elected by the Council
兩名校務委員會校外委員，包括擔任物色委員會成員之校外委員，另一名由校務委員會選舉產生
- c) A Faculty Dean (elected by the Faculty Deans among themselves)
一名學院院長 (由學院院長互選產生)
- d) 3 full-time professorial Teachers (one from each of the 3 cognate Faculty groupings to be elected from their own cognate Faculty grouping)
三名全職教授級教師 (該三名代表來自三個相關的學院組別，由各自學院組別選舉產生)
- e) A full-time non-professorial Teacher/academic-related staff member, elected from among their own number
一名全職非教授級教師或教研人員，由該類別職員選舉產生
- f) An alumnus/alumna elected by Convocation
一名校友，由香港大學畢業生議會選舉產生
- g) A full-time non-academic staff member, elected from among their own number
一名全職非教學人員，由該類別職員選舉產生
- h) A full-time student, elected by undergraduate and postgraduate students
一名全日制學生，由本科生及研究生選舉產生