

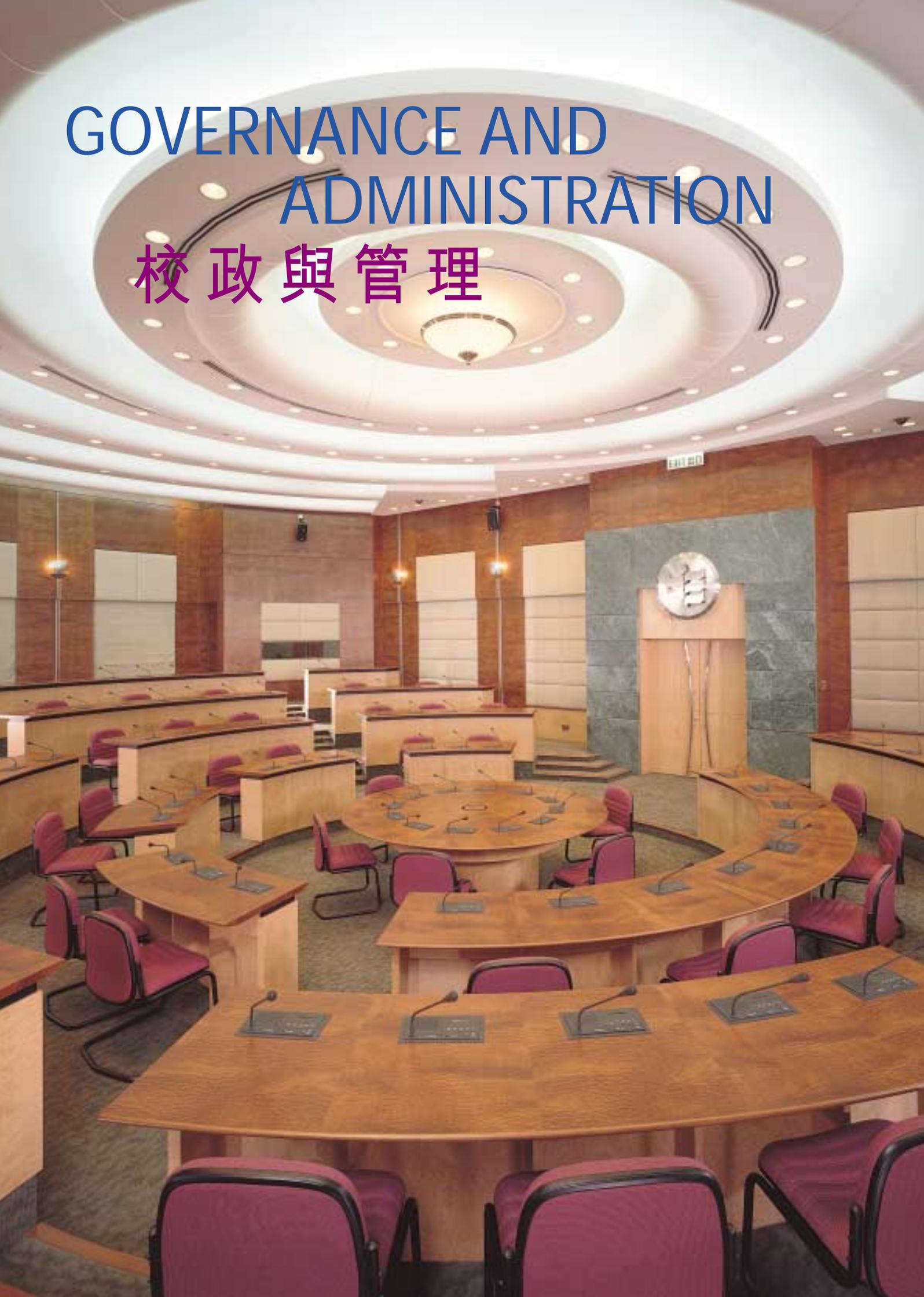
*THE COUNCIL IS IN CHARGE OF THE OVERALL DEVELOPMENT OF THE INSTITUTE TOWARDS UNIVERSITY-LEVEL STATUS. DURING THE 2000-01 ACADEMIC YEAR, MANY OF THE EFFORTS TOWARDS THAT GOAL WERE CONSOLIDATED. MORE DEGREE-LEVEL PROGRAMMES WERE INTRODUCED, RESEARCH CONTINUED TO BE STRENGTHENED, AND CONTACTS WITH LOCAL AND INTERNATIONAL COUNTERPARTS WERE ENCOURAGED.*



校董會負責督導香港教育學院朝向升格大學的發展工作。二零零零至零一學年內，許多為升格努力的成果得以鞏固。本校不但開辦更多學位水平的課程，又加強學術研究工作，並鼓勵各部門與本地及國際同業保持聯絡。

# GOVERNANCE AND ADMINISTRATION

## 校政與管理



## GOVERNANCE AND ADMINISTRATION

### The Council

#### Progress of *Strategy 2000*

#### Other Initiatives

#### Other Management Developments

#### Capital Projects

### THE COUNCIL

The Council is in charge of the overall development of the Institute, which is aiming within the next few years to attain university-level status. During the 2000-01 academic year, many of the efforts towards that goal were consolidated. More degree-level programmes were introduced, research continued to be strengthened, and contacts with local and international counterparts were encouraged. A rigorous internal assessment on teaching and learning quality was carried out in preparation for a visit from the University Grants Committee (UGC) in 2002, which will have significant bearing on whether the Institute will be given university status.

Underscoring all of this activity has been a consistent emphasis on quality teaching and research and on meeting Hong Kong's changing needs. Lifelong learning and a well-rounded education have become the focus for education reforms. The Council supports these goals as it steers the Institute towards realising its vision of "optimising each child's potential through the shared joy of learning and teaching".

#### ***Appointments and Membership***

As at 30 June 2001, the Council membership was as follows:

##### *Chairman*

Mr Simon IP Sik-on, JP

##### *Deputy Chairman*

Dr Thomas LEUNG Kwok-fai, JP

##### *Treasurer*

Mr Peter LEE Ting-chang, JP

##### *Members*

Mr Alfred CHAN Wing-kin

Mr Philip CHEN Nan-lok, JP

Mr Edward CHENG Wai-sun

Mrs Eva CHENG LI Kam-fun

Mrs Angela CHEUNG WONG Wan-yiu, JP

Mr CHEUNG Pak-hong

Professor Ruth HAYHOE (Director)

# Governance and Administration



## 校政與管理

### 校董會

#### 《策略方案 2000》的進展

#### 其他工作

#### 其他管理發展

#### 基建工程

### 校董會

校董會負責督導香港教育學院朝向升格大學的發展工作。二零零零至零一學年內，許多為升格努力的成果得以鞏固。本校不但開辦更多學位水平的課程，又加強學術研究工作，並鼓勵各部門與本地及國際同業保持聯絡。大學教育資助委員會(教資會)將於二零零二年訪查本校，對本校是否取得大學地位有著關鍵性的影響。有見於此，本校在年內先行作出了一次嚴格的內部評核。

本校一向強調優質教學和研究，以配合香港社會需求的轉變，這也就是本校推行上述工作的主因。終身學習與全人教育已成為目下教育改革的焦點，本校校董會贊同這些目標，也竭盡所能，帶領本校朝遠景奮進，務求實踐「共享學教喜悅，盡展赤子潛能」的理想境界。

### 校董會成員

校董會成員如下(以二零零一年六月三十日為準)：

#### 主席

葉錫安太平紳士

#### 副主席

梁國輝博士，太平紳士

#### 司庫

利定昌太平紳士

#### 成員

陳永堅先生

陳南祿太平紳士

鄭維新先生

鄭李錦芬女士

張黃韻瑤太平紳士

張百康先生

許美德教授，校長

連文嘗先生

莫禮時教授，副校長(學術)

彭敬慈博士，副校長(質素保證及教育服務)

威廉泰勒爵士，英帝國司令勳章

徐碧美教授

韋淑勤女士

胡定旭先生

## 校政與管理



Mr LIN Man-sheung  
Professor Paul MORRIS (Deputy Director (Academic))  
Dr PANG King-chee (Deputy Director (Quality Assurance and Educational Services))  
Sir William TAYLOR, CBE  
Professor Amy TSUI Bik-may  
Ms Jan WESTRICK  
Mr Anthony WU Ting-yuk

*Representative of the Secretary for Education and Manpower*  
Miss Janet WONG Wing-chun, JP

*Representative of the Director of Education*  
Mr Anthony TONG Kai-hong, JP

*Elected staff representatives*

Mr LEUNG Yan-wing  
Mr WONG Ping-ho  
Mr Thomas YEUNG Kim-wai

*Representatives nominated by the Academic Board*

Dr CHAN Pui-kai  
Dr LAI Kwok-chan  
Dr Catherine TANG Kim-chow

*Student representative*

Mr Desmond WONG Lik-hang

*Member and Secretary*

Mr Norman NGAI Wai-yiu (Deputy Director (Resources and Administrative Services))

*Four members retired from the Council during the year:*

Ms Leona LAM Wai-ling (from 25 April 2001)  
Mrs MAK CHEN Wen-ning (from 25 April 2001)  
Miss Annie WU Suk-ching, JP (from 25 April 2001)  
Miss Cammy KWONG Wing-man (from 1 September 2000)

**Meetings and Committee Structure**

During the 2000-01 academic year, three Council and five Standing Committee meetings were held. The Council's committee structure is shown at Appendix I. Membership of its committees and sub-committees as at 30 June 2001 is shown at Appendix II, while that of the Academic Board is at Appendix III.

**PROGRESS OF STRATEGY 2000**

Against a background of education reform and changing expectations about education in the Hong Kong community, the Institute launched its strategic plan – *Strategy 2000* – in 1999. The vision of the plan is to establish the Institute as a university-level institution and position it as a leader in teacher education in the HKSAR and the Asia Pacific region.

*Strategy 2000* covers the years 1999-2004 and is structured to fulfil objectives in several key areas: students, programmes, staff profile and quality, the culture of the Institute, our global relationships and partnerships, and governance and administration. The Advisory Committee on Strategic Planning and Implementation (ACSPI) is co-ordinating the many facets of the plan and in 2000-01 achieved several significant goals.

**Priorities and Plans**

To help each unit in the Institute meet the challenges of *Strategy 2000* and education reform, the ACSPI identified four priority areas for 2000-04 – Programmes: Teaching and Learning, Staff and Scholarship, Efficiency and Effectiveness, and Attractiveness and Image Building. These priority areas will also be used to help monitor each unit's performance.

At the same time, each unit outlined its initial annual operational plans to meet the *Strategy 2000* objectives and these were completed by October 2000. Both the operational plans and the five priority areas will become part of the budgetary process in the next couple of years. Each unit will have to link budget requests to the priority areas in 2001-02, and to annual operational plans 2002-03.

**Institutional Upgrading**

Underpinning *Strategy 2000* is the aim of achieving university-level status for the Institute within the next few years, which would help us in our goal of broadening the educational contribution we make in the local community and the region. The UGC will visit the Institute in June 2002 to conduct a Teaching and Learning Quality Process Review. This will be a useful step in demonstrating the Institute's readiness for upgrading. Extensive preparations were conducted throughout 2000-01 in anticipation of this visit and further details are in the chapter on Academic Development and Support.

**OTHER INITIATIVES**

**Management Retreats**

Two management retreats were held in November 2000 and January 2001 to review the progress and implementation of *Strategy 2000*. These meetings looked at the contextual changes affecting *Strategy 2000* and identified concrete actions for achieving university status and for providing quality enhancement and assurance in teaching, learning and assessment. These actions are being taken up by various Schools and academic departments.

**Information Technology**

An Information Technology Strategic Plan for 2000-04 was completed in November 2000 to help units use technology to enhance teaching and upgrade their programmes and academic and administrative processes. In addition, an Executive Information System was launched to provide senior executives in various departments with information about academic manpower, student numbers and performance indicators. This will help them improve their planning and forecasting.

#### 教育統籌局局長代表

王榮珍太平紳士

#### 教育署署長代表

湯啟康太平紳士

#### 教職員選任代表

梁恩榮先生

王秉豪先生

楊劍威先生

#### 教務委員會委任代表

陳培佳博士

黎國燦博士

鄧劍秋博士

#### 學生代表

王力恆先生

#### 秘書及成員

倪偉耀先生，副校長(資源及行政服務)

#### 年內，四位校董會成員任期屆滿：

林惠玲女士(至二零零一年四月二十四日)

麥陳尹玲女士(至二零零一年四月二十四日)

伍淑清太平紳士(至二零零一年四月二十四日)

鄭詠敏小姐(至二零零零年八月三十一日)

#### 會議及委員會結構摘要

在二零零零至零一學年內，本校共召開了三次校董會會議及五次常務委員會會議。校董會的委員會結構詳見附錄一，屬下各委員會及分委會的成員名單(以二零零一年六月三十日為準)載於附錄二，教務委員會成員名單列於附錄三。

#### 《策略方案2000》的進展

在香港社會一片要求教育改革聲中，社會人士改變了對教育的期望，本校遂於一九九九年推出一項策略發展計劃，名為《策略方案2000》，目標是將本校提升至一所具大學水平的學府，並使它居於香港特別行政區及亞太地區師資培訓的領導地位。

《策略方案2000》涵蓋了一九九九至二零零四幾個學年，旨在多個範疇內完成目標，其中包括學生、課程、教職員素養、文化、全球關係與夥伴關係，以及校政與管理。本校的策略規劃與執行諮詢委員會正負起方案內眾多層面的統籌工作，並於二零零零至零一年度內取得多項重大的成果。

#### 緩急程序與規劃

為協助本校各單位應付《策略方案2000》及教育改革帶來的挑戰，策略規劃與執行諮詢委員會設定了二零零零至零四年期間四個優先發展的範疇，即課程、教與學；教職員及學術；效率與成效及吸引力與形象建設。在監察校內各單位的表現時，也會同時考慮這些優先範疇的發展。



Staff in earnest discussion at the Management Retreat held in January 2001  
二零零一年一月舉行的管理層靜修會議，討論氣氛熱烈



## Performance Indicators

Strategy 2000 sets out a number of worthy goals, but these need to be measured in a meaningful way if they are to meet the UGC's requirements on performance- and mission-related funding, and if they are to enable internal evaluation. Performance Indicators are being developed by the Institute to meet these demands.

## OTHER MANAGEMENT DEVELOPMENTS

### Restructuring of School of Foundations in Education

The School of Foundations in Education was restructured at the beginning of the 2000-01 academic year to provide a better focus for its teaching, research and community activities. By merging three existing departments, two new departments were established, the Department of Educational Policy and Administration and the Department of Educational Psychology, Counselling and Learning Needs. Together they have 66 academic staff members and each department has successfully obtained grants over the year for teaching and research.

Additionally, a Centre for Special Needs and Studies in Inclusive Education was established at the beginning of the academic year to promote integration of disabled children into ordinary classrooms. The Centre has established links with similar centres in the Mainland, India and Britain.

## Honorary Degrees Committee

In November 2000, the Council set up an Honorary Degrees Committee to make recommendations on potential recipients. The Institute's first honorary doctoral degree will be conferred in November 2001, when for the first time the degree of Bachelor of Education will be awarded to some 130 students.

## Outstanding Educator Award Scheme

An annual Outstanding Educator Award Scheme has been approved by the Council, with the aim of promoting professionalism in education and paying tribute to visionary individuals who have made significant contributions to education in Hong Kong. The Hon. Tung Chee-hwa, the Chief Executive of the Hong Kong Special Administrative Region, has kindly agreed to be the Scheme's Honorary Patron. The first award is expected to be presented in December 2001.

## Internal Audit Office

An independent Internal Audit Office was established in 1999 to improve transparency and cost-effectiveness. It completed 12 reviews in 2000-01 and started work on another 13. No major issues were identified apart from operational improvements. The Office reports directly to the Director and the Council's Audit Committee.

Mr Tung Chee-hwa being briefed by a student at the Applied Technology and the Human Performance Laboratory of the Department of Physical Education and Sports Science during his visit on 28 February 2001

董建華先生於二零零一年二月二十八日參觀本校，學生向董先生介紹體育及運動科學系的人體運動科學實驗室



At a ceremony held on 24 August 2000, the HKIEd and The Bank of East Asia, Limited, celebrated the launching of the IEdSmart Card. Officiating at the launch were Dr The Hon David Li, GBS, JP (right), Chairman and Chief Executive of The Bank of East Asia, Limited, and Mr Simon S O Ip, JP (left), Chairman of the Council of the Institute, accompanied by Professor Ruth Hayhoe (centre), Director, HKIEd

香港教育學院及東亞銀行於二零零零年八月二十四日舉行「教院通」發行儀式，東亞銀行主席兼行政總裁李國寶博士（右）由校長許美德教授（中）陪同，聯同校董會主席葉錫安先生（左）主禮

為了配合《策略方案2000》的目標，校內每個單位同時須擬出每年行動計劃的初步方案，且已於二零零零年十月完成。這些行動方案和五個優先發展範疇，將會納入未來幾年的財政撥款程序；校內各單位在提出撥款申請時，必須與二零零一至零二年度的優先發展計劃及二零零二至零三年度的行動方案結合。

### 升格之途

《策略方案2000》的目標是在未來數年內把本校推向大學水平的地位，使本校能夠為本地及區內的教育事業作出更大的貢獻。教資會將於二零零二年訪查本校，並進行「教與學質素保證過程檢討」。是項檢討工作是本校升格大學必經之路，也是本校藉此向外宣示升格工作準備就緒的好時機。為了迎接教資會的訪查，本校在整個二零零零至零一學年內，進行了廣泛的準備工作（詳情另見〈教務發展及支援〉章）。

### 其他工作

#### 管理層靜修會議

前後兩次的管理層靜修會議，分別在二零零零年十一月及二零零一年一月舉行，目的是檢討《策略方案2000》的進展和執行情況。這兩次會議一方面探討了對策略方案可能造成影響的實質改變，又確定了一些實際的行動，協助本校邁向大學地位，及加強本校在教授、學習和評核方面的素質和保證。這些行動已經交由各學院和學系跟進。

### 資訊科技

二零零零至零四年度的《資訊科技策略方案》已於二零零零年十一月擬定，該方案旨在協助各單位利用現有的資訊科技，加強教學，提升課程編排及改善教務與管理流程。此外，本校又成立了一套行政資訊系統，為各部門的高級行政人員提供有關教務人力資源、學生人數及工作表現指標等資料，使他們能夠更好地處理規劃和預測方面的工作。

### 工作表現指標

《策略方案2000》列出了多個遠大的目標，但為了配合教資會將撥款與工作表現及任務目標掛鈎的要求，及為了方便內部評核，本校必須制定一套有意義的工作表現量度指標。本校現正籌劃一套工作表現指標，來配合這些需要。

### 其他管理發展

#### 重組教育基礎學院

二零零零至零一年度初期，教育基礎學院開始進行重組，以求可以朝著更明確的目標，發展教學、研究和社群服務工作。重組計劃是將原有的三個學系，併合為二，即「教育政策與行政系」及「教育心理、輔導與學習支援系」。合併後的兩個學系共有六十六名教學人員；兩個學系並於去年分別成功獲得資助，進行教學及研究工作。

此外，教育基礎學院在學年初又成立了一個「特殊學習需要與融合教育中心」，倡議讓殘障學童融入普通班級。該中心還與內地、印度及英國的相類機構結成聯繫。



## CAPITAL PROJECTS

### *The Hong Kong Institute of Education*

#### *HSBC Early Childhood Learning Centre*

Early childhood education is one of the strengths of the Institute. This will be reinforced with the opening of the Hong Kong Institute of Education HSBC Early Childhood Learning Centre. The Hongkong Bank Foundation very kindly donated HK\$7.85 million to help establish the Centre, which will promote quality early childhood education in Hong Kong. The Centre will consist of a nursery and kindergarten, created out of five vacant senior staff quarters, and is expected to start operating in September 2001.

#### *HKIEd Jockey Club Primary School*

Another exciting project for the Institute is the construction of the HKIEd Jockey Club Primary School, which will serve to demonstrate quality education and innovative educational practices. The Council is deeply grateful to the Hong Kong Jockey Club for donating HK\$92.74 million to help build the school, which will be located on the Tai Po campus. Site formation and foundation works started on 8 January 2001 and the project is expected to be completed by August 2002.

#### *Jockey Club Student Quarters*

Vacant senior staff quarters are being converted to accommodate 500 students, providing an opportunity for a greater number of students to enjoy the community feel of campus life. Work to convert

the flats began in October 2000 and the Jockey Club Student Quarters will be completed in September 2001. The Council is again deeply grateful to the Hong Kong Jockey Club, for donating HK\$35 million for the project.

#### *HKIEd Sports Centre*

The HKIEd Sports Centre provides a dynamic environment for teaching physical education and sports science. It has an extensive range of indoor and outdoor facilities, such as a running track, a grandstand with undercover seating for 1,200, soccer pitches, tennis courts and a fitness room. The Centre is located at Pak Shek Kok and was officially opened on 24 February 2001.

#### *Temporary Town Centre*

A convenient Town Centre helps to meet the needs of part-time students and practising teachers who are upgrading their professional knowledge and skills at the Institute. The temporary Town Centre at Skyway House in Tai Kok Tsui was completed on time and within budget, and was in use in September 2000. The official opening ceremony was held on 2 November 2000.



◀ *The HKIEd Jockey Club Primary School under construction*  
香港教育學院賽馬會小學  
建築工程

▲ *HKIEd Sports Centre*  
香港教育學院運動中心

### 榮譽學位頒授委員會

二零零零年十一月，校董會成立了榮譽學位頒授委員會，負責提名有資格接受榮譽學位的人士。本校將於二零零一年十一月頒授第一屆榮譽學位，並會同時頒授學位予第一屆的教育學士課程畢業生約一百三十人。

### 傑出教育家年獎

校董會議決設立傑出教育家年獎，以宏揚教育專業精神，及向高瞻遠矚的人士致敬，表彰他們對本港教育的重大貢獻。本校已蒙香港特別行政區行政長官董建華先生答允擔任該獎項計劃的榮譽贊助人，第一屆傑出教育家年獎預期在二零零一年十二月頒發。

### 內部審計處

本校於一九九九年成立獨立的內部審計處，以提高辦事透明度和增強成本效益。在二零零零至零一年度，該處完成了十二項檢討工作，又開展了另外十三項查核任務。除了提出若干事務運作可待改善之處外，該處並未發現其他重大問題。內部審計處直接向校長及校董會轄下的審計委員會報告。

### 基建工程

#### 香港教育學院滙豐幼兒發展中心

幼兒教育是本校課程的其中一個強項，隨著香港教育學院滙豐幼兒發展中心啟用，本校在這方面的地位將獲得進一步鞏固。滙豐銀行慈善基金慷慨捐出七百八十五萬元，協助本校成立幼兒發展中心，負起倡導本港推行優質幼兒教育的責任。該中心由五個空置的高級教職員宿舍單位改建而成，包括一所幼兒園和一所幼稚園，預算於二零零一年九月開始運作。

### 香港教育學院賽馬會小學

另一項令人雀躍的工程是興建香港教育學院賽馬會小學，該小學將會是本校向外界示範優質教育及創新教學法的重要基地。承蒙香港賽馬會捐贈九千二百七十四萬元，在本校大埔校園內興建小學，校董會表示深切謝意。二零零一年一月八日，該小學正式展開了土地平整和地基工程，整項建設預期在二零零二年八月竣工。

### 賽馬會學生宿舍

本校把空置的高級教職員宿舍，改建為可以容納五百名學生的宿舍，讓更多學生有機會享受多姿多采的寄宿生活。校董會再次深深感謝香港賽馬會慷慨捐出三千五百萬元，資助該項工程。改建工程由二零零零年十月展開，預計到了二零零一年九月，賽馬會學生宿舍便可落成。

### 香港教育學院運動中心

香港教育學院運動中心為選修體育和運動科學課程的學生提供了配套完善的學習環境。運動中心有完備的室內和室外設施，例如游泳池、能容納一千二百名觀眾的大看台、足球場、網球場和健身室。該中心位於白石角，於二零零一年二月二十四日正式開幕。

### 臨時市區分校

一所交通方便的市區分校，照顧了部分時間制學生和攻讀本校專業進修課程的在職教師的需要。臨時市區分校位於九龍大角咀嘉運大廈，已按原定時間和財政預算完成裝修工程，於九月啟用，並於二零零零年十一月二日舉行開幕典禮。



▲ (From left) Mr Simon S O Ip, JP, Chairman of Council, HKIEd, Dr Alice Lam, JP, Chairman of the University Grants Committee and Professor Ruth Hayhoe, Director, HKIEd officiating at the ribbon-cutting ceremony at the Official Opening of The Hong Kong Institute of Education's new Town Centre on 2 November 2000 (左起) 香港教育學院校董會主席葉錫安先生，大學教育資助委員會主席林李翹如博士及香港教育學院校長許美德教授於二零零零年十一月二日為香港教育學院市區分校主持開幕典禮