



大學管治國際論壇：競爭力之關鍵

Fórum Internacional - Gestão Universitária : Chave da Concorrência

International Forum on University Governance:
Keys to Competitiveness

21-22/2/2012

Jointly organized by the University of Macau and the Tertiary Education Services

Office (GAES- Gabinete de Apoio ao Ensino Superior), Macao SAR

澳門大學 高等教育輔助辦公室 聯合舉辦

- Date:** Feb 21-22, 2012 (Tuesday and Wednesday)
日期: 2012年2月21至22日(星期二及星期三)
- Time:** Day 1 - 9:00am to 6:00pm (lunch reception included)
Day 2 - 9:00am to 1:00pm
時間: (第一天) 早上9時至下午6時(包括午膳)
(第二天) 早上9時至中午1時
- Venue:** Convention Hall, Macao Science Center, Macao
地點: 澳門科學館會議廳
- Invited Speakers:** Over 15 government officials of Higher Education (HE), council members and presidents/rectors of universities, senior HE scholars and administrators from Mainland China, Hong Kong SAR, Taiwan, Singapore, Korea, Europe and North America.
主講者: 超過15位來自內地、香港、台灣、新加坡、韓國、歐洲、及北美等地區的高等教育官員、院校校董會成員及校長、資深學者及高教管理人員等。
- Participants:** Members of MSAR Executive Council and Legislative Assembly, UM Charter Revision Taskforce Members, UM Assembly Members, UM Council Members, MSAR government officials, leaders of education institutions in Macao, and UM senior staff are invited. International participants are also welcome and no registration fee would be charged for attendance if registration is accepted in advance. We expect a total of about 120 participants.
與會者: 澳門特別行政區行政會委員及立法會議員、澳門大學修章工作小組成員、大學議庭成員、校董會成員、澳門政府官員、澳門院校領導及澳大高層教職員等。本論壇亦歡迎其他國際參加者，透過預先登記並獲接納之參加者將不收取註冊費用。預計約120名與會者出席。



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Language: Mainly English (SI in Putonghua will be provided)
語言： 英語為主（輔以普通話即時傳譯）

Background & Objectives:
背景及目標：

As a leading public institution of higher learning in Macao SAR, the University of Macau (UM) is undergoing rapid growth and aspires to become a ‘world-class’ university with unique regional characteristics. A Charter Revision Task Force was established by the Macao SAR government in June 2011 to study the revision of UM’s legal regime and charter, aiming to create more favourable conditions for UM’s future development and to ensure that UM is in line with international practices and standards, after its moving into the new Hengqin campus in 2013.

澳門大學（澳大）作為澳門特別行政區（特區）具領導地位的一所公立高等院校，現正快速成長，並矢志發展成為一所具區域特色的世界一流大學。2011年6月，特區政府成立了「澳門大學修章工作小組」，分析修訂澳大的法律制度及章程，以創造更優越條件予澳大的未來發展為目標，確保澳大搬遷到橫琴新校區後能夠符合國際慣例及標準。

Besides building the new campus, UM’s recent strategic initiatives include establishing Macao’s first Honours College, implementing the largest residential college system in Asia, creating a brand name for its unique “4-in-1” education model, further recruiting international distinguished faculty, and sustaining world-ranked distinctive disciplines. 除建設新校區外，澳大最近的策略舉措還包括建立地區內第一所榮譽學院、推行全亞洲最大型的住宿式書院體系、創建獨特的「四位一體」精英本科教育模式、大幅招聘國際傑出的教學人員，以及維持世界具領先地位的學科。

Like many public universities in the region, it is essential for UM to achieve the optimal autonomy balanced with effective governance and accountability in order to better respond to the future opportunities and challenges they face. There is a need for institutions of different systems/regions to share experience about university governance reform, particularly in the areas of university governance, autonomy, accountability, and strategic planning.

與地區內其他公立大學一樣，澳大有必要取得能平衡有效管治及問責的適當自主權，以應對未來各種機遇及挑戰。因此，有需要向其他地區及體系的院校互相分享有關管治改革經驗，尤其在大學管治、自主性、問責性及策略規劃等方面。



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This International Forum on University Governance, jointly organized by UM and GAES, provides a platform of discussion of the current development, models and challenges of university governance. It also aims to promote concepts of effective university governance to university stakeholders so that they can nurture a culture of ownership in the university. It is hoped that, with increased and optimal autonomy, UM and other universities in the region can better chart its strategies towards achieving peaks of excellence.

是次由澳大及澳門特區政府高等教育輔助辦公室合辦的國際論壇提供了一個大學管治的討論平台，包括當前的發展、院校管治體系及挑戰。論壇並將向社群宣傳有效的大學管治理念，培養他們對澳大的歸屬感與參與。透過加強及優化自主權，期望澳大及地區內院校能夠更有效地編訂其策略，再創高峰。

The discussion will cover but not limit to the following topics:

- *Optimizing Autonomy of Publicly-funded Institutions: Objectives, Structures, Process and Strategy*
- *Models of University as Legal Person: Statutory Entity, Foundation Subsidiary or Incorporated Body*
- *System (External) Governance: Government Relationship, Funding Models & Increased Autonomy*
- *Institutional (Internal) Governance: Enhanced Role of University Council/Board and its Effective Relationship with the Administration*
- *Balance between Autonomy, Control and Accountability*
- *Towards a First-Class University: Governance Reform Experience*

討論內容將包括但不限於以下課題：

- 優化受公立院校的自主性：目標、結構、過程和策略
- 大學作為法人的模式：法定實體、附屬基金會或公司體制
- 系統（外部）管治：政府關係、政府撥款模式及行政自主權
- 院校（內部）管治：大學校董會的角色及與校長層的有效關係
- 自主、監控及問責之間的平衡
- 邁向一流大學：管治改革經驗



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Forum Management:

論壇管理人員：

Forum Co-Chairs:

Professor Wei ZHAO, *Rector, UM*

Director SOU Chio Fai, *Tertiary Education Services Office, Macao SAR*

論壇聯席主席：

澳門大學校長趙偉教授

澳門特區政府高等教育輔助辦公室主任蘇朝暉先生

Organizing Committee:

Professor Simon S.M. HO, *Vice Rector (Academic Affairs), UM (Chair)*

Ms. Annie CHAN, *Global Affairs Office (Secretary)*

Ms. Katrina CHEONG, *Information and Public Relations Office*

Ms. Betty TAM, *University Council Office*

籌組委員會：

主席何順文教授（澳門大學副校長（學術））

秘書陳麗明小姐（對外事務辦公室）

張惠琴小姐（新聞及公共關係部）

譚藹儀小姐（校董會辦公室）



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Programme Rundown (tentative):

程序表 (暫定):

21 February, 2012 (Tuesday) 2012年2月21日(星期二)	
08:45 - 09:00	<p>Registration & Tea/Coffee Reception 登記/茶點招待 <i>Venue: Convention Hall, Macao Science Center 地點: 澳門科學館會議廳</i></p>
09:00 - 09:50	<p>Opening Ceremony 開幕儀式</p> <p>i) Welcome Remarks by Dr. Daniel C.W. TSE, Council Chairman and Chair of Charter Revision Task Force, University of Macau 澳門大學校董會主席兼澳門大學修章工作小組主席謝志偉博士致開幕辭</p> <p>ii) Remarks by Director-General ZHANG Xiuqin, Department of International Cooperation and Exchanges, Director of Office for Hong Kong, Macao and Taiwan Affairs, Ministry of Education, PRC 教育部國際合作與交流司司長兼港澳台辦公室主任張秀琴女士致辭</p> <p>iii) Updates by Professor Wei ZHAO, Rector of the University of Macau 澳門大學校長趙偉教授致辭</p> <p>iv) Updates by Director SOU Chio Fai, Tertiary Education Services Office, Macao SAR 澳門特區政府高等教育輔助辦公室主任蘇朝暉先生致辭</p> <p>v) Souvenir presentation to speakers 致送紀念品予主講嘉賓</p>



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<p>09:50 - 11:15</p>	<p><i>Session 1: Optimizing Autonomy of Public Institutions: Objectives, Structures, Process and Strategy</i></p> <p>議題 1：優化公立院校的自主性：目標、結構、過程和策略</p> <p>Moderator: Prof. Wei ZHAO, Rector, University of Macau 主持人：澳門大學校長趙偉教授</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Director-General SUN Xiaobing, Department of Policies and Regulations, Ministry of Education, PRC 教育部政策法規司司長孫霄兵先生 2. Prof. Manuel Valsassina HEITOR, Former Secretary-of-State for Science, Technology & Higher Education, Government of Portugal, currently Director of the Center for Innovation, Technology and Policy Research, Instituto Superior Tecnico, Technical University of Lisbon, Portugal <i>University Governance and System Linkage: Challenges and Opportunities in an International Context</i> 前葡萄牙科學技術及高等教育部國務秘書，現任葡萄牙里斯本理工大學創新、技術及政策研究中心主任 Manuel Valsassina HEITOR 教授 <i>大學管治與制度之間的關係：從全球視野探討大學所面臨的挑戰和機遇</i> 3. Mr. W.T. LIN, Secretary-General, International Secretaries, University Mobility for Asia and the Pacific (UMAP), Taiwan <i>The Pursuit of Excellence: Strategies of Reforming Governance in Top Universities in Taiwan</i> 亞太大學交流會國際秘書長林文通先生 <i>追求卓越：台灣頂尖大學的管治改革策略</i>
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11:15 - 11:30	Tea/Coffee break 茶點及聯誼時間
11:30 - 13:00	<p>Session 2: Models of University as Legal Person: Statutory Entity, Foundation Subsidiary or Incorporated Body 議題 2：大學作為法人的模式：法定實體、附屬基金會或公司體制</p> <p>Moderator: Dr. Alex LAI, Vice Rector (Administration), University of Macau 主持人：澳門大學副校長（行政事務）黎日隆博士</p> <p>Speakers:</p> <ol style="list-style-type: none"> Prof. WANG Zhenmin, Dean of Law, Tsinghua University, PRC 主講者：清華大學法學院院長王振民教授 Prof. Sam Ock PARK, Former President of University Senate and Professor Emeritus, Seoul National University, Korea <i>University Governance, Autonomy and Accountability: The Case of Incorporated Seoul National University</i> 韓國首爾國立大學教務委員會前主席及榮休教授朴杉沃教授 大學管治、自主及問責：首爾國立大學公司化的個案 Prof. Antonio RENDAS, Rector of Universidade Nova de Lisboa and President of the Portuguese Council of Rectors (CRUP), Portugal <i>A Portuguese Perspective of University Autonomy in Europe - Institutional Autonomy as Central Policy to keep Identity and Competitiveness in a Diversified Landscape</i> 新里斯本大學校長兼葡萄牙大學校長理事會主席 Antonio RENDAS 教授 從葡萄牙視野看歐洲的大學自主—將大學自主作為在多元化大環境下保持大學獨特性及競爭力的核心政策



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13:00 - 14:15	Lunch 午膳
14:30 - 16:00	<p>Session 3: System (External) Governance: Government Relationship, Funding Models & Increased Autonomy 議題 3：系統(外部)管治：政府關係、政府撥款模式與更大的自主權</p> <p>Moderator: Prof. John Shijian MO, Dean of Faculty of Law, University of Macau 主持人：澳門大學法學院院長莫世健教授</p> <p>Speakers: 主講者：</p> <ol style="list-style-type: none"> Prof. FENG Da-Hsuan, Senior Vice President of Global Strategy, Development, and Evaluation, Tsinghua University, Taiwan <i>Autonomy, Governance and Accountability: New Paradigm of Higher Education in East Asia in the 21st Century</i> 台灣清華大學副校長(全球策略與企劃研考)馮達旋教授 自主、管治及問責：21世紀東亞地區高等教育新模式 Dr. Kenneth ASHWORTH, Former Commissioner of Texas Higher Education Coordinating Board and former Vice Chancellor for Academic Affairs for the University of Texas System, USA. 德州高等教育協調委員會前專務官、美國德州大學系統前學術事務副校長Kenneth ASHWORTH博士 Prof. Benjamin W. WAH, Provost, Wei Lun Professor of Computer Science and Engineering, The Chinese University of Hong Kong, HK SAR 香港中文大學常務副校長、偉倫計算機科學與工程學講座教授華雲生教授



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16:00 - 16:15	Tea/Coffee Networking 茶點及聯誼時間
16:15 - 17:45	<p>Session 4: Institutional (Internal) Governance: Enhanced Role of University Council/Board and its Effective Relationship with the Administration 議題 4：院校（內部）管治：大學校董會的角色及與校長層的有效關係</p> <p>Moderator: Prof. Simon S.M. HO, Vice Rector (Academic Affairs), 主持人：University of Macau 澳門大學副校長（學術）何順文教授</p> <p>Speakers: 1. Prof. William MOBLEY, Emeritus President, Texas A & M 主講者：University, USA, and Visiting Chair Professor of Management, University of Macau, Macao SAR 美國德州農工大學榮休校長及澳門大學管理學客座講座教授 William MOBLEY 教授</p> <p>2. Prof. Kai Ming CHENG, Former Senior Advisor to the Vice Chancellor, Former Pro-Vice-Chancellor and Chair Professor of Education, University of Hong Kong, HK SAR 香港大學前校長資深顧問、前副校長及教育學講座教授程介明教授</p> <p>3. Mr. Yan Kee CHENG, Deputy Council Chairman, Hong Kong Baptist University, HK SAR 香港浸會大學校董會副主席鄭恩基先生</p>
18:30 - 21:00	<p>18:30 - 19:00 Cocktail Reception 雞尾酒會</p> <p>19:00 - 21:00 Forum Dinner 論壇晚宴</p> <p>Venue: (TBC) 地點: (待定)</p>



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22 February, 2012 (Wednesday) 2012年2月22日(星期三)	
09:00 – 09:30	Tea/Coffee Reception 茶點招待
09:30 – 11:00	<p>Session 5: Balance between Autonomy, Control and Accountability 議題 5：自主、監控及問責之間的平衡</p> <p>Moderator: Prof. Xitao FAN, Dean of Faculty of Education, University of Macau 主持人：澳門大學教育學院院長范息濤教授</p> <p>Speakers: 1. Dr. Harvey P. WEINGARTEN, President & CEO, Higher Education Quality Council Ontario, Canada 主講者： <i>The Balance between Institutional Autonomy and public Accountability: Implications for Governance</i> 加拿大安省高等教育質量委員會會長兼首席執行官 Harvey P. WEINGARTEN 博士 <i>大學自主與公共問責之間的平衡：對大學管治的影響</i></p> <p>2. Prof. ER Meng Hwa, Vice President (International Affairs), Nanyang Technological University, Singapore <i>Balance between Autonomy, Control and Accountability - Sharing of NTU's Autonomous Framework</i> 新加坡南洋理工大學副校長 (國際事務)余明華教授 <i>自主、監控及問責之間的平衡：分享新加坡南洋理工大學的自主框架</i></p> <p>3. Prof. MOK Ka Ho, Associate Vice President (External Relations), Hong Kong Institute of Education, HK SAR <i>The Quest for World-class Status: Changing University Governance in East Asia</i> 香港教育學院協理副校長(對外關係)莫家豪教授 <i>追求世界級地位的實現：改變東亞地區大學的管治</i></p>



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11:00 - 11:15	Tea/Coffee Networking 茶點及聯誼時間
11:15 - 12:45	<p>Session 6: Towards a First-Class University: Governance Reform Experience 議題 6: 邁向一流大學：管治改革經驗</p> <p>Moderator: Prof. Rui MARTINS, Vice Rector (Research), University of Macau 主持人：澳門大學副校長（研究）馬許願教授</p> <p>Speakers: 1. Prof. Kwei TANG, University Chair and Dean of College of Commerce, Chengchi University, Taiwan 主講者：台灣政治大學講座教授兼商學院院長唐揆教授</p> <p>2. Prof. Antonio M. CUNHA, Rector, University of Minho, Portugal <i>Converging to a Strategy and a Governance Model to Challenge the Future: The Case of University of Minho</i> 葡萄牙米尼奧大學校長 Antonio M. CUNHA 教授 <i>施行一種策略與管治模式以挑戰未來：米尼奧大学的個案</i></p> <p>3. Prof. Elsa HACKL, Professor of University of Vienna, Austria <i>University Governance Reform Experience in Austria</i> 奧地利維也納大學 Elsa HACKL 教授 <i>奧地利大學管治改革的經驗</i></p>
12:45 - 13:00	<p>Closing Remarks by Prof. Wei ZHAO, Rector of the University of Macau 澳門大學校長趙偉教授致閉幕辭</p>

* The Organizing Committee reserves the right to make changes to this Programme as necessary without prior notice

如有需要，籌組委員會可更改程序表內容而不作另行通知