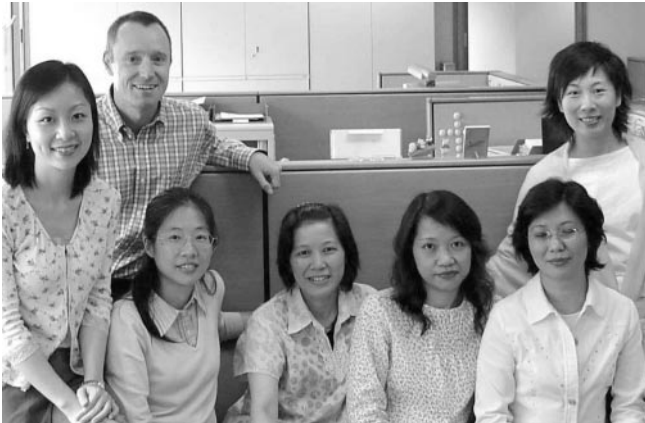


Faculty in focus

FHS—New Dean, new vision

■ By Kirque Leung and Shiona Mackenzie



Professor Holliday with FHS staff.

Comprising four departments, three research centres and currently offering 25 degree programmes, the Faculty of Humanities and Social Sciences (FHS) is undergoing a dynamic change in order to bring about further advancement. With the appointment of a new Dean, **Professor Ian Holliday**, formerly Head of the Department of Public & Social Administration and Professor (Chair) of Policy Studies, the FHS is heading in new directions.

Same goals, different approach

Like other faculties, the FHS highlights strong connections and exchanges on all levels between the Departments' professionals and the promising mainland market. Solid plans are to be deployed. "To reinforce ties with the mainland is our primary mission," Professor Holliday said. "We are planning to set up a special unit in hopes of channeling and speeding up the links with the mainland, and also many other countries in the region; in fact, the Faculty already has been doing well in areas like student exchange and internship programmes. I think our past success can serve as the prototype for further development," he explained.

Professor Holliday hopes in the next year or two to create many new internship places for students throughout the Faculty to spend several weeks, or months, learning about the mainland from the inside, and then bringing what they have learned back to CityU to inform the rest of their period of study. He is convinced that this strategy can enrich not only individual students, but also the programmes from which they are drawn and to which they will contribute when they return to campus. Having traveled to Hangzhou in July with internship students from the Department of Public and Social Administration, he understands the immense rewards CityU students are able to derive from such programmes and he is determined to extend internship opportunities as widely

as possible within the Faculty.

Challenges

One critical challenge facing the FHS is the reduction of University Grants Committee (UGC) funding. Professor Holliday notes that in recent years FHS departments have been working hard to create self-financing programmes that can plug the gaps left by withdrawal of UGC funding, notably for Masters' programmes. "This year," he said, "all of the new programmes have recruited well above expectations, demonstrating the healthy demand that exists for FHS programmes in Hong Kong." The Faculty will also continue to offer a range of out-of-discipline courses that introduce students across the University to the languages and cultures of Asia and Europe, as well as to the changing social and political contexts of Hong Kong, mainland China and the wider region.

At the same time, Professor Holliday recognizes the need for the FHS to consolidate its research strengths. He fully endorses the University's 'shining brand' strategy as introduced by **President H K Chang** in the University Development Forum in May, and believes that the FHS will play a key role in taking it forward. He notes that many of his colleagues in the FHS have already established international research reputations.

No ordinary Dean

Professor Holliday is a distinguished scholar who specializes in the broad areas of Public Policy and Political Institutions. He received his PhD in Political Science from the University of Oxford and taught at the University of Manchester and New York University prior to joining CityU in March 1999 as Professor (Chair) of Policy Studies. He is a widely respected researcher who possesses considerable experience in academic administration. Along with his plans for helping the FHS build on its existing strengths, Professor Holliday holds the style of the Deanship to be a critical matter that deserves attention in its own right. "I believe all Faculty members play different yet equally important roles, and can make significant contributions to its development," he asserted. "As Dean, I am here to enable and facilitate constructive plans from the ground up. Energy and dynamism in the Faculty flow up from the bottom. My role is to create the conditions in which students, colleagues and departments can make the most of their own plans and aspirations."

Plenty of challenges lie in store for the FHS. Nevertheless, under the guidance of Professor Holliday, the Faculty is on track and moving steadily forward. ■

Cultivating CityU's caring culture

■ *By Shuyee Chen*

"Whether you know it or not, you have come to a quality university," said **Professor H K Chang**, CityU President, at the University's Welcoming Ceremony on 24 August, "but you have to give yourself the time to appreciate this." He welcomed the new students into the CityU family and urged them to make good use of its resources for their future development.

This year, CityU's intake of new students has grown, with the number of freshmen exceeding 10,000. Full-time undergraduate students are estimated at 2,390 and Associate Degree students at 3,000. Becoming university students signifies a sea change in their approach to learning. It is also an entirely new stage of life. How to help students make a smooth transition and take full advantage of their university days has been the main objective of CityU's orientation programme in recent years.

"We emphasize building a caring culture. Everyone, from the teachers and administrative staff to the University's senior students, has been actively involved. We help familiarize new students with CityU and start them off on the right foot," said **Dr Ruth Yee**, Associate Director of Student Development Services (SDS), and Convenor of the Orientation Working Group.

Yingxin, (Chinese for 'orientation') often refers to having receptions to welcome new arrivals, while in

English there is more to the word 'orientation'—to help people familiarize themselves with a new environment and nurture their ability to continually adjust to it. Guided by this concept, CityU's orientation activities since 1999 have been about more than rules, regulations and curriculum requirements. Now, the thrust of the orientation programme is to prepare students for maximum learning and development by proactive intervention in the critical first year. "A good start is half the battle. I believe, if only we give them necessary opportunity and support when they enter CityU, we will be able to help new students cope with the challenges of this massive intellectual and psychosocial transition to higher education and young adulthood," SDS Director **Mr Joseph Chan** said.

Compared with other Hong Kong universities or colleges, CityU's orientation programme is characterized by greater detail and notable continuity from activity to activity. This year, upon registering, new students received letters of invitation to the Welcoming Ceremony from the SDS. At the Ceremony, they received a package including information on a variety of orientation programmes for the coming year arranged by the SDS. These include: the Student Mentoring Scheme; the First-year Student Support Centre; the Whole Person Development Award Scheme; and the Master My Success in CityU workshops. These and other activities help new students adapt to campus

The CityU choir performed the theme song of the musical City Legend at the University Welcoming Ceremony.



life and develop in an all-round manner. "Of course, the students' academic matters remain largely in the care of the faculty and departments; we focus on assisting the students in their personal growth and with social and personal issues," Dr Yee said.

As well as assisting local students, this year the SDS enlisted more senior students to help take care of the increase in non-local students. Senior Student Development Officer **Mrs Roslyn Li** said, "The number of non-local students has more than doubled this year. About 270 mainland students and exchange students joined CityU. We need to use various resources to help them." Upon receiving the invitation to the Welcoming Ceremony, the freshmen were also introduced to a senior student as his or her "buddy." SDS also arranged Cantonese classes for non-local students and toured them around the city and the campus.

Traditionally, the Welcoming Ceremony and related orientation activities only focus attention on the new students. Nowadays, however, when SDS plans orientation programmes, it also promotes growth among CityU's senior students. "We believe that the senior students can reorient themselves from being dependent in their first year to gradually discovering their independence through helping the freshmen. In the process, they increase their knowledge and confidence in themselves and CityU. So, orientation activities could also be described as a process of inheritance, of passing on CityU's traditions to fortify our University culture," said Dr Yee. ■■



Dr Ruth Yee (middle) with students

New batch of mainland students arrive at the Student Hostel.



New students sing along with the CityU choir at the Welcoming Ceremony.



Professor H K Chang welcomes new students the same age as CityU.



Becoming a great person

This year's slogan for the Welcoming Ceremony was particularly appealing. As soon as the ceremony ended, quite a few new students found the Chinese slogan "城大全人 志成大器" (Cheng da quanren, zhi cheng daqi, meaning "whole person achiever—your ambition") stuck in their minds. **Ng Wing Man**, a freshman in the Department of Chinese, Translation and Linguistics, was among them. "When I was singing the theme song from the musical *City Legend* with everybody else, I was deeply moved," she said. "And the slogan derived from that song made me even more resolved to make the best use of my next three years at CityU."

The slogan's author is **Liza Chow**, a final-year student in the School of Law, who was touched by the very same song three years ago. Inspired by that song, she took part in the Student Orientation 2004 Slogan Competition organized by SDS, writing the winning slogan in eight Chinese characters. "Each year during the Welcoming Ceremony," she said, "our University shows a video clip from *City Legend*, the 15th anniversary celebration musical, to new students. The musical, especially the lyrics about becoming a great person, stayed with me, and became the catalyst driving my studies at CityU."

A similar example is the story of CityU associate degree student **Lau Pui-kei**, who won the Japanese Ministry of Education scholarship to study in Japan, reported in the Hong Kong media last July. "At the Welcoming Ceremony, I was deeply moved by the lyrics of *City Legend*, which say: 'Let our City soar! Ideals on wings of learning.' I believe I will achieve my goals if only I am resolved and work hard to achieve them."

It seems that this main theme, of becoming a great person by attending CityU, is becoming a key part of CityU culture in the minds of many students. Consider it part of the process of inheriting and passing on university tradition, one generation after another.

The Learned Terra Cotta parades CityU

■ By Regina Lau

You may not have realized that when you stop to appreciate the pottery figures displayed on campus, you have joined the artist's creative vision. You are one of her sources of inspiration. "The parade of sculptures makes a special sight on campus."

"I find each figure graceful in its posture and movement."

"On closer look, each figure seems to talk to me and have a life of its own."

"These sculptures have added an artistic touch on campus."

These are some of the comments staff and students have made on the pottery figures now displayed at the entrance of the Academic Building and at the University Circle.

When ceramic artist **Ms Solan Chiu** first saw the University Circle at CityU, she knew instinctively that she had found the perfect stage for her work *The Learned Parade*—the stunning array of 166 pottery figures now displayed on campus until 17 October. "It is a parade of Socrates and his followers," said Solan, "Indeed, anyone who is open-minded and has a passion for learning will identify with the parade."

The daughter of a Lingnan-style artist in southern China, Solan grew up in Hong Kong and learned Chinese calligraphy, brushwork and seal engraving at an early age. She also spent a few years of her childhood in Macao, where she was exposed to Western arts such as watercolour, oil painting and sculptures. In the 1990's, she moved to New Zealand where she focused on the art of ceramics. She developed a distinctive style of her own, blending her Chinese upbringing and the unique cultural influence of the Kiwi country.

Her ceramic works have been exhibited widely in Hong Kong, Macao and New Zealand. In her latest solo exhibition, "The Learned Terra Cotta", held at CityU campus as one of the University's 20th anniversary highlights, Solan features some 40 sets of her pottery works, comprising over 1,800 pieces.

Encounter with CityU

Her encounter with CityU came at a time when she was still working on *The Learned Parade*. It was the summer in 2003 and the current affairs in Hong Kong prompted her to reflect upon the idea of freedom. When she was confused, she would find enlightenment in the words of great philosophers and scholars such



Ms Solan Chiu

as Confucius, Plato and Socrates—that inspired the parade pottery. And then, a contemporary scholar introduced her to a venue that gave full expression to her artistic vision.

The scholar was **Professor Ng Sik-hung**, Head of the Department of Applied Social Studies, who invited Solan to showcase her works at CityU after he saw her exhibition held at the Visual Art Centre in Hong Kong. "I think that will enrich the cultural ambience on campus," Professor Ng said, "An event like that will be a memorable highlight for our 20th anniversary."

The parade took Solan a year to complete, using more than one ton of clay. She stopped after making 166 sculptures because no more would fit well in the space leading to the Academic Building and at University Circle. "CityU also impresses me as a vibrant and liberal institution that is very much a part of the city," she said, "That goes well with my idea of connecting with the audience."

Solan maintains that works of art are lifeless if they are separated from people. She insists on an 'open' display in which the audience can almost touch the pottery, despite the risk of damage involved. The parade figures are erected to a level conducive to face-to-face communication with the audience. "I hope to establish a dialogue with the audience, to interact with them," she said.

So, when staff and students stop on their way for a while to look at the pottery figures on campus, they are not merely on-lookers: they have become part of this interactive masterpiece of Solan. ■

Bridging business and education ■By Paul Kwong

Mr James K M Ng is Executive Director of City University Extension, which brings the expertise and services of CityU to the public. He was an inaugural Financial Officer of CityU and had for many years been in charge of CityU's financial affairs. Mr Ng is a man on a mission to bridge two cultures, the fast-track business culture and the more deliberate academic culture.

Let's begin with the future. What plans do you have for CityU Extension?

A major initiative is to establish an institution on the mainland to provide a Foundation Programme for high school graduates. We are working with our Community College of City University on this "two plus two" model. Students will spend two years in mainland China studying English and structured subjects. After meeting the respective entry requirements they can enter CityU and spend two more years studying our degrees, or, they can choose to apply for admission to more than 10 universities abroad. If all goes well, the programme should start sometime next year. During the initial stage, enrolment could reach 1,000 students, perhaps more thereafter.

Can we make this happen in so short a time?

Well, it has happened before. On 1 January 1984, the *City Polytechnic Ordinance* came into effect. In just a few months we borrowed money from banks, purchased the Mongkok Tower II premises, renovated it, recruited staff and admitted students. We held the first classes in September. It was possible because we copied most of the administrative systems from another existing institution, as did the starting administrative staff and the members of the planning committee.

Did you come to CityU from another education institution?

No. I came from the corporate world. I qualified in Australia as an accountant before I came back to Hong Kong. On the previous job, I was in charge of business development for a listed company. I had to make over 40 trips per year to the mainland and overseas at that time. I had little time for my family. My children were very young at that time and they needed me. So I decided that I should look for another job. I got two job offers. I chose the City Polytechnic for the stable working conditions, even though the other job offered a higher salary.

Coming from a business background, did you find the academic world different?

I found the administrative system inefficient compared to the business world. For example, the purchase order process would require 16 signatures up to payment. There was a lot of red tape. It was hard for me when I joined. Once, I was criticized for my "lack of respect" because I had written a reply in longhand instead of having it typed. After the incident, I made up my mind to changing this kind of bureaucratic mentality within the Management.

Have you had any success in your mission?

Yes. I take pride, along with my colleagues, in having streamlined and out-sourced much of our finance and commercial activities. Today, our administrative staff for financial matters is probably 20% smaller than comparable local tertiary institutions, controlling

for enrolment size. We have had many firsts: we were the first to use a tendering system in selecting fund managers and insurers for the staff; the first to out-source catering and security services. My colleagues in the Finance Office also took the lead in conducting several UGC-funded joint projects, like re-engineering, total quality management, resource centre management and the establishment of a unified accounting standard. One more thing—we were the first to issue a bilingual annual *Financial Report*. Even the Chinese University did not have a Chinese version.

Twenty years on, what fond memories would you share with us?

Oh, in the Mongkok days, hours were long and quarters were crowded, but spirits were high. We would throw darts, had a drink or two, let off steam and mend relations at a bar on the 19th floor. Working late was not a problem because it was so easy to find something to eat in Mongkok.

When we first moved to Kowloon Tong, we didn't have a dining facility. A makeshift kitchen housed in two cargo containers served over a thousand students and the staff. We dined on the lab benches on the ground floor—hot, humid, with no air conditioning. The scene was something like a refugee camp.

Well, we have come quite a way since then. Back to the future. Beyond the Foundation Programme institution, what's next?

Guangzhou? Wuhan? The whole of mainland China! We shall see...

Mr James Ng:
Our Greg Norman

