

榮譽社會科學博士學位

林李翹如博士

校董會主席先生：

我們認識的林李翹如博士曾經擔任大學教育資助委員會主席，但她的領導才能，並非一朝一夕得來的。林博士懂得把握每個機遇，不斷追求卓越，憑着堅毅意志，並全力以赴，才能取得今天的成就。林博士的座右銘是「以熱情擁抱生命」，她認為面對生命我們不應畫地自限，而應該以正面態度活出無限可能。在擔任教資會主席期間，她提出了一系列甚具遠見的改革，使本港的高等教育取得了長足發展，而高等院校更逐步邁向國際化，為香港教育開創了新的局面。

林博士於九龍瑪利諾修院學校接受中小學教育，其後入讀香港大學，主修歷史，並在1963年取得榮譽文學士學位。大學畢業後，她決定執起教鞭，到聖士提反女子中學任教歷史及英語兩科。林博士任教該校長達九年，期間經常邀請學生到家中作客，師生關係非常密切。她的學生憶述：「林博士是一位敬業樂業、心繫學生福祉的好老師，並且對教育年青人充滿熱忱。」

在任教中學期間，林博士重新燃起了兒時對法律的興趣，因而在1972年開始修讀法律課程。然而，四年後她經歷了人生最艱難的日子——年僅四十歲的丈夫遽然辭世。儘管面對喪夫之痛，林博士並沒有因此意志消沉；相反，她收拾心情，化悲慟為力量。她相信，懂得面對逆境，便能將困難轉化成正面的能量。林博士身體力行，終於在1978年獲取律師執業證書，實現了年少時的夢想；其已故丈夫曾出任恆生銀行高層，林博士為延續丈夫的志向和事業，因此決定投身銀行業，一展所長。

林博士於1978年加入恆生銀行，先獲聘為基層員工，在其後的18年間多次獲得擢升。當時的銀行金融界仍以男性主導，身為女性，要在銀行界闖出一片天地，殊不容

易。此外，她還要照顧孩子，因此需要在工作和家庭之間取得適當的平衡。林博士精於思、敏於行，其堅毅不拔的精神感染着身邊的人，並獲得管理層的認同。於 1989 年，她獲委任為董事，並在 1990 至 1993 年獲委任為董事兼總經理；1993 年 10 月，晉升為副行政總裁，並於 1994 至 1996 年出任董事總經理兼副行政總裁。作為恆生銀行的高級管理層，林博士精明實幹，本着誠信，每項重要決策皆親力親為。此外，她觀人於微，並擅於激勵下屬，建立高水平的工作倫理，使員工盡心盡力地為恆生銀行作出貢獻。

林博士於 1996 年從恆生銀行退休，旋即進入人生另一階段。她抗拒傳統享清福形式的退休生活，捨棄輕鬆悠閒的「黃金晚年」，不退不休，反而擁抱新的理想和機遇，希望在另一些領域作出貢獻。十年樹木，百年樹人，林博士一直渴望能作育英才，在香港回歸中國之後的一年，她獲委任為大學教育資助委員會（教資會）主席，在更高的層次去實現自己的教育理想。教資會於 1965 年創立，為一諮詢機構，一方面負責就政府資助院校的發展策略及資助需要向政府提供意見，另一方面則確保這些院校的運作及所提供的教育維持最高水平並符合成本效益。

在出任教資會主席的九年間（1998 – 2007），林博士專心致志為本港高等教育出謀獻策，不但在推動大學的協作、問責、質素保證以及國際化方面貢獻良多，而且致力引導院校調整策略，協助教學人員應對削減預算所帶來的挑戰。在這九年期間，教資會推出多份相當重要的檢討文件，並建議了多項新政策。2002 年教資會《香港高等教育》報告公布後，一連串的建議措施得以落實。這些新措施對現時高等教育政策以至整個藍圖起着舉足輕重的作用。其中為人津津樂道的，是 2003 年所推出的「配對補助金計劃」，這項計劃除了鼓勵企業和個人支持高等院校的發展外，亦有助本港建立樂善好施的文化。至於 2004 年所推行的「按院校表現及角色撥款計劃」，則有助鼓勵院校按角色分工，推動多元發展，追求卓越成就；而透過提高非本地學生的限額，既有助本港院校國際化，亦能將香港發展成為區內的教育樞紐。於 2007 年，教資會成立了「質素保證局」，對資助院校的課程及學生學習經驗進行核證，以確保質素。此外，在這段期間，授課式的深造課程及副學位課程逐步改為以自負盈虧的模式開辦。2009 年，教資會為資助院校成立 180 億元研究基金，擴闊研究資助經費資源。在眾多的變革中，林博士認為個人最大的貢獻，在於協助香港的大學邁向國際化，並同時保證高等教育的質素。卸任教資會主席後，林博士又獲委任為教育統籌委員會主席（2007 – 2009），同時出任質素保證局主席，繼續為教育作出貢獻。

除了在專業方面卓然有成外，林博士亦熱心公益，積極參與社區及公共服務。她曾出任以下組織的委員會或董事會成員：香港公教婚姻輔導會、香港家庭計劃指導會、國際計劃生育聯合會以及漢基國際學校基金會。此外，林博士也曾出任香港中文大學（1989 – 1998）以及香港科技大學（1988 – 1996）的校董會成員，並先後出任香港中文大學司庫和副主席。除了公共服務外，林博士亦經常擔任信託或慈善基金成員，包括張鑑泉基金會（1993 – 2007）、裘槎基金會（1994 – 2009）以及馬鍾可璣基金（1996 – 2004），又於 2007 年出任馬鍾可璣基金的主席。她過往曾擔任以下公司的董事：香港電話有限公司（1984 – 1995）、菱控有限公司（2001 – 2005）；此外，她亦曾出任蘇富比亞洲區主席（1996 – 1999）。自 2009 年起，林博士擔任幻音數碼控股有限公司非執行董事。

林博士對香港社會貢獻良多，於 1987 年獲委任為太平紳士；香港特區政府為了表揚她對領導香港高等教育所作出的貢獻，於 2003 年向其頒授金紫荊星章。此外，林博士於 1992 年及本年 10 月，分別獲香港中文大學及嶺南大學授予榮譽法學博士學位。

儘管林博士在事業方面成就斐然，並且獲得不少讚譽，但作為一名虔誠的天主教徒，她相信重要的並非那些表面的成就，而是一顆單純的善心；物質享受稍縱即逝，但對生命的追求卻可以永垂不朽；功名利祿不足掛齒，關鍵是我們對人類福祉能否有所貢獻。林李翹如博士在這方面可說是知行合一。林博士看似不苟言笑，但對生命卻充滿熱誠，絕對是一位不屈不撓的堅強女性。

林博士非常喜愛珍珠。珍珠晶瑩剔透，當然深受人們喜愛，但是珍珠的形成卻要經歷痛苦——蚌殼須有沙石侵入才得以成就珍珠的誕生。其實，林博士也有着一段如珍珠般絕不平凡的經歷，她認為：「擁抱生命，全力以赴，活出豐盛人生，就能做到此生無悔！」事實上，那些善用環境、專心致志的人，自然會獲得上天的眷顧，締造精彩的人生。

校董會主席先生，林李翹如博士帶領本港的高等教育開創新的里程，成績卓著、貢獻良多，而且多年來熱心社會服務，本人恭請校長引介林李翹如博士接受本大學榮譽社會科學博士學位。

英文贊辭由梁鎮明教授撰寫及宣讀

DEGREE OF DOCTOR OF SOCIAL SCIENCES, *honoris causa*

Dr Alice Piera Lam Lee Kiu-yue, GBS, JP

Mr Chairman,

Dr Alice Piera Lam Lee Kiu-yue, past Chairman of the University Grants Committee (UGC), did not set out to be a leader, but became one by committing herself to excellence, by embracing wholeheartedly whatever came her way, and by always giving her best. “Embrace life with passion!” is her personal motto, and she firmly believes that our lives are determined not by what life brings to us, but by the attitude we bring to life. During her tenure as Chairman of the UGC, sweeping changes were proposed that subsequently helped to spur the development of excellence in higher education and the internationalization of universities in Hong Kong, with far-reaching consequences.

Dr Lam received her primary and secondary education at the Maryknoll Convent School in Kowloon. She then went on to study history at the University of Hong Kong where she graduated with a Bachelor of Arts (Honours) degree in 1963. She spent the next nine years teaching history and English at St Stephen’s Girls’ College. To nurture better relationships with her students, she often invited them to her home for informal gatherings. Her students remember her as a sincere and enthusiastic teacher who showed genuine concern for their welfare and cared deeply about youth education.

Soon her childhood dream of studying law was rekindled, prompting her to pursue law studies in 1972. But four years later a great tragedy struck her – she lost her husband, who passed away at the young age of 40. Though grief-stricken and devastated, Dr Lam decided not to allow adversity to break her spirit. She recognized that adversity can be a most potent force in life – it can fuel greatness if only one knows how to transform it into a source of motivation and energy. First, she persisted in her law studies and earned the Solicitors’ Practising Certificate in 1978, thereby fulfilling her childhood dream. Then she decided to

go into banking to continue the career of her husband who had been a senior executive with Hang Seng Bank.

Dr Lam joined Hang Seng Bank Limited in 1978 and spent the next 18 years working her way up from junior positions. Building a successful career in the banking and finance sector, predominantly a man's world, was not easy for her. As a single parent of three children, she had to strike a balance between work and family. But her perseverance and business acumen paid off and won her recognition from the management. After a few promotions, she became Director in 1989 and was appointed Director and General Manager from 1990 to 1993. In October 1993 she became the Deputy Chief Executive, and from 1994 to 1996 she served as the Managing Director and Deputy Chief Executive. As a senior executive of Hang Seng Bank Limited, Dr Lam was noted for being shrewd and pragmatic, with integrity and vision in decision-making, good judgement of character, and wisdom in motivating staff. She set a high standard of work ethics for her staff, and her leadership inspired loyalty and dedication.

Soon after her retirement from Hang Seng Bank Limited in 1996, Dr Lam's life entered a new phase. She rejected the traditional notion of leisured retirement – the 'golden years' for rest and relaxation – and instead embraced a new vision of opportunity and reinvention. Realizing that education was her real passion, she accepted the appointment as Chairman of the University Grants Committee (UGC) in 1998. Founded in 1965, the UGC is an advisory body responsible for advising the government on the strategic development and funding needs of government-subsidized tertiary institutions, as well as for ensuring the standards and cost-effectiveness of their operations and activities.

In her nine years as Chairman of the UGC (1998–2007), Dr Lam served with tireless dedication. She ardently promoted the need for collaboration, internationalization, quality and accountability, while helping universities to adjust their strategic plans and engaging faculty members in meeting the changes needed to cope with budget cuts. Landmark reviews were conducted and new policies proposed. Following the publication of the *Higher Education in Hong Kong* report by the UGC in 2002, a majority of the recommendations were put into practice. In particular, initiatives were introduced that have helped to shape current higher education policies and the overall landscape of higher education. Notable among these were: the setting up of a Matching Grant Scheme in 2003 to encourage funding support by the private sector and promote a philanthropic culture in Hong Kong; the introduction of a Performance and Role-related Funding Scheme in 2004 to strengthen

role differentiation among institutions for promoting diversity and excellence; the raising of quotas for non-local students to promote internationalization and develop Hong Kong into a regional education hub; the establishment of a Quality Assurance Council in 2007 to conduct audits to ensure the quality of programmes and student learning in UGC-funded institutions; the gradual movement of taught postgraduate and sub-degree programmes to a self-financing basis; and the setting up of an \$18 billion Research Endowment Fund for the UGC sector in 2009 to create more resources for research funding. Among these sweeping changes, Dr Lam saw her major contributions as being in the internationalization of Hong Kong universities and promotion of quality assurance. After her tenure as Chairman of the UGC, Dr Lam was appointed Chairman of the Education Commission (2007–09), and at the same time Chairman of the Quality Assurance Council.

In addition to her professional achievements, Dr Lam has participated actively in and contributed to community and public services. She was on the Council or Board of the following bodies: the Catholic Marriage Advisory Council, the Family Planning Association of Hong Kong, the International Planned Parenthood Federation, and the Chinese International School Foundation. She also sat on the Council of the Chinese University of Hong Kong (1989–98) (first as Treasurer and then as Vice Chairman) and the Hong Kong University of Science and Technology (1988–96) (as a member). Apart from her public service, Dr Lam has served as a member of various trusts and foundations, including the Stephen Cheong Foundation (1993–2007), the Croucher Foundation (1994–2009) and the Ma Chung Ho Kei Foundation (1996–2004). She assumed the chairmanship of the Ma Chung Ho Kei Foundation in 2007. Her past directorships in business included the Hong Kong Telephone Company Limited (1984–95) and iMerchants Limited (2001–05); and she was the co-chairman of Sotheby's Asia (1996–99). She has also been a non-executive director of Perception Digital Holdings Limited since 2009.

For her contribution to society, Dr Lam was appointed a Justice of Peace in 1987; and for her contributions to and leadership in higher education, she was awarded the HKSAR Gold Bauhinia Star in 2003. In addition, an honorary degree of Doctor of Laws was conferred on her by the Chinese University of Hong Kong in 1992 and by Lingnan University in October of this year.

Despite her success and professional recognition, as a practicing Catholic, Dr Lam believes that, in the end, each of us will be judged by our simple goodness, not by our seeming greatness; by the standards we set in life, not by our standard of living; and by the real

differences we make, not by the titles, power or wealth we hold. Dr Lam epitomizes this conviction in her actions. Hidden behind her rather serene and solemn appearance is a modest woman with resilience and integrity.

Just as an oyster can produce a beautiful pearl from the injury caused by a coarse grain of sand, the treasure of our being in this world is often produced by an injured life. Looking back at a fruitful and accomplished life, Dr Lam, whose favourite gems are pearls, has this to share: "I embrace with passion whatever life brings, always do my best, and live life to the fullest". Indeed things turn out best for those who make the best of the way things turn out.

Mr Chairman, in recognition of her distinguished leadership and outstanding contributions to the development of higher education in Hong Kong, as well as her dedication to community service, may I invite our President to present Dr Alice Piera Lam Lee Kiu-yue for the conferment of the degree of Doctor of Social Sciences, *honoris causa*.

Citation written and to be delivered by Professor Leung Chun-ming