

Dr Alice Piera Lam Lee Kiu-yue GBS, JP

DOCTOR OF LAWS *honoris causa*

Citation

Dr Alice Piera Lam Lee Kiu-yue earned her first accolade in the banking and finance sector. She joined Hang Seng Bank Ltd in 1978, working her way up from junior positions. But her sharp acumen and industry won her recognition by management, and after a few promotions she became Director in 1989. She was appointed Deputy Chief Executive in 1993, and then from 1994 to 1996, served as Managing Director and Deputy Chief Executive. Carving out a successful career in the banking sector, which was predominantly a men's world then, was tough, especially for a wife and mother of three. As Dr Lam recalled, "It might sound a bit clichéd, but having to balance between work and family was quite hard for me, especially when there were few career women in those days you could look up to as role models." Her reputation and achievement in the banking sector also earned her a directorship at the Hong Kong Telephone Co. Ltd (1984-1995) and the position of co-chairman of Sotheby's Asia (1996-99). She is currently a non-executive director of a digital company.

It was determination, besides multiple talents, that helped Dr Lam realise and pursue her many dreams. Educated at Maryknoll Convent School, she later graduated with a BA in history from the University of Hong Kong in 1963. She then taught at St Stephen's Girls' College for nine years. During that time she discovered her interest in law, and pursued the Solicitors' Professional Course. Amidst the challenges in coping with work and studies, Dr Lam had to encounter one of the toughest blows in her life — the loss of her husband in 1975. Overcoming her own grief and helping her family cope with it, she persisted in her law studies, and attained the Solicitors' Practising Certificate in 1978.

But Dr Lam's biggest passion lies in education, where her contribution is perhaps most revered. She said, "I am passionate about young people's education. Watching students grow in intellect and maturity gives me the greatest joy. I hope I can be of help to them in their formative period." Because of her achievements in education, Dr Lam was appointed a member of the Council of various universities, including The Chinese University of Hong Kong and The Hong Kong University of Science & Technology.

One of the imperatives for the HKSAR government immediately following the handover was the stipulation of educational reforms in tertiary institutions to meet the challenges of the global knowledge-based economy. The University Grants Committee (UGC), as the body advising the Government on the funding and strategic development of higher education in Hong Kong, was charged with the challenging task of promoting excellence in higher education, with a view to establishing Hong Kong as the education hub of the region and nurturing high quality people to promote the economic and social development of Hong Kong. Dr Lam was appointed

Chairman of the UGC in 1999, and during her eight years of service she spearheaded landmark reviews and policies which are now implemented far and wide. These include the Higher Education Review, the IELTS, and the “334 Curriculum”. Dr Lam saw her mission in the UGC as the internationalisation of Hong Kong universities, as well as quality assurance. She said, “Hong Kong universities deserve world-class recognition, but to earn that we have to ensure quality in our teaching and research. Yardsticks have to be stipulated as recognisable standards of measurement. Universities should identify their areas of excellence and focus on developing those strengths. The outcome-based learning mechanism, meanwhile, can help universities align teaching with the missions and visions that they have set out to attain.” One of Dr Lam’s challenges at the UGC was to help universities adjust their strategic plans and engage faculty members to meet changes while coping with budget cuts. After her tenure as Chairman of the UGC, Dr Lam was appointed Chairman of the Quality Assurance Council in 2007, and at the same time Chairman of the Education Commission (from 2007-09), to continue her brilliant work in higher education.

Apart from her public offices, Dr Lam has constantly been invited to serve as a member of various trusts and foundations, including the Stephen Cheong Foundation (1993-2007) and Croucher Foundation (1994-2009). She is still Chairman of the Ma Chung Ho Kei Foundation. In 1992, she was awarded an honorary Doctor of Laws degree by the Chinese University of Hong Kong, and in 2003, she was awarded the Gold Bauhinia Star by the HKSAR government for her outstanding contribution and service to the Hong Kong community.

Happily retired now, Dr Lam maintains an active life by catching up on interests and hobbies forgone in past years, including Chinese calligraphy and the arts. She remarked, “I believe in lifelong learning. Now I enjoy living an ordinary life, managing the home, and simple things that a woman and mother would do.” Looking back at a fruitful and accomplished life, Dr Lam has this to share: “I embrace challenges and give my utmost. Whatever comes my way, I embrace them all.”

Mr Chancellor, for her distinguished service to the higher education of Hong Kong, may I now present Dr Alice Piera Lam Lee Kiu-yue to you for the conferment of the degree of Doctor of Laws *honoris causa*.

Written and delivered by Dr Lisa Leung

林李翹如博士

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贊辭

林李翹如博士服務銀行金融界，建立卓著的聲譽。林博士於 1978 年加入恒生銀行，從初級職位做起。她敏於思、勤於行，得到管理層認同，連番晉升後，於 1989 年履任董事，1993 年獲委任為副行政總裁，翌年任董事總經理兼副行政總裁，直至 1996 年。當時的銀行界仍是男性天下，要闖出一片天，對於須要兼顧事業與家庭的林博士，艱辛處可想而知。林博士曾說：「聽起來好像有點陳腔濫調，但在工作和家庭之間求取平衡對我來說的確不易，尤其是那個年代，沒有幾個職業婦女可以作為學習的榜樣。」由於林博士在銀行界的聲譽和成就，1984 至 95 年間，她獲香港電話有限公司委任為董事，1996 至 97 年更出任蘇富比亞洲區主席。林博士目前仍擔任一家電子公司的非執行董事。

堅定果斷和才華橫溢，讓林博士在人生路上實現一個又一個夢想。她早年肄業瑪利諾修院學校，後於香港大學研習歷史，1963 年取得學士學位。大學畢業後，林博士任教於聖士提反女子中學九年，期間對法律產生興趣而修讀律師專業課程。在承擔工作和學業的挑戰之外，林博士亦渡過人生最艱難悲慟的日子，因為丈夫在 1975 年離世。在撫平傷痛、幫助家人適應巨變的同時，林博士仍然堅持學業，1978 年獲取律師執業證書。

然而下一代的教育，才是林博士心之所繫，她最為人景仰之處亦在於對教育的貢獻。林博士曾說：「我對年輕人的教育充滿熱誠。看着學生知識增長、漸趨成熟，讓我無比快樂。我希望能與他們成長的階段幫上一把。」正因為她對教育的貢獻，林博士先後獲委任為香港中文大學和科技大學等高等院校的校董會成員。

九七回歸後，香港特區政府一項當務之急是要在高等院校推行教育改革，以配合全球知識型經濟的發展。大學教育資助委員會為香港高等教育的資助與策略發展向政府出謀獻策，推動高等教育界精益求精，促進香港成為區域教育樞紐，並為香港經濟和社會發展培育人才。1999 年，政府委任林博士為教資會主席。她在任八年，為香港教育開創新局面，所推出的新政策，今天正廣泛實施的包括高等教育檢討、採用 IELTS 作為統一英語水平評核工具，以及「三三四學制」改革。林博士認為她在教資會的使命在於將香港的大學推向國際，同時保證高等教育的質量。她說：「香港的大學是世界一流的，理應得到認可，為此，教研水平必須有所保證。衡量的尺度應該是能認可的量度標準。大學應掌握本身的優勢，集中發展強項。目前，院校可借助果效為本教學方法，調整教學，配合所訂立的使命和願景。」林博士在任期間面對的考驗之一，是協助大學調校策略發展計劃，幫助教員適應經費削減所帶來的各種變化。卸任教資會主席後，林博士又獲委任為質素保證局主席，同時任教育統籌委員會主席（至 2009 年），繼續為高等教育作出卓越貢獻。

除了眾多公職之外，林博士經常獲邀擔任信託或慈善基金成員，包括張鑑泉基金會(1993 至 2007 年)及裘槎基金會(1994 至 2009 年)。她目前仍是馬鍾可璣基金主席。林博士於 1992 年獲香港中文大學頒授榮譽法學博士學位，2003 年獲香港特區政府頒授金紫荊星章，以表揚她對香港社會的貢獻。

退休之後，林博士生活愉快充實，重拾放下多年的興趣愛好，習寫書法，研究藝術。她說：「我相信終身學習。現在我生活平凡，照料家庭，做些一般女性和母親會做的小事。」回看成果豐碩的過去，林博士給我們以下的啟發：「我欣然接受挑戰，全力以赴。不管事情好壞，我都勇於面對。」

校監先生，為表彰林博士對高等教育的傑出貢獻，本人謹恭請閣下頒授榮譽法學博士學位予林李翹如博士。

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