

CHAPTER 10

大学管治

UNIVERSITY
GOVERNANCE



大学管治

University Governance

组织架构 Organizational Structure

理事会

理事会依法是学校的决策机构，依据章程履行学校治理职能，审议决定港城大（东莞）的重大治理事项，并充分尊重和依法保障学校的学术自由。

依据《东莞市人民政府 香港城市大学关于合作举办香港城市大学（东莞）协议书》要求，香港城市大学（东莞）拟任理事会于2020年9月25日成立并举行了首次会议。在随后的四年中，理事会及其各专业委员会召开了十余次会议，在大学的筹备与设立过程中发挥了关键作用。2024年6月4日，香港城市大学（东莞）理事会正式成立并召开第一次会议。



*照片摄于2024年9月2日理事会第二次会议，适逢大学举行开幕典礼。图为时任理事会成员。

*Photo taken at the second Governing Board meeting on September 2, 2024, held during the University's Opening Ceremony, featuring the then-serving Board members.

Governing Board

The Governing Board is the decision-making body of the University, established in accordance with the law. Pursuant to the Articles, it serves as the governing body of the University, deliberates on major governance matters of CityUHK (DG), and fully respects and protects the University's academic freedom in accordance with the law.

In accordance with the requirements of the "Agreement between the Dongguan Municipal People's Government and City University of Hong Kong on the Cooperative Establishment of City University of Hong Kong (Dongguan)", the Provisional Governing Board of CityUHK (DG) was established and held its first meeting on September 25, 2020. Over the following four years, the Governing Board and its committees convened more than a dozen meetings, playing a crucial role in the preparatory and establishment phases of CityUHK (DG). On June 4, 2024, the Governing Board of CityUHK (DG) was officially constituted and held its inaugural meeting.

理事会组成

理事长

梅彦昌

副理事长

马宏伟

理事

- 段宝岩 Professor DUAN Baoyan
- 李振声 Professor LEE Chun Sing
- 鲁春 Professor LU Chun
- 梁少康 Dr Raymond LEUNG Siu-hong
- 王绍恒 Mr Rex WONG
- 李惠光 Professor Sunny LEE
- 吕坚 Professor LU Jian

秘书

Secretary

Composition of the Governing Board

Chairman

Professor Freddy BOEY

Deputy Chairman

Professor MA Hongwei

Members

- 郑国洪 Mr ZHENG Guohong
- 黎军 Professor LI Jun
- 李忠红 Professor LI Zhonghong
- 姚慧怡 Ms YAO Huiyi
- 叶淦奎 Mr YE Gankui
- 李环 Professor LI Huan
- 赵毅 Mr ZHAO Yi

房吉祥

Mr Ivan Fong

专业委员会

行政委员会
Executive Committee

财务委员会
Finance committee

Committees of Governing Board

审计委员会
Audit Committee

人力资源委员会
Human Resources Committee

优化治理创新 与制度建设

为积极响应高等教育发展的新形势，理事会致力于持续完善大学治理架构。关键举措包括修订《理事会理事工作守则》等指导文件，建立由“理事会—专业委员会—校长办公会”组成的三级决策体系，以明确重大决策流程；同时，推动制定了《突发事件应急预案》，以应对包括学生个人危机、群体性突发事件、突发公共安全事件、教学安全问题、网络与信息安全、涉外安全风险、心理危机以及舆情事件在内的各类突发事件，从而构建起一个全覆盖的校园安全防护管理体系。

完善管理团队 与组织架构

大学治理体系在理事会的指导下日臻完善。依据《章程》，理事会正式聘任段宝岩院士为香港城市大学（东莞）校长，段校长以其开创性的学术贡献和卓越的专业声望享誉学界。理事会议通过了副校长（研究与创新）及副校长（行政）的任命。两位副校长在各自专业领域均拥有出色的履历与丰富的实践经验，形成了互补的领导合力。

至此，由校长、执行校长和三位副校长组成的核心领导团队正式就位，标志着一体化行政架构的建成。这支精心组建的团队在学术引领、创新催化与行政治理等方面展现卓越的协同优势，为香港城市大学（东莞）的高质量可持续发展奠定坚实基础。

Enhancing Governance Innovation and Institutional Development

In response to the evolving demands of higher education, the Governing Board is committed to continuously advancing the University's governance framework. Key milestones include revising guiding documents such as the Code of Conduct for Governing Board Members and establishing a three-tier decision-making structure comprising the Governing Board, its Committees, and the President's Cabinet Meeting, thereby consolidating the University's procedures for major decisions. Furthermore, the Governing Board has endorsed the formulation of the Emergency Response Plan to address a wide range of incidents, these encompass student personal crises, mass emergencies, public security threats, teaching safety issues, cybersecurity and information security breaches, foreign-related safety risks, psychological crises, and public opinion incidents, thereby establishing a comprehensive campus safety protection and management system.

Optimising Senior Leadership Team and Organizational Structure

Under the guidance of the Governing Board, the University's governance framework has been progressively optimised. Pursuant to the Articles, the Governing Board has endorsed the appointment of Professor DUAN Baoyan, an eminent scholar distinguished by his pioneering academic contributions and exceptional professional stature, as the University's President. The Governing Board also approved the appointments of the Vice President (Research and Innovation) and the Vice President (Administration). Both Vice Presidents bring distinguished credentials and extensive practical experience in their respective fields, creating a complementary leadership dynamic.

The establishment of a core senior leadership team—comprising the President, Executive President, and three Vice Presidents—signifies the culmination of an integrated executive framework. United by complementary strengths in scholarship, innovation, and governance, this distinguished team provides a firm bedrock for CityUHK (DG) to thrive and flourish.

加强资源统筹 与业务保障

作为大学战略资源配置的基石，理事会在2025年审议并批准了年度预算，决议将超过一半的总支出用于引进优秀教研人才与发展高标准教学设施。此项战略投资涵盖：教室、教学实验室、仪器设备及其他教学资源建设；数字校园基础设施（硬件与软件）配置；图书馆藏建设；以及学术活动支持设施，以贯彻“两校一质”的办学原则。

赋能审计监督 与业务管控

理事会通过其任命的审计委员会监督学校内审和外审的工作，已批准实施《内部审计工作规定》，建立了涵盖计划、执行到整改的闭环管理流程。此框架促成了一个从决策、执行与监督相互促进的治理结构。

此外，理事会聘任独立的外部审计机构对年度财务报表进行审计并发表意见。审计旨在为理事会及社会公众验证财务信息的准确性与合规性，同时提供独立客观的第三方评估，以识别管理制度与内部控制的潜在不足。此举通过对内部审计固有局限的补充，确保大学的各项活动符合包括教育部、财政部在内的监管要求。

Strengthening Resource Integration and Operational Support

As the cornerstone of the University's strategic resource allocation, the Governing Board reviewed and approved the annual budget for 2025, prioritizing over half of the total budgetary expenditure toward global talent recruitment and the development of world-class facilities. This strategic investment encompasses the development of classrooms, teaching laboratories, instrumentation and other pedagogical resources; digital campus infrastructure (both hardware and software); library collections; and academic activity support facilities. These initiatives are designed to uphold the “Consistency in Academic Excellence” academic standard across the institution.

Empowering Audit Oversight and Operational Control

The Governing Board oversees the University's internal and external audit functions through the appointment of an Audit Committee. It has approved the implementation of the Internal Audit Regulations, establishing a closed-loop management process encompassing planning, execution, and rectification. This framework fosters a governance structure in which decision-making, implementation, and oversight are mutually reinforcing.

Additionally, the Governing Board engages independent external auditing firms to provide opinions on the annual financial statements. These audits verify the accuracy and regulatory compliance of financial information for both the Governing Board and the public, while also providing an objective third-party assessment to identify potential gaps in management systems and internal controls. This approach complements internal audit functions by mitigating their inherent limitations and ensures that institutional activities adhere to the requirements of regulators, including the Ministry of Education and the Ministry of Finance.

财务治理 Financial Governance

港城大（东莞）财务治理以制度建设为核心，已构建起涵盖预算、收支、资产等各方面的财务制度体系。我校严格按照《高等学校财务制度》及《政府会计制度》、并参照《中华人民共和国中外合作办学条例》等国家法律法规规定，通过制定并实施《预算管理办法》《财务管理制度》《资金管理制度》《固定资产及无形资产管理制度》等一系列规章，为全校经济活动提供了的制度依据，强化了财务内控，确保了资金使用的合规性、安全性与有效性。稳健的财务治理为学校战略决策提供了可靠的数据支撑与资源保障，是学校实现长期稳定发展、优化资源配置、提升整体办学效益的根本性治理基础，体现了现代大学制度中规范、透明、高效的财务管理要求。

财务信息化建设

港城大（东莞）持续推进财务信息化建设，以“数据互通、业务协同、效率提升”为目标，已上线集费控审批、统一支付、资产管理于一体的智能管理平台。通过打通财务系统与采购、科研、教务、招生等业务系统的数据壁垒，实现了信息流、资金流与业务流的深度融合，简化了报销、支付、资产登记等业务流程，大幅提升财务服务效率与用户体验。财务信息化建设为管理层提供了动态决策支持，是提升学校整体治理能力、实现精细化管理和一体化运营的关键推动力。

CityUHK (DG) has established a comprehensive financial governance system centered around institutional development, encompassing areas such as budgeting, revenue and expenditure, and asset management. The University strictly adheres to the “Higher Education Financial System” and the “Government Accounting System”, while also referencing the “Regulations of the People's Republic of China on Sino-Foreign Cooperation in Running Schools” and other national laws and regulations. By formulating and implementing a series of policies including the “Budget Management Measures” “Financial Management System” “Funds Management System” and “Fixed Assets and Intangible Assets Management System”, the University provides a solid institutional foundation for all economic activities. This strengthens financial internal control and ensures the compliance, safety, and effectiveness of fund utilization. Robust financial governance delivers reliable data support and resource assurance for the University's strategic decision-making. It serves as a fundamental governance pillar for achieving long-term, stable development, optimizing resource allocation, and enhancing overall institutional effectiveness, reflecting the standards of standardized, transparent, and efficient financial management required by a modern university system.

Financial Information System Development

CityUHK (DG) continues to advance its financial informatization development, guided by the goals of “data interoperability, business synergy, and efficiency improvement.” An intelligent management platform integrating expense control and approval, unified payment, and asset management has been launched. By breaking down data barriers between the financial system and other operational systems—including procurement, research, academic affairs, and admissions—a deep integration of information flow, capital flow, and business flow has been achieved. This has streamlined business processes such as reimbursement, payment, and asset registration, significantly enhancing financial service efficiency and user experience. The development of financial informatization provides dynamic decision-making support to management and serves as a key enabler for elevating the University's overall governance capacity and achieving refined management and integrated operations.

内部控制与风险管理

港城大（东莞）将内部控制建设作为规范管理、防范风险的重点工作，通过强化对科研经费、采购项目等重点领域和关键环节的财务监督，确保各类经济活动合规、高效。在监督机制上，积极配合完成主管部门及第三方审计机构开展的各项审计检查，对往来款项、国有资产管理等进行重点清查，努力实现风险隐患的早期发现与及时整改，有效堵塞管理漏洞，持续夯实学校稳健发展根基。

外部监督

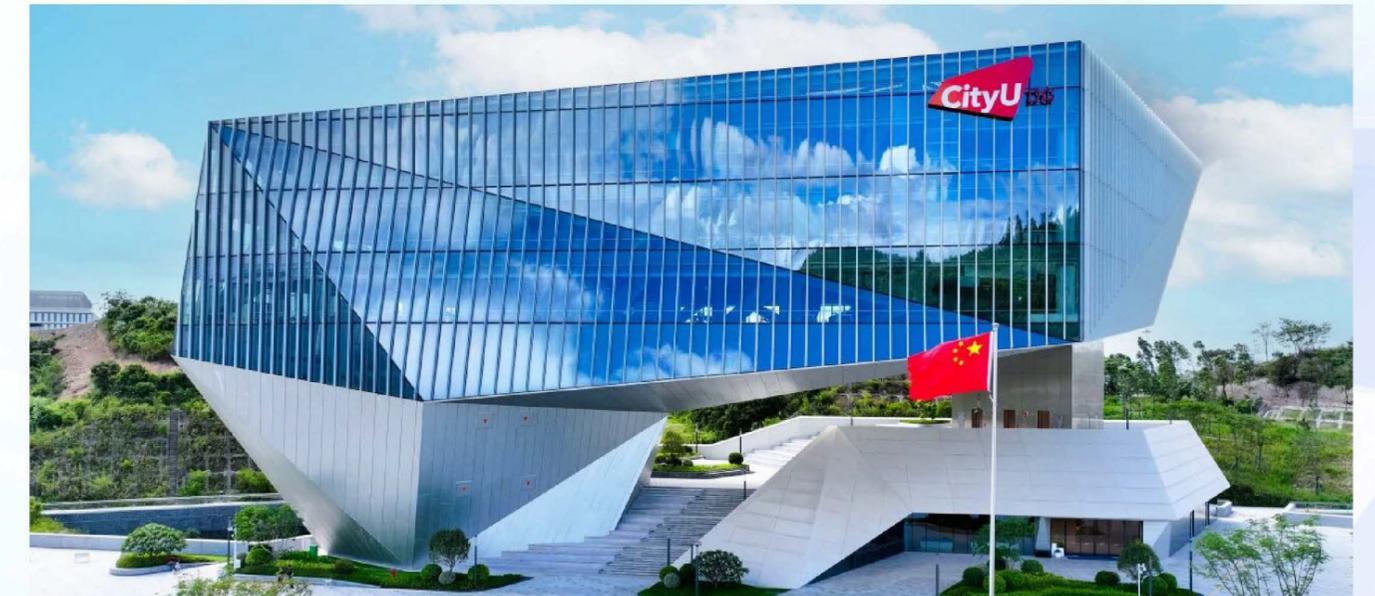
学校每年聘请第三方会计师事务所对学校本学年财务报告进行审计，对学校财务进行监督。目前均收到无保留意见的审计报告，已审计的财务报告按学校管理要求呈报给相关部门。

Internal Control and Risk Management

CityUHK (DG) regards the development of internal controls as a key measure for standardized management and risk prevention. By strengthening financial oversight in critical areas such as research funding and procurement projects, the University ensures that all economic activities are conducted in a compliant and efficient manner. In terms of supervision, the University actively cooperates with regulatory authorities and third-party auditing institutions to carry out audits, focusing on accounts receivable/payable and state-owned asset management. These efforts aim to identify risks early and implement timely corrective actions, effectively closing management gaps and continuously reinforcing the foundation for the University's stable development.

External Oversight

Each year, the University engages an independent accounting firm to audit its financial statements for the academic year, ensuring robust external supervision of its finances. To date, all audit reports have been issued with unqualified opinions. The audited financial statements have been submitted to the relevant authorities in accordance with the University's management requirements.



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