



榮譽社會科學博士  
Doctor of Social Science *honoris causa*

林李翹如博士  
Dr Alice Piera LAM LEE Kiu-yue, GBS, JP

林李翹如博士是傑出社會領袖，同時亦是廣為人知的公眾人物。她致力重塑香港的高等教育，促進其在二十一世紀的進一步發展。林博士於上世紀末至本世紀初出任大學教育資助委員會和教育統籌委員會兩個重要政府機構的主席。許多對香港教育影響深遠的政策，都是在林博士出任主席期間制訂的。

林博士對公共服務、銀行界和教育界貢獻良多，聲譽超卓。林博士的父親是醫生，從小給她良好的家庭教育，使她具備現代女性的美德，並常鼓勵她要自強不息，並且創建個人事業。1963年，林博士自香港大學畢業，其後成為教師，於聖士提反女子中學任教九年。林博士愛護學生，相處共對，無微不至，自此決意投身教育事業。林博士的童年夢想是成為教師，她發現教導學生的時候也可以融入社會工作的概念，她於是在正規課程以外加入關於社交活動和性教育的知識。對六十年代的女校來說，這是極其大膽的嘗試。林博士強調：「教育是心靈和態度的培養，而能力和知識只是做事的手段。」她的思想與儒家注重修身的教育理念遙相呼應。由於林博士對現代教育高瞻遠矚，1970年代她獲邀負責國際計劃生育聯合會和香港家庭計劃指導會的多項領導工作。

1978年，林博士獲得執業律師資格。法律知識使她更注重公義和追求公平。林博士在銀行界的工作，使她有機會實踐其具效率及負責任的資源管理理念。林博士在1978年加入恒生銀行，1989年升任董事，1993年更獲委任為副行政總裁，1994至1996年任董事總經理。她女性之姿，在銀行界建立輝煌事業，成功締造女性銀行家的歷史。林博士在銀行界的成就出類拔萃，赫赫有名，屢獲政府邀請加入金融界和公共部門的多個委員會。

林博士既是成功的女性銀行家，又是教育經驗豐富的社會翹楚，曾獲委任為數間大專院校的校董會成員，包括香港中文大學和香港科技大學。她的教育領導才能卓絕超群，1999至2007年間獲委任大學教育資助委員會主席，2007至2008年任質素保證局主席，2007

至2009年任教育統籌委員會主席。期間林博士倡導多項重大改革，包括高等教育檢討、三三四學制改革、果效為本教學，順利確立1997年後的香港教育藍圖。林博士在銀行界和教育界的功績斐然，1987年獲委任為太平紳士，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，2011年獲嶺南大學頒授榮譽法學博士學位，同年也獲香港公開大學授予榮譽社會科學博士，2014年又獲北京師範大學—香港浸會大學聯合國際學院頒授榮譽院士。

林博士自1980年代起與香港恒生大學結緣，獲委任為當時的恒生商學書院（恒商）校董會成員。她不遺餘力地爭取資金支持許多項目，為恒商的發展奠下鞏固根基，改組為恒生管理學院（恒管），促使學院最終正名成為大學；並早於恒管急速發展的時期慷慨解囊，校方為答謝她的支持，命名校園內其中一個主要演講廳為「林李翹如演講廳」。退休之後，生活仍多彩多姿，怡然自得，重拾放下多年的興趣愛好，閒時習寫書法，欣賞藝術，鑽研歷史，烹飪佳餚。放眼未來，林博士寄語香港恒生大學學生：「接受挑戰，全力以赴；不管事情好壞，都要勇於面對。」

林博士是公共服務的楷模、高等教育領袖，亦為女性典範，能將人生逆境，轉化為力量，貢獻公益。她矢志成為教育家，因興趣而成為律師，又為家庭而成為銀行家。於此三個角色，林博士均表現傑出。她領導有方，全因揉合三個角色而獲得真知灼見。

主席閣下，為了表彰林李翹如博士對香港社會和香港恒生大學的傑出貢獻，本人謹恭請閣下頒授榮譽社會科學博士學位予林李翹如博士。

(中文讚辭由人文社會科學學院李樂軒博士及郭詩詠博士根據英文文本翻譯)

Dr Alice Lam is a prominent social leader and public figure, for she is the chief architect in rebuilding Hong Kong's higher education with a vision for further development in the twenty-first century. Many of the practices that have produced long-lasting effects in education were initiated under Dr Lam's leadership when she served on the two important Government bodies, the University Grants Committee and the Education Commission, at the turn of the century.

Dr Lam has an eminent record in public service, in the banking industry and in education. Her father, a medical doctor, gave her a good family education endowed with all the virtues that a modern woman should have and encouraged her to be self-reliant and have a career of her own. After her graduation from The University of Hong Kong in 1963, she began her career as a teacher at St Stephen's Girls' College and worked there for nine years. Through contact with students and care for them, she developed a passion to devote herself to a career of education. She realised her childhood dream of being a teacher by giving students extra-curricular instructions on socialising and sex education, which in the 1960s was a bold experiment in a girls' school. As she has emphasised, "Education is about the soul, about attitude, while abilities and knowledge serve an instrumental purpose," which is similar to the Confucian concept of education attaching importance to self-cultivation. For her pioneering ideas in modern education, she was invited to take on leadership roles in The International Planned Parenthood Federation and the Family Planning Association of Hong Kong in the 1970s.

Her law qualification, obtained in 1978, has given her a sense of justice and fairness. Her experience in the banking industry has allowed her an opportunity to put into practice her ideas of effectiveness and responsibility in resources management. She joined Hang Seng Bank in 1978 and worked her way up the ladder to become a Director in 1989, and Deputy Chief Executive in 1993, and then Managing Director of the Bank in 1994-1996. Her achievements in the banking industry earned her wide recognition and she was invited to serve on a variety of committees in the financial as well as the public sectors.

As a successful woman banker in her times with rich experience in education, Dr Lam was invited to serve on the councils of several higher education institutions, including The Chinese University of Hong Kong and The Hong Kong University of Science and Technology. Her leadership in education was fully displayed when she chaired the University Grants Committee in 1999-2007, the Quality Assurance Council in 2007-2008,

and the Education Commission in 2007-2009. During these periods, Dr Lam initiated landmark reforms which included the Higher Education Review, the 3-3-4 Curriculum Reform and Outcome-Based Teaching and Learning that laid the blueprint of Hong Kong's education in the post-1997 era. For her contributions to education, Dr Lam was named Justice of the Peace in 1987, awarded Honorary Doctor of Laws by The Chinese University of Hong Kong in 1992, the Gold Bauhinia Star by the HKSAR government in 2003, Honorary Doctor of Laws by Lingnan University, Honorary Doctor of Social Sciences by The Open University of Hong Kong, both in 2011, and Honorary Fellow by the Beijing Normal University-Hong Kong Baptist University United International College in 2014.

Her affiliation with The Hang Seng University of Hong Kong (HSUHK) began in the 1980s when she was appointed a member of the Board of Directors of the Hang Seng School of Commerce (HSSC). She has been instrumental in securing funding support for many initiatives that laid the foundation for the HSSC to develop as Hang Seng Management College (HSMC), and finally to a university. Dr Lam is also one of the major donors of the burgeoning HSMC, which named one of the key lecture theatres on campus after her in grateful recognition of her kind support. Though retired, she maintains a happy life by catching up on interests and hobbies forgone in past years, including Chinese calligraphy, the arts, the study of history and cooking. Looking forward to the future, she has this to share with students of HSUHK: "Face challenges with courage; whatever comes your way, embrace them all."

Dr Alice Lam has been a model in public service, a leader in higher education, and a woman model who has turned adversities in life into power for devotion to the public good. She is by choice an educator, by interest a lawyer and by family ties a banker. She has excelled in all three roles. Her success in leadership comes from the insights that she has obtained from all these roles.

Chairman, in recognition of the contributions Dr Alice Piera Lam Lee Kiu-yue has made to Hong Kong society and to The HSUHK, may I present Dr Alice Piera Lam Lee Kiu-yue to you for conferment of the Doctor of Social Science, *honoris causa*.

(Citation written and delivered by  
Professor Tam Kwok-kan,  
Dean, School of Humanities and Social Science.)