

CURRICULUM VITAE – ERIC SHU PUI NG

SUMMARY

Eric S.P. Ng was born in Hong Kong and went to study in the U.K. when he was 13. After graduating from the Universities of Dundee and London with degrees in Mathematics, Philosophy and Theology, he embarked on a career in university administration and management, securing his first appointment at University College London in 1989. Eric Ng has since worked at The University of Hong Kong and Imperial College London, and he also spent a brief period at the University Grants Committee when he helped prepare the Sutherland Report (2002). His previous appointment was at The Chinese University of Hong Kong (CUHK) where he spent nearly 17 years. He first joined CUHK in March 2007, was appointed Registrar on 1 August 2008, became Registrar and Secretary on 1 December 2011, and took up the position of Vice-President (Administration) on 1 April 2017 whilst retaining responsibilities for servicing the Council as University Secretary. He has been a member of the Association of University Administrators in the U.K. and has undertaken professional and leadership development for university leaders at Oxford and Harvard. He continues his professional development with regular attendance of overseas conferences for university leaders, particularly the annual National Conference on Trusteeship organised by the Association of Governing Boards in the U.S.A. He is currently studying for a Postgraduate Certificate programme in Executive Coaching at the Henley Business School, University of Reading.

EDUCATION AND ACADEMIC QUALIFICATIONS

The University of Dundee, October 1982 to June 1987

Bachelor of Science (B.Sc.) 1985

Master of Arts (M.A.) 1987

Heythrop College, University of London, October 1987 to September 1988

Master of Theology (M.Th.) 1988

PROFESSIONAL CAREER AND APPOINTMENTS

Institution	Position held	Period of appointment
University College London	Senior Executive Officer	November 1989 to May 1990
	Higher Executive Officer	June 1990 to January 1991
	Departmental Administrator	January 1991 to September 1991
	Senior Administrative Assistant	October 1991 to February 1993
The University of Hong Kong	Administrative Assistant	March 1993 to July 1994
	Assistant Registrar	August 1994 to April 1998
Imperial College London	Senior Assistant Registrar	April 1998 to September 2001
University Grants Committee	Senior Research Administrator	October 2001 to June 2002
The University of Hong Kong	Senior Assistant Registrar	June 2002 to March 2007

POSITIONS HELD AT THE CHINESE UNIVERSITY OF HONG KONG (CUHK)

Director of Registry Services, March 2007 to December 2009

Registrar, August 2008 to November 2011

Registrar and Secretary, December 2011 to March 2017

Vice-President (Administration) and University Secretary, 1 April 2017 to December 2023

MAJOR RESPONSIBILITIES AND ACHIEVEMENTS AT CUHK

As **Director of Registry Services**, I was responsible for the day-to-day operation of Registry functions, including academic governance, quality assurance, student registration and records, and examinations. On becoming **Registrar**, I took on a leadership and strategic role for academic planning and curriculum development, and was both a member and secretary of the academic Senate. Most significantly, when the HKSAR implemented the 3+3+4 academic reform in 2012, whereby the normative study period for an undergraduate degree programme (except for some professional disciplines) was lengthened from 3- to 4-year, my contributions involved policy formulation, development and implementation. I was also project director in collaboration with our information technology experts to implement an Enterprise Resource Planning software in the guise of an Oracle-based PeopleSoft student information system, to help reengineer, automate and innovate business processes of the Registry functions; a critical success factor of the project was stakeholder engagement and communication to achieve strategic transformation.

As **Registrar and Secretary**, I also assumed responsibilities as secretary to the Council (the governing and executive body of the University), serving as chair, member and/or secretary of a large number of committees dealing with institutional governance, strategic planning, staffing matters and legal/regulatory compliance matters. To fulfil a new requirement of the funding body, I led the initiative to develop and put in place an accountability framework for the University to enhance and balance transparency, autonomy and accountability. I also designed and delivered regular induction programmes for new members of the Council, as well as continuing professional development activities for existing Council members. The first Council effectiveness review was conducted under my watch as secretary to the Council. I provided leadership in developing and implementing the University risk management policy and local and institutional risk registers, to enhance decision-making processes throughout the University.

One of the most delicate and significant responsibility which I discharged as University Secretary was in relation to the appointment of, and transition to, a new Vice-Chancellor/President in 2017-18. My duties included supporting the Council in formulating and delivering the communication strategy for announcing the early departure of the incumbent and the recruitment of his successor, tendering for a search consultant, guiding and steering the selected search consultant for their work, servicing the search committee of the Council, developing non-disclosure agreements and protocols, developing long and short lists and inviting those candidates on the latter for initial discussion with the search committee and visits to Hong Kong, formal interviews for final shortlist candidates, contract negotiation with the selected candidate, approval and announcement of the successful candidate by the Council, early induction, orientation and meetings with senior staff whilst the outgoing President was still in post, final farewell and handover of incumbent, re-location and arrival of the new President in a seamless transition, and the transition to the new Presidency, particularly during the first 18 months of his tenure.

In April 2017, I was honoured and humbled to become the first non-academic professional staff in the University's 55-year history to serve as a full-time **Vice-President (Administration)**. I continued to serve as University Secretary and was released from the duties of the Registrar with effect from the same date. As head of the University Administration and de facto Chief Operating Officer, I had a very diverse portfolio, as shown in the organization chart of the University's management structure at the time when I left CUHK in December 2023 ([attached](#)). During my tenure I had ten or more direct reports to manage, mentor and performance-monitor in their respective portfolios at any one time.

In connection with human, financial and physical resources, the Directors of Human Resources, Finance, Campus Development and Estate Management reported to me. As these Directors are professionals in their own specialist areas, my role as a generalist and their line manager was not to micro-manage or to give specific guidance on how they discharge their specialist duties. Rather I see myself as mentor and bridge between senior management and their respective professional service units. By inspiring them to the aspiration of promoting the University's core functions of creation, dissemination and exchange of knowledge, as well as the strategic directions to fulfil our vision and mission, I believe they were in a better position to discharge their responsibilities in supporting the University's strategic goals and developments. The Director of Security and Transport also reported to me in providing infrastructural support to ensure and enhance safety and accessibility for the University community to live, work and play on campus.

As far as institutional governance is concerned, the University Secretariat – supporting the Council, Council Executive Committee, and a dozen Council committees – and the Internal Audit Office (IAO) both reported to me. The IAO took on the portfolio of risk management whilst I served as the University's Chief Risk Officer. In addition to financial and compliance audits, I have steered the IAO to conduct more value-for-money audits, assessing the economy, effectiveness and efficiency of various University functions and activities.

During the first half of my tenure, I provided oversight to the Communications and Public Relations Office (CPRO), and after 3-4 years, I came to the conclusion that I required a deputy in these areas, and was successful in convincing the University and my senior management colleagues to recruit an Associate Vice-President (AVP) for External Engagement and Outreach. Following the appointment of the successful candidate in a global search, some functions of the CPRO branched out to a new professional service unit called the Strategic Events and External Projects Office. Under the leadership of the newly appointed AVP, I have overseen the expansion of the University's global recognition and reputation, profile with media, policy makers, industry partners, strategic allies in the higher education sector, alumni, prospective students and employees, as well as other stakeholders.

Following the social unrest in Hong Kong during the period 2018-20, when the University needed to find a way to bring the various factions in the University family and the wider community together, I was tasked to formulate, develop and implement a diversity and inclusion policy. To this end, I led an initiative to establish the new Diversity and Inclusion Office, and embed it under an umbrella of the Social Responsibility and Sustainable Development Office, which had come into existence a couple of years earlier by amalgamating several existing units dealing with space management, smart campus development, sustainability and climate action. These two professional service units have propelled CUHK to be a trailblazer and innovator in the Asia-Pacific region to implement the United Nations' 17 Sustainable Development Goals through research, teaching and knowledge transfer.

KNOWLEDGE & EXPERIENCE EARNED FROM PREVIOUS APPOINTMENTS

In my 34-year career in university administration and management, I have been involved in a wide range of activities across the broad spectrum of professional services in support of the academic endeavours. At **University College London**, I worked in the College Admissions Office, Management Information & Institutional Research Office and Department of Civil & Environmental Engineering.

At **Imperial College London**, I was appointed to a senior position in the Registry and was responsible for upgrading the information and communication technologies deployed there, including the implementation of an off-the-shelf Enterprise Resource Planning solution to reengineer the basic registry functions and processes. I was also secretary of the Medical Studies Committee which was a key body to coordinate medical education following the mergers of a number of medical colleges in London (with the establishment of the Imperial School of Medicine in 1997, and I joined Imperial a year later) with the then Imperial College of Science & Technology becoming the then Imperial College of Science, Technology & Medicine.

At the **University of Hong Kong**, I have worked as a Faculty Secretary (for the Arts Faculty); in the Strategic Planning Unit of the Vice-Chancellor's Office and was responsible for formulating some key development plans, including the strategic plans and triennial academic development proposals; and in the Research Services Section of the Registry responsible for coordinating research grant applications, project management, as well as the research assessment exercises, first introduced in Hong Kong in 1996.