

The background of the slide features a large, faint watermark of the University of Hong Kong crest. The crest is a shield-shaped emblem. At the top is a crown. Below the crown is a lion passant guardant. The shield is divided into four quadrants by a cross. The quadrants contain various symbols: a book, a star, and other heraldic elements. Below the shield is a scroll with the university's name in Chinese and English.

Fit for Purpose

**A review of governance and management structures
at the University of Hong Kong**

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Review Panel on University Governance and Management

February 7, 2003

Background

- Periodic reviews – evolution of structures
- Sutherland Report
- Resources under stress and have to be focused
- Role differentiation
- Review of governance
- HKU review initiated by Council

Context

- Globalisation of higher education
- Rapidly changing landscape – demand, competition, technology
- HKU's Vision and Mission
- International university of worldclass standing

Methodology



- Consultations
- Written submissions
- Meetings and interviews
- Critical analysis of literature
- Survey of international best practices
- Panel's own expertise

Concepts

- Fitness for purpose
- Academic freedom | Institutional autonomy
- Principles of transparency, efficiency, responsiveness, devolution, probity, trusteeship
- Steering strategies and setting priorities
- Checks and balances

Council



- Supreme governing body
- Trustees – no representatives or office-holders
- Role and responsibilities
- Size and composition
- Membership provisions
- Students' participation
- Hearing of appeals and grievances
- Council committees
- Review of Council's effectiveness

Senate

- Principal academic authority
- Academic leadership, quality assurance
- Role and responsibilities
- Size and composition
- Chair professors – open forums
- Faculty Boards

Court

- Communities served by the University
- Annual report from Vice-Chancellor
- Auditors and audited accounts
- Statutes
- Electing Council members and extending terms of appointment
- Networking functions and opportunities
- Enabling Court members to learn more about the University

Senior Management

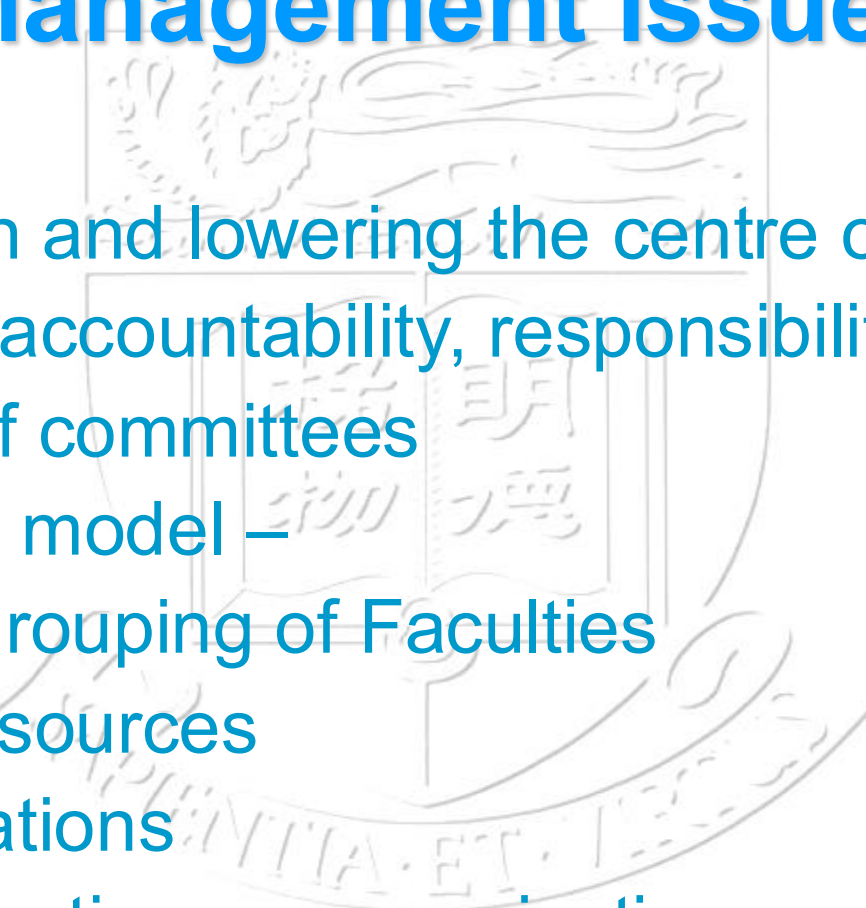


- Vice-Chancellor, Deputy Vice-Chancellor
- Pro-Vice-Chancellors
- Academic managers with professional performance
- Full time, merit-based appointments, international search, five-year terms
- Senior Management Team as executive

Deans of Faculties

- Academic leaders and managers
- Full time, merit-based appointments, international search, five-year terms
- Search Committee – transparent process
- Reporting lines between Dean and Heads
- Elected Faculty Chairman and Faculty Board
- Budget responsibilities and strategic directions
- Vice-Chancellor's Advisory Group

Management issues



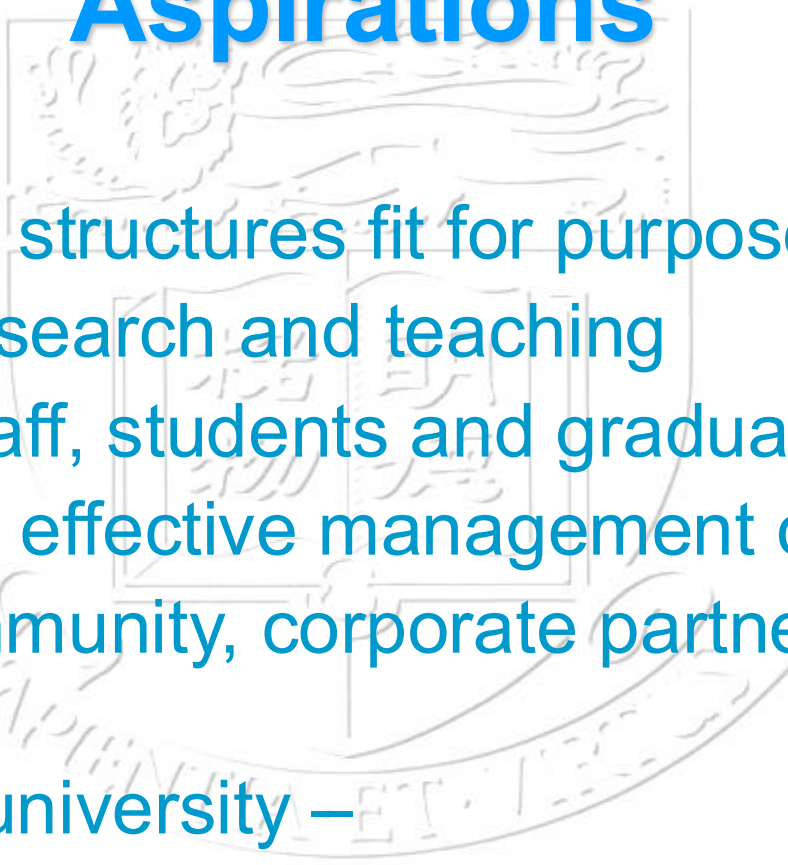
- Devolution and lowering the centre of gravity
- Authority, accountability, responsibility
- Number of committees
- Collegiate model – possible grouping of Faculties
- Human resources
- Public relations
- Communication, communication, communication

Implementation



- Consultations and communication
- Whole package approach
- Ownership of reform process
- Implementation Working Party
- Transitional arrangements
- Project manager, milestones, monitoring

Aspirations



- Governance structures fit for purpose
- Quality of research and teaching
- Quality of staff, students and graduates
- Efficient and effective management of resources
- Serving community, corporate partners and benefactors
- Worldclass university –
a place where excellence prevails

End of Presentation

THANK YOU

Comments

Questions

Discussion