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# **Role of Private Institutions in Hong Kong's Higher Education: The Case of the New HSUHK**

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# Some Recent Trends in Higher Education

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- HE globalization, popularization and more equal opportunities
- Changes in demographics: lower birth rate and a more aged society
- Increasing privatization of HE
- Emphasizing size, grants, academic publications and rankings overlooking HEIs' public missions
- The impacts of ICT on teaching & learning
- Changes in industry structure, business models and job contents (thus affecting the nature of a 'job' and the competencies needed)
- Continuous rise in education costs, and students/parents ask for more practical return from investment



# Some Beliefs in Undergraduate Education

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- Every local young student who meets the undergraduate entrance requirements (i.e. “33222” in HKDSE) should be offered admission to undergraduate programmes with Government’s tuition fee subsidies.
- In a knowledge-based society, too many university students is never an issue. Only quality matters.
- A bachelor’s degree is just an entry ticket to the job market. It doesn’t guarantee you a good job or incomes; your competencies, qualities, and hard work count more.



# Some Beliefs in Undergraduate Education

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- A university has both personal missions and public missions.
- Undergraduate education is important for an individual's employment and social mobility, as well as meeting manpower needs and economic growth of society (personal economic considerations)
- It is more important to help students identify their own values, potentials and interests, and to nurture in them transferable core competencies so that they can handle future work and life challenges confidently (personal non-economic considerations).
- A university also has the public responsibility to solve pressing social issues and make improvements (public considerations).
- Most universities have overlooked their public duties.



# Hong Kong's Recent Higher Education Development

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- In recent years, about 50,000 Secondary 6 graduates (DSE candidates) each year.
- On average only about 40% of them (= 20,000 can attain the minimum degree programme entrance requirement, i.e. a DSE score of 33222.
- The publicly-funded universities FYFD places = 15,000. Most of the remaining 5,000 students will enter locally accredited non-profit self-financing degree-granting institutions (SFIs).
- The subsidized tuition fee to be paid by students, no matter publicly-funded institutions or self-financing degree-granting institutions, are almost the same.
- Those who scored below 33222 can be admitted to Associate Degree or Higher Diploma programmes. They can be articulated into senior-year top-up degree programmes after 2 years' AD/HD study with good academic results.



# Classifications of HEIs

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## 1. Funding Sources & Governance

public vs private (profit or non-profit)

## 2. Disciplinary

comprehensive, selected, applied

## 3. Emphasis

Research vs Teaching

## 4. Size

large, medium, smaller

# Publicly-funded Institutions Vs Self-financing (Private) Institutions

<b>Publicly-funded</b>	<b>Self-financing (Private)</b>
<ul style="list-style-type: none"><li>Funded by the Government's University Grant Committee (UGC)</li></ul>	<ul style="list-style-type: none"><li>Self-financed except government, land grant, capital loans, matching grant scheme for private donations, competitive research grants, quality enhancement subsidies, student scholarships &amp; financial aids, tuition fee subsidies, etc.</li></ul>
<ul style="list-style-type: none"><li>Has its own legislated statutes</li></ul>	<ul style="list-style-type: none"><li>Incorporated as a non-profit limited company by guarantee, and registered under the Post-Secondary College Ordinance</li></ul>
<ul style="list-style-type: none"><li>Self-accrediting status, monitored by UGC and its QAC</li></ul>	<ul style="list-style-type: none"><li>Under the HKCAAVQ accreditation system</li></ul>

# Publicly-funded Institutions Vs Self-financing (Private) Institutions

<b>Publicly-funded</b>	<b>Self-financing (Private)</b>
<ul style="list-style-type: none"><li>• Governance body with Chairman and some members appointed by the Chief Executive of HKSAR</li></ul>	<ul style="list-style-type: none"><li>• Governance body fully autonomous</li></ul>
<ul style="list-style-type: none"><li>• FYFD quotas for each institution are assigned by UGC (a total of 15,000 for all 8 public universities)</li></ul>	<ul style="list-style-type: none"><li>• FYFD quotas for each program are approved by HKCAAVQ but no limits to no. of programs/quotas; therefore more flexible and market-responsive</li></ul>
<ul style="list-style-type: none"><li>• Have longer history, more comprehensive, research-oriented, and much bigger</li></ul>	<ul style="list-style-type: none"><li>• Most are less than 10 years, only selected disciplines, teaching-oriented, and much smaller</li></ul>





# Publicly-funded Universities (funded by UGC)

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- City University of Hong Kong (CityU)
- Hong Kong Baptist University (HKBU)
- Lingnan University (LU)
- The Chinese University of Hong Kong (CUHK)
- The Education University of Hong Kong (EdUHK)
- The Hong Kong Polytechnic University (PolyU)
- The Hong Kong University of Science and Technology (HKUST)
- The University of Hong Kong (HKU)

\* Most publicly-funded universities also run a self-financing unit offering mainly Associate Degree, Higher Diploma, top-up degree and other non-degree programmes.



# Self-financing Degree-granting Institutions

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- Caritas Institute of Higher Education (CIHE)
- Centennial College [to be closing down]
- Chu Hai College of Higher Education (CHC)
- Gratia Christian College (GCC)
- HKCT Institute of Higher Education (HKCT)
- Hong Kong Nang Yan College of Higher Education(NYC)
- Hong Kong Shue Yan University (SYU)
- Technological and Higher Education Institute of Hong Kong, Vocational Training Council (THEi- VTC)
- The Hang Seng University of Hong Kong (HSUHK)
- The Open University of Hong Kong (OUHK) [established by the Government with its own statute]
- Tung Wah College [TWC]



# Self-financing Degree-Granting Institutions

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- Without a thriving non-profit private sector, the national targets for participation in HE would not be achievable
- The cost of more govt-funded degree places is beyond the budgetary affordability of the Government
- Limit the Government's recurrent costs as would be given to a public institution
- Demand-side direct financing to help students (monies follow students)
- Accredited private institutions have much more governance autonomy, flexibility and responsiveness to market needs



# Government's Monitoring of Self-financing Institutions

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- Quality assurance is always important and is subject to more government quality monitoring
- Needed a balanced framework of government regulation and support, backed by some legislations
- As part of the national HE framework/policy, what should be the respective roles of the public sector and the private sector?
- Should the same academic quality assurance mechanism be applied to both public and private institutions?

# The 4-stage Quality Assurance Process of HKCAAVQ

--> To accredit self-financing operators and their learning programmes under the Hong Kong Qualifications Framework (QF). The 4 stages are:

- Initial Evaluation (IE)
- Learning Programme Accreditation (LPA)
- Programme Area Accreditation (PAA) and
- Periodic Institutional Review (PIR)





# Roadmap for Becoming a Private University

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- The Government (EDB) promulgated the Roadmap for Becoming a Private University in July 2015.
- The 4 criteria for an aspiring self-financing degree-granting institution to apply for university title:
  - (a) have obtained **Programme Area Accreditation (PAA) status** in at least three areas;
  - (b) have demonstrated a certain level of **research capability** by having successful applications under publicly-funded research-related schemes;



# Roadmap for Becoming a Private University

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- c) have a **minimum student enrolment** of 1,500 (full-time equivalent) at degree level for the past two consecutive academic years immediately preceding an application for university title; and
- d) have obtained positive outcome on the **Institutional Review (IR) for Private University Title** from the HKCAAVQ to demonstrate its fundamental ability to meet the standards expected of a university in terms of 5 standards.

After obtaining a positive IR outcome, the institution can then make an application for university title to the Chief Executive -in Council via the Education Bureau (EDB).



# 5 Standards of Institutional Review for Private University Title


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1. Governance and Management
2. Academic Environment
3. Financial Sustainability
4. Research and Scholarship
5. Quality Assurance



# HSMC's Preparation for Institutional Review for Private University Title

Conducting self-review and drafting of U-title IRD	Signed Service Agreement to VQ	Debriefing of U-title IR conducted by VQ	Conduct Independent IR Panel Meeting (two days)	Refine U-title IRD	APDC	AB	C*	Submit U-title IRD to VQ (4 months before OSV)	Check conflict of interest of potential panel members (4 months before OSV)	Finalising rundown and logistic arrangements	Receive Initial Comments on U-title IR (2 months before OSV)	Response to Initial Comments (1 month upon receipt of IC)	On-site Visit (three days)	Factual Accuracy Checking of U-title IR Report	Receive Final Report for U-title IR from VQ (by 14 weeks after panel meeting)	Submit application of U-title to EDB and seek approval from ExCo	Final Approval from ExCo for U-title; Press Release
					Endorse U-title IRD	Approve U-title IRD	Approve U-title IRD										
Jan to Mar 2017	5 Apr 2017	5 May 2017	10-11 Jul 2017	Aug 2017	16 Oct 2017	16 Nov 2017		27 Dec 2017		Jan 2018	22 Feb 2018	23 Mar 2018	25-27 April 2018	Jul 2018	3 Aug 2018	Sep 2018	Oct 2018

 Involves external parties

AB – Academic Board  
 APDC - Academic Planning and Development Committee  
 \* College Council  
 U-title IRD: Institutional Review Document for Private U-title



# Challenges Faced by Self-financing Degree-granting Institutions

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- Declining secondary student population (will drop from 48,100 in 2019 to 43,300 in 2022).
- Limited financial resources despite some government's support mainly in the form of provision of land and loans.
- Restrictions of admitting Mainland, Macau and Taiwan students up to 10% of the total enrolment
- Current Government policy restricts SFIs' annual adjustment of tuition fee level to normally not more than the prevalent CPI index.
- Unfair competitions from the self-financing arms of UGC-funded institutions.
- Insufficient public's understanding and confidence in the quality of education provided by SFIs.



# Challenges Faced by Self-financing Degree-granting Institutions

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- Lack of a **single unified accreditation and quality assurance mechanism** for self-financing programmes of both publicly-funded institutions and SFIs (unlike SFIs, currently self-financing degree programmes offered by UGC-funded institutions and/or their self-financing arms do not have to go through rigorous and strenuous external independent accreditation exercises conducted by HKCAAVQ).
- The **Post Secondary Colleges Ordinance (Cap. 320)** and its subsidiary legislation, the Post Secondary Colleges Regulations (Cap. 320A), which were first enacted in 1960 to govern the registration and operation of post-secondary colleges, were outdated.



# Opportunities for Self-financing Institutions

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- The self-financing or private degree-granting institutions started late in Hong Kong. Though most SFIs are not yet comparable to some long-established publicly-funded universities in terms of scale, resources, achievements and reputation, they are of equal status contributing to the higher education sector of Hong Kong in different dimensions.
- Further policy and financial support from the Government could speed up the advancement of SFIs, helping them enhance their infrastructures, facilities, admission competitiveness and academic standards.
- Hong Kong will then have more private universities of standards that are comparable to the first-rate publicly-funded universities.

# The Hang Seng University of Hong Kong

**New Milestones: University with a Difference**



# Background of the Hang Seng University of Hong Kong (HSUHK)

- Formerly known as:  
The Hang Seng School of Commerce (HSSC) (1980); and  
The Hang Seng Management College (HSMC) (2010).
- Granted approval by the Chief Executive in Council on 30 October 2018 to change its title from  
“Hang Seng Management College” to  
“The Hang Seng University of Hong Kong” (HSUHK).
- Vision: Aspire to be a leading private liberal-arts-oriented university in the region, recognised for excellence in teaching, learning and research, serving and advancing our society and the world.



# THE AWARD-WINNING, STATE-OF-THE-ART CAMPUS



**Block A - S H Ho Academic Building**

**Block B - Lee Shau Kee Complex**

**Site C - Wei Lun Square**

**Block D - Lee Quo Wei Academic Building**

**Site E - Campus Entrance at Hang Shin Link**

**Site F - HSUHK Jockey Club Residential Colleges**

**Block M - Academic and Administration Building**

**Block N - Academic and Administration Building**

- **Total Site Area of Sites A, B, C, D, E, F, M and N = 40,030 m<sup>2</sup>**
- **Total campus Gross Floor Area = 66,308m<sup>2</sup>**

# SCHOOLS, STUDENTS AND TEACHERS

## Schools

- School of Business
- School of Communication
- School of Decision Sciences
- School of Humanities and Social Science
- School of Translation

- Professorial Staff with a PhD

99%



- Full-time Students

~ 5,000

- Full-time Teachers

~ 200





# 20 Undergraduate Programmes

## **School of Business**

- Bachelor of Business Administration (Honours) in Corporate Governance and Compliance
- Bachelor of Business Administration (Honours) in Financial and Banking
- Bachelor of Business Administration (Honours) in Financial Analysis
- Bachelor of Business Administration (Honours) in Global Business Management
- Bachelor of Business Administration (Honours) in Human Resource Management
- Bachelor of Business Administration (Honours) in Management
- Bachelor of Business Administration (Honours) in Marketing
- Bachelor of Business Administration (Honours) in Professional Accountancy

## **School of Communication**

- Bachelor of Arts (Honours) in Convergent Media and Communication Technology
- Bachelor of Journalism and Communication (Honours)

# 20 Undergraduate Programmes

## **School of Humanities and Social Science**

- Bachelor of Arts (Honours) in Cultural and Creative Industries
- Bachelor of Arts (Honours) in Chinese
- Bachelor of Arts (Honours) in English
- Bachelor of Social Sciences (Honours) in Asian Studies

## **School of Decision Sciences**

- Bachelor of Arts (Honours) in Applied and Human-Centred Computing
- Bachelor of Business Administration (Honours) in Supply Chain Management
- Bachelor of Management Science and Information Management (Honours)
- Bachelor of Science (Honours) in Actuarial Studies and Insurance
- Bachelor of Science (Honours) in Data Science and Business Intelligence

## **School of Translation**

- Bachelor of Translation with Business (Honours)

# Taught Postgraduate Programmes (TPG)

## **School of Translation**

- Master of Arts in Translation (Business and Legal)
- Master of Arts in Translation (Computer-aided Translation)

## **School of Business**

- Master of Science in Entrepreneurial Management

## **School of Communication**

- Master of Arts in Strategic Communication

## **School of Decision Sciences**

- Master of Science in Global Supply Chain Management

# WHY HSUHK IS UNIQUE?

## Adopting the “Liberal + Professional” Education Model

- Puts quality teaching and students’ all-round development as its highest priorities
- Nurtures students to possess the following “desired graduate attributes: iGPS”:
  - **I**ntellectual Competence
  - **G**eneric Skills
  - **P**ersonal Development
  - **S**ocial Engagement



# 5'C' Key Qualities of HSUHK Graduates

1. **C**ritical Thinking / Creativity
2. **C**ommunication / Collaborations
3. **C**aring Attitude
4. **C**haracter
5. **C**ommunity Engagement



# WHY HSUHK IS UNIQUE?

- Award-winning green campus facilities (the first higher education institution in Hong Kong receiving the “Platinum” rating of BEAM Plus New Buildings)
- Management as a Liberal Arts discipline
- Cross-disciplinary Common Core Curriculum
- Residential College System combining living and learning



# WHY HSUHK IS UNIQUE?

- Interactive small class teaching
- Guidance and mentorship for individual students outside classrooms
- Close student-teacher relationships in and outside the classrooms
- Excellent student support services
- Extensive outreaching and experiential learning opportunities including community services, internships, international exchanges and independent research
- Full-time employment rate of around 80% within 4 months of graduation with positive feedbacks from employers



# A Friendly and Smaller Learning Community



At the Wei Lun Square



# Close Teacher - Student Relationship



At the Wei Lun Square

# HSUHK's Residential College System



Inaugural Joint High Table Dinner  
HSUHK Jockey Club Residential Colleges  
2015

# HSUHK's Residential College System



HSUHK Jockey Club Residential Colleges Joint High Table Dinner  
2016

# Some HSUHK's Achievements and Awards

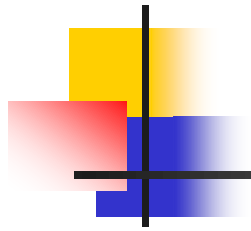
- All 4 new buildings attained the “Platinum” rating of BEAM Plus certification from the Hong Kong Green Building Council. HSUHK was the first higher education institution in Hong Kong to have received such award.
- HSUHK was the only institution in Hong Kong obtaining the ISO 9001 Certification in Quality Management System (QMS) on its degree programmes, as well as a full score of 5.0 in the CSR Index assessment, both by the Hong Kong Quality Assurance Agency.
- During 2014-2018, HSUHK received the highest amount of five-year cumulative RGC's Competitive Research Funding and the highest number of funded projects among all the self-financing institutions (a total funding of HK\$84 million for 93 projects).
- School Social Responsibility Award (2018) from the *Mirror Post*
- *Yazhou Zhoukan* Asia Excellence Brand Award 2018

# JUNZI UNIVERSITY

HSUHK is the only higher education institution in Hong Kong using bamboo material extensively in all new buildings

- Sustainable & eco-friendly
- Bamboo signifies upright integrity with resilience, and perfect balance of grace & strength
- HSUHK upholds the core values of a Junzi





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**Thank You!!**