


# University Governance and Management

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A stylized, dark brown silhouette of a mountain range is positioned at the bottom of the slide, spanning across the width of the page. The background of the slide is a gradient from dark blue at the top to a lighter blue at the bottom, where the mountain range is located.

# Issues To Cover

- General university governance and management and operation models
  - HKU model
  - Responding to expectations and pressures
  - Engagement with stakeholders
  - Major challenges
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# Common University Operation Model

## Levels

- Governance
- Management
- Administration



# Governance

- Policy – making
- Strategic planning
- Development direction
- Overseas use of resources



# Governance Structure

- Board of Directors / Council / Court...
- Academic Board / Academic Council / Senate..



# Management

- Oversees the operations of the university
- Decisions on details of implementation of policies



# Management

- President/ Vice-Chancellor /Rector/  
Principal...
- Deputy/Vice-Presidents/ Provost/ Pro-  
Vice-Chancellor...
- Deans of Faculties/School



# Administration

- Executing decisions of the governing bodies and the Management
- Day to day operations





# Administration

- Academic support
- Student Support
- Finance
- Human Resources
- PR, Marketing and Communications
- Finance and Estates...etc.



# Different Models



# “Tradition Model “

- Group leadership (committees, working groups..)
- Power at grassroots
- By consensus and compromises
- Bottom up
- Less powerful leader group
- Relying on regulations and procedures; not much flexibility (more “bureaucratic”)
- Collegial
- Administrators are “civil servants”

# “Contemporary” Model

- Power more centralized
- Stronger leadership
- Individual responsibility
- New management systems and models (many borrowed from the private sector)
- Emphasizing efficiency
- Administrators as “partners” and could be more powerful



# Comparing Two Models

## Tradition

- Less effective, efficiency and flexibility
- Relying on rules and regulations and group decision
- More democratic
- Collegial
- Better relationship with staff unions
- Administrators as “civil servants”
- General administrators

## Contemporary

- More effective, efficiency and flexible
- Relying on leadership, individuals’ decisions, and advice from consultants
- Less democratic
- Less collegial
- May have more conflicts with staff unions
- Administrators as “partners”
- Professional administrators


**Which Model Is Your  
University Using ?**



**Which Model Is Better ?**



# Which Model Is Better ?

- Strengths and weaknesses in each model
  - Depending on the culture and environment of the institution
  - In practice, universities do not operate solely on one model
  - Should avoid going to the extreme
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# The HKU Model




# Governance

- Court
- Council
- Senate



# Court

- Advisory
  - No real power
  - Bridge between the university and the community
  - Membership = Council members + Senate members + Lay members
  - Question : Does the Court serve any useful purpose?
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# Council

- Main governing body
- Looking after resources (funding; human resources; estates, building & land)
- 24 members
  - 2/3 lay members + 4 elected teachers + 1 elected non-teacher + Vice-Chancellor + 2 elected students (PG & UG)

# Senate

- Highest academic governing body
- 50+ members – all internal and chaired by the Vice-Chancellor
- 3 student members
- SMT + Deans + Chairmen of Faculty Boards + Librarian + Dean of Student Affairs
- Many committees under the Senate

# Management

- President & Vice-Chancellor
- Provost & Deputy Vice-Chancellor
- Executive Vice-President
- Vice-Presidents & Pro-Vice-Chancellors (5)
  - Teaching & Learning
  - Research
  - Institution Advancement
  - Global
  - Academic Resources & Staffing
- Deans of Faculties



# Administration

- 3 main administrative offices :
  - Registry
  - Finance & Enterprise Office
  - Estates Office
- Internal Audit Unit



# HKU Model

## Challenges & Questions

- “Grey areas” among the three levels of governance and management
- The importance of trust
- Non-academic leads the academic?
- How much power to delegate?





# HKU Model

## Challenges & Questions

- General administrators or professional administrators in areas like PR or HR ?
- How much flexibility to be provided?
- The students' role



# HKU Model

## Challenges & Questions

- Academic freedom and institution autonomy
- Transparency vs confidentiality
- Technology advancement



# **Responding to Expectations and Pressure**



# Responding to Expectations and Pressure

- Transparency & Accountability (Latest move by UGC)
- Effective communications
- Basic values



# Transparency & Accountability

- Governance structure
- Lay members on Court and Council
- Accountability of members of SMT in different areas
- Students' full participation in University management
- Transparency of decisions (e.g. Council decisions on Internet)



# Effective Communications

- Importance of internal communications
- Pro-active media strategy
- Quick responses to media and public enquiries
- Risk assessment and management



# Basic Values

- To be firm on basic values (university autonomy, freedom of speech etc.), but how to interpret?



# **How Do We Engage with Main Stakeholders?**





# Engagement with Main Stakeholders

- *Government*
  - Avoid direct contact, not to be (or seen to be) too close.
- *UGC*
  - Support the overall policy/decision if possible, with queries and suggestions whenever necessary. New move by UGC (Accountability agreement and KPIs)
- *Alumni*
  - Not simply for donations
  - Proper engagement
  - Helpful or harmful?

# Engagement with Main Stakeholders

- *Public*
  - Good understanding of the expectations of the public
  - Knowledge exchange and community services
- *LegCo*
  - From non-contact to lobbying
- *Media*
  - Good relationship, may not be totally frank but must be honest



# Major Challenges

- Keen competitions for quality staff and students
- Changes in career patterns of graduates and expectations of the community
- Technology advancements
- Ranking
- Trust
- Reforms and changes



# Most Important Keywords

- Trust
- Mindset
- Heart

