

*The Academic Staff Association
The University of Hong Kong*

- 1 **Response to ASA Governance & Management Questionnaire - April 2003**
 2 **No. of Forms received: 128**
 3 **A Question in *Italic* indicates one tick only for that question**

Question		%
1	Which of the following should be included in the roles of the University Council:	
	1 To review, discuss and decide upon major proposals concerning strategic directions for the university	85.94
	2 To oversee forward planning to determine institutional priorities and goals	78.91
	3 To monitor the performance of the management	88.28
	4 To regulate financial and investment affairs	64.84
	5 To arrange internal and external audits	58.59
	6 To manage the campus' physical environment	25.00
	7 To monitor human resource policies	59.38
	8 To ensure effective health and safety systems are implemented	35.16
	9 To be the guardian of the university's external representation and standing	75.66
2	Which of the following do you think should be members of Council?	
	Lay members	
	1 Persons appointed by the Chancellor	52.34
	2 Persons appointed by the Council itself	53.91
	3 Persons elected by the Court	67.97
	University members	
	1 At least one chair professor	85.94
	2 At least one non-professorial member of staff	85.94
	3 At least one non-teacher	75.78
	4 A representative of the Academic Staff Association	83.59
	5 One postgraduate student	60.16
	6 One undergraduate student	57.81
	7 Representatives from Students Union and Postgraduate Students Association	62.50
3	<i>What should be the appropriate percentage of university members on Council?</i>	
	1 45%	<i>57.81</i>
	2 40%	<i>25.78</i>
	3 35%	<i>13.28</i>

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Question		%
4	Which of the following do you think should be members of Senate?	
	1 Chairpersons of Faculty Boards	88.28
	2 Dean of the Graduate School	81.25
	3 Librarian	56.25
	4 Dean of Student Affairs	67.97
	5 Director of HKU-SPACE	50.00
	6 Representatives from Heads of Teaching Departments	81.25
	7 Representatives from Directors of Independent Centres	61.72
	8 Representatives from chair professors	82.03
	9 Representatives from non-professorial teachers	82.81
	10 Representatives from other teaching staff (e.g. language teachers)	45.31
	11 Representatives from postgraduate students	57.81
	12 Representatives from undergraduate students	58.59
	13 Representatives from Students Union and Postgraduate Students Association	59.38
5	<i>What do you think the appropriate percentage of elected members should be?</i>	
	1 65%	35.94
	2 75%	55.47
6	<i>Method of appointment of the Dean:</i>	
	1 <i>Appointed</i>	34.38
	2 <i>Elected</i>	53.13
	3 <i>No opinion</i>	10.16
7	Which of the following should be included in the roles of a Dean of Faculty?	
	1 Fund-raising in the community	74.22
	2 Steering teaching	64.06
	3 Co-ordinating research activities	75.78
	4 Appointing Heads of departments	42.97
	5 Monitoring the Heads' running of the departments	83.59
	6 Liaising with other faculties	95.31

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Question		%
8	Which of the following do you think should be members of VC's Advisory Group?	
	1 Deputy Vice-Chancellor	80.47
	2 3 Pro-Vice-Chancellors	73.44
	3 Registrar	75.00
	4 Director of Finance	74.22
	5 Deans of Faculties	78.13
	6 Senate representatives elected from non-appointed members	52.34
	7 Elected staff representatives	64.84
	8 Staff Association representatives	58.59
9	<i>Should the VC make and present an annual report to Council and staff?</i>	
	<i>Yes</i>	93.75
	<i>No</i>	3.91
10	Which of the following should be members of Dean's Advisory Group?	
	1 Heads of Departments	88.28
	2 Representatives from chair professors	76.56
	3 Representatives from non-professorial teachers	82.03
11	<i>What is the appropriate percentage of elected members in the Dean's Advisory Group?</i>	
	1 30%	21.09
	2 40%	13.28
	3 50%	57.81
12	Which of the following should the deans make an annual report to?	
	1 Council	35.16
	2 Vice-Chancellor	89.06
	3 Faculty staff	92.97

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Question		%
13	<i>How should Heads of departments be appointed?</i>	
	<i>1 Appointed by VC upon nomination by department</i>	35.94
	<i>2 Appointed by Dean of faculty</i>	14.84
	<i>3 Elected by department</i>	47.66
14	Which of the following should staff appraise the performance of?	
	1 Dean	75.78
	2 Head	76.56
15	Which of the following people/groups do you think should be responsible for dealing with grievances from academic staff?	
	1 The University Council	32.81
	2 The Vice-Chancellor	46.88
	3 An Ad-Hoc group outside the complainant's faculty	70.31
	4 An independent body outside the University	42.97

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Comments

1 The Dean's Advisory Group should be renamed as the Faculty Executive Committee. To ensure the administration to be as open as possible, an account of how top-sliced funds at University and Faculty levels should be made known to staff. At Faculty level, staff should be involved in important decisions in teaching and research. The communications between staff and the V.C. in the proposed management structure is inadequate and the V.C. can easily be cut off from staff.

2 *The proposed structure is leading to a Top Down management structure with no accountability to the university staff as they are not elected and cannot therefore be removed if they take unpopular decisions.*

The theme of trusteeship is really a pie in the sky and does not take account of the university being steered in the direction desired by a group who have their own agenda.

3 Chair Professors are appointed after a stringent international search. There are some 80 or more such people. They are supposed to be the "locomotives" for academic advancement, be it research or teaching. If only 5 are elected to sit on Senate, the rest will lose interest in the running of the Academic activities of the University.

4 *Question 14 is not clear. Is it "which of the following should appraise the performance of staff?" or "Of which of the following's performance should staff appraise?"?*

The most worrying recommendation of "Fit for Purpose" is the great increase in the number and therefore proportion of Council members appointed by the Chancellor, which seriously erodes the hitherto high degree of autonomy of this University, and subjects the Council and the University to undesirable and undesired political influence!

5 It is a waste of many staff members' time to comment on all the silly things that this University is currently and will be engaging in.

6 *Academic Staff Association should be responsible for dealing with grievances from academic staff.*

7 Question 5 - Not enough options; prefers 60%

8 *Answer to Question 13 depends on the way Dean is appointed/elected.*

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- 9 Answer to Q3 University and non-University should be balanced 50:50; Q4 and 10 This suggested wording allows professors who are not chair professors to have representation, otherwise they DO NOT! Q15 Different cases will need a different "audience" obviously.
- 10 *(1) & (2) should be the roles of Senate rather than Council unless you mean only approval and rubber-stamping.*
- 11 In 15, option 3 begs the question as to who nominates the members of the Ad Hoc group. In 13, option 1 - what does 'nominations by Dept. mean. Overall, the appointment of a full-time Dean can take various routes - it can be done in close consultation with the faculty Board members. Headships are too powerful a position to be left to top-down appointment alone.
- 12 *Q4 should include Representatives from non-teachers.*
- 13 Non-teachers should be given more representation in the governance structure in the University.
- 14 *Are these advisory groups (VC's Group or Dean's Group) are not formal entities within the organisation structure. What are the functions of these groups? Do they participate in the decision making processes? These groups can be very dangerous as the "decision makers" can simply hide behind the groups and making excuses.*
- 15 Executive lead management is essential now; other, more devolved management is too time-consuming to be effective. However, when HKU reaches some stable state, more democratic procedures can re-emerge.
- 16 *It seems that all this reporting, administering, restructuring and re-engineering is cutting into the resources that is required to further the University's principal aims: 1) teaching and 2) research.*
- 17 There should be one teacher in all categories without the distinction of chair professor and non-professional member.
- 18 *The management report is insulting to teachers and aims to change HKU into a polytechnic style institution run like a business. If the recommendations of the report are adopted, HKU will suffer. Teachers should be respected and allowed to run their own affairs in the university, not treated like factory workers. Hong Kong as a city seems to be moving backward toward authoritarian business and nationalistic prejudices. HKU should be allowed its freedom for the good of HK Society.*