

# THE CHINESE UNIVERSITY OF HONG KONG

## Taskforce for Reviewing the Size and Composition of the Council

### Consultation Document on the Desirable Size and Composition of the Council

1. In response to the Sutherland Report (March 2002) and a report of the Audit Commission (March 2003), the University Council has initiated the process of reviewing the fitness-for-purpose of its governance and management structures since mid-2002. In particular, it was decided that the implementation of three major elements of the University's governance and management structures, namely, appointed Deanship, Senate reorganization and Council reorganization, should be done in stages. As far as the reorganization of the Council, an Ad Hoc Committee on the Reorganization of the Council was established in early-2009 and its final report was approved by the Council in June 2009.
2. The key recommendations of the Ad Hoc Committee in connection with the size and composition of the Council were as follows:
  - the size of the Council should be reduced from 55 to about 25
  - external/lay members should be in the majority over internal members, in the ratio of 2:1
  - external/lay members should include – in addition to the Chairman and Treasurer – representatives of the 9 Colleges, those appointed by the Chancellor and by the Council itself, and those elected by the Legislative Council and by the Convocation
  - internal members should include the Vice-Chancellor and Provost, a College Head/Master, a Dean, and 4 members elected by their respective constituencies of full-time academic staff, full-time non-academic staff, full-time undergraduate students and full-time postgraduate students.
3. A comparison on the existing and reorganized size and composition of the Council is summarized in [Appendix 1](#). For details of the final report of the Ad Hoc Committee, please visit [http://www.cuhk.edu.hk/council-reorganization/FinalReport\\_English.pdf](http://www.cuhk.edu.hk/council-reorganization/FinalReport_English.pdf) (English version) or [http://www.cuhk.edu.hk/council-reorganization/FinalReport\\_Chinese.pdf](http://www.cuhk.edu.hk/council-reorganization/FinalReport_Chinese.pdf) (Chinese version).
4. Although the Ad Hoc Committee has explicitly rejected the idea of having the President of the University Students Union as *ex-officio* member in its Final Report, the Council revisited the issue at its October 2012 meeting, and resolved that the undergraduate students be represented on the reorganized Council by “the President of the University Students Union, to be appointed by the Council”.
5. With the assistance of the Education Bureau and the Department of Justice, the Amendment Statute that would have given effect to the Council reorganization was prepared, and submitted to the LegCo Panel on Education for consideration in November 2013. The Amendment Statute did not get the necessary endorsement from the Panel due to concerns on the part of a significant number of Panel members

regarding the differences between the Council and the students on several issues. Notwithstanding the concession which the Council had already made when the Amendment Statute was prepared and before it was submitted to the Panel, the Council has requested the senior management of the University to continue with its active dialogue with the University Students Union to try to resolve the remaining differences.

6. It is a pity that there has been no agreement on the residual differences in the past two years despite the Vice-Chancellor and the senior management have discussed with the University Students Union on various occasions. In view of the impasse, as well as recent events and discussions among the UGC-funded institutions on university governance, the Council considers it appropriate to revisit the whole issue of Council reorganization, and accordingly approved the establishment of a Taskforce for Reviewing the Size and Composition of the Council with the composition and terms of reference as set out in [Appendix 2](#) at its January 2016 meeting. The composition of this Taskforce is similar to that of the Ad Hoc Committee on the Reorganization of the Council established in 2009, with the addition of two student members.
7. The Taskforce has carefully reviewed the 2009 report as a starting point, and agreed that its work should not be necessarily bound by the principles agreed then since time has moved on and what was fit for purpose six years ago may no longer be so today. Before making any recommendation and in fact before arriving at any position of its own, the Taskforce wishes to conduct consultation sessions specifically for College Boards of Trustees/Committees of Overseers, academic and non-academic staff members, students and alumni on the desirable composition of the reorganized Council after it has been reduced to about 25 members.
8. For enquiries, please contact Mrs. Amelia Wong, Secretary to the Taskforce, c/o University Secretariat on email [council\\_reorganization@cuhk.edu.hk](mailto:council_reorganization@cuhk.edu.hk), telephone 3943 7263 and fax 2603 5503.

Enc.  
April 2016

**The Chinese University of Hong Kong**  
**Comparison of the Existing and Reorganized Council**

Composition	Current Seats in 2016	Proposed Seats in 2009	Methods of Selection for Proposed Seats
<b>External Members</b> (must <u>not</u> be employees of CUHK, or full-time undergraduate students or full-time postgraduate students who are pursuing approved courses of study of CUHK)			
Chairman	1 <sup>^</sup>	1	appointed by the Chancellor on the nomination of the Council
Member	1	1	Treasurer as <i>ex officio</i> member
Members	8 (2 each nominated by CC, NA, UC and SC)	5	one nominated by each Board of Trustees of CC, NA, UC and SC; and one nominated jointly by all the Committees of Overseers of the additional Colleges. All 5 nominees to be approved and appointed by the Council. They should serve for a period of one year, and should be eligible for re-appointment.
Members	6	4	appointed by the Chancellor
Member	3	1	elected by all Members of the Legislative Council
Member	3	1	Elected by the Convocation in a manner to be determined by the Council from time to time
Members	6	4	appointed by the Council (one of these four members will be appointed from among CUHK alumni after consultation with the Alumni Associations of the constituent Colleges)
Sub-total of External Members:	27 <sup>#</sup>	17	
<b>Internal Members</b>			
Member	1	1	Vice-Chancellor as <i>ex officio</i> member
Member	5 <sup>@</sup>	1	Provost (or one Pro-Vice-Chancellor) as <i>ex officio</i> member
Member	4 (1 each from CC, NA, UC and SC)	1	elected by, and from among, all College Heads/Masters for a term of one year (may be re-elected), in a manner to be determined by the Council from time to time
Member	9 <sup>&amp;</sup>	1	elected by, and from among, all Deans of Faculties and the Dean of the Graduate School for a term of one year (may be re-elected), in a manner to be determined by the Council from time to time
Member	7 <sup>*</sup>	1	elected by, and from among, all full-time CUHK employees (Academic Staff members) in a manner to be determined by the Council from time to time
Member	---	1	elected by, and from among, all full-time CUHK employees (non-Academic Staff members) in a manner to be determined by the Council from time to time
Member	---	1	elected by, and from among, all full-time undergraduate students for a term of one year, in a manner to be determined by the Council from time to time <sup>%</sup> (The Council resolved at its October 2012 meeting that the undergraduate students be represented on the reorganized Council by “the President of the University Students Union, to be appointed by the Council”)
Member	---	1	elected by, and from among, all full-time postgraduate students for a term of one year, in a manner to be determined by the Council from time to time <sup>%</sup>
Sub-total of Internal Members:	26	8	
<b>Total number of Council Members:</b>	<b>53<sup>^</sup></b>	<b>25</b>	

<sup>^</sup> The Chairman shall be appointed by the Chancellor on the nomination of the Council from persons under Statute 11.1(k), (l), (m) and (n) of the University Ordinance.

<sup>#</sup> The Council approved in 2003 to cease appointing new Life Members and that the serving Life Members may attend Council meetings at their pleasure. Since then, suitable candidates will be invited to serve as Senior Advisors to the Council. The only one Life Member (appointed since 2002) is therefore NOT counted under Current Seats in 2016.

<sup>@</sup> The 5 current seats comprise the Provost and the 4 Pro-Vice-Chancellors.

<sup>&</sup> The 9 current seats comprise the Deans of all the 8 Faculties and the Dean of the Graduate School.

<sup>\*</sup> Currently there are 3 members elected by the Senate from among the academic members of the Senate and 1 Fellow of each College elected by the College's Assembly of Fellows of CC, NA, UC and SC.

<sup>%</sup> Student member shall be eligible for re-election provided that no student shall be a member of the Council for more than 2 consecutive terms of office.

- Notes:
- (1) The term of office of an *ex officio* member is same as the term of his/her appointment;
  - (2) Unless otherwise specified, all Council members will serve a term of 3 years and may be re-elected or re-appointed;
  - (3) The election rules for student members of the Council shall comply with the provisions of paragraph 27 of the report of the Ad Hoc Committee on the Reorganization of the Council, and make reference to the election rules applicable to student members of the Senate;
  - (4) The Treasurer, Vice-Chancellor and the Provost are *ex officio* members under the reorganized Council, in accordance with the recommendations of the Ad Hoc Committee on the Reorganization of the Council. The Treasurer is *ex officio* Chairman of the Finance Committee of the Council.

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**COMPOSITION AND MEMBERSHIP**

Chairman

Ms. Lina Yan (appointed by the Council)

Members

Mr. Heung Shu-fai (College Trustee on the Council)

Dr. Anissa Chan (Council Member nominated by the Chancellor)

Mr. Chien Lee (Council Member elected by the Council)

The Honourable Cheung Yu-yan (Council Member elected by the Legislative Council)

Mr. Anthony Yuen (Council Member elected by the Convocation)

Professor Fok Tai-fai (Pro-Vice-Chancellor)

Professor Jimmy Yu (College Head)

Professor Francis Chan (Faculty Dean)

Professor Chan Sun-on (College Fellow on the Council)

Professor Dennis Ng (Council Member elected by the Senate)

Mr. Hung Ho-ming, Horace, an undergraduate student nominated by CUSU

Miss Zhang Wangcaixuan, Rosa, a postgraduate student nominated by the Office of Student Affairs

Secretary

Mrs. Amelia Wong, Deputy Secretary, University Secretariat

**TERMS OF REFERENCE**

1. To review the Report of the Ad Hoc Committee on the Reorganization of the Council, as approved by the Council in June 2009, and subsequent changes thereto as a result of preparing the Amendment Statute (2013) to implement the proposed Council reorganization.
2. To consider whether the proposed size and composition of the Council in the 2009 Report, and subsequent revisions as agreed by the Council, is still fit-for-purpose. If not, to recommend what further revisions should be made.
3. To advise the Council on how to expedite the implementation of the Council reorganization.
4. To advise the Council whether it is appropriate to invite one (or more) student representative(s) to attend meetings of the Council as observer(s), and if so under what terms and conditions, before the implementation of the Council reorganization.

# Open Consultation Sessions

Date	Time	Venue	Stakeholder
April 21, 2016 (Thursday)	12:30pm–2:00pm	LT5, Lee Shau Kee Building	All Students
April 30, 2016 (Saturday)	5:00pm–6:30pm	LT6, Cheng Yu Tung Building	All Alumni
May 6, 2016 (Friday)	12:30pm–2:00pm	LT5, Lee Shau Kee Building	All Non-academic Staff
May 13, 2016 (Friday)	4:00pm–5:30pm	LT5, Lee Shau Kee Building	All Academic Staff

*There will be a separate consultation session with the College Boards of Trustees/  
Committees of Overseers*

