

**HANG SENG MANAGEMENT COLLEGE**  
**Submission to Legislative Council Panel on Education**

1. Hang Seng Management College (hereinafter referred to as “HSMC”) supports in general terms the proposed code of good practices on governance and quality assurance as documented in the Report on Local and International Good Practices in the Governance and Quality Assurance of the Self-financing Post-secondary Education Sector. It takes note that the formulation of the proposed code will be based on the principles of *participation and accountability, inclusiveness, performance and transparency*.

2. In general we agree with the analysis and recommendations of the Report enhancing the governance and quality assurance on areas including institutional governance and management, programme design and delivery, resources and student support, fee-setting mechanism, and admission mechanism. Putting quality assurance as our highest priority, HSMC established an effective governance and quality assurance system with many elements similar to those recommended by the *Report*.

3. At the present time, HSMC’s governing bodies, the Board of Governors and College Council, comprise mainly external members who are experienced professionals and businessmen from the commercial and education sectors. The Academic Board, chaired by the President, which is the highest decision-making body on all academic matters, consists of elected academic staff members from the respective Schools and student representatives; and many standing committees under the Academic Board have both staff and student representatives, such as the Library and Learning Resources Committee, the Staff and Student Consultative Committee and the Student Affairs Committee. Likewise, under the Senior Management Committee chaired by the President, a number of administrative committees of the College also benefit from the input of both staff and student representatives, such as the Student Hostel Committee, the Catering Services Committee, and the new Student Residence Halls Planning Committee.

4. HSMC attaches great importance to establishing a close relationship with industry partners, through the College’s internship programme, career mentorship programme, job fair, career talks and the involvement of employers and prospective employers in the programme design as “advisers”. The College also organizes receptions for parents to enable them to learn more about the teaching and learning environment on campus, as well as “Information Days”, “Career Teachers’ Days” and “Principals’ Days”, to enable the general public to acquire a better understanding of the College’s most updated developments.

5. HSMC has already formulated its vision and mission statements, strategic objectives and a Five-year Strategic Plan for the period 2013-18. Every year, the College organizes an annual academic planning retreat which is open to all academic staff members to join, in addition to Deans and Heads of Departments/Offices; and also an annual retreat for administrative staff. Together on these occasions, the Deans/Heads and all the participants

will review the College's progress in the various strategic focus areas and formulate action plans for the next few years.

6. The College submits an annual progress report to the College Council on how well it has achieved the various action items listed in the Five-year Strategic Plan; and internally, it also requires all the Schools, Programmes, Committees and Offices to submit an annual report on progress review and development plan for the next year, as part of its annual planning and review process.

7. On programme design and delivery, monitoring and review, on the College-level, there are the Academic Planning & Development Committee and the Teaching & Learning Quality Committee, both supported by the Programme Development & Quality Assurance Office. HSMC has also set up a Programme Committee for each degree programme and under it, a Quality Assurance Sub-committee, to monitor teaching and learning quality of the programme, teachers', students' and employers' feedback on the programme, and measures to make improvements. In addition, the College's Personal Tutor system, the Staff Student Consultative Committee and the Students'/Teachers' Evaluation of the Modules also play a significant role in providing feedback to the programme design and delivery.

8. To provide the appropriate check and balance within the College administration, HSMC has set up an internal audit office to provide expert opinion on the efficiency and effectiveness of the College's key administrative processes. The College's Annual financial statements are prepared by the Finance Office, audited by an external independent accounting firm, presented to the Finance Committee and then Audit Committee under the Board of Governors for consideration, before its final submission to the Board of Governors for approval. Summaries of the College's financial statements are published in the College's annual reports.

9. Overall, the College already has an effective governance, internal control and quality assurance system in place. We are committed to continuously review and improve our practices according to the internal policies/rules and the HKCAAVQ standards..

10. While the College supports the proposed code of practices on good governance and quality assurance, there is also concern that if the code is to be applied unilaterally without flexibilities, it will be done at the expense of institutional autonomy and may limit the vigour and creativity of the self-financing post-secondary education sector. The College agrees that compliance with the code should be voluntary and a delicate balance would need to be struck between autonomy and accountability.

11. We also find it is confusing and unproductive to mix self-financed post-secondary institutions (registered under Cap. 320) together with self-financed community colleges of UGC-funded institutions in the same study and report. In fact, they are under different regimes and have very different missions, environments, governance and accreditation

standards. We always advocate to separate the two different sectors in order to make similar kinds of studies more meaningful.

22 January 2015