

## **Legislative Council Panel on Education**

### **Management Reviews of the University Grants Committee-Funded Institutions**

#### Introduction

This paper provides members with general information on the Management Reviews of the University Grants Committee(UGC)-funded institutions conducted by the UGC.

#### Background and Objectives

2. As part of its ongoing monitoring of the cost-effectiveness and quality assurance of the UGC-funded institutions, the UGC undertook a series of Management Reviews starting from January 1998.

3. The Management Reviews covered all the management processes and systems in the areas of academic administration, research administration, maintenance and development of the estate, procurement, student support services, human resources, IT and finance of seven UGC-funded institutions.<sup>Note 1</sup> The objectives are -

- (a) to help the institutions improve their management via good management practice;
- (b) to provide a review of the performance of each individual institution; and
- (c) to provide some accountability about the performance of the UGC- funded tertiary institutions.

4. These Reviews generally seek to promote self-assessment and self-improvement within the institutions and the sharing of experiences and good practice among the institutions

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Note 1

Since the Hong Kong Institute of Education (HKIEd) was still at an early stage of development and its role and structure would have to be reviewed in the context of upgrading training places for teacher education, the UGC, instead of conducting a formal review, held Strategic Discussion Sessions with the Institute's senior management between April 1998 and April 1999 on the management issues facing the Institute. The reports on matters arising from this discussion have been completed and forwarded to the Institute for reference and follow-up.

## Review Process

5. Review Panels, comprising UGC members, a representative from another UGC-funded institution, the Secretary-General of the UGC and a management consultant, were set up to undertake the Management Reviews of individual institutions. The Review Panels were assisted by a carefully selected management consulting firm that had both international higher education experience and a good understanding of local context and culture.

6. Management Reviews took the form of visits to the institutions as well as discussions with their senior leadership. Finally, a report containing the Panel's recommendations, along with the institution's initial response, will be published.

## Present Position

7. The Management Reviews of the seven UGC-funded institutions have been completed by April 1999 and all the final reports have been issued. The final reports of the City University of Hong Kong, Hong Kong Baptist University and the University of Science and Technology are already available in both Chinese and English on the institutions' and the UGC's websites<sup>Note 2</sup> for public information. The final reports of the other four institutions will be similarly available soon.

8. Apart from the final reports of individual institutions, the UGC will also publish a full report by the end of 1999, highlighting existing good management practices, as well as focusing on the Management Review process itself and the lessons learned.

## Implementation of Recommendations

9. The recommendations in the reports represent the views of the UGC on ways to improve individual institutions' management processes. It would be up to the institutions, which are autonomous statutory bodies, to take final decisions for the purpose of improving their management processes, taking into account their respective administrative and statutory framework. We are encouraged to see evidence of the institutions developing more conscious approaches to strategic planning, and introducing changes in policies, practices and structures to achieve strategic goals as well as developing closer linkages between resource allocation and strategic and operational planning.

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Note 2

The UGC's website is <http://www.ugc.edu.hk/>, through which the websites of all UGC-funded institutions can be accessed.

## Way Forward

10. For the longer term, the UGC is considering how best to evaluate the Management Review exercise and embed it on an on-going basis. One of the options being considered is to conduct a further round of Management Reviews after a few years focussing on the progress made as a result of the first round. Alternatively, the Management Review process could be adapted as part of a wider-ranging review of the institutions' quality assurance processes.

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