

THE UNIVERSITY OF HONG KONG

WORKING PARTY ON THE RECOMMENDATIONS OF THE REVIEW PANEL ON UNIVERSITY GOVERNANCE

Report of the Working Party

Introduction

- 1 This is the report of the Working Party on the Recommendations of the Review Panel on University Governance (“**Working Party**”), established by the Council at its meeting on 28 February 2017 and tasked to look into, and advise on the implementation of, the individual recommendations contained in the report (“**Report**”) and addendum (“**Addendum**”) submitted to the Council by the Review Panel on University Governance (“**Review Panel**”). The terms of reference for the Working Party are set out in Appendix A.
- 2 The 6 members of the Working Party, all of whom are members of the Council, were the following: Dr. T. Brian STEVENSON (chairman), Professor Henry H.L. CHAN, Professor Joseph C.W. CHAN, Mrs. Ayesha M. LAU, Dr. Patrick S.C. POON, and Professor Rosie T.T. YOUNG.
- 3 The Working Party met 5 times: (1) 15 March 2017, (2) 27 March 2017, (3) 19 April 2017, (4) 3 June 2017, and (5) 14 June 2017.

Approach

- 4 In order to better understand the rationale behind the recommendations of the Review Panel, the Working Party commenced its review exercise by carefully studying the Report/Addendum on a paragraph-by-paragraph basis, including the introductory narrative section of the Report.
- 5 Having identified the individual recommendations, the Working Party considered each recommendation in the light of (1) the current practice of the University and (2) the viability/practicality of implementing the recommendation, drawing from information provided by the Executive Vice-President (EVP) and the Registrar to the Working Party. It was noted that some of the recommendations were already being successfully implemented, making viability not an issue for such recommendations.

Conclusions

- 6 As a general conclusion, the Working Party was of the view – given the passage of time since the Review Panel first began its review exercise and recognizing that some of its recommendations might imply legislative changes – that establishing a process of formal procedures was a more pragmatic way forward to “institutionalize” the recommended changes, as compared with the uncertain, long and protracted process of amending legislation, or the ad hoc and informal practice of seeking agreement from the Chancellor to delegate power. Such formal procedures, established by the Council, could be reviewed and fine-tuned in the future as necessary. A separate paper on possible procedures relating to the exercise of the Chancellor’s powers is attached as Appendix C and Appendix D.
- 7 The specific conclusions of the Working Party on the individual recommendations, together with explanatory comments, are set out in Appendix B. For each recommendation, the Working Party came to one of the following conclusions:
 - (1) The recommendation should be adopted wholly.
 - (2) The recommendation should be adopted subject to amendment/conditions.
 - (3) The recommendation should be rejected and alternative, or in some instances additional, suggestions are made.

The Way Forward

- 8 The Council is invited to discuss and adopt, as it may consider appropriate, the conclusions of the Working Party.
- 9 In concluding its report, the Working Party particularly wishes to emphasise its agreement with a key remark in the Review Panel’s Report that the Council must be allowed to “set aside the turbulent politics of Hong Kong and get on with its job of strategic governance” to make sure that the University does not fall behind in the face of global competition.
- 10 The Working Party wishes to place on record its appreciation of the work of the members of the Review Panel and has endorsed, in whole or in part, a majority of their recommendations, many of which are already being implemented given the passage of time since work on the Report first began.
- 11 Members of the Working Party also wish to place on record their thanks for the commitment and professionalism of the University’s Registrar Mr. Henry Wai and his colleague Dr. Bethany Chan in the support of the endeavours of the Working Party.

June 27, 2017

THE UNIVERSITY OF HONG KONG

COUNCIL

Working Party on the Recommendations of the
Review Panel on University Governance

In respect of the review on the governance of the University commissioned by the Council and undertaken by the three-member panel, Professor Sir Malcolm Grant (the Chair), Professor William Kirby and Mr. Peter Nguyen,

- (a) to advise the Council on the implementation of the individual recommendations; and in this regard
 - to propose the necessary policies, processes, arrangements, as well as the overseeing mechanism, for their implementation; and
 - if appropriate, to advise the Council on the limitation on the implementation of any of the recommendations;
- (b) to look into the individual recommendations that require further study, including those on which there have been different views from members of the Review Panel for advice to the Council; and
- (c) to consult relevant stakeholders and to co-opt members, as and when necessary.

February 28, 2017

Recommendation of the Review Panel	Conclusion	Explanatory Comments
<p data-bbox="188 233 551 260"><u>Performance of the University</u></p> <p data-bbox="188 300 1115 363">6. The University should create a strategic framework for its development as a whole. (¶80)</p> <p data-bbox="188 740 1115 839">7. In order to enable the Council to oversee the performance of the University, it will be necessary to establish and keep under review a set of KPIs. (¶78)</p>	<p data-bbox="1155 300 1317 327">Adopt wholly</p> <p data-bbox="1155 740 1317 767">Adopt wholly</p>	<p data-bbox="1361 300 2069 395">State of implementation: Strategic plan in place, risk registers in place, current cost allocation exercise may drive efficiency changes</p> <p data-bbox="1361 435 2069 699">Further Comment: As pointed out in the Report (¶43 and ¶46), the University’s recent position amongst the top 50 in the world in both the Times Higher and the QS rankings is remarkable and impressive, given the strength of global competition, but its position is precarious. There is a need for strong strategic leadership to further improve the University’s position globally and to tackle weaknesses highlighted by the RAE.</p> <p data-bbox="1361 740 2069 868">State of Implementation: HKU-specified KPIs (up to 4 in each domain) have been put forward to the UGC (which are in addition to the university-wide KPIs being introduced by UGC), awaiting feedback.</p> <p data-bbox="1361 909 2069 1005">Further Comment: Probably need to add more KPIs, which would be linked to the University’s performance, to those already submitted to the UGC</p>
<p data-bbox="188 1011 748 1038"><u>Professional Development of Council members</u></p> <p data-bbox="188 1078 1115 1209">8. The Panel concurs with the recommendations in the Newby Report for the training and professional development of the Council members. The University should ensure continual updating of members’ insight and expertise in matters pertaining particularly to HKU. (¶83)</p>	<p data-bbox="1144 1078 1339 1142">Adopt subject to amendment</p>	<p data-bbox="1361 1078 2069 1246">State of Implementation: Being addressed already through UGC induction, HKU’s induction via the Registrar, presentations made to the Council by Deans and others, and the expectation that members appointed are already sufficiently experienced.</p> <p data-bbox="1361 1286 2069 1347">Amendment: Disagree with “training” and “professional development” per se (especially in financial literacy)</p>

Recommendation of the Review Panel	Conclusion	Explanatory Comments
<p><u>Council meetings</u></p> <p>9. For the effective conduct of business, the Panel recommends</p> <p>(a) a meetings cycle of no greater frequency than 2 months, with proper planning of forthcoming business over the coming year; (¶84)</p> <p>(b) that a draft agenda for each meeting should be prepared in advance by the President, for agreement and formal approval by the Chairman; and (¶84)</p> <p>(c) that any member should be able to propose agenda items, but the final decision must rest with the Chairman. (¶84)</p>	<p>Adopt subject to amendment</p> <p>Adopt subject to amendment</p> <p>Adopt wholly</p>	<p>Amendment: Suggest to add “as appropriate” after “proper planning”</p> <p>State of Implementation: One meeting every two months already implemented</p> <p>Further comment: Certain months should be avoided due to possible low attendance (e.g. December); Secretary of the Council can prepare timetable of routine items</p> <p>Amendment: The Review Panel probably did not intend for the President to prepare the agenda himself.</p> <p>State of Implementation: Current practice is that the Secretary prepares the agenda in consultation with Chairman.</p>
<p><u>Committee structure</u></p> <p>10. There should be radical change in the committee culture. The need for each committee should be reviewed. The Council should publish a complete scheme of delegation, which sets out the sub-structure of all University committees, together with the lines of accountability. (¶89, 90)</p> <p>11. Identifying those next-generation leaders who would benefit from focused training and development should be a function of the Human Resource Policy Committee. (¶90)</p>	<p>Adopt wholly</p> <p>Reject</p>	<p>Further Action: Council should set up task force to vet committees; focus of the Working Party should be on the key Council committees.</p> <p>Further Comment: The Review Panel misunderstood the role of HRPC.</p>

Recommendation of the Review Panel	Conclusion	Explanatory Comments
<p><u>Council's key committees</u></p> <p>12. Much of the Council's business must of necessity be undertaken by its key committees. Given the recent serious problems with maintaining confidentiality, Council business of a restricted or confidential nature should, whenever possible and at the discretion of the Chairman, first be considered in one of the Council's key committees. Additionally, acceptance and observance of the undertaking as to the principles of trusteeship and confidentiality prescribed in the Code of Practice should be a pre-condition of becoming and remaining a member of the Council key committees. The observance of confidentiality is fundamental to the credibility of governance. Reporting back from the key committees to the Council should be in a form that conveys the substance of decisions yet continues to protect confidentiality. (¶91)</p>	<p>Reject</p>	<p>Further Comment: The Working Party strongly objects to the role of the Council being reduced to rubber-stamping decisions made by its subsidiary committees. The Council must have sufficient information for full deliberation and informed decision-making. The Working Party however agrees that "observance of confidentiality is fundamental to the credibility of governance" and that the principles of trusteeship and confidentiality should apply to the Council's key committees as well as to the Council itself.</p>
<p><u>Confidentiality and transparency</u></p> <p>13. With confidential matters dealt with by the key committees, the bulk of the papers and the minutes of the meetings of the Council could routinely be made publicly available, delivering enhanced transparency about the Council's manner of handling its business. Such an approach would help build confidence in the University's governance, enhance internal communication, and empower participation. (¶92)</p>	<p>Reject</p>	<p>Further Comment: This recommendation is rejected mainly because keeping confidential matters solely within the subsidiary committees may prevent informed decision-making by the Council.</p> <p>While the Working Party agrees that a balance needs to be struck between transparency on the one hand and confidentiality on the other hand, as far as individual members of the Council are concerned, it agrees that acceptance and observance of the undertaking as to the principles of trusteeship and confidentiality prescribed in the Code of Practice should be a pre-condition of becoming and remaining a member of the Council key committees.</p> <p>Each Council member has individual responsibility for maintaining confidentiality. The scope of confidentiality (what should be made transparent or kept confidential) is a</p>

		<p>collective decision, which each Council member should respect even if he/she disagrees with the group decision.</p> <p>As to transparency, the University already has a system in place whereby information about the Council’s work and decisions are made available to the public while maintaining the confidentiality of business of a restricted or confidential nature.</p> <p>Further Action: To improve transparency, the Council should continue to keep restricted items to a minimum and whenever possible try to be more transparent.</p>
<p><u>Confidentiality</u></p> <p>14. It would be unwise to adopt further formal restrictions on confidentiality that will create further division, when what all parties seek is a restoration of trust and respect. It is inappropriate for any member of Council to breach confidentiality, and no member of Council other than those authorized by the Council, such as the Chairman and the President, should be entitled to brief the media on Council business. It should be stressed again the heavy responsibility that goes with the trustee status of each member of Council and their legal duties in respect of the strategic governance of a complex and globally reputable institution. The Council needs to get back to being a long-term strategic governing body and away from a focus on current media excitement. (¶93)</p>	<p>Adopt subject to conditions</p>	<p>Further Comment: Strongly agree that it is “inappropriate for any member of Council to breach confidentiality” and that the “Council needs to get back to being a long-term strategic governing body and away from a focus on current media excitement.”</p> <p>Conditions/Further Actions: Council should, in due course, agree on a single standardized agreement to be signed and respected by current and future Council members, in which each member agrees to be bound by confidentiality and agrees to sanctions if he/she breaches confidentiality.</p>
<p><u>Composition of the Council</u></p> <p>15. Trustee responsibilities must be fully observed by every Council member; the Council is not a quasi-legislature in which constituency representation plays out alongside partisan politics. Do not support calls for change in the balance of constituencies. (¶69)</p>	<p>Adopt wholly</p>	

Recommendation of the Review Panel	Conclusion	Explanatory Comments
<p><u>Towards an Honorary Chancellorship</u></p> <p>16. The role of Chancellor should become largely honorary. This can be achieved through simple steps, notably through delegation of power. The incoming Chancellor should delegate to the Council the power to nominate future members to the Council, including its future Chairman. (¶101)</p>	Alternative suggestion	<p>Suggestion: Consider establishing procedures to facilitate advice emanating from the bottom up – see <u>Appendix C</u>. The Working Party considers “institutionalizing” these procedures as better means than both delegation of power, which is ad hoc in nature, and amending legislation, which is time consuming and uncertain in result.</p>
<p><u>Nominations Committee</u></p> <p>17. The Council should review the remit of the Nominations Committee to make it ready to nominate all lay member appointments to the Council. The Panel recommends the adoption of a process that is open and transparent, including the advertisement of vacancies. (¶105)</p> <p>18. Membership of the Nominations Committee be enlarged to include at least 2 more lay members with relevant skills sets. (¶110)</p> <p>19. The Nominations Committee should also</p> <p>(a) oversee the appointments of members to Council committees, in consultation with the various chairmen; (¶109)</p> <p>(b) work systematically to change the committee-heavy culture towards one of academic leadership by Deans with a reduction of the number of committees; and (¶109)</p> <p>(c) be responsible for training and induction of members of the Council. (¶108)</p>	<p>Adopt subject to amendment</p> <p>Reject</p> <p>Adopt</p> <p>Alternative suggestion</p> <p>Alternative suggestion</p>	<p>Amendment: It may not be appropriate to widely advertise vacancies. The Working Party proposes amended terms of reference for the Nominations Committee to include, among other things, inviting nominations from all Council members for appointment to the relevant category of Council membership, to achieve more openness and transparency.</p> <p>Further Comment: See membership composition in the proposed terms of reference.</p> <p>Further Comment: Included in proposed amended terms of reference.</p> <p>Further Comment: See #10. A task force is recommended for this.</p> <p>Further Comment: See #8.</p>

Recommendation of the Review Panel	Conclusion	Explanatory Comments
<u>The Senate</u> 20. The Chairmanship of the Senate should be delegated to the Provost. (¶125)	Reject	<i>Further Comment:</i> Recommend that VC remains as chairman of the Senate
<u>The Court</u> 21. No change should be made to the responsibilities and structure of the Court. (¶126)	Adopt wholly	
<u>The Convocation</u> 22. The Convocation Standing Committee should review its remit and functioning with a view to becoming a more vibrant alumni organization. (¶127)	Adopt wholly	
<u>SMT</u> 23. Council Chairman and the President should work together to ensure that the Council is better sighted on the work and priorities of SMT and Faculties, but without inviting interference in matters that are the province of the President and SMT. (¶130)	Adopt wholly	<i>Further Comment:</i> Already being implemented.
<u>“Member” of the University</u> 24. The provision in the University’s statutes that defines “membership” of the University be repealed. (¶131)	Alternative suggestion	<i>Further Comment:</i> Recommend updating definition rather than repeal due to consequential implications.
<u>Disciplinary Code</u> 25. For violent action involving criminal activity, in the absence of adequate provisions in the University’s disciplinary code, the University should not hesitate to involve the police in the same way as would be the case of the activity occurred otherwise than on the campus. Review of the disciplinary	Adopt subject to amendment	<i>Amendment:</i> Agree with 1 st sentence but disagree with 2 nd sentence, although students should be engaged.

code should only be initiated and conducted if and so long as it enjoys the full support of student representatives. (¶132)		
<p><u>Honorary Degree awards</u></p> <p>26. <u>Grant & Kirby</u>: The Chancellor’s authority for approving honorary degrees should be delegated to the Council, acting on the recommendations of the Honorary Degrees Committee. (¶122)</p> <p><u>Nguyen</u>: The Chancellor’s authority in respect to honorary degrees should be retained. If the Chancellor considers that there is good reason to reject a recommendation, he/she may refer that nomination to the Pro-Chancellor for re-consideration. In the event that the nomination is confirmed, he/she will delegate his/her authority to the Council, which will act on the recommendation of the Honorary Degrees Committee. (¶43 of Addendum)</p>	Alternative suggestion	Suggestion: Consider establishing procedures – see <u>Appendix D</u> .
<p><u>Chief Executive as the Chancellor</u></p> <p>27. <u>Grant & Kirby</u>: There are distinct advantages for the future in taking the further step of separating the Chancellorship from the Government, with the effect that the Chancellorship itself could be a post appointed by the Council on the recommendation of its Nominations Committee following extensive consultation within and outside the University. The incoming Chief Executive will wish to appraise carefully the advantages and disadvantages of acting automatically as Chancellor of HKU. (¶111)</p> <p><u>Nguyen</u>: The Chief Executive should continue to be the Chancellor, for public interest, accountability, and the prestige of the University and since the role of Chancellor will be essentially honorary in future so there can be no conflict of interest. (¶42 of Addendum)</p>	Alternative suggestion	Suggestion: Consider establishing procedures – see <u>Appendix C</u> .

Note: The Working Party noted, for the record, that the Report contained some factual inaccuracies (for example, in ¶27 of the Report (and its footnote 24) in respect of changes to the rules of the election of the Chief Executive) and/or material omissions (for example, the omission in ¶37 of the Report of the violent protest at the meeting of the Council in July 2015).

THE UNIVERSITY OF HONG KONG

Procedures Governing Appointment of Members and Chairman of the Council by the Chancellor

Preamble

These Procedures mainly aim at setting up a communication framework to enable the University to provide relevant information and advice to the Chancellor to assist the Chancellor to identify suitable candidates for appointments as members of the University Council.

Scope

1. These Procedures govern the appointment of members of the Council by the Chancellor under the provisions of paragraph 1(a) of Statute XVIII, which reads:

“The Council shall consist of – (a) 7 persons, not being students or employees of the University, appointed by the Chancellor, one of whom shall be appointed the Chairman by the Chancellor...”

Appointment of Members (other than the Council Chairman)

2. When circumstances arise requiring the appointments of member(s), other than the Council Chairman, to be made by the Chancellor under the provisions of paragraph 1(a) of Statute XVIII, the Nominations Committee set up by the Council shall
 - (a) advise the Chancellor on the recent developments of the University to enable the Chancellor to identify suitable candidates who would be able to lead and support the University in these developments as members of the University Council;
 - (b) advise the Chancellor on the present and future skill requirements of Council members; and
 - (c) make suggestions, in strict confidence, on possible candidates to the Chancellor who makes appointments/re-appointments at his/her full discretion.
3. Before making any appointment(s), the Chancellor is expected to take into consideration the advice and suggestions provided by the Nominations Committee pursuant to paragraph 2 above, and may further consult, or invite feedback from, the Nominations Committee on the suitability of any candidate(s) as he/she sees fit.

Appointment of the Council Chairman

4. When circumstances arise requiring the appointment of a Council Chairman to be made under the provisions of paragraph 1(a) of Statute XVIII, the Council shall direct its Advisory Committee on Council Chairmanship:
 - (a) to advise the Chancellor on the recent developments in the University to enable the Chancellor to identify possible candidates who would be able to lead and support the University in these developments as Chairman of the University Council;
 - (b) to make suggestions, in strict confidence, on the possible candidate(s) to the Chancellor who makes the appointment at his/her full discretion; and
 - (c) to advise the Chancellor on any other issues related to the appointment of the Council Chairman as appropriate or at the request of the Chancellor.
5. Before making any appointment, the Chancellor is expected to take into consideration the advice and suggestions provided by the Advisory Committee on Council Chairmanship pursuant to paragraph 4 above, and may further consult, or invite feedback from, the Advisory Committee on Council Chairmanship on the suitability of any candidate as he/she sees fit.

The Relevant Committees

6. The powers and duties, as well as the membership composition, of the Nominations Committee and the Advisory Committee on Council Chairmanship are set out in their respective terms of reference at Annex I and Annex II.

June 2017 (draft)

NOMINATIONS COMMITTEE

(Committee established by the Council)

I. POWERS AND DUTIES

1. To establish, and regularly update, a “skill template” which can be referred to when considering the present and future skill requirements of Council members for the purpose of identifying candidates for appointment and recommending members for re-appointment.
2. For the appointment of six Council members under the provisions of Statute XVIII.1.(b) ^{Note 1}:
 - (a) to invite nominations from all Council members when new appointments/re-appointments are to be made; and
 - (b) having given consideration to the nominations received and the “skill template”, to nominate, in strict confidence, to the Council candidates for appointments/re-appointments as Council members.
3. For the appointment of Council members (other than the Council Chairman) by the Chancellor under the provisions of Statute XVIII.1.(a) ^{Note 2}:
 - (a) to advise the Chancellor on the recent developments of the University in order to enable the Chancellor to identify suitable candidates who would be able to lead and support the University in these developments as Council members;
 - (b) to advise the Chancellor on the present and future skill requirement of Council members; and
 - (c) to make suggestions, in strict confidence, of possible candidates to the Chancellor who makes appointments/re-appointments at his/her full discretion.
4. For appointments of Chairmen of Council committees, having given consideration to the “skill template”, to recommend to the Council and other authorities as appropriate the appointment/re-appointment of Chairmen of all committees established by the Council.

5. For appointments as members of the Council committees
 - (a) to consult the chairman of the committee concerned, as appropriate, about possible candidates to fill vacant positions on committees of the Council that are appointed by the Council, and to nominate to the Council candidates for such appointments/re-appointments; and
 - (b) if so authorized by the Council, to make appointments/re-appointments to Council committees on behalf of the Council.

II. MEMBERSHIP

1. The Council Chairman (Chairman of the Committee).
2. The President & Vice-Chancellor.
3. Two lay members of the Council, elected by lay members of the Council (save the Council Chairman who is Chairman of the committee) for a period of 2 years.
4. One University staff member of the Council, elected by staff and student members of the Council (save the President & Vice-Chancellor who is a member of the committee) for a period of 2 years.

III. SECRETARY

The Registrar

June 2017

Note 1: Statute XVIII.1.(b) reads:
“6 persons, not being students or employees of the University, appointed by the Council;”

Note 2: Statute XVIII.1.(a) reads:
“7 persons, not being students or employees of the University, appointed by the Chancellor, one of whom shall be appointed the Chairman by the Chancellor;”

ADVISORY COMMITTEE ON COUNCIL CHAIRMANSHIP

(Committee established by the Council)

I. POWERS AND DUTIES

For the appointment of the Chairman of the Council by the Chancellor under the provisions of Statute XVIII.1.(a) ^{Note}:

- (a) to advise the Chancellor on the recent developments in the University in order to enable the Chancellor to identify possible candidates who would be able to lead and support the University in such developments as Council Chairman;
- (b) to make suggestions of possible candidates, in strict confidence, to the Chancellor who makes the appointment at his/her full discretion; and
- (c) to advise the Chancellor on any other issues relating to the appointment of Council Chairman as appropriate or at the request of the Chancellor.

II. MEMBERSHIP

- (a) The Pro-Chancellor (Chairman).
- (b) The President & Vice-Chancellor.
- (c) The Treasurer.
- (d) A member of the Council, elected by members of the Council (save the President & Vice-Chancellor and the Treasurer who are members of this Committee), for each exercise.

June 2017

Note : Statute XVIII.1.(a) reads:
“7 persons, not being students or employees of the University, appointed by the Chancellor, one of whom shall be appointed the Chairman by the Chancellor;”

THE UNIVERSITY OF HONG KONG

Guidelines and Procedures for the Nomination of Candidates for the conferment of Honorary Degrees

Preamble

These Guidelines and Procedures aim at setting out the process and communication channel to facilitate the submission of nominations by the Honorary Degrees Committee of the University to the Chancellor for the award of Honorary Degrees.

Scope

1. These Guidelines and Procedures govern the award of honorary degrees under the provisions of Ordinance Section 10 and Statute XX. It is set out in Section 10 of the University Ordinance that “For the purpose of advising the Chancellor with regard to the award of honorary degrees, there shall be an Honorary Degrees Committee which shall consist of such persons as shall be provided by the statutes.”
2. The Honorary Degrees Committee, independent from any other committees of the University, is set up under the provisions of Statute XX.

Honorary Degrees Committee

3. Paragraph 1 of Statute XX sets out the membership of the Honorary Degrees Committee as follows:

“The Honorary Degrees Committee shall consist of —

- (a) the Pro-Chancellor, who shall be Chairman;
- (b) the Vice-Chancellor, who shall be Vice-Chairman;
- (c) a graduate, appointed by the Court, on whom an honorary degree has been conferred;
- (d) 2 members of the Council, appointed by the Council, who are members of the Council under paragraph 1(a), (b), (c) or (e) of Statute XVIII, and of whom at least 1 is a graduate;
- (e) 3 Deans of Faculties, elected by the Senate; and
- (f) a Director of The University of Hong Kong Foundation for Educational Development and Research Limited, appointed by resolution of the Board of that Foundation.”

Criteria for award of honorary degrees

4. The criteria for award of honorary degrees is governed by Paragraph 4 of Statute XX, which reads

“The Honorary Degrees Committee may recommend to the Chancellor the award of

honorary degrees to persons who have made, in the opinion of the Honorary Degrees Committee, a contribution of distinction in —

- (a) services to the University; or
- (b) services to the Hong Kong community; or
- (c) services to academia.”

(In respect of criteria (b) above, this does not limit to services to the local community. The University has conferred honorary degrees upon candidates who made valuable contributions world-wide or to the entire mankind, believing that such contributions would benefit the local community.)

Cycle of exercise

5. The Honorary Degrees Committee seeks annually from the members of the Court nominations for the award of honorary degrees in accordance with paragraph 5 of Statute XX in April/May. The Committee also has the power to receive nominations from any other person or organization. All nominations received will be considered by the Honorary Degrees Committee which normally meets once a year during the summer.
6. The Honorary Degrees Committee, after due consideration, decides on the candidates to be submitted to the Chancellor for the award of honorary degrees in the degree Congregations, normally scheduled for March in the following year. On the previous advice of the Chancellor, the University currently is not expected to submit more than five nominations for Honorary Degree awards each year.
7. Upon obtaining approval from the Chancellor on the awards to be made, the University will approach the nominees to seek their acceptance or otherwise of the award and to arrange for the conferment of the awards at the Honorary Degrees Congregation(s).
8. Announcement for the award of honorary degrees and the names of recipients will then be made available to the public on the University’s website and through press releases of the University.

Consultation with the Chancellor

9. Prior to the submission of the recommendations made by the Honorary Degrees Committee, the Pro-Chancellor, who chairs the Honorary Degrees Committee, will consult the Chancellor, in strict confidence, on the nominations to be submitted by the Honorary Degrees Committee before finalising the submission. This will enable the Chancellor to be duly apprised of the reasons for the nominated awards and for the Honorary Degrees Committee to provide further information, if needed. At the same time, the Chancellor may be able to provide information on any of the nominees of which the University is not aware.
10. The Chancellor has the full discretion in approving or otherwise the final nominations for award submitted by the Honorary Degrees Committee, but is expected to take into account advice proffered by the Honorary Degrees Committee in his/her decision.
11. The Chancellor, in approving the awards of honorary degrees, has previously advised that in order to ensure that the conferment is still suitable having regard to the prevailing

circumstances, the validity period for nominations approved for award of honorary degrees is one year. The University has to seek fresh approval in case the conferment of honorary degree cannot materialize in the year immediately following the approval. The Honorary Degrees Committee may seek views from, or make suggestions to, the Chancellor from time to time regarding the validity period as well as the number of nominations to be submitted each year (paragraph 6 refers) as necessitated by circumstances change or exceptional situation.

June 2017 (draft)