

THE CHINESE UNIVERSITY OF HONG KONG

Review of the Size and Composition
of the CUHK Council

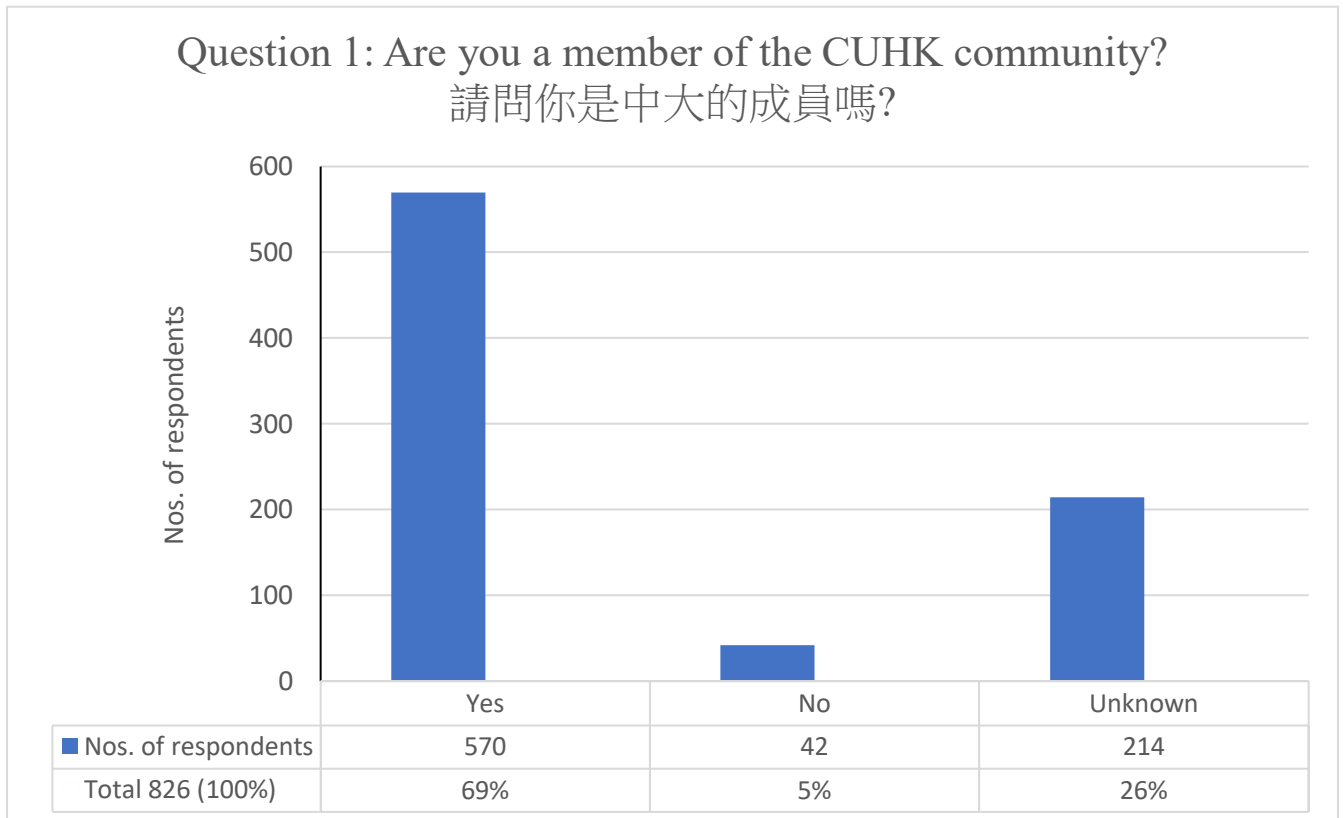
Summary and Analysis of Comments/Feedback Collected

Sources of Comments and Feedback

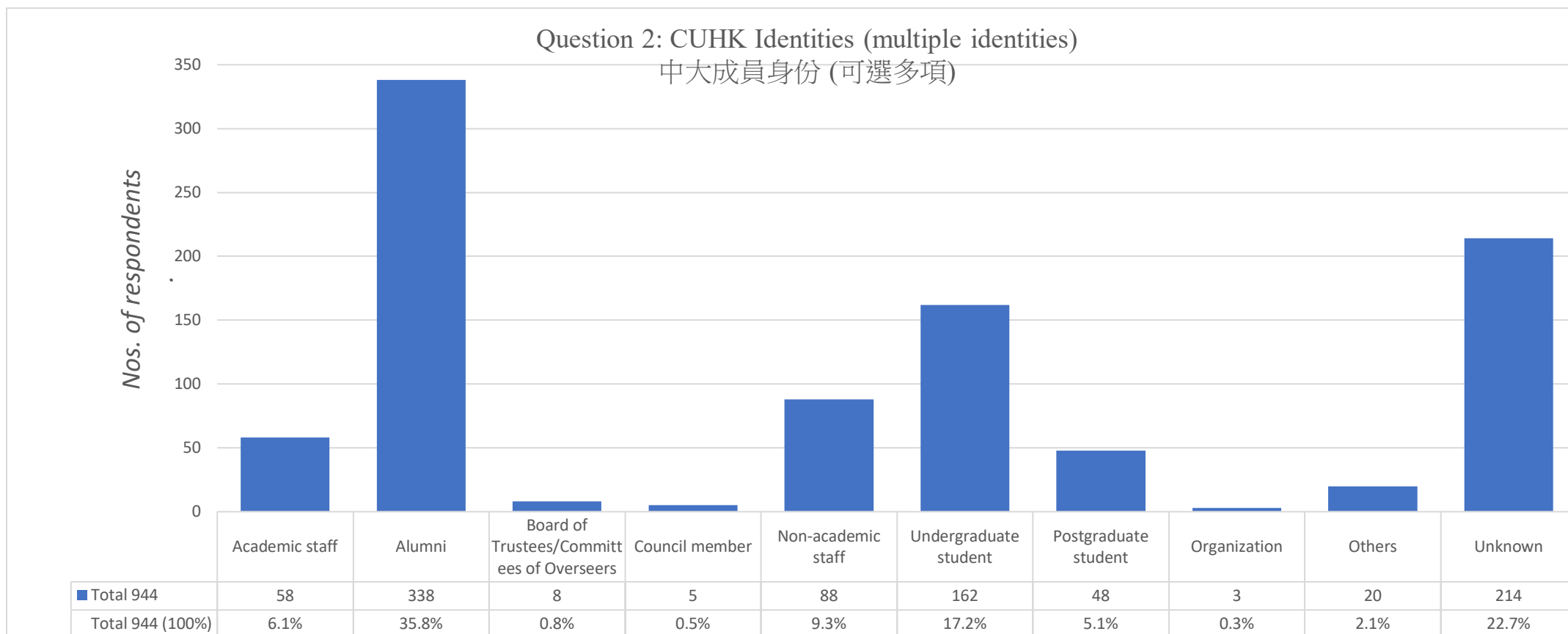
Sources of comments and feedback	No. of respondents
1. Online Platform (from 18th January, 2023 to 28th February, 2023)	826
2. Face-to-face Sessions (6:30p.m. – 8:30p.m. on 21st and 24th February, 2023)	45
3. Emails sent to Taskforce (from 18th January, 2023 to 28th February, 2023)	9
Total	880

Online Platform

1. Total number of responses received: 826
2. Identity of respondents
 - 2.1. Number of respondents indicating being members of the CUHK community



2.2. Identities indicated by respondents (including multiple entries)



3. Representation

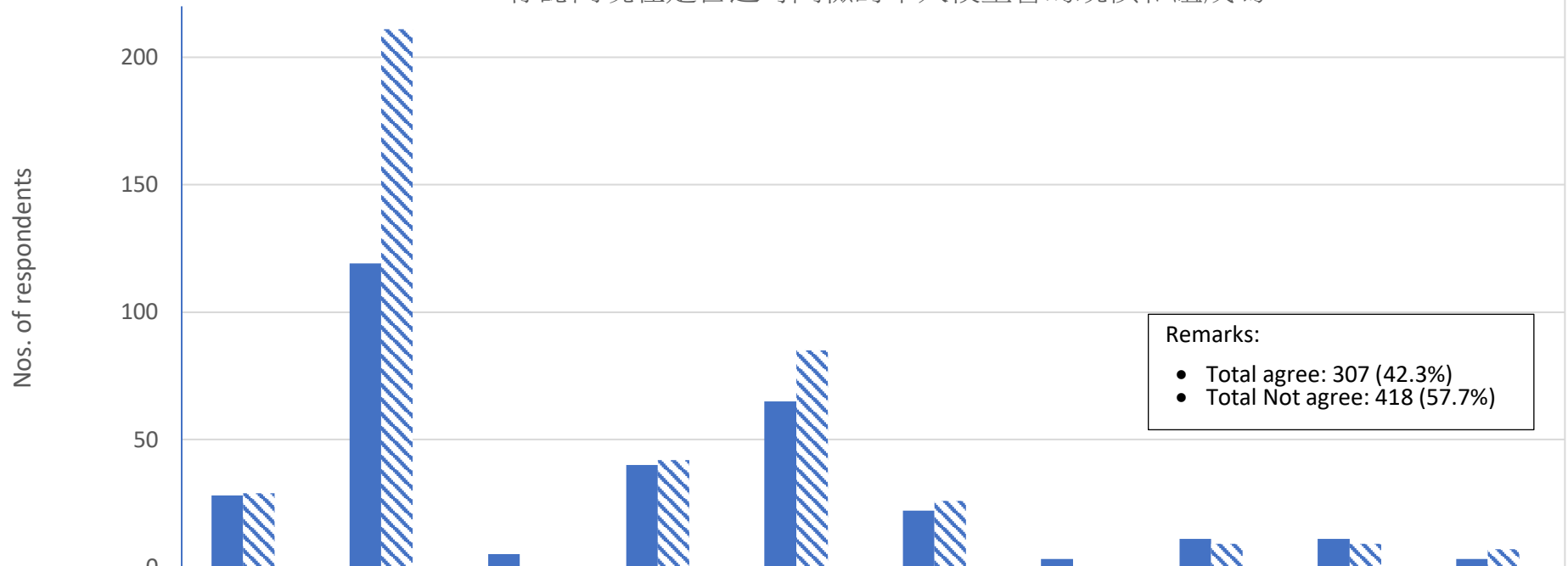
Are you representing any organization to give comments on this review exercise?



4. Views on timing of the review

Do you agree if it is now the appropriate time to review the size and structure of the CUHK Council?

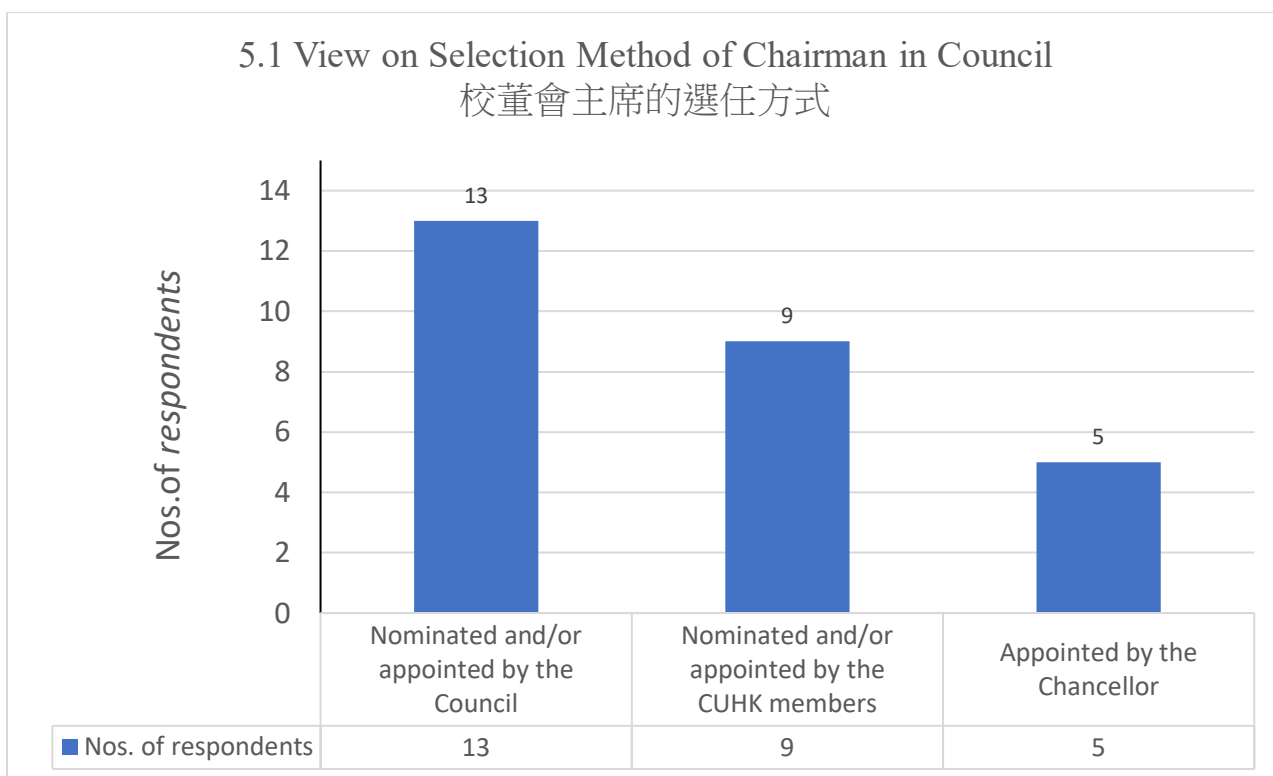
Question 4: View on whether now is the appropriate time for review
你認同現在是合適時間檢討中大校董會的規模和組成嗎?



	Academic staff	Alumni	College Board of Trustees / Committee of Overseers	Council member	Non-academic staff	Undergraduate students	Postgraduate students	Organization	Others	Unknown
■ Total agree (307)	28	119	5	40	65	22	3	11	11	3
Agree (42.3%)	3.9%	16.4%	0.7%	5.5%	9.0%	3.0%	0.4%	1.5%	1.5%	0.4%
▨ Total NOT agree (418)	29	211	0	42	85	26	0	9	9	7
NOT agree (57.7%)	4.0%	29.1%	0.0%	5.8%	11.7%	3.6%	0.0%	1.2%	1.2%	1.0%

5. Views on the current and proposed composition of external members of CUHK Council
(Data coded from written comments of respondents)

5.1. External members – Chairman



Selected Comments:

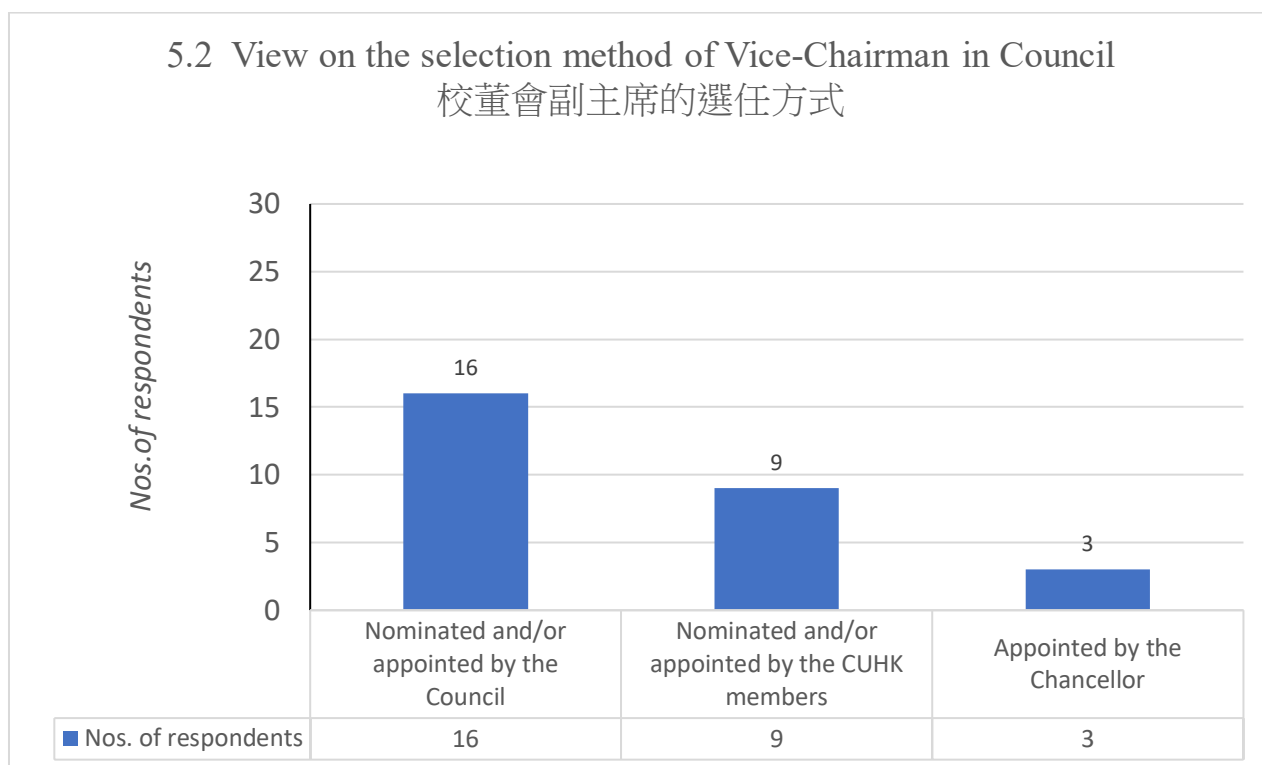
CUHK alumni:

- *Should be elected by all staff and students of CUHK, instead of appointed by Chancellor. The purpose is to protect the independence and autonomy of CUHK and the heritage of Chinese culture.*
- *一名主席起碼應由校董以差額選舉互選產生，以保障中大員生自治*
- *To be appointed by the Chancellor after consulting the existing CUHK Council. The Chairman must NOT be a government official or a member of the Legislative Council.*

CUHK undergraduate Student:

- *監督權力過大，應維持舊有產生辦法*

5.2 External Members -Vice-Chairman



Selected comments:

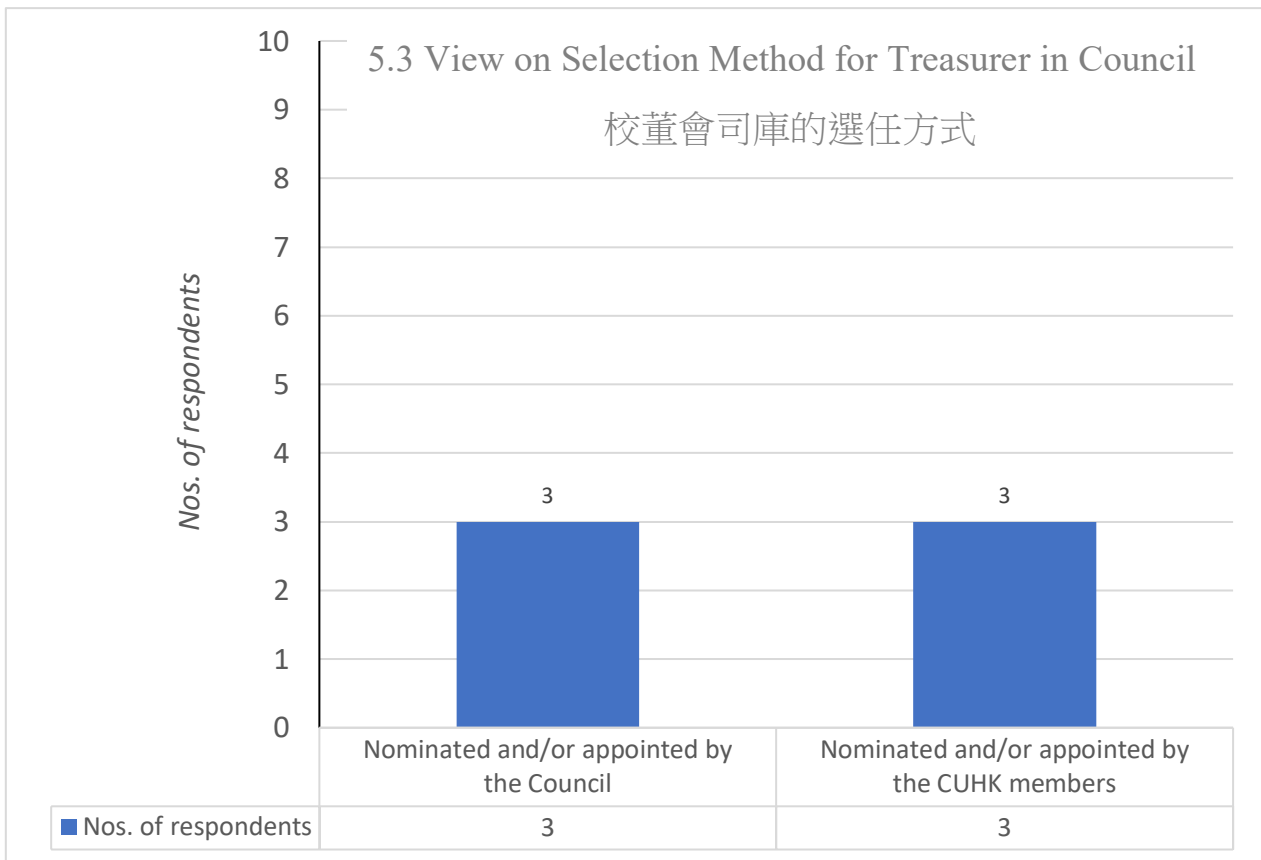
CUHK alumni and non-academic staff:

- *No need, given the small size of the Council. Poor image to the overseas for having so many appointed members outside the University governing the University (so is the University lack of academic autonomy?)*

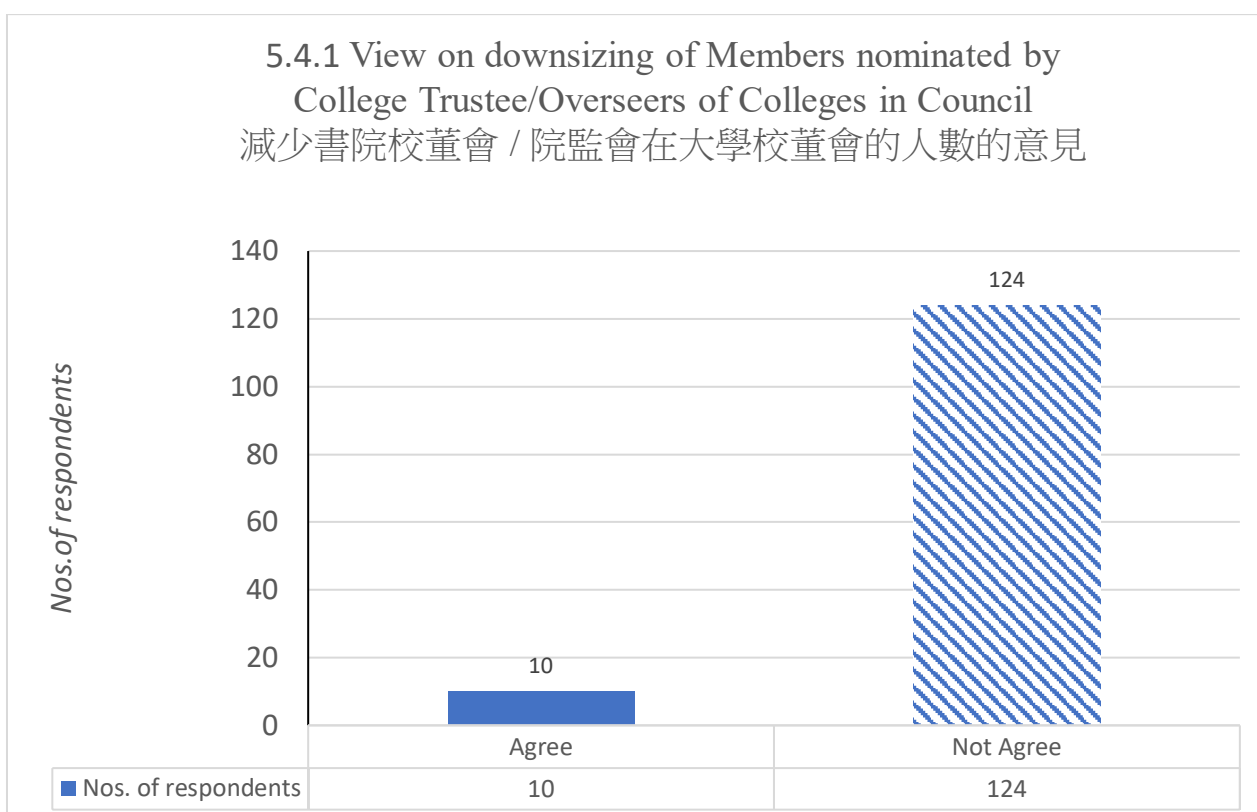
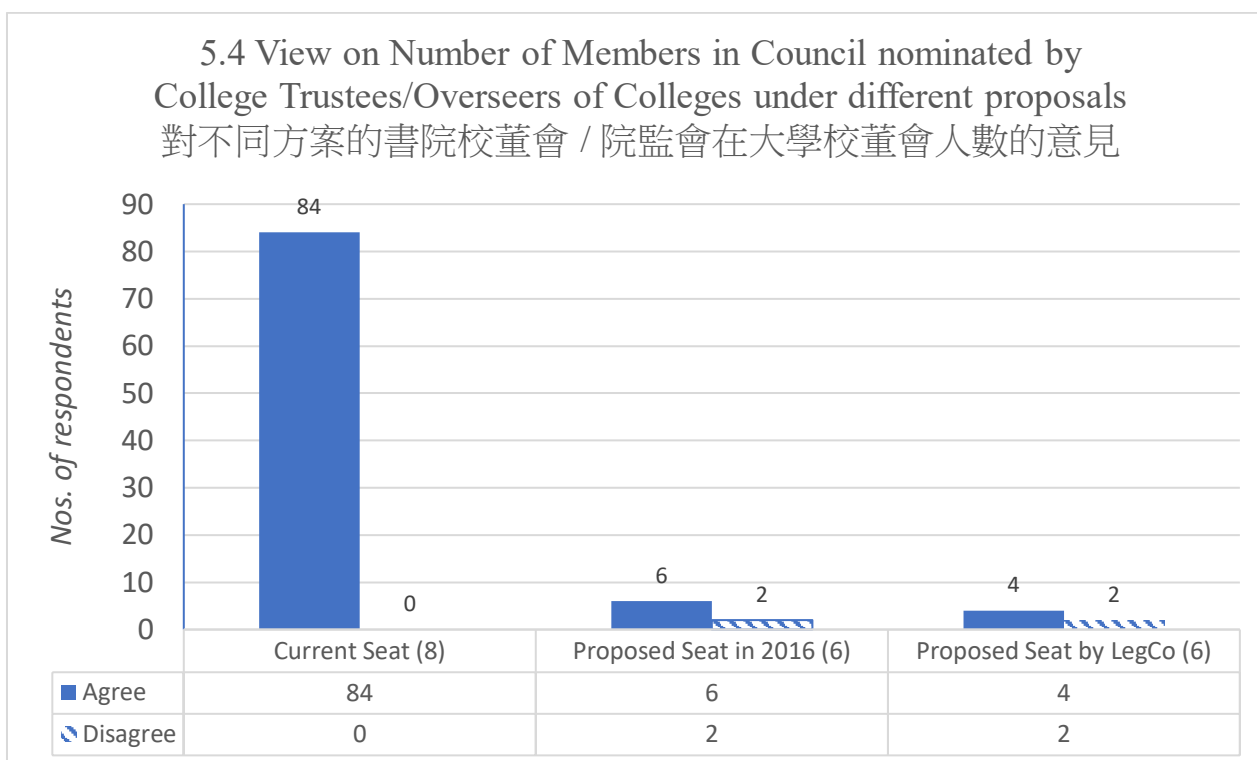
CUHK undergraduate students:

- *一名副主席至少應由校董以差額選舉互選產生，以保障中大員生自治*

5.3 External Members - Treasurer



5.4 External Members - Members (nominated by College Trustees / Overseers of Colleges)

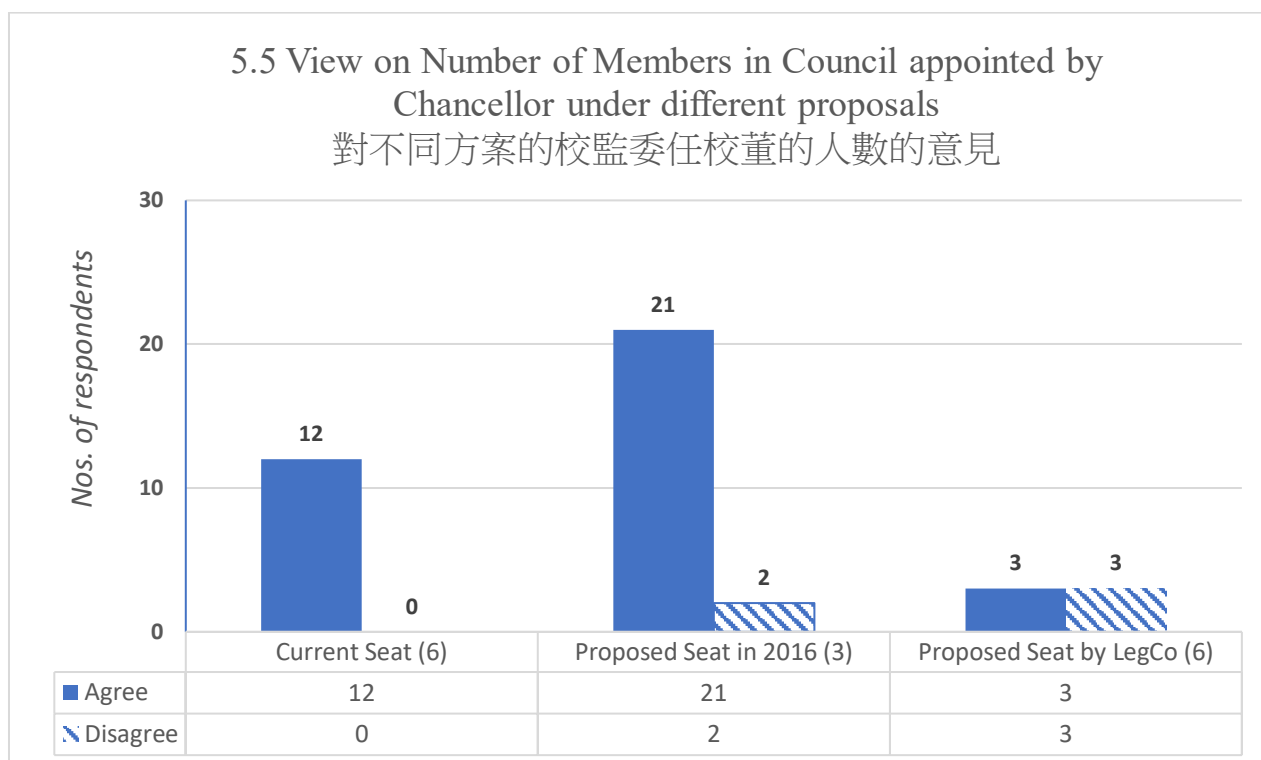


Selected comments:

CUHK Alumni:

- 書院應不分彼此，提名權理應均等，即共提名9人
- 若要減少人數，各持份者比例應維持不變

5.5 External Members - Members (appointed by the Chancellor)



Selected comments:

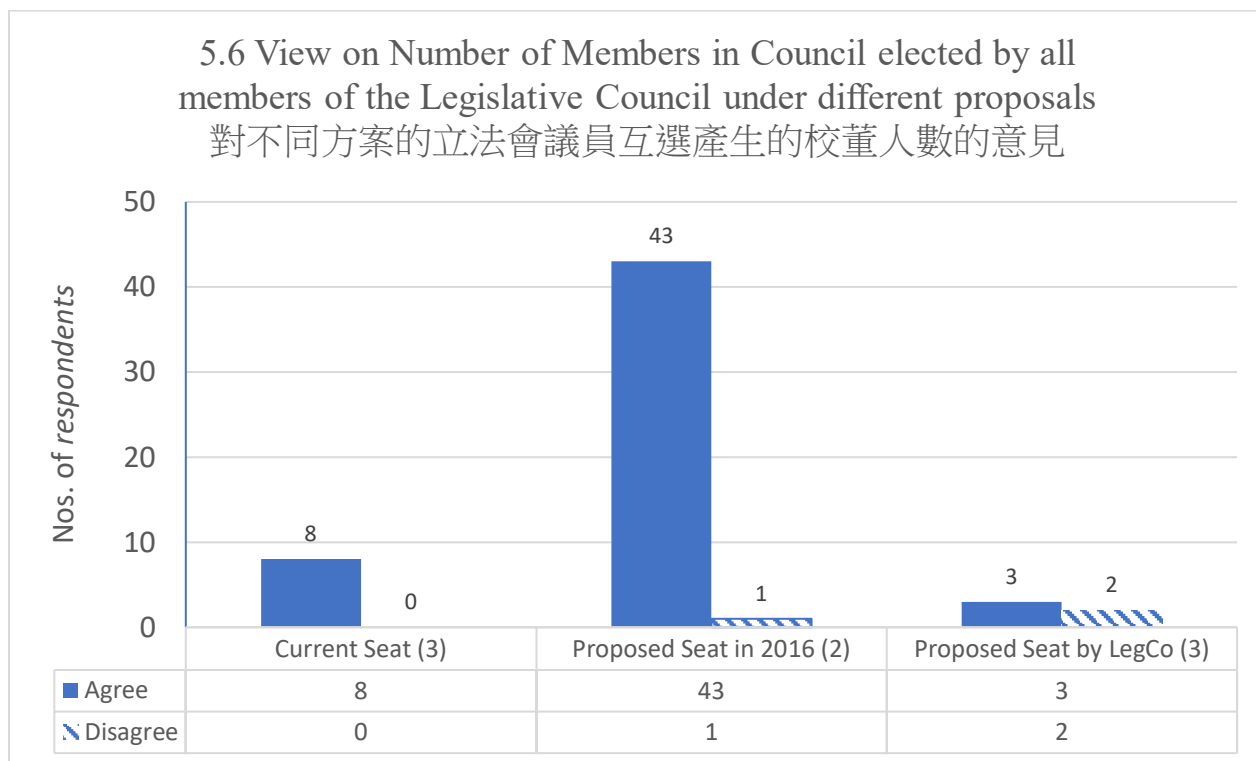
CUHK academic staff and alumni:

- 已經有書院及院監提名的校董，大學監督委任的校董為何需要增至六席？中大為一間書院制大學，大學與書院之間的關係應是共同持份者，而不宜傾斜向大學，甚任何一間書院。故此，我認為書院校董及院監提名及大學監督委任的校董應成比例，九間書院只有6名校董，那麼，大學一次過有6名校董，比例上太多。

CUHK undergraduate student:

- 反對監督委任 有違「院校自治公投」結果

5.6. External Members - Members (elected by all members of the Legislative Council)



Selected comments:

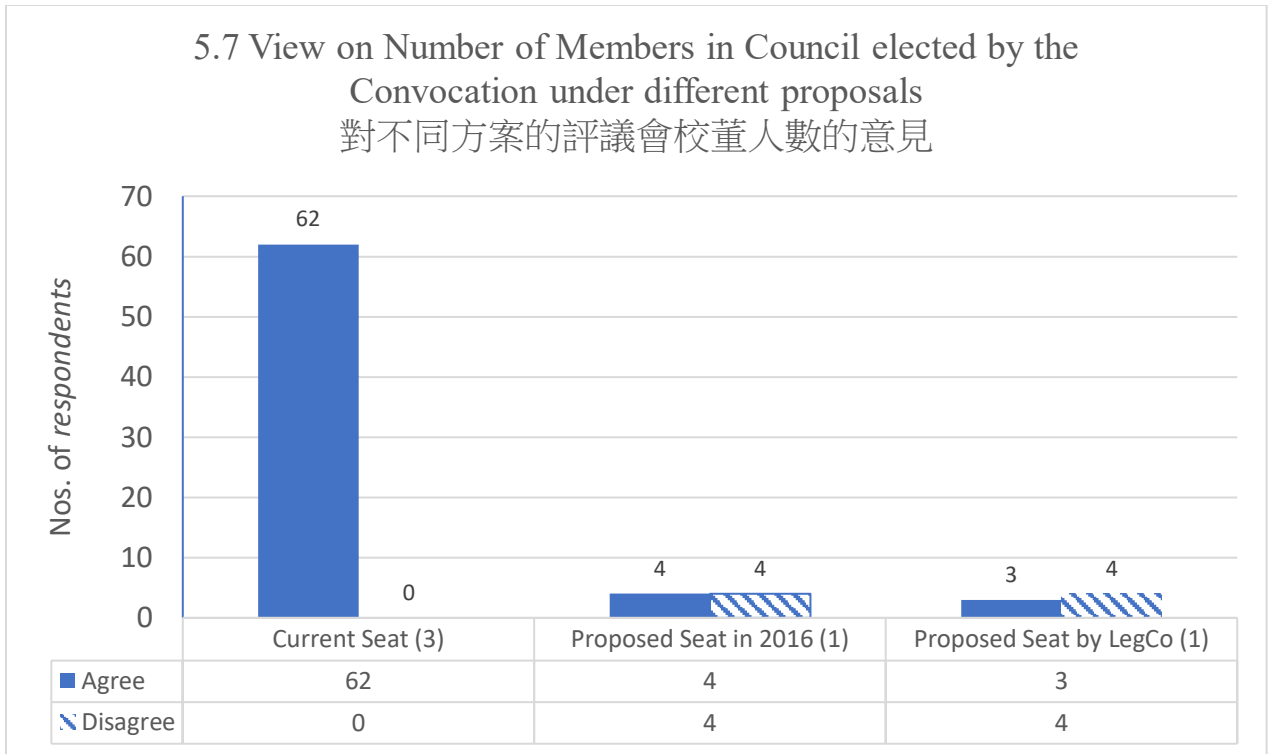
CUHK Alumni:

- *Not sure why Legislative Council need to have members. The Council already has the power of the allocating funds to the University.*
- *既然要削減總人數，為何立法會互選的人數就不減？*

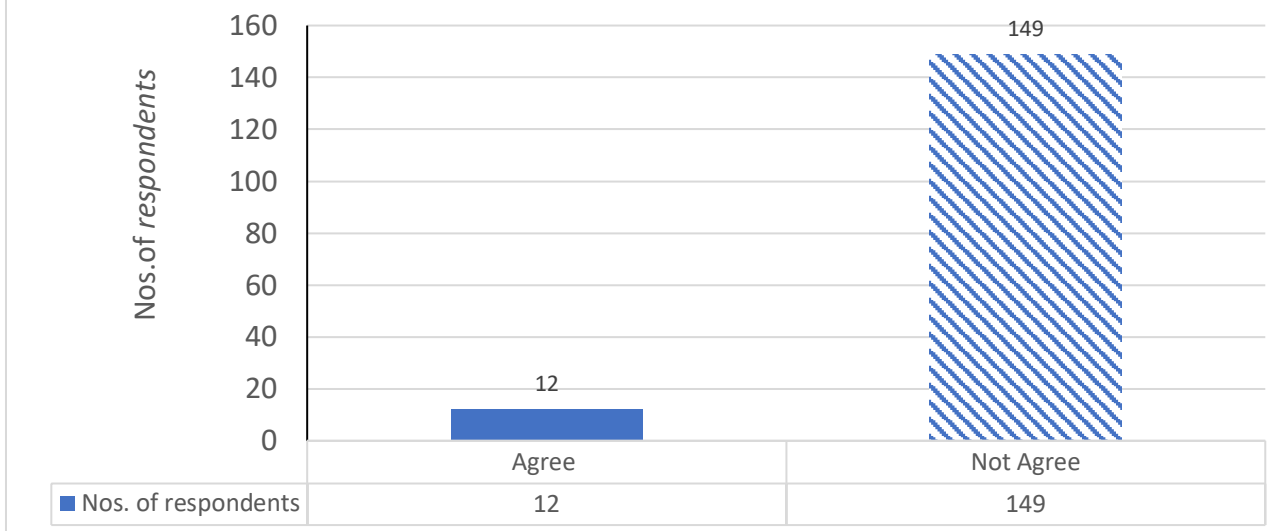
CUHK undergraduate student:

- *Too many. It is unreasonable and unfair in proportion.*
- *現時新的方案與2016年方案不同的原因是甚麼？理應要有非政治而是真正學術及聲譽上為中文大學好的理由讓公眾知道。*

5.7 External Members - Member (elected by the Convocation)



5.7.1 View on downsizing of Member elected
by the Convocation in Council
對減少評議會在校董會的人數的意見



Selected comments:

CUHK alumni:

- *To remain the current arrangement is the best for the university. It would be better to increase more eligible alumni as CUHK holds a large pool of talented and experienced alumni.*
- *The extensive CUHK alumni network offers the Council valuable wisdom, expertise and constructive advice, the number of seats should not be reduced.*

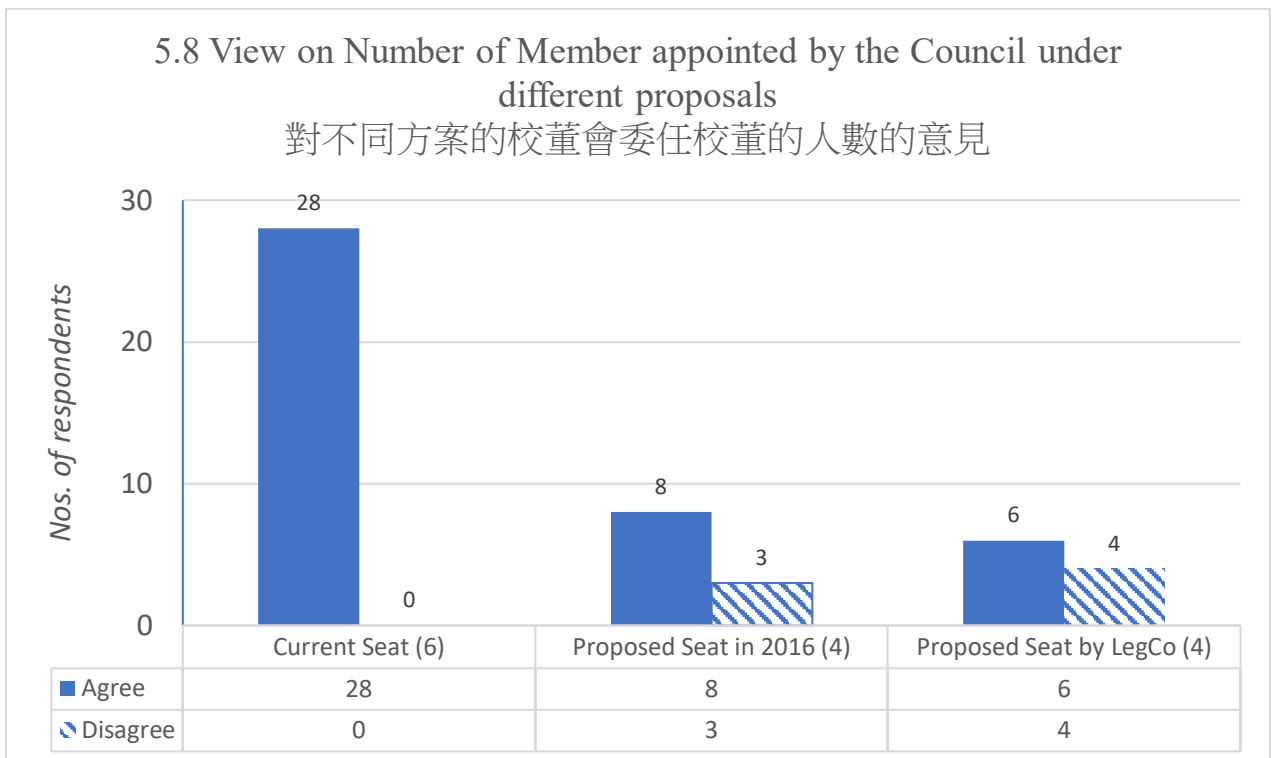
CUHK undergraduate student:

- *校友校董在校董會的架構本身已經能力有限，校董會理應維持多元，各持份者都應該被尊重，而校友的角色正是政治與單純學術範疇以外其他專業與願景的表達渠道，不應該削減學生參與提升大學水平及回饋母校的機會。*
- *The number of members elected by the Convocation should also be increased to 3 to reflect the opinions of CUHK alumni and friends. This is because it is CUHK alumni who have a personal understanding and connection to the heritage of CUHK and thus can act as an authority ensuring the continuation of CUHK's legacy and heritage, while at the same time propelling the development of CUHK's research and academic achievements.*

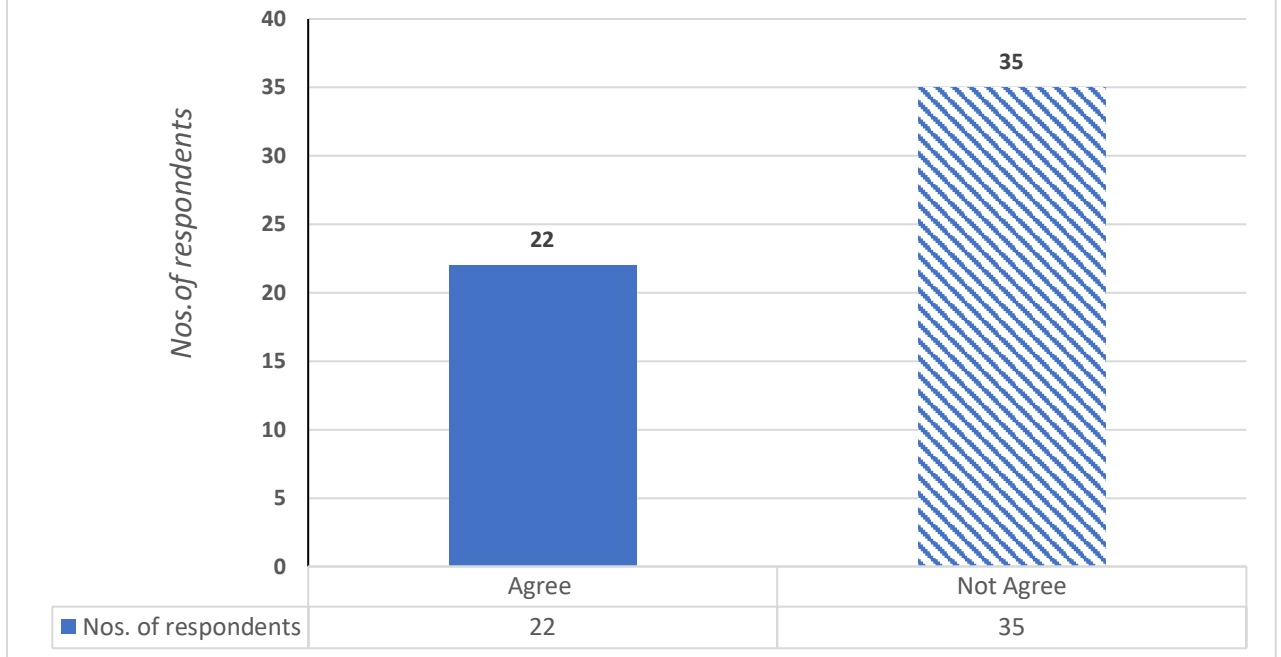
CUHK academic staff member, CUHK College Board of Trustees / Committee of Overseers:

- *Should equal the weight of the elected member from legco to balance political interests with alumni long term interest for CUHK*

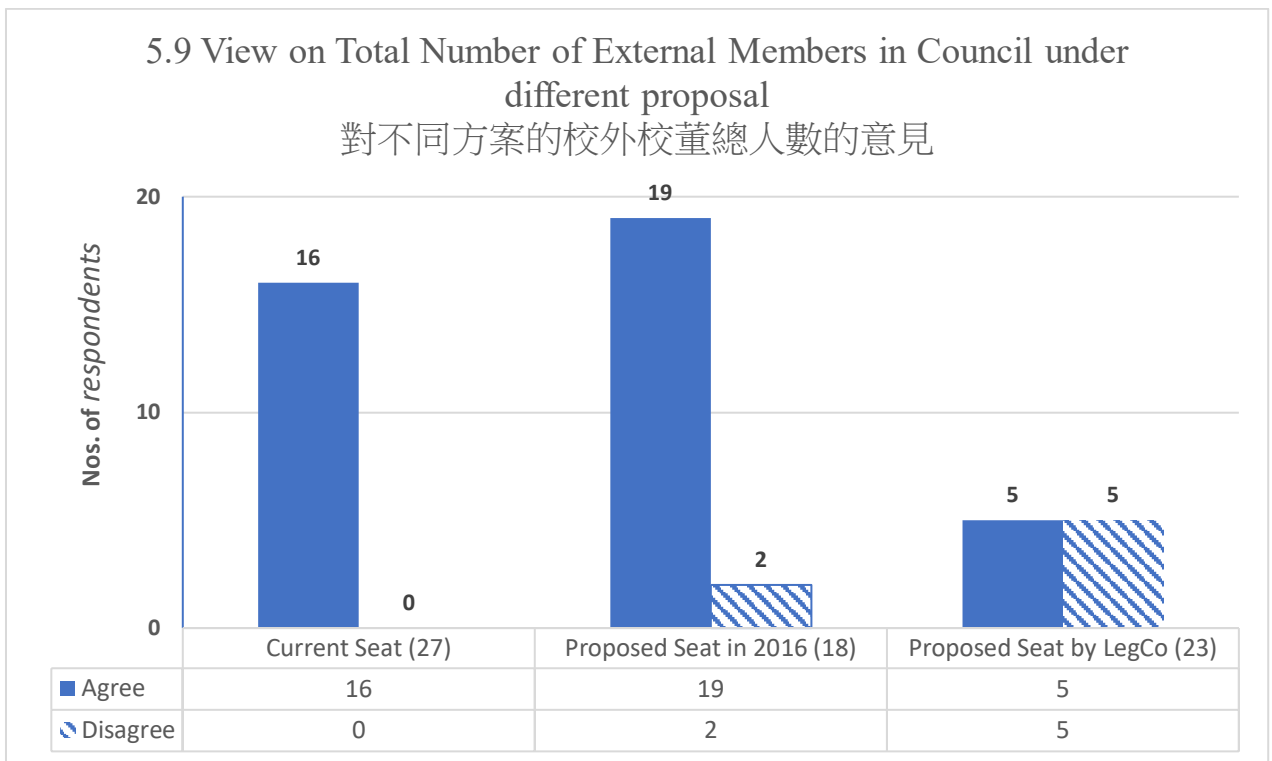
5.8 External Members - Members (appointed by the Council)



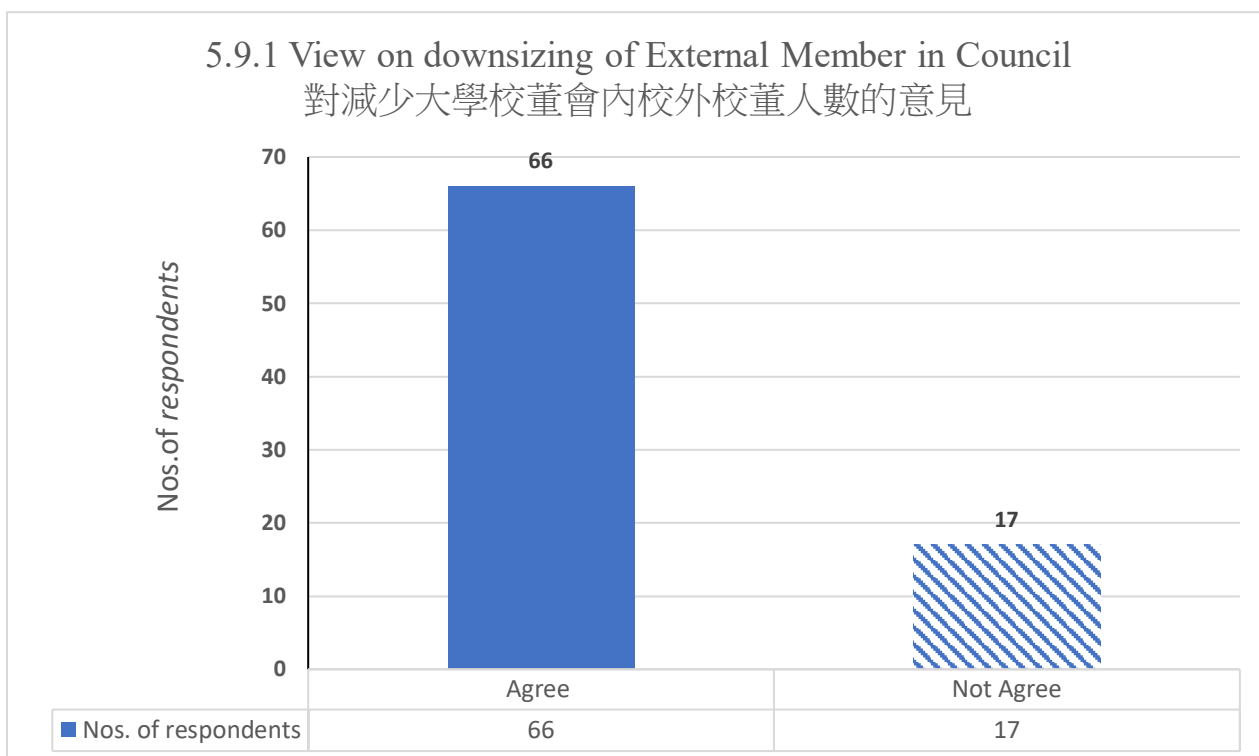
5.8.1 View on downsizing of Member appointed by the Council
對減少校董會委任的校董的人數的意見



5.9 External Members in CUHK Council - Subtotal of External Members



5.9.1 View on downsizing of External Member in Council 對減少大學校董會內校外校董人數的意見



Selected comments:

CUHK non-academic staff member and CUHK alumni:

- *The Council shall be composed on the following grounds: (1) honouring CUHK's stature as an college-based institution ; (2) recognising alumni as key stakeholders of the University; (3) respecting academic freedom and autonomy in the University's governance; and (4) maintaining co-management between faculty members and students. The current distribution of Council members should be maintained if there is any increase or decrease in the total number of Council members. For selection of external Council members, priority should be given to CUHK alumni, followed by College-affiliated persons.*

CUHK academic staff member:

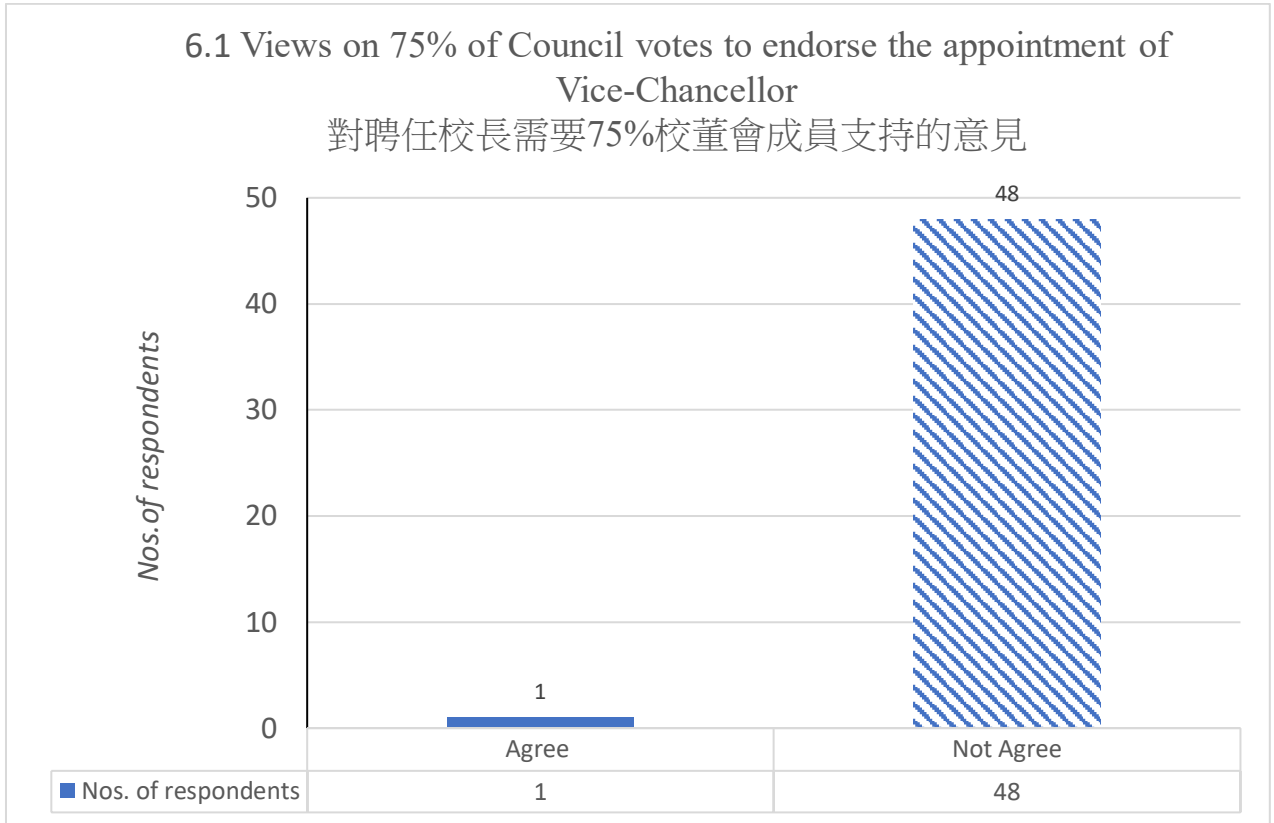
- *不同意減少人數，應維持原來數目。中大校董會的組成應以尊重中大作為書院制大學、尊重校友作為重要校外成員、尊重院校自主、尊重員生共治為原則。若須減少成員人數，各持份者的比重應維持不變。若須增加校外成員比重，增加的比重應以校友為主、書院成員為次、監督委任者為最少。*

CUHK non-academic staff member:

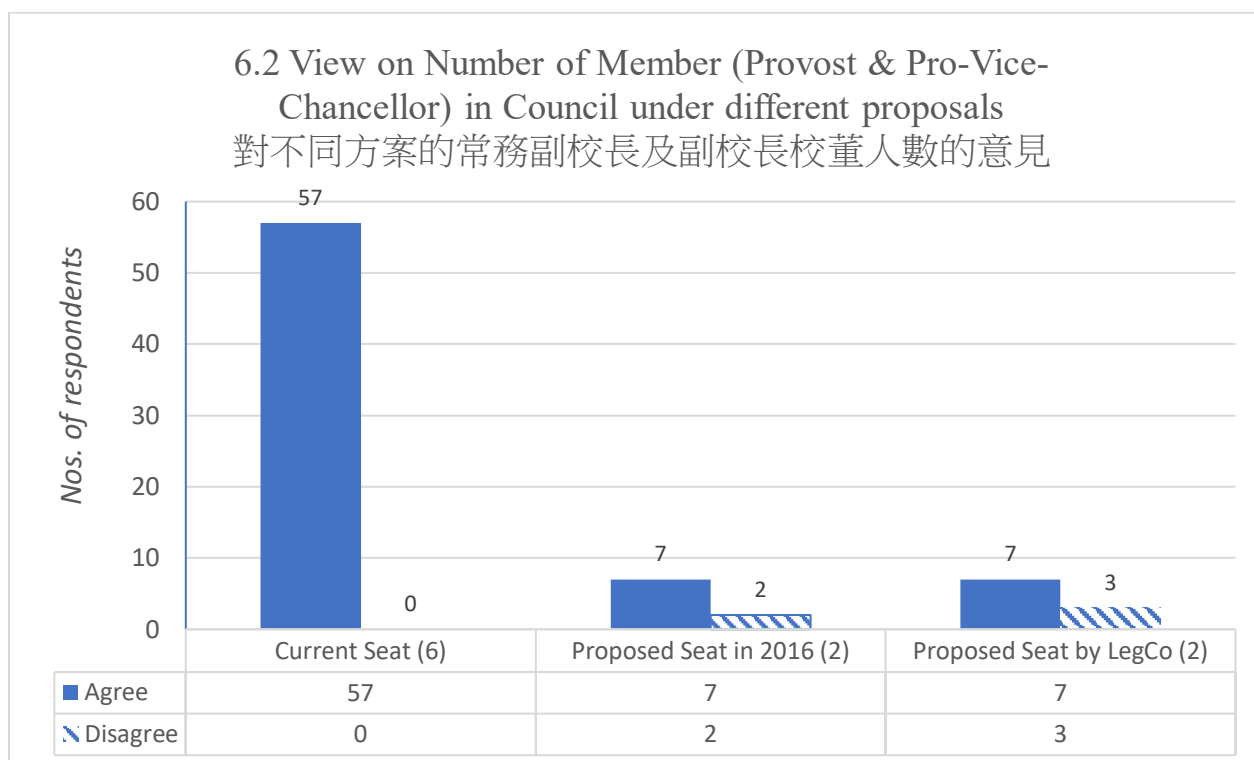
- *There should be an equal share of internal and external members in the Council to ensure the University's autonomy and a balance view of the University's affairs.*

6. Views on the current and proposed composition of internal members of CUHK Council
(Data coded from written comments of respondents)

6.1 Internal Members - Member (Vice-Chancellor)



6.2 Internal Members - Member (Provost & Pro-Vice-Chancellor)



Selected comments:

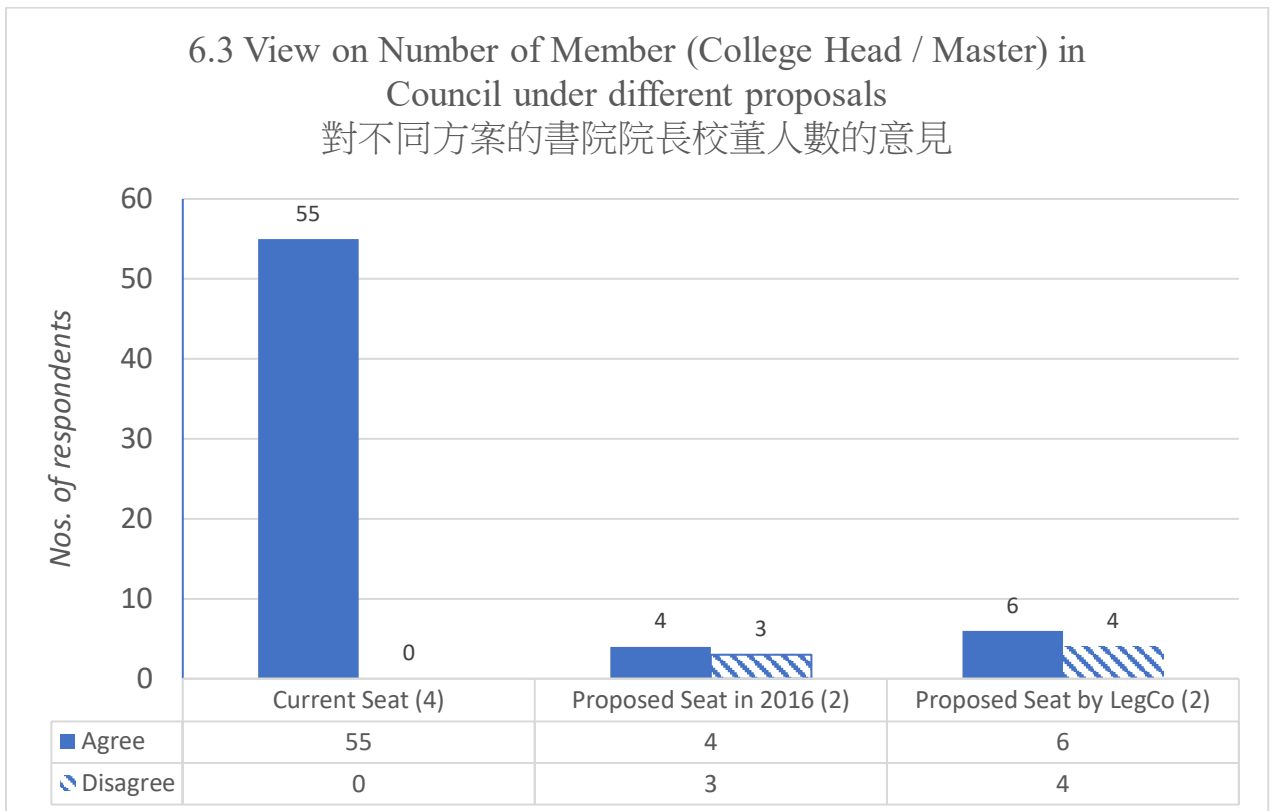
CUHK undergraduate student:

- 新變動大幅削減副校長在參與管理上的能力

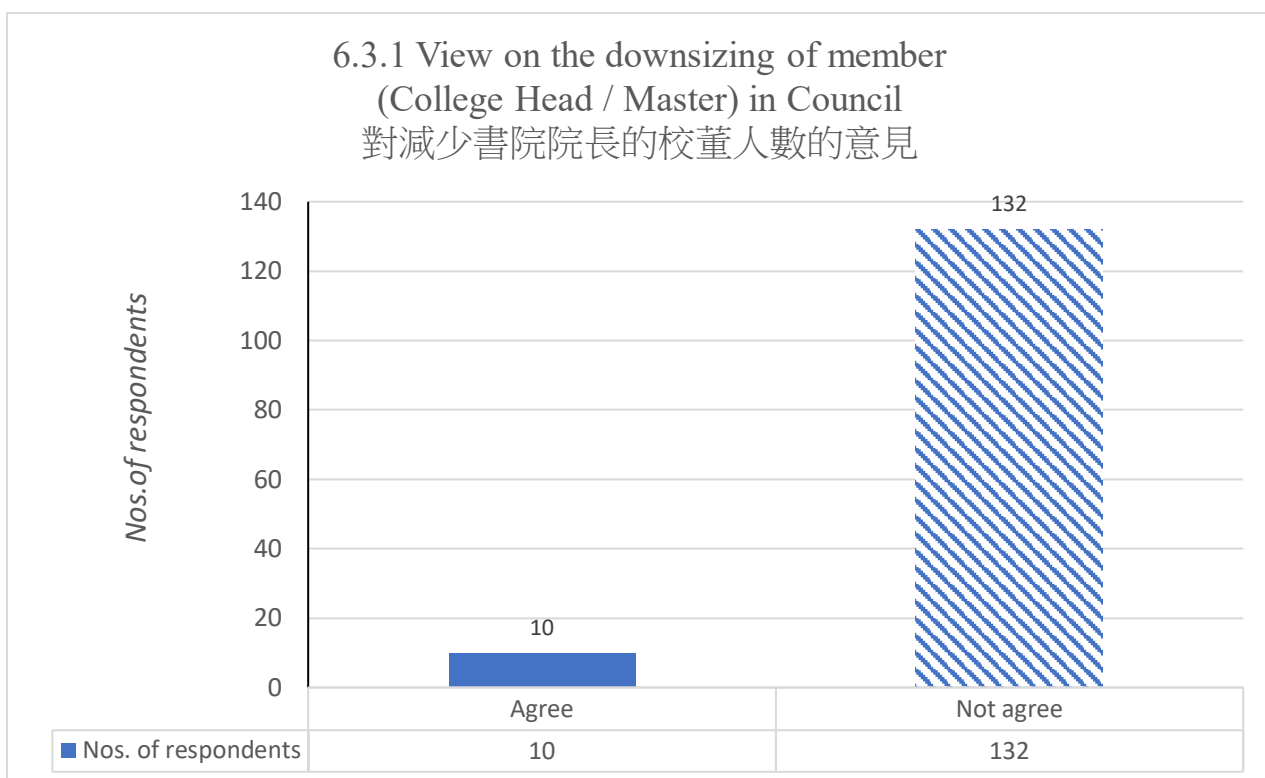
CUHK non-academic staff member and CUHK alumni:

- *Object the new proposal. The seats shall not be cut down. The current seats and composition shall be kept for ensuring a better representation*

6.3 Internal Members - Member (College Head / Master)



6.3.1 View on the downsizing of member (College Head / Master) in Council 對減少書院院長的校董人數的意見



Selected comments:

CUHK undergraduate student:

- 若書院院長只有 2 席代表進一步削弱中大書院制的特色。

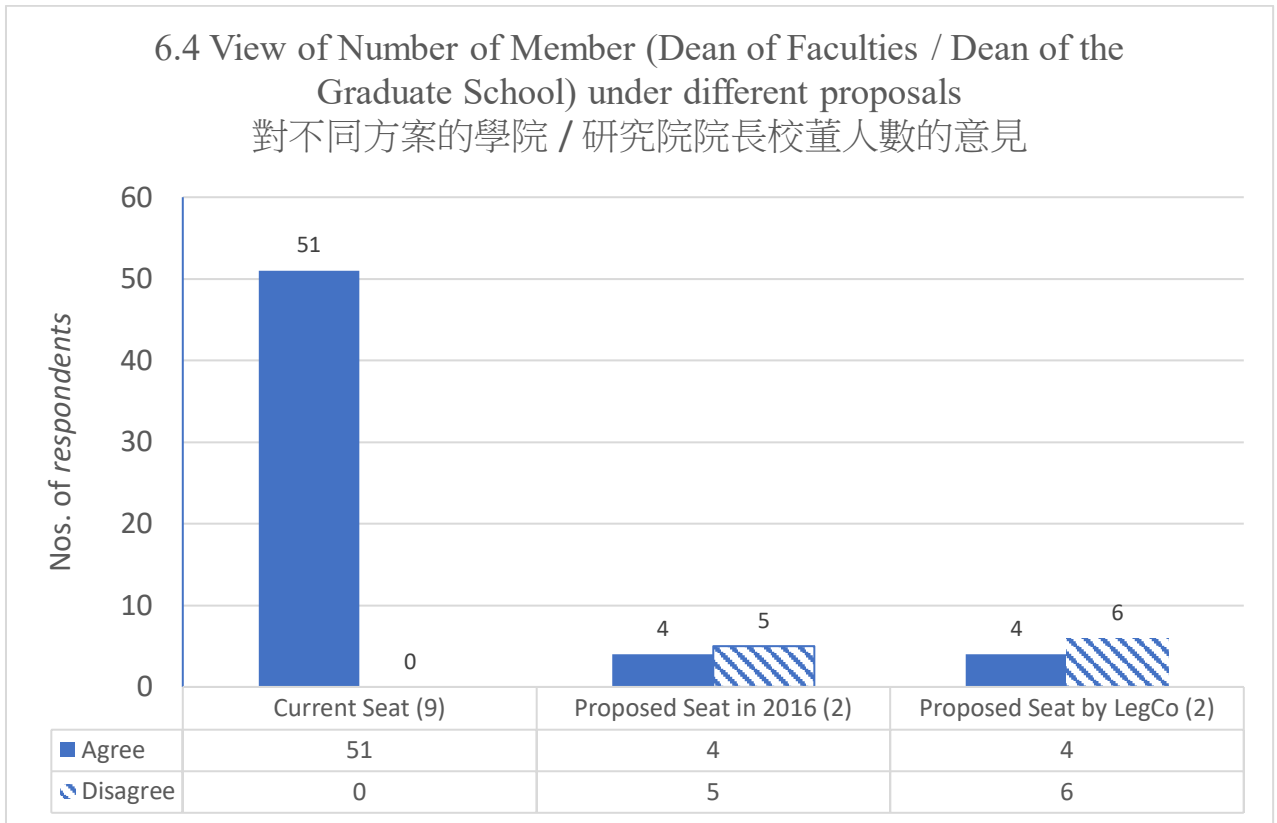
CUHK non-academic staff member and CUHK alumni:

- 中大有九所書院，只有兩名校董，比例不合理，應增加人數

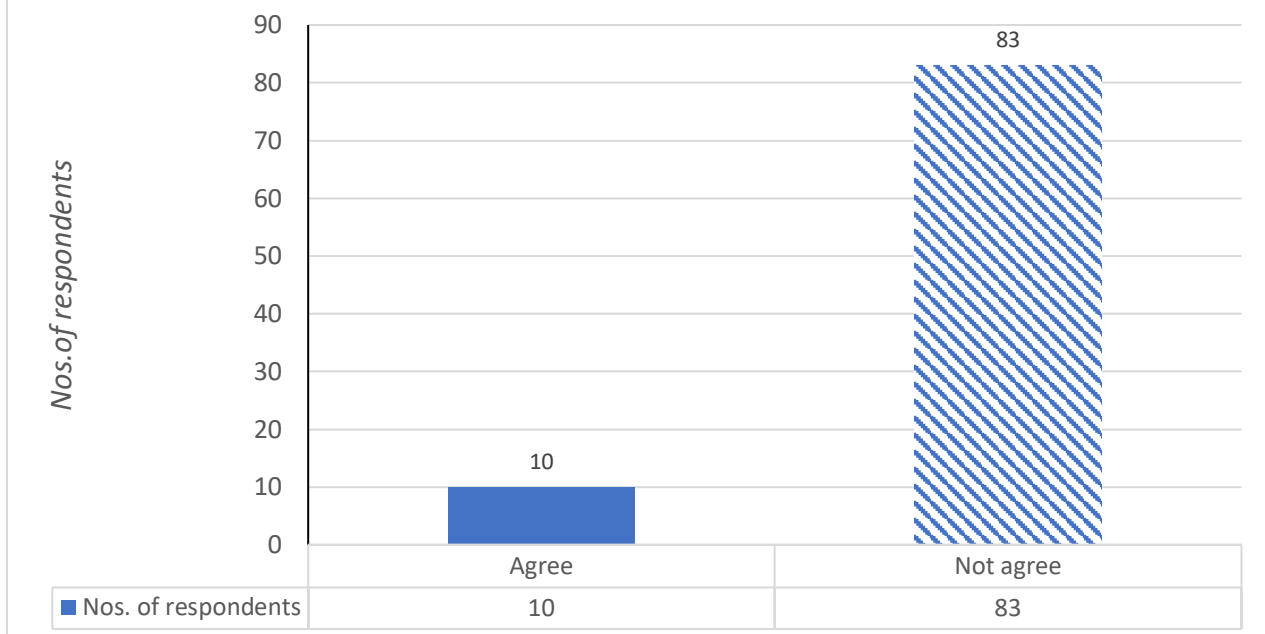
CUHK alumni:

- 除創校崇基、新亞、聯合三所書院院長為當然成員，其餘書院應該至少有一半院長加入為成員。

6.4 Internal Members - Member (Dean of Faculties / Dean of the Graduate School)



6.4.1 View on the downsizing of member
(Dean of Faculties / Dean of the Graduate School) in Council
對減少學院 / 研究院院長的校董人數的意見



Selected comments:

CUHK alumni:

- 學院校董比例不足，會否窒礙把學術發展帶入校董會討論，使校政未能實際計劃及推展？

CUHK non-academic staff member and CUHK alumni

- 人數應維持為 9 人，不同 faculty 以他們學科的理解，對校政能提出不同角度的建設性意見。將人數大減至 2 人，會嚴重窒礙學術發展，阻礙不同學院表達意見。

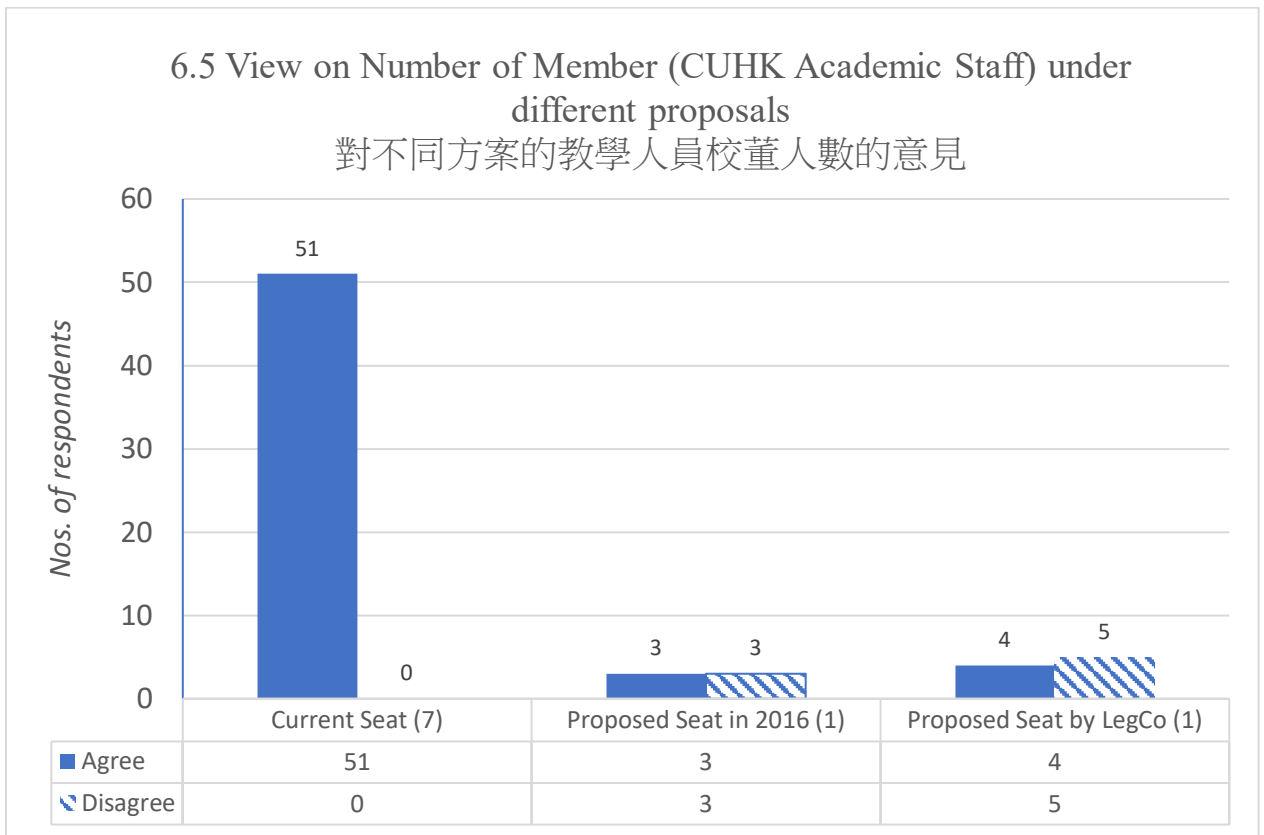
CUHK postgraduate:

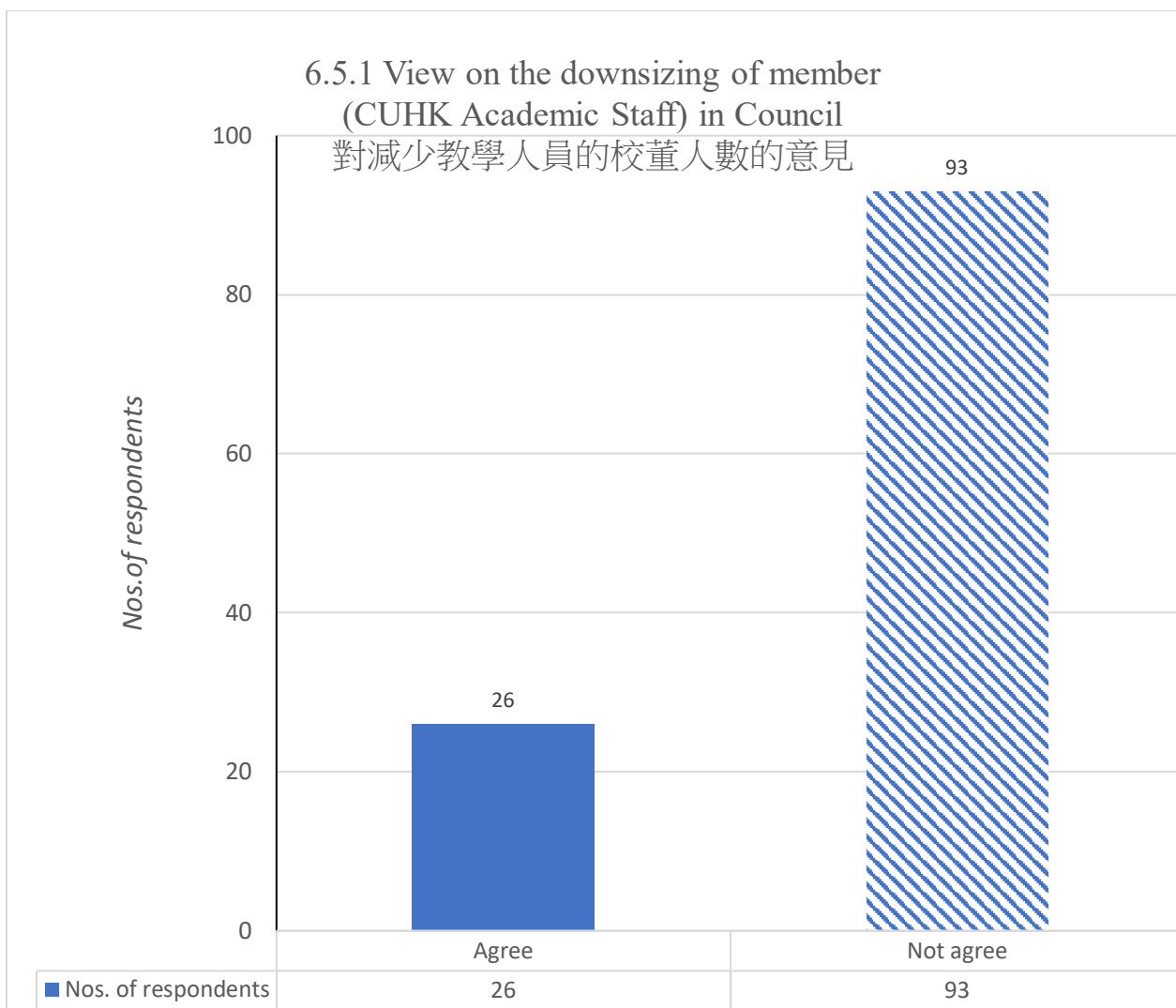
- 應至少保證研究院席位以反應研究生訴求

CUHK academic staff member and CUHK Council Member:

- *It is time to make the Dean of the Graduate School an ex officio member along with a faculty dean.*

6.5 Internal Members - Member (CUHK Academic Staff)





Selected comments:

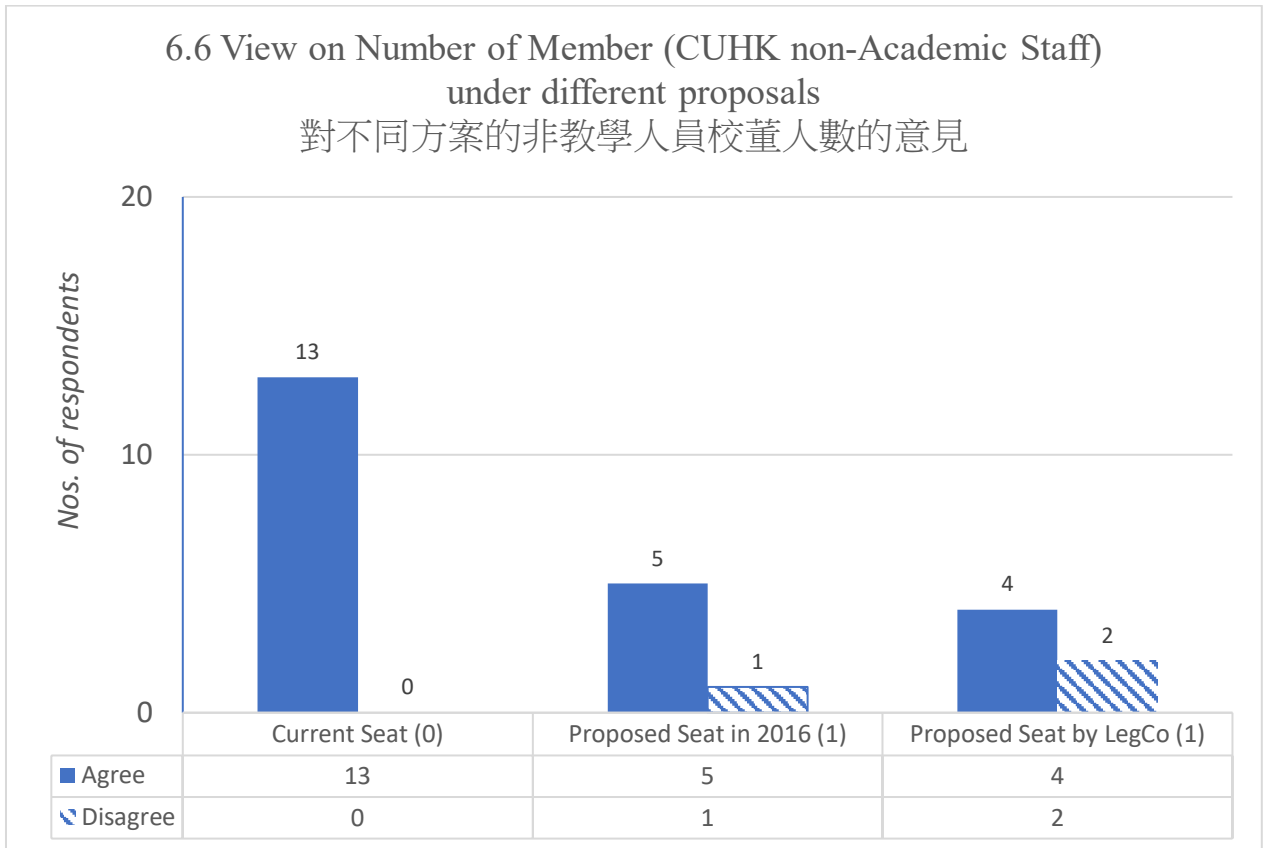
CUHK non-academic staff member:

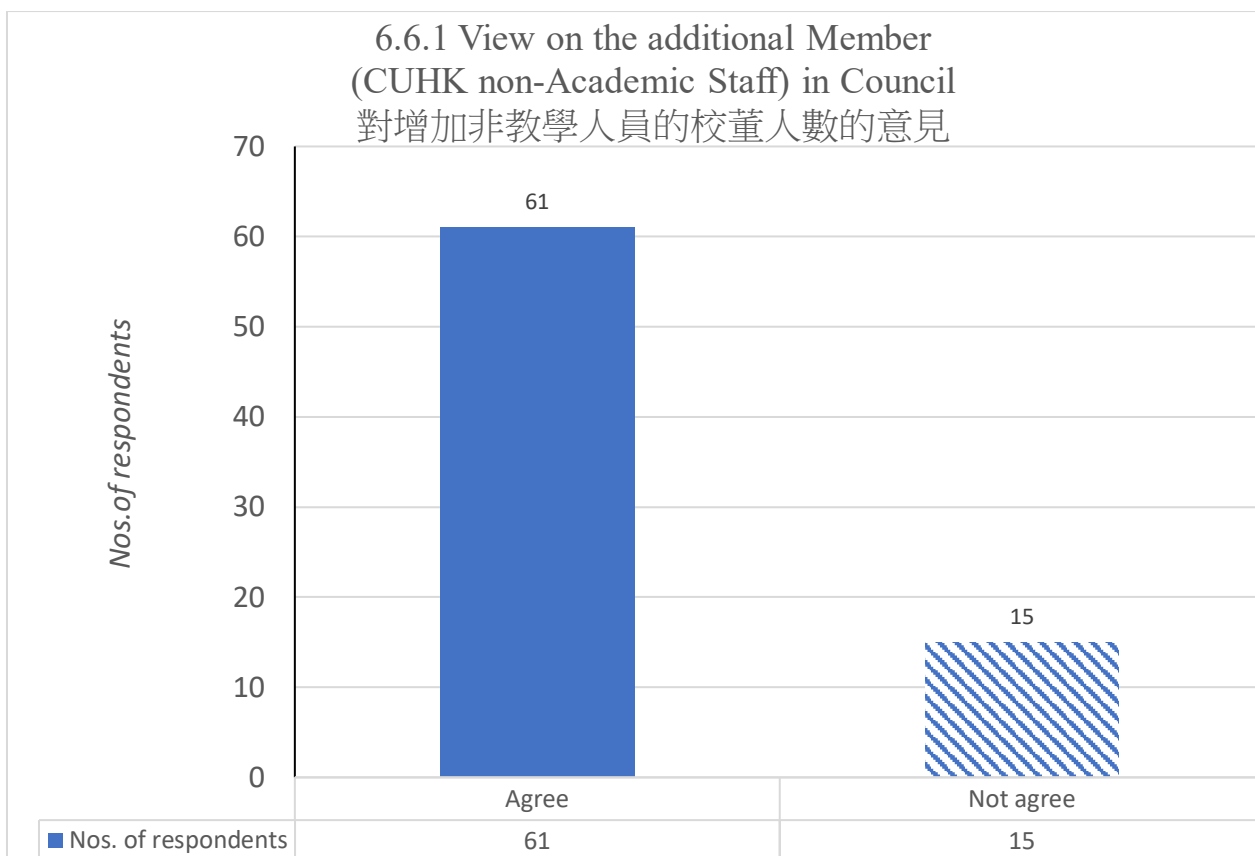
- 教學人員對提升學生水平有直接影響，其代表性不應被大幅降低。建議人數應多於 2 名（如 5 名）以充分反映其重要性。

CUHK alumni:

- 應增加至 2 人，其中 1 人須屬於教學為主的職級(講師或導師等)。
- 4 Professors elected by, and from among, all full-time CUHK Professors (full Professorships)

6.6 Internal Members - Member (CUHK non-Academic Staff)





Selected comments:

CUHK non-academic staff member:

- *At least 2 who can represent different grades of staff*

CUHK undergraduate student:

- *2人，藍領白領都要有代表*

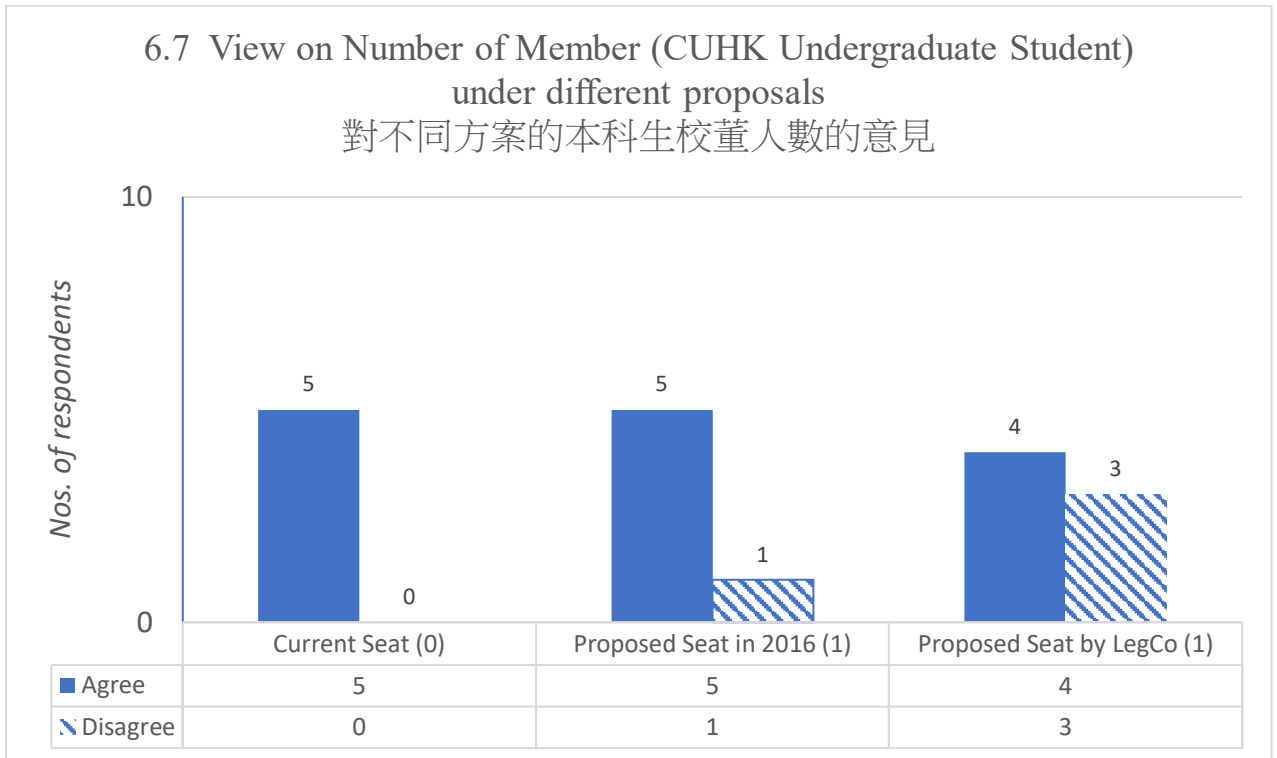
CUHK academic staff member:

- *應加入更多非教學人員，職工代表*

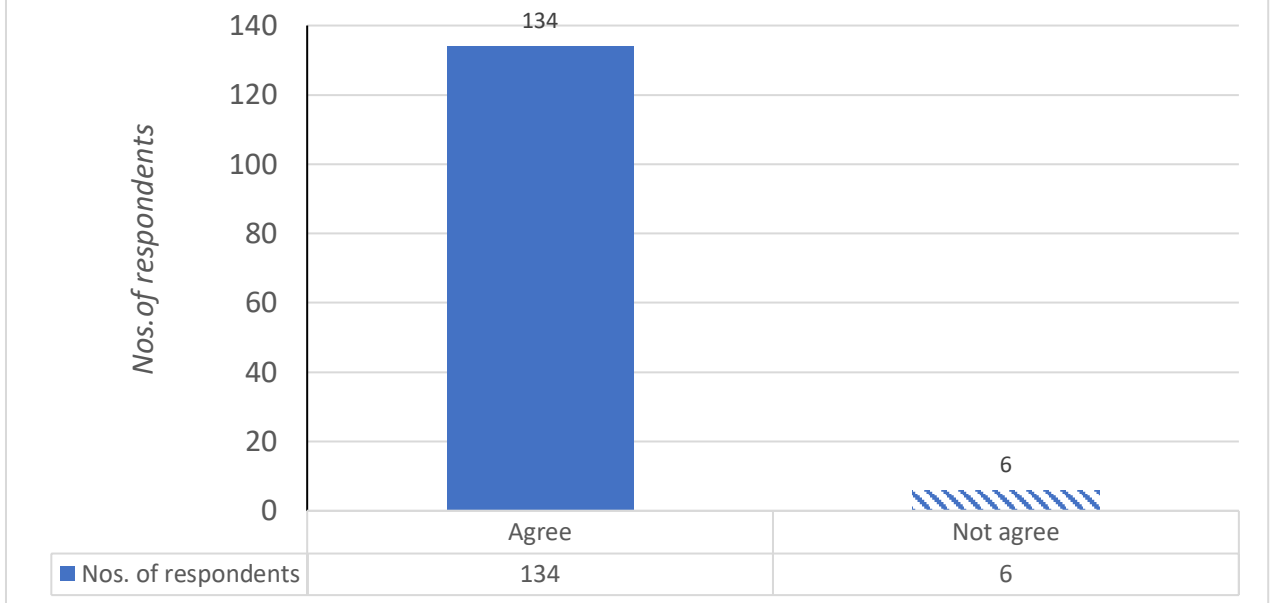
Others:

- *Can be more flexible, 1 Local Non-Teaching Staff. At most 1 Non-Local Non-Teaching Staff*

6.7 Internal Members - Member (CUHK Undergraduate Student)



6.7.1 View on the additional Member
(CUHK Undergraduate Student) in Council
對增加本科生校董人數的意見



Other comments:

CUHK alumni:

- 應增設席位，除學生會會長外，由全體本科生一人一票選出其他席位，並不加設任何委任程序

CUHK postgraduate student:

- 學生會主席為當然校董

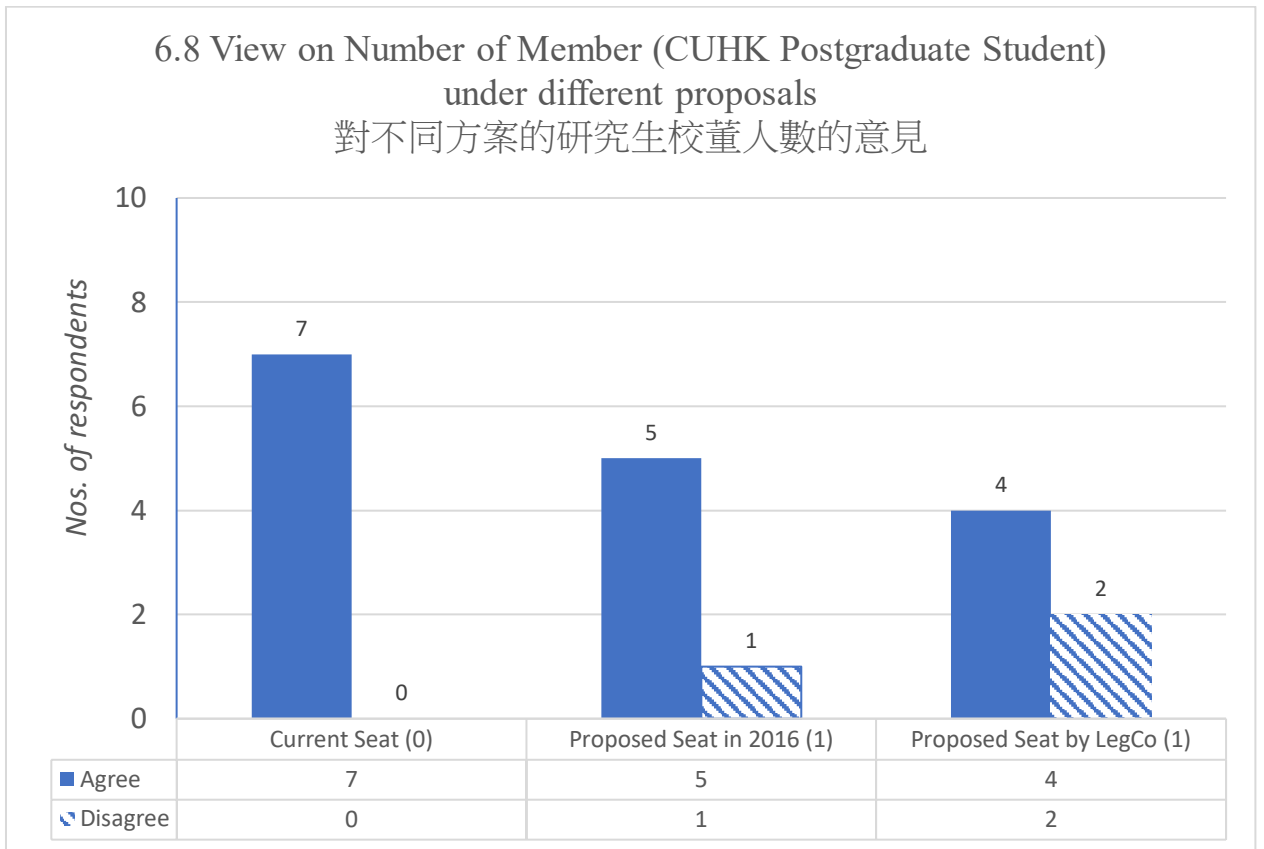
CUHK non-academic staff member and CUHK alumni

- *The Council should include one ex-officio student member. The ex-officio student membership should be given to the Chairperson of CUSU, or the Chairperson of the Student Unions of the affiliating Colleges on a rotational basis (one-year term of service for each College SU).*

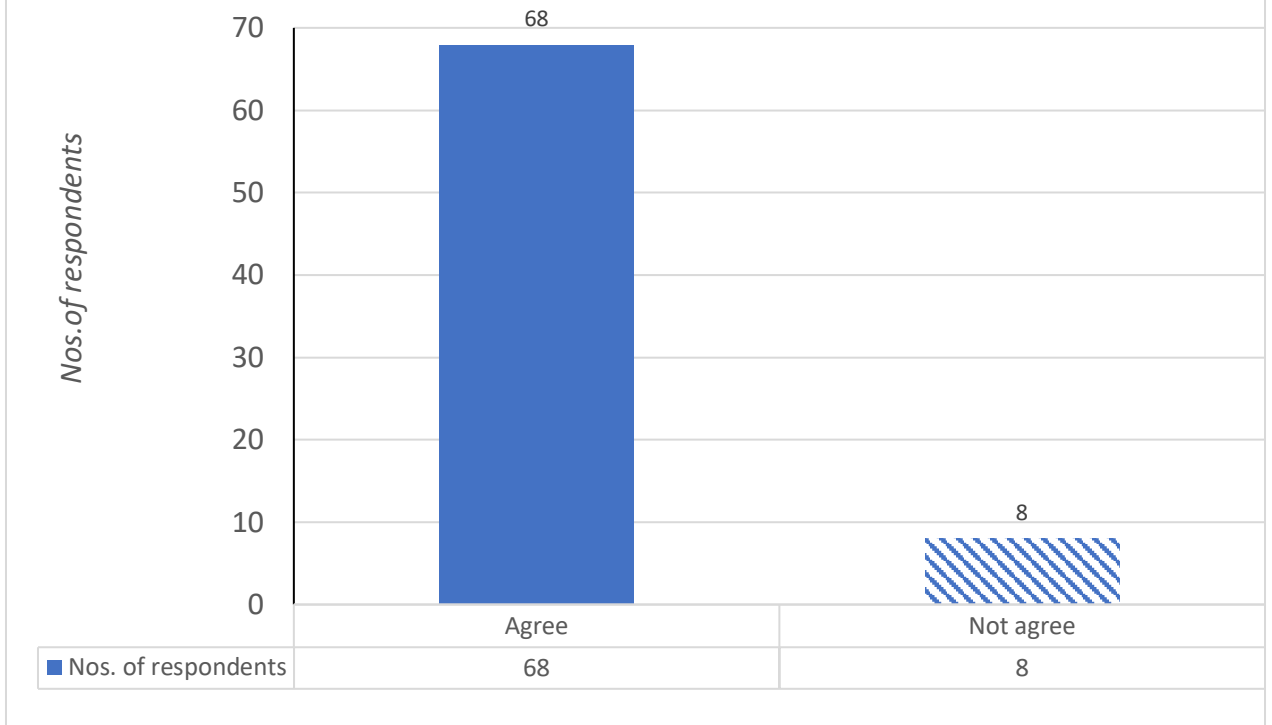
CUHK undergraduate student:

- 校董會亦都需要更多學生嘅活力 令到大學發展更加貼地 學生校董嘅席位應該更多
- 應增至最少兩人。本科生數目遠超研究生，他們的席位數目沒可能低於研究生

6.8 Internal Members - Member (CUHK Postgraduate Student)



6.8.1 View on the additional Member
(CUHK Postgraduate Student) in Council
對增加研究生校董人數的意見



Selected comments:

CUHK non-academic staff member and CUHK alumni:

- *Should be elected by Postgraduate students*

CUHK alumni:

- *此席位應由研究生互選產生為當然校董會成員。*

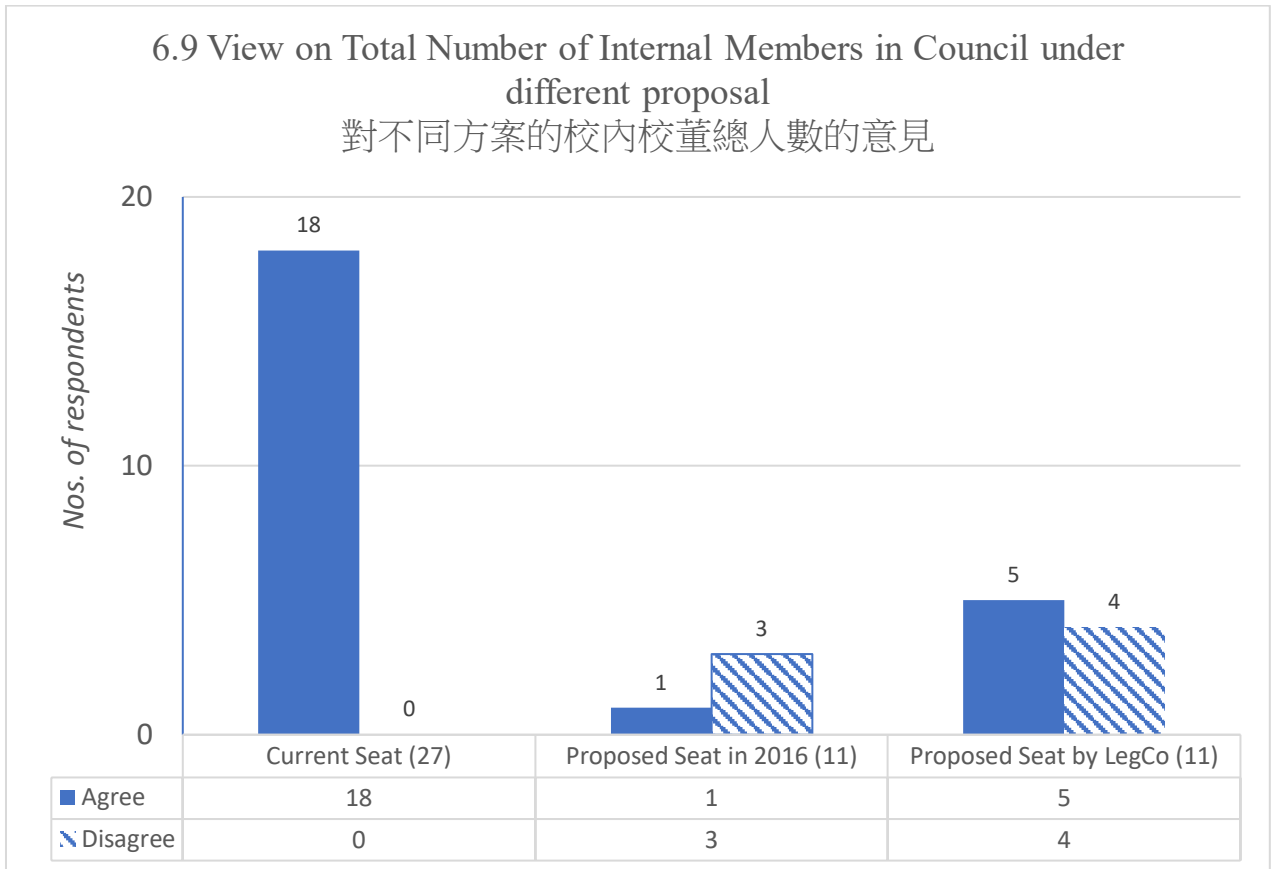
CUHK undergraduate student:

- *學生是校園中人數最多的持分者，而且很多政策都關乎學生，所以學生校董十分重要。加上，學生會長是經過民意授權的，他不應是被委任作校董，而應成為當然校董。而且學生校董的可參與討論的內容不應有保留事項。*

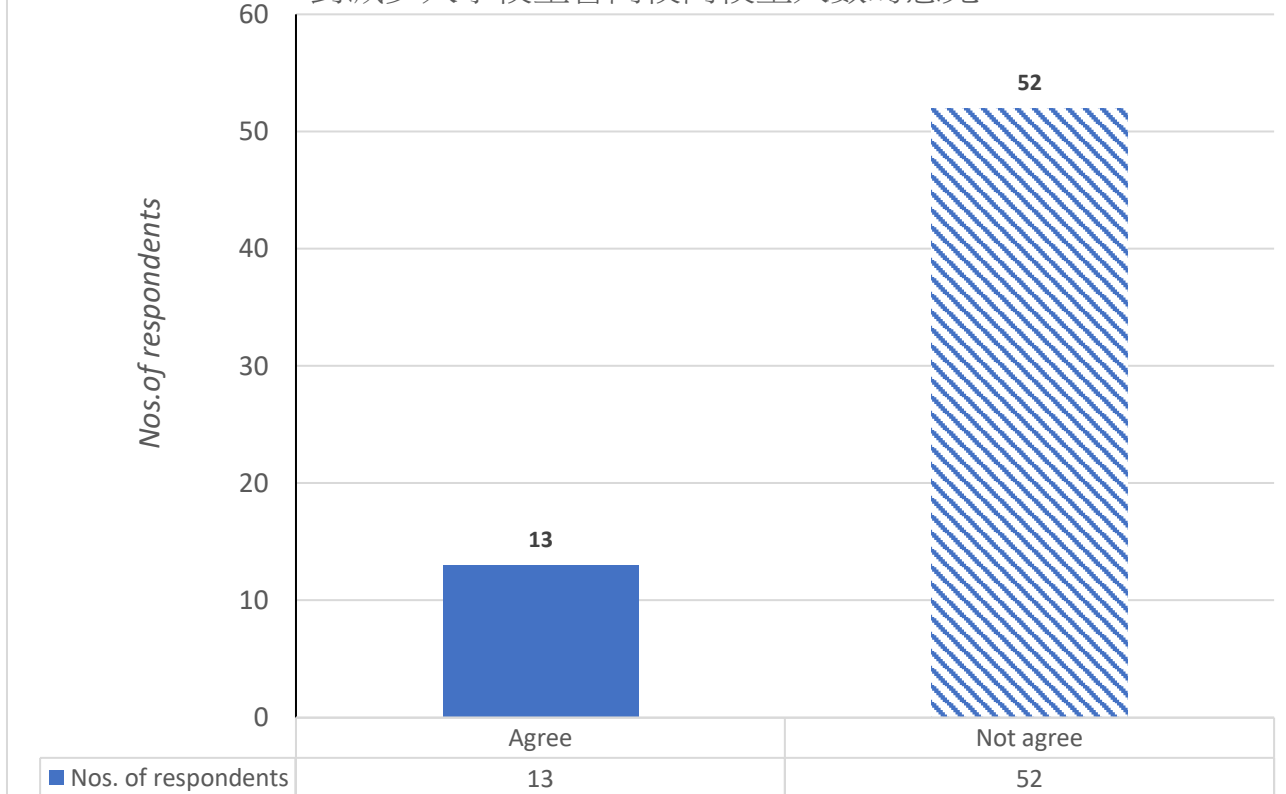
CUHK postgraduate student:

- *增加至 2-3 位，加強代表性。*

6.9 Internal Members - Subtotal of Internal Members



6.9.1 View on downsizing of Internal Member in Council 對減少大學校董會內校內校董人數的意見



Selected comments:

CUHK non-academic staff member:

- 校外／校內校董人數比例建議為 50%/50%，令兩者意見均獲尊重。
- *The Council shall be composed on the following grounds: (1) honouring CUHK's stature as a college-based institution; (2) recognising alumni as key stakeholders of the University; (3) respecting academic freedom and autonomy in the University's governance; and (4) maintaining co-management between faculty members and students. The current distribution of Council members should be maintained if there is any increase or decrease in the total number of Council members.*

CUHK academic staff member and CUHK alumni:

- *Institutional autonomy is important: rather than expanding the number of external members, it would be better for the University to expand the number of internal stakeholders. A greater say for students and staff in how the institution is run might be messier, but it would benefit the institution in the long run.*

CUHK undergraduate student:

- 校內校董與校外並非平衡，自言要改革「小圈子」但又未能脫離校外人士比例較高會小圈子之嫌。其次，如何確保校外人士清楚了解校內情況，包括：九間書院行政問題，又和校外處境及校內福祉作平衡。

Analyses of Qualitative Comments –
Question 7 of the Online Platform, Face-to-face Sessions and Emails.

1. Summary of Data Sets

Sources of view / comments	No. of respondents
1. Online Platform (from 18th January, 2023 to 28th February, 2023)	826
2. Face-to-face Sessions (6:30p.m. – 8:30p.m. on 21st and 24th February, 2023)	45
3. Emails sent to Taskforce (from 18th January, 2023 to 28th February, 2023)	9
Total	880

2. Summary of coded comments

List of themes / arguments ^{1,2}	Online Platform Q7	Face-to-face Sessions	Emails	Total
Check and balance	299	46	9	354
CUHK uniqueness	94	7	2	103
Benchmarking with local / global institutions	24	1	1	26
Purpose of and rationale behind the review	9	3	1	13
Efficiency	4	1	1	6
Skills matrix of members	17	1	0	18
Total	447	59	14	520

Remarks:

1. In each response in the Online Platform / Face-to-face sessions and emails, it may consist of several themes or arguments. Therefore the number of responses is not equal to the number of themes / arguments.
2. Those lists of themes included both the “agree” and “disagree” arguments.

ANALYSES OF QUALITATIVE COMMENTS

Section covers:	
PART I: Summary of qualitative comments	1
PART II: Themes and sub-themes of comments	2
PART III: Summary by themes and sub-themes	4
PART IV: Extracts of comments – ordered by identity	6
1. Academic Staff	
2. Alumni	
3. College board of trustees / Committee of overseers	
4. Council Member	
5. Non-academic Staff	
6. Undergraduate Student	
7. Postgraduate Student	
8. Others: organization, unknown	

PART I: Summary of Qualitative Comments

Sources of qualitative comments	Total no. of responses
1. Online Written Feedback Question 7	228
2. Face-to-face Sessions	44
3. Email Messages	9
Total	281

Table 1. Total number of responses for each data source

Identity of respondents	Total no. and percentage	
1. Academic Staff	27	7.4%
2. Alumni	181	49.3%
3. College board of trustees / Committee of overseers	6	1.6%
4. Council Member	5	1.4%
5. Non-academic Staff	36	9.8%
6. Undergraduate Student	74	20.2%
7. Postgraduate Student	20	5.4%
8. Others: organization, unknown	18	4.9%
	367	

Table 2. Total number and percentage of collected comments for each identity category

PART II: Themes and Sub-themes of Comments

A) Arguments on size and composition

1. Check and balance

Comments on the need for a balance of voices from different stakeholders

- a. Ratio of external to internal members / institutional autonomy
- b. College representation
- c. Alumni representation
- d. Staff representation (faculty / academic / non-academic)
- e. Student representation (undergraduate / postgraduate)

Exemplified comments to be coded in these sub-themes:

1a.	“the ratio of external to internal member should not be 2:1. 1:1 seems more reasonable.” “保留中大校內的自主和自決權”
1b.	“書院院長：反對，2 個代表無法同時顧及 9 所書院利益”
1c.	“增加的比重應以校友為主”
1d.	“改革亦應邁向教職員...非教職員工與校方管理層代表”
1e.	“There is no doubt that it is a good plan...to include two student representatives”

2. CUHK uniqueness

Comments on the unique features of CUHK, which include the following sub-themes:

- a. College system
- b. Knowledge about CUHK
- c. Reputation and development of CUHK

Exemplified comments to be coded in these sub-themes:

2a.	“中大實行獨特的書院制”
2b.	“應交由了解學校運作及有教學資歷的人出任”
2c.	“Under the current size and composition of the CUHK Council, CUHK has successfully boosted its rankings”

3. Benchmarking with local / global institutions

Comments on the practices of other local and/or global universities.

Exemplified comments to be coded in this theme:

3.	“Should follow good practice in other universities internationally”
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4. Efficiency

Comments on efficiency

Exemplified comments to be coded in this theme:

4.	“贊成中大校董會精簡規模”
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5. Skills matrix of members

Comments on the need to include diversity in the professional backgrounds, skills and experiences of council members

Exemplified comments to be coded in this theme:

5.	“校董的專業背景亦應該納入重要考量”
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B) Selection Methods

Comments on the selection method of each type of seat

1. Appointment/political scrutiny
2. Nomination
3. Election
4. Ex-officio
5. Transparency
6. Others

Exemplified comments to be coded in these sub-themes:

1.	<i>“The three quarter threshold for appointing VC and Provost is out of sync with almost all universities in HK”</i>
2.	<i>“全部會員由中大 community 無篩選提名”</i>
3.	<i>“more members should be elected by students, staff and alumni.”</i>
4.	<i>“The President of the University Students Union should be an ex officio member instead of being appointed by the Council.”</i>
5.	<i>“have an open and clear procedure to demonstrate how and who could be considered to join the Council.”</i>
6.	<i>“My suggestion is to have a Rotation or Shift scheme for ALL the College Heads & Masters to have a chance to sit in the Council in turn.”</i>

C) Purpose of and rationale behind the review

Comments on the objectives of reviewing the size and composition of the CUHK Council

Exemplified comments to be coded in this theme:

C.	<i>“是次中大校董會檢討主要大幅減少校內校董席位及其相對校外校董比例。此舉意義不明”</i>
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PART III: Summary by Themes and Sub-themes**Table 3. Total number and distribution of comments from each data source**

List of codes	Online written feedback	Face-to-face sessions	Emails	Total
A) Arguments on size and compositions				
1. Check and balance	299	46	9	354
a. Ratio of external to internal / institutional autonomy	95	19	3	117
b. College representation	54	12	3	69
c. Alumni representation	58	6	1	65
d. Staff representation (faculty / academic / non-academic)	42	5	1	48
e. Student representation (UG / PG)	50	4	1	55
2. CUHK uniqueness	94	7	2	103
a. College system	56	2	0	58
b. Knowledge about CUHK	24	5	2	31
c. Reputation and development of CUHK	14	0	0	14
3. Benchmarking with local / global institutions	24	1	1	26
4. Efficiency	4	1	1	6
5. Skills matrix of members	17	1	0	18
B) Selection method	60	16	2	78
1. Appointment/political scrutiny	46	4	0	50
2. Nomination	3	0	0	3
3. Election	10	0	0	10
4. Ex-officio	1	11	0	12
5. Transparency	0	1	0	1
6. Other	0	0	2	2
C) Purpose of and rationale behind the review	9	3	1	13
Total	507	75	16	598

The figures above show the number of codes regardless of the stance of the respondents. Each respondent might give comments on multiple aspects.

List of codes	Academic Staff	Alumni	College Board of trustees/ Committee of Overseers	Council Member	Non-academic Staff	Under-graduate Student	Post-graduate Student	Others (organization, unknown)
A) Arguments on size and compositions								
1. Check and balance	31	291	8	4	51	95	37	23
a. Ratio of external to internal / institutional autonomy	12	133	7	2	27	49	17	13
b. College representation	6	43	0	0	4	18	8	2
c. Alumni representation	3	52	0	0	6	8	7	2
d. Staff representation (faculty / academic / non-academic)	7	29	1	1	8	7	2	5
e. Student representation (UG / PG)	3	34	0	1	6	13	3	1
2. CUHK uniqueness	9	63	1	1	17	21	12	3
a. College system	6	46	0	0	4	10	9	0
b. Knowledge about CUHK	1	9	1	0	9	9	0	3
c. Reputation and development of CUHK	2	8	0	1	4	2	3	0
3. Benchmarking with local / global institutions	4	18	0	2	1	4	1	1
4. Efficiency	0	2	2	0	1	0	1	1
5. Skills matrix of members	1	10	0	0	5	3	0	2
B) Selection methods	6	58	1	1	11	11	5	1
1. Appointment/political scrutiny	4	40	1	1	9	6	3	0
2. Nomination	0	2	0	0	1	0	0	0
3. Election	0	9	0	0	1	2	1	1
4. Ex-officio	0	3	0	0	0	3	1	0
5. Transparency	2	4	0	0	0	0	0	0
6. Other	0	0	0	0	0	0	0	0
C) Purpose of and rationale behind the review	2	9	0	1	0	0	0	1

Table 4. Number of coded comments by themes and sub-themes and by each category of identity

PART IV: Extracts of Comments - ordered by Identity

This section extracts examples from respondents in three sources of data, ordered by their identities.

**With “N” in “[]” indicates the number of codes*

1. ACADEMIC STAFF

Total number of respondents leaving their comments: 27

A) Arguments on size and compositions

1.1 Check and balance

1.1.1 Check and balance – Ratio of external to internal [N = 5] / institutional autonomy [N = 7]

Examples from online written feedback:
1. The council should be able to assess the effectiveness of the senior executives of CUHK in leading CUHK, with members have either detailed internal knowledge or having external viewpoint as stakeholders in Hong Kong in assessing the impact of CUHK to Hong Kong. There should be close balance in numbers of external and internal members, with a small majority (by one or two members) weighted towards internal members so that there is adequate check and balance to the powers of the VC, while maintaining a strong external stakeholder representation to the council. The proposed change is towards 17 external members and 19 internal members.
2. There are too many internal members now. The number should be reduced to 10-15.
3. The number of LegCo members on the Council should be reduced.
4. 2015 年教職員及學生的主流意見可見，大學管治欠缺透明度，持份者參與度不足。如果真的希望解決校外、校內校董會成員的爭議，解決方法就是讓校內的選舉議席比例提高，以使不同的持份者可以加入校董會反映意見。 大學對校內及校外的持份者都需要負責。然而，從近年爭議可見，大學對於校內聲音不見得有接納，往往只聽從校外的壓力。這是我非常不希望看見的。沒有了校內的持份者的聲音，這究竟是什麼學校呢？
5. The proposed changes endanger the integrity of the university and pose challenges to academic freedom
6. ...increase the proportion of the Government/LegCo appointed membership in the university Council. There are good reasons for ensuring that the relationship between governments and universities is an arms-length one - hence the role of the UGC in Hong Kong - and it would be very critically noted across the world if that separation was reduced.
7. Universities must not be politicised. Governance at CUHK is fit for purpose. No need to follow corporate governance practice.

1.1.2 Check and balance – College representation [No = 6]

Examples from online written feedback:
1. 特別建議保留目前...各書院校董會或院監會代表的席位數目。
2. As a collegiate university, CUHK should refer to collegiate universities as models. I invite you to look at the composition of Oxford University's Council
3. 1. As an alumnus and an academic member of CUHK, I strongly believe that the college spirit of the University should be respected as far as possible and thus the representatives of the Colleges (both external and internal) should not be reduced.
Examples from emails:
4. Since the 2 new proposals for council restructuring already comprise 2 faculty deans and 2 college heads as members, I do believe that the values and benefits of senior academic staff should have already been included in the coming council.

1.1.3 Check and balance – Alumni representation [No = 3]

Examples from online written feedback:
1. More alumni should be invited, especially those who have made significant contributions to the society and are well-respected. Invite people who have made significant contributions to the society and are well-respected.

1.1.4 Check and balance – Staff representation (faculty / academic / non-academic) [No = 7]

Examples from online written feedback:
1. The proposed changes endanger the integrity of the university and pose challenges to academic freedom. CUHK should continue to be governed largely by academics and not by government appointees.
2. 1 eminent academic leader should be invited to join the Council.
3. Shrinking the size of the CUHK Council somewhat is not a bad idea, but this should not happen at the cost of reducing the voice of CUHK's students and staff.
4. 特別建議保留目前各學院院長的席位數目
5. 不應該削減教學人員、學術研究人員可提名及擔任的議席數額。
6. There is no doubt that it is a good plan...to include a representative of the non-academic staff along with the adjustments made in the 2016 proposal.

1.1.5 Check and balance – Student representation (undergraduate / postgraduate) [No = 3]

Examples from online written feedback:
1. There is no doubt that it is a good plan (1) to reduce the overall size of Council, (2) to include two student representatives

1.2 CUHK uniqueness

Examples from online written feedback – College system [No = 6]
1. As a collegiate university, CUHK should refer to collegiate universities as models. I invite you to look at the composition of Oxford University's Council
Example from Online written feedback – Knowledge about CUHK [N = 1]
1. The council should be able to assess the effectiveness of the senior executives of CUHK in leading CUHK, with members have either detailed internal knowledge or having external viewpoint as stakeholders in Hong Kong in assessing the impact of CUHK to Hong Kong.
Examples from online written feedback – Reputation and development of CUHK [N = 2]
1. Under the current size and composition of the CUHK Council, CUHK has successfully boosted its rankings in the THE and QS World University Rankings over the past several years.
2. The international reputation of Hong Kong's currently outstanding university system would be irreparably damaged if there was a perception that its universities were no longer independent institutions.

1.3 Benchmarking with local / global institutions [N = 4]

Examples from Online written feedback:
1. Should follow good practice in other universities internationally. In US there is a wide range of practice. Harvard and Stanford are good models but look at University of Florida. We don't want that model. Every university is unique.
Examples from Face-to-face sessions:
2. Regarding the best governance model, the University should not be only made reference to local institutions, but also those of the best global institutions.

1.4 Efficiency [N = 0]

1.5 Skills matrix of members [N = 1]

Examples from face-to-face sessions:
1. Besides representation, the University should also consider the skills matrix of Council members when determining the composition of the Council in order to have an efficient Council.

B) Selection methods [N = 6]

Examples from online written feedback – Appointment:
1. As the senior executives are accountable to the Council, but are directly appointed by the VC, they should be non-voting members to avoid conflict of interests in the decisions to renew the contract of the VC. Instead the academic community in CUHK may be better represented by appointing a senior (A3 grade) professor from each faculty, to replace the voting membership of the deans.
2. ...invite you to look at the composition of Oxford University's Council: "There are twenty five positions on Council, plus provision for up to three co-opted members. Nine are ex-officio members: the Vice-Chancellor, who is the chair of Council; the Chair of the Conference of Colleges; the two Proctors and the Assessor; and the four Heads of Division. Four are external members, nominated by Council and approved by Congregation. Twelve members of Congregation are elected to Council: one by the Conference of Colleges; four by Congregation from the faculties in the Divisions of Mathematical, Physical and Life Sciences and of Medical Sciences; four by Congregation from the faculties in the Divisions of Humanities and of Social Sciences; and three by Congregation, not necessarily being members of any division and not in any case being nominated in a divisional capacity. In addition up to three members of Congregation may be co-opted to Council. One of the Pro-Vice-Chancellors with portfolios may be appointed by Council as one of its Deputy Chairs, in which case, if they are not otherwise a member of Council, they fill one of these co-opted places for as long as they are Deputy Chair."
3. The appointment procedures of VP and other chief posts should remain the same to attract qualified professionals to join the University. Any changes made at this point will have harmful effects to the future of CUHK.
Examples from face-to-face sessions – Transparency:
4. Should enhance the transparency of the election of academic staff to the reorganized Council.

C) Purpose of and rationale behind the review [N = 2]

Examples from online written feedback:
1. There should be sufficient justification as to why changing the size and composition would boost its performance in the rankings even more. It should be explained with concrete, scientific evidence why such a move would not end up being shortsighted. The new liaison office head has reaffirmed Hong Kong's key role as a hub for internationalization. Would changing the size and composition contribute significantly to this internationalization?
Examples from face-to-face sessions:
2. Need to have an overall purpose in reorganizing the Council.

2. ALUMNI

Total number of respondents leaving their comments: 181

A) Arguments on size and compositions

2.1 Check and balance

2.1.1 Check and balance – Ratio of external to internal [N = 67] / institutional autonomy [N = 66]

Examples from online written feedback:
1. There seems to be drastic changes in the structure being proposed, particularly in terms of number of seats for each position and the balance of influence from external parties which do not have surest vested interest in the University (for example, politicians). This may impact the sovereign of the University. I would therefore like to see the current structure stay as it is, and any changes only be made in smaller steps.
2. 中大近年排名屢創新高，成就國際認可，實不需修改校董會組成。即使要改變校董會組成，亦需要在院校自主和公眾監察之間取得平衡
3. 中大管治威信已無，校董會校內人數必須大幅減少，讓大學重回正軌。所以立法會議員建議較可取。
4. 按 2016 年的建議，但將校外校內校董比例定於 1:1，為比較平衡兩者的做法。
5. Institutional autonomy of universities is guaranteed under the Basic Law. I agree there is a need to reduce the size of CUHK council but it should not be dominated by government appointees and Legco members. The lawmakers' proposal would result in undue external inference in operation of CUHK. The number of Legco members on the Council should be reduced from existing three to two after the size of the Council is reduced by nearly half.
6. the same proposal (2016) should be put up to the Legislative Council for consideration for approval on the ground that the total number of external members exceeds that of the internal members by a clear majority which serves the purpose of streamlining the total number of members for the Council and at the same time enhancing the corporate governance in terms of operation effectiveness and check & balance in decision making process.
7. The proposal made by the Legislative Council members will politicize the university. The 2016 proposal is acceptable.
8. Shall follow the 2016 resolution and shall uphold academic independence and be away from political influence to defend HK's academic position
9. 中大校董會的人數長遠應朝向增加校內委員、減少校外委員（內進外退）的方向改革，以加強校政自主，減少外來政治干預。
10. 校外、校內兩類校董的人數比例不須硬性規定為 2:1，應考慮的因素有：各持份者對學校運作的重要性、代表性
11. 不認同要增加校外校董人數。為保持中大獨特性及院校自主，並無必要增加校外校董。
12. 校內成員參與比例高。原因是希望中文大學能夠作為香港各大學之師生共治典範。如果貿然大幅增加校外校董人數，會令中文大學師生同仁的自行管理校務之權利進一步被減弱，嚴重損害中文大學與社會各界的互信
13. 不應由校外外行人佔大多數，更不應由未諳教育及大學管治、未經大學社區甚至市民認可的人擔任校董，並將校外種種政治、經濟動機帶進大學決策。
14. Although there are some external stakeholders of the University, the number of External Members and Internal Members of the CUHK Council should be more or less the same so as to strike a balance between all stakeholders and avoid one-sided opinions.
15. 中大校董會不應增加由監督或立法會議員的比例，以維護實踐院校自主及基本法中學術自由的要求。

16. 建議中大校董會的組成應以尊重中大作為書院制大學、尊重校友作為重要校外成員、尊重院校自主、尊重員生共治為原則。若須減少成員人數，各持份者的比重應維持不變。若須增加校外成員比重，增加的比重應以校友為主，書院成員為次，監督委任者為最少。
17. 不單破壞院校自主，亦會削弱政府的管治威信。決不能以私人草案模式修改香港中文大學條例。校友們可以集資或者仲籌，從法律途徑反對成事，包括司法覆核，或者民事訴訟立法機關。
18. 校外人士佔較少數，目的只為平衡公眾利益，因此不應增加校外人士所佔的比例及人數，很明顯建議為只為政治目的
Examples from face-to-face sessions:
19. The ratio of 2:1 will enable the external members to have greater control over the appointment of the Vice-Chancellor, which will have severe impact on such appointment in future.
20. The Council will be dominated by external members at a ratio of 2:1 to internal ones in the 2023 proposal, in particular the number of members appointed by the Chancellor and elected by the Legislative Council, and their control will become greater. All categories of members should be decreased proportionately.
21. Downsizing of the Council may not be necessary since CUHK does not have governance issues in view of the outstanding academic and funding performance, etc. of the University in recent years. Query if the proposal to increase the proportion of external members in the reorganized council at a ratio of 2:1 is beneficial to the development of CUHK, and whether this is the real purpose to reorganize the CUHK Council or there are other reasons behind to prompt the reorganization.

2.1.2 Check and balance – College representation [N = 43]

Examples from online written feedback:
1. 中大實行獨特的書院制，有必要確保校董會內有各間書院的代表，以充分反映各書院成員意見，不同意要削減相關席位。
2. CUHK has a college culture. Each College should have one representative in the council.
3. 尊重書院自主。
4. 1. As an alumnus and an academic member of CUHK, I strongly believe that the college spirit of the University should be respected as far as possible and thus the representatives of the Colleges (both external and internal) should not be reduced.
5. 我這個老校友最愛中大自由包容的氣氛,最懷念書院有特色的生活. 校董會的組成應該廣泛容納學生教員和校友等基礎成員,而不是官方委派,貫徹執行政府政策的人.成員書院的意見絕對重要,怎可大幅削減人數.
Examples from face-to-face sessions:
6. Seriously impact the College system of CUHK because the number of College representatives serving on the reorganized Council will be reduced.
7. The 2023 proposal does not respect the College system of CUHK. The number of College representatives in the reorganized Council will decrease from 29% to 24% in the 2023 proposal.

2.1.3 Check and balance – Alumni representation [N = 52]

Examples from online written feedback:
1. 校友在校董會的席位只有一席，並不合理，校友應最少有兩個席位。
2. If the voice of alumni is unequal and imbalanced to that of the legislative councils, it will be totally a shame to the alumni. It means the role of alumni will diminish and their contributions and involvement will be lessened correspondingly.
3. 校友是所有大學的重要校外成員，關心母校，為母校出謀獻策不遺餘力...增加的比重應以校友為主

4. 中大員生，校友為大學重要部分，對大學發展及關愛之心較其他社會持份者更甚，因此在校董席位分配上應以教學，職工，學生及校友為主體。
5. 校友評議會代表數目減少，令校友意見不受尊重，對校友歸屬感及貢獻中大之熱情肯定有不良影響。
Examples from face-to-face sessions:
6. The 2016 proposal should be adopted considering that the University had widely consulted different stakeholders of the University, but some adjustments are acceptable. For instance, the number of alumni is increasing and hence there should be one more seat for alumni.
7. The number of alumni representatives and ratio is also reduced.
8. Should arrive at a proposal which will let CUHK develop, improve and engage alumni of the University.

2.1.4 Check and balance – Staff representation (faculty / academic / non-academic) [N = 29]

Examples from online written feedback:
1. 改革亦應邁向教職員、學生、非教職員工與校方管理層代表（包括副校長、書院校董代表等）人數比例相同（1:1:1:1）的理想狀態。
2. do not try to reduce the representation of students, teaching staffs and alumni inside the council
3. 學院之間存在極大差異，各間學院院長無法互相代表，令校董會無法平衡各學院之需求和權益，可能窒礙中大學術發展。
4. It should give more weight to CU academic and non-academic staff, students and alumni who will know what should be done to achieve the best management and development of CUHK.
5. 院校自主及員生共治的恒之有效傳統; 無論總校董人數如何修訂, 各原有持份者的比例應該不受到任何影響。
6. 學生, 教職員及非教職員皆是中大主要持分者, 理應佔最大比重
7. 大學是專業學術組織，即使政府有以公帑資助，也必須維持大學高度自治，學術獨立，因此須由大學管理層、老師、學生佔校董會絕大多數成員。

2.1.5 Check and balance – Student representation (undergraduate / postgraduate) [N = 34]

Examples from online written feedback:
1. 校園運作應有校內人士作主導，並必須而學生意見和感受作大前提，因此應讓本科生及研究生有份參與校董會；
2. 本科生與研究生的校董數目應該著量增加，以增加其參與校政的意識，是為公民教育的一部分。但過往經驗體現出研究生投票比率比本科生低（本科生不論中大學生會歷年大選、大學管治架構的關注度都較高），故應增加較多本科生校董數目。
3. 請增加本科生校董人數，本科生人數是中大獲得政府 UGC 資助的基礎資金來源，應該加以重視。
4. 建議增加多些議席，提高教職員及學生參與比例
5. 學生為大學生重要持份者，兩名學生校董均獲得民意授權，有權為學生發聲，為何改為校董會委任，將學生的聲音拒之門外？

2.2 CUHK uniqueness

Examples from online written feedback – College system [N = 44]
1. I would rather have a new, suitable, unique and full-of-CUHK's characteristics council, while it is efficiently and effectively run.
2. 母校乃書院制大學，書院是中大的重要組成部份
3. 我這個老校友最愛中大自由包容的氣氛,最懷念書院有特色的生活.
Examples from online written feedback – Knowledge about CUHK [N = 8]
4. There is no point to reduce internal members in cuhk council. They know what is the best for cuhk

5. 因為中大的管理層、教職員及學生比較熟悉中大，亦清楚中大的發展及需要，能於校董會表達對中大長遠發展的意見。本人建議中大校內成員（包括教職員及同學）的比例應維持不少於六成。
6. 監督委任的校外人士多為商界或專業人士，未必熟悉校內事務，其代表性及成效均成疑。
7. 立法會議員不要妄想用牟利思維取代教育組織
Examples from online written feedback – Reputation and development of CUHK [N = 8]
8. 中大以外人士，特別有政治背景人士，包括立法會議員，應該只負責監察及提供參考意見，有需要時負責向立法會及社會人士，解釋中大決策及發展方向，因此人數只應佔少數，以防以政治或民粹主義等非學術因素，干預大學運作，損害學生利益，也損害香港的大學在國際上的學術地位。
9. 大學校董會不應由校外外行人佔大多數，更不應由未諳教育及大學管治、未經大學社區甚至市民認可的人擔任校董，並將校外種種政治、經濟動機帶進大學決策。大學的員生共治、學術研究自主等珍貴價值幾年內已飽受侵蝕，大學理應捍衛此等使中大保持一流學府地位的價值。
Examples from emails [N = 1]
10. 由不熟悉中大運作的外人加入，對大學日常運用有極大不良影響，而且這些校外人事未必熟悉大學學術發展，他們屬外行人士，如何領導內行大學各種運作的發展？
Examples from face-to-face sessions [N = 3]
11. The University should not make reference to the Council of other universities as CUHK is the only local university which adopts a College system.

2.3 Benchmarking with local / global institutions [N = 18]

Examples from online written feedback:
1. 請減少立法會議員擔任校董：為何其他本港大學校董會沒有由立法會議員擔任校董。
2. The proposed method for appointing the VC and Provost is inconsistent with best practice in almost all HK universities.

2.4 Efficiency [N = 2]

Examples from online written feedback:
1. Currently, Internal members outnumbered Outside members which is not desirable for effective governance. I basically support the 2016 scenario

2.5 Skills matrix of members [N = 10]

Examples from online written feedback:
1. 應加入更多擁有專業資格(如教師、會計師、工程師資格)的校董，尤其是校外校董，以便在中大的各方面提供專業意見。 另外，亦可考慮引入海外或國內學者作為特別校董，在某些特定議題上可以發表意見/投票。例如若討論中大應否在海外其他地區設分校時，可由這些特別校董給予意見。
2. 接受多元聲音同參與
3. 應該著重管治的透明度，不斷增加不同持份者的參與程度，而不是反之，縮窄持份者的參與比例，加入更多非選舉產生的委任成員實不可取。

B) Selection methods [N = 58]

Examples from online written feedback – Appointment / political scrutiny	
1.	而現行校董會主席的產生方法，已充分體現兩者平衡，應繼續應用在建議的校董會正副主席和司庫上。
2.	減少由大學監督委任的校董人數。
3.	The number of Council members appointed by the Chancellor, i.e. the chief executive, should be no more than the proposal put forward by the university taskforce in 2016.
4.	The three quarter threshold for appointing Vc and Provost is out of sync with almost all universities in HK. This should be stopped.
5.	校長、常務副校長須由大學校董會四分之三投票通過的門檻，較大部分本地大學條例的要求為高。換言之，若建議獲採納，特首委任的校董會成員將擁有校長任命的否決權，也會增加日後招聘校長及常務副校長的難度。
6.	The appointment procedures of VP and other chief posts should remain the same to attract qualified professionals to join the University. Any changes made at this point will have harmful effects to the future of CUHK.
7.	I only agree to adding a Vice-Chairman to the Council to be appointed by the Chancellor such that the total no. of Council members will be 30 instead of the 34 suggested by the 3 LegCo members.
Examples from emails – Appointment / political scrutiny	
8.	Just wonder if an odd number of Council members will be more appropriate, unless the Chairman can or cannot vote if there is a tie.
Examples from face-to-face sessions – Appointment / political scrutiny	
9.	There is worry that political scrutiny is required in the appointment of the President of the University Students Union in the reorganized Council since he/she will be appointed by the Council instead of being an ex officio member.
Examples from online written feedback – Nomination	
10.	全部會員由中大 community 無篩選提名、不記名投票 取消所有委任席位
Examples from Online written feedback – Election	
11.	大部份席位應由成員民主互選，當中應以學術人員民主互選佔多數，學生和畢業生佔比可以較少。
12.	The election itself is not democratic. As the highest representative of CUHK, the Council should be grounded on a full democracy.
13.	more members should be elected by students, staff and alumni. This bottom-up approach helps to bring different opinions from the frontline to the Council for a comprehensive discussion, and prevent the decision-making process being manipulated by small circles of the senior management and those with political power.
14.	就校友議席的部分，目前校友評議會的 3 席中，只有主席一席是由直接選舉產生，另外 2 席則是評議會推選，代表性不足。建議日後校董會中的校董議席，必須經校友評議會直接選舉產生。
15.	As democratic, open and accountable to the public as possible, not to the government or legislative council.
Examples from face-to-face sessions – Election	
16.	The number of members elected by the Convocation, instead of members appointed by the Chancellor or elected by the Legislative Council, should be increased in the reorganized Council to maintain the ratio of 2:1.
Examples from face-to-face sessions – Ex-officio	
17.	The President of the University Students Union should be an ex officio member instead of being appointed by the Council.
Examples from emails – Others	
18.	My suggestion is to have a Rotation or Shift scheme for ALL the College Heads & Masters to have a chance to sit in the Council in turn.

C) Purpose of and rationale behind the review [N = 9]

Examples from online written feedback:
1. 是次中大校董會檢討主要大幅減少校內校董席位及其相對校外校董比例。此舉意義不明
2. 張宇人議員的信函及公開言論，特別提及未改組的中大校董會引致社會運動的指控，屬無理攻擊及惡意批評。考慮到另一激烈衝突地點的理工大學，張宇人議員的校董會應因而予改組的論據顯然無法成立。
3. 到底而家個制度有咩問題、改咗之後個制度有咩好處，你哋完全無講，咁你叫啲校友點樣去判斷？
4. 新既組成建議缺乏依據，所以唔應該草草通過。
5. 唔明點解要改革，冇足夠資料判斷
Examples from emails:
6. 三位立法會議員有沒有想清楚他們提出這些建議的背景事實、思維邏輯、動機？... 中大校董會的組織與成員規模已然清晰完備，何須費周章吹皺一池春水？
Examples from face-to-face sessions:
7. The rationale behind best practice is important.

3. COLLEGE BOARD OF TRUSTEES / COMMITTEE OF OVERSEERS

Total number of respondents leaving their comments: 6

A) Arguments on size and compositions

3.1 Check and balance

3.1.1 Check and balance – Ratio of external to internal [N = 4]/ institutional autonomy [N = 3]

Examples from online written feedback:
1. There should be close balance in numbers of external and internal members, with a small majority (by one or two members) weighted towards internal members so that there is adequate check and balance to the powers of the VC, while maintaining a strong external stakeholder representation to the council. The proposed change is towards 17 external members and 19 internal members.
2. The 2016 proposal had gone through a relatively comprehensive consultation process with all relevant constituency stakeholders...the same proposal should be put up to the Legislative Council for consideration for approval on the ground that the total number of external members exceeds that of the internal members by a clear majority which serves the purpose of streamlining the total number of members for the Council and at the same time enhancing the corporate governance in terms of operation effectiveness and check & balance in decision making process.
3. The Board should cover an appropriate representation of important stakeholders of the university so different voices can be heard. The most important principle is to ensure independence of the university governance and all decisions are made for the well being of the university development.
4. The Secretary for Education of the current HKSAR Government in a recent Q&A session in October 2022 during a Legislative Council meeting had categorically respond to a relevant question raised that the ratio between the number of internal and external members of the University Council has no bearing to the recruitment of key management staff positions which should be an internal management decision matter of the University. The Government maintains that it is the management autonomy of the University and would not intend to interfere, as quoted by the press.
Examples from emails:
5. I consider that the current practice, i.e., a 1:1 ratio between internal and external members, should be maintained to ensure both sides have an equal say in decisions. I believe this approach would help to strike an appropriate balance between university autonomy and public accountability.

3.1.2 Check and balance – College representation [N = 0]

3.1.3 Check and balance – Alumni representation [N = 0]

3.1.4 Check and balance – Staff representation (faculty / academic / non-academic) [N = 1]

Examples from online written feedback:
1. As the senior executives are accountable to the Council, but are directly appointed by the VC, they should be non-voting members to avoid conflict of interests in the decisions to renew the contract of the VC. Instead the academic community in CUHK may be better represented by appointing a senior (A3 grade) professor from each faculty, to replace the voting membership of the deans.

3.1.5 Check and balance – Student representation (UG / PG) [N = 0]

3.2 CUHK uniqueness – Knowledge about CUHK [N = 1]

Examples from online written feedback:

1. The council should be able to assess the effectiveness of the senior executives of CUHK in leading CUHK, with members have either detailed internal knowledge or having external viewpoint as stakeholders in Hong Kong in assessing the impact of CUHK to Hong Kong.

3.3 Benchmarking with local / global institutions [N = 0]

3.4 Efficiency [N =2]

Examples from online written feedback:

1. the total number of external members exceeds that of the internal members by a clear majority which serves the purpose of streamlining the total number of members for the Council and at the same time enhancing the corporate governance in terms of operation effectiveness and check & balance in decision making process.

Examples from emails:

2. I welcome the proposed idea to reduce the size of the Council from 54 seats to 34 seats. I believe that this will help the Council to achieve greater efficiency for meetings, as well as a more streamlined decision making

3.5 Skills matrix of members [N = 0]

B) Selection methods – Appointment [N = 1]

Examples from online written feedback:

1. As the senior executives are accountable to the Council, but are directly appointed by the VC, they should be non-voting members to avoid conflict of interests in the decisions to renew the contract of the VC.
Instead the academic community in CUHK may be better represented by appointing a senior (A3 grade) professor from each faculty, to replace the voting membership of the deans.

C) Purpose of and rationale behind the review [N = 0]

4. COUNCIL MEMBER

Total number of respondents leaving their comments: 5

A) Arguments on size and compositions

4.1 Check and balance

4.1.1 Check and balance – Ratio of external to internal [N = 1] / institutional autonomy [N = 1]

Examples from online written feedback:

1. On the subject of number of LegCo members sitting in the Council, CUHK should align with the practice and convention of other UGC- funded universities . The oldest University of Hong Kong does not provide ex-officio seats to LegCo members . The young Hong Kong University of Science and Technology does the same. These two reputable universities do respectively have one LegCo member in their Councils, by appointment at the entire discretion of their Councils.
2. increase the proportion of the Government/LegCo appointed membership in the university Council. There are good reasons for ensuring that the relationship between governments and universities is an arms-length one - hence the role of the UGC in Hong Kong - and it would be very critically noted across the world if that separation was reduced. The international reputation of Hong Kong's currently outstanding university system would be irreparably damaged if there was a perception that its universities were no longer independent institutions.

4.1.2 Check and balance – College representation [N = 0]

4.1.3 Check and balance – Alumni representation [N = 0]

4.1.4 Check and balance – Staff representation (faculty / academic / non-academic) [N = 1]

Examples from online written feedback:

1. There is no doubt that it is a good plan...to include a representative of the non-academic staff along with the adjustments made in the 2016 proposal.

4.1.5 Check and balance – Student representation (UG / PG) [N = 1]

Examples from online written feedback:

1. There is no doubt that it is a good plan... to include two student representatives... along with the adjustments made in the 2016 proposal.

4.2 CUHK uniqueness – Reputation and development of CUHK [N = 1]

Examples from online written feedback:

1. The international reputation of Hong Kong's currently outstanding university system would be irreparably damaged if there was a perception that its universities were no longer independent institutions.

4.3 Benchmarking with local / global institutions [N = 2]

Examples from online written feedback:

1. On the subject of number of LegCo members sitting in the Council, CUHK should align with the practice and convention of other UGC- funded universities . The oldest University of Hong Kong does not provide ex-officio seats to LegCo members . The young Hong Kong University of Science and Technology does the same. These two reputable universities do respectively have one LegCo member in their Councils, by appointment at the entire discretion of their Councils.
There is no compelling reason for CUHK not to follow the practices of HKU and HKUST by eliminating the three seats in the Council reserved for LegCo members. Out of respect for the LegCo, however , the Council should from out of its six appointees, appoint one prominent public figure who also happens to be a LegCo member.

All other five UGC-funded universities do not have reserved seats for LegCo members.

Examples from Face-to-face sessions:

2. Regarding the best governance model, the University should not be only made reference to local institutions, but also those of the best global institutions.

4.4 Efficiency [N = 0]

4.5 Skills matrix of member [N = 0]

B) Selection methods – Appointment [N = 1]

Examples from face-to-face sessions:

1. The 3/4 requirement for the Vice-Chancellor appointment will deter outstanding candidates from applying.

C) Purpose of and rationale behind the review [N = 1]

Examples from face-to-face sessions:

1. Need to have an overall purpose in reorganizing the Council.

5. NON-ACADEMIC STAFF

Total number of respondents leaving their comments: 36

A) Arguments on size and compositions

5.1 Check and balance

5.1.1 Check and balance – Ratio of external to internal [N = 12] / institutional autonomy [N = 15]

Examples from online written feedback:
1. Reorganization is desirable and for the right purpose. ...there is no intention to use the reorganization against CUHK, e.g. as an attempt to interfere with the University's autonomy, academic freedom, and power and functions vested by the University Ordinance. The only way to do this fair and square is to ensure a balanced number of internal and external members who can represent not only the "internal" and "external" points of view, but also different stakeholders of the University.
2. 校內校外校董成員比例不應側重為 1:2。建議參照 2016 年 11 : 18 的比例。
3. make a balance between the internal and external members
4. The latest proposal by the 3 Legislative Councilors is against the institutional autonomy spirit. The notion of merely external members will suffice to veto a motion is unacceptable.
5. The 2016 proposal can better safeguard institutional autonomy which is not only a cornerstone of CUHK but also the entire higher education sector of HK. The 2016 proposal is also a more balanced proposal to ensure good governance and serve the best interest of the university.
6. I support the University's 2016 proposal and strongly object to the proposal put forward by the Legislative Councillors. Their proposal is a blatant challenge to the institutional autonomy of the Hong Kong higher education, which is well protected by the Basic Law.
7. 行政長官作為大學必然監督，足以左右中大事務，甚至掌握校長任命的否決權，嚴重損害院校自主及學術自由，並令人憂慮行政長官在學術上並沒有足夠的認知去任命一位最適合的校長，甚至會有政治或商業考慮，影響中文大學的發展。

5.1.2 Check and balance – College representation [N = 4]

Examples from online written feedback:
1. 中大有九所書院，席數由 4 席減至 2 席並不合理。不同書院有不同的文化，其不同的地理位置也引申出不同的校政問題。本身只有四席已不能全然反映不同書院的意見，大幅削減至兩席只會令問題更甚，甚至令書院制的價值蕩然無存，淪為裝飾。
2. 若須增加校外成員比重，增加的比重應以「校友為主、書院成員為次、監督委任者為最少」為原則。

5.1.3 Check and balance – Alumni representation [N = 6]

Examples from online written feedback:
1. I agree with the 2016 proposal, which...had the support of CUHK staff and alumni.
2. 校友評議會選任成員的席位被大幅削減，但立法會議員選任成員卻維持 3 席，令人擔心中大會變得重政府而輕校友。校友失去話語權，而與中大毫無關係的立法會議員的話語權甚至比校友大，令人覺得奇怪

5.1.4 Check and balance – Staff representation (faculty / academic / non-academic) [N = 8]

Examples from online written feedback:
1. we could not ignore both staff (both academic and non-academic) and students' opinion at all since education is all about them. How could a committee neglect the voice of such a crucial party?
2. 大學教職員及學生是中大社群中人數最多、與中大接觸最密切的成員，亦是最直接受校董會決定影響的人。

3. 不同學院的知識會引伸到不同的思考立場，而所拓展的不同角度可能會有所矛盾，如果大幅削減至兩席，並不能全然反映不同學院的意見。可能會導致某些學院的發展凌駕其他學院。

4. Engagement of students and non-academic staff in the Council is a good move.

5.1.5 Check and balance – Student representation (undergraduate / postgraduate) [N = 6]

Examples from online written feedback:

1. 兩名學生校董應由學生選出，以代表大部分的學生。如根據張宇人方案須經校董會委任，即校董會可以在最後關頭作出篩選，有權否決大部份學生的議員，拒絕尊重學生的意見。

2. 大學教職員及學生是中大社群中人數最多、與中大接觸最密切的成員，亦是最直接受校董會決定影響的人。因此，他們在中大校董會中的參與是必不可少的。

5.2 CUHK uniqueness

Examples from online written feedback – College system [N = 4]

1. 增加的比重應以「校友為主、書院成員為次、監督委任者為最少」為原則。

Examples – Knowledge about CUHK [N = 9]

2. 校董會不應加入大量非校外人士，例如立法會議員，因該些議員大多只為個人政治利益，根本不懂大學目標和運作，更遑論為大學和學生謀福祉

3. 學校事務理應交由了解學校運作及有教學資歷的人出任

Examples from online written feedback – Reputation and development of CUHK [N = 4]

1. 校董不應由不懂教育的立法局議員和政客校友擔任，以免個人為政治目的干預大學行政，違反基本法，侵犯大學學術自由及影響大學發展！

2. Internal seats shall not be cut down that significantly but instead shall be increased to match with the development of the University with more colleges are established throughout the years.

5.3 Benchmarking with local / global institutions [N = 1]

Examples from online written feedback:

1. 新增聘任校長、常務副校長須由大學校董會四分之三投票通過的門檻，較大部分本地大學條例的要求為高

5.4 Efficiency [N = 1]

Examples from online written feedback:

1. A smaller governing body could bring efficiency gains

5.5 Skills matrix of members [N = 5]

Examples from online written feedback:

1. 引進不同社會人士參與，有助大學長遠發展，特別背向早國，如何加快與內地大學合作及推廣，實在需要社會人士參與，可幫助大學增進與早國的大學交流及互相聯繫，讓大學成為更多同學大灣區人材，參與早國的偉大發展。

2. have a pool of non-(education) professionals who have heart to groom our next generations, to prepare them for the new worlds.

B) Selection methods [N = 11]

Examples from online written feedback – Appointment

1. 同意校長和常務副校長須由大學校董會藉不少於當其時全部成員的四份之三投票通過的決議聘任

2. Direct appointments are undesirable and will lead to dictatorship at the end if the direct appointments are controlled by the Chancellor solely.

3. 任命校長及常務副校長要 3/4 校董通過的門檻，將會大大影響日後招聘有能之士，1/4 人便可以擁有否決權，對日後中大國際聲譽及人才招聘都造成極大困難。

Examples from online written feedback – Election

4. 兩名學生校董應由學生選出，以代表大部分的學生。如根據張宇人方案須經校董會委任，即校董會可以在最後關頭作出篩選，有權否決大部份學生的議員，拒絕尊重學生的意見。

Examples from online written feedback – Nomination

5. 大學校董會的主席和副主席不同意由監督委任，應由當其時全部成員推舉的最多人數成員第一、二位擔任。

C) Purpose of and rationale behind the review [N = 0]

6. UNDERGRADUATE STUDENT

Total number of respondents leaving their comments: 74

A) Arguments on size and compositions

6.1 Check and balance

6.1.1 Check and balance – Ratio of external to internal [N = 32] / institutional autonomy [N = 17]

Examples from online written feedback:
1. 繼續討論校董會的組成和比例，不應操之過急，應以大學長遠利益，學術自主，學生發展從詳計議。現時恆之有效的運作看不到有大問題
2. 過往，大部分立法會議員全港市民選出，代表的是全港市民。現在，有相當一部分立法會議員並非由市民選出，在立法會代表其他持分者的意見。故立法會市民代表全港市民的程度，比以前低。
3. 不希望見見校外人士過份參與校政。民明社會中由大學去監察社會，制衡政府乃正常事，也符合社會長遠利益。不希望因為有社會事件就整治學術，教育界。
4. Number of external member in the CUHK Council should not exceed 1/3 of internal member to ensure that judgement made by the Council appropriately priorities CUHK's interest and that the governance of CUHK can have sufficient autonomy by the internal stakeholders.
5. 校內校董需佔校董人數三分之二，以維持校董對學校的代表性。
6. 減少立法會議員數目至 1 位。他們(張宇人議員、鄧家彪議員及劉國勳議員)過往在中大校董會的表現太過政治化,動輒發動對中文大學不同持分者的語言攻擊,令中大形象受損、不停地內耗時間和精神,為求他們個人政治利益而攻擊中大,令中大不能在教學和研究得以穩定地發展。因此應盡快削減立法會議員的數目至 1 位。
7. The legislative council members seemed not to contribute to the university's development in the previous years, they only brought political conflicts to the campus, especially Mr. Cheung, Mr. Lau, and Mr. Tang.
8. 破壞校內校外校董人數平衡必嚴重削弱大學師生士氣和凝聚力，違背自治傳統阻礙學術發展
9. there is still no guarantee that a higher number of external members will guarantee better interface with the society, for much depends on the quality, qualification
Examples from face-to-face sessions:
10. Does not support to increase the number of Chancellor-appointed members. The external members usually come from the business sector.
11. It is easy for the Government to disapprove a certain agenda item of the University given the large number of Chancellor-appointed members.
12. Regarding the ratio of 2:1, the number of members in other categories of external members, instead of Chancellor-appointed members, should be increased.

6.1.2 Check and balance – College representation [N = 18]

Examples from online written feedback:
1. 校董會應以尊重中大作為書院制大學
2. 若須增加校外成員比重，增加的比重應以校友為主、書院成員為次、監督委任者為最少。
3. 書院院長：反對，2 個代表無法同時顧及 9 所書院利益，有損另外其餘 7 所書院權益
Examples from face-to-face sessions:
4. Since CUHK has nine Colleges, the number of Council representatives should not be reduced.
5. Each College should have a seat in the reorganized Council.

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| 6. The number of seats occupied by the Board of Trustees/Committee of Overseers of Colleges should not exceed those of College Heads/Masters, who have a better understanding of the development of Colleges and could consider the College issues more effectively. |
| 7. There should not be three members elected by the Legislative Council and there should be more College representatives in the reorganized Council. |

6.1.3 Check and balance – Alumni representation [N = 8]

Examples from online written feedback:

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|---|
| 1. 減少校友會的席位，亦是對校方政策更熟悉的成員，顯示大學對校內成員的不重視 |
| 2. 校友評議會：反對3變1，校友對中大有莫大貢獻，評議會亦為根據1109條設立，並應向中大校董會陳述意見。削減席位妨礙評議會行使職能，更破壞大學與校友之關係 |

Examples from face-to-face sessions:

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| 3. Though some alumni will serve on the Council in other capacities, they do not represent the interests of alumni. As the number of alumni is on the increase, there should be more than one member elected by the Convocation to serve on the Council. |
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6.1.4 Check and balance – Staff representation (faculty / academic / non-academic) [N = 7]

Examples from online written feedback:

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|---|
| 1. 希望可以在校董會設立一些民選校董由同學及教職員如教授及長駐學校的其他教職員等共同選舉產生以確保校董會內有來自學生和教職員的代表，確保同學和教職員的意見能確切反映至校董會中 |
| 2. 尊重員生共治為原則 |
| 3. 學院院長：反對削減教務成員席位，2個代表無法同時顧及9所學院及研究院利益
教務會：反對削減教務成員席位
教務人員：應再增加最少一席教務人員席位
非教務人員：考慮副非教務人員有分白領和藍領，應最少多加一席 |

Examples from face-to-face sessions:

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| 4. Faculties only have 2 seats, may focus on certain areas and interests only and the interests of unrepresented faculties will be ignored. |
| 5. The number of non-academic staff member should be increased to 2 in order to represent the interests of different categories of staff at the University. |

6.1.5 Check and balance – Student representative [N = 13]

Examples from online written feedback:

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| 1. 學生作為大學最大的持分者之一理應有代表，表達他們的聲音 增加學生代表 |
| 2. 學生校董：支持增設學生校董，唯反對委任制和設有保留事項 |
| 3. 年輕一代或者說學生對於政府的不信任是很嚴重的。但是政府給我們的感覺就是想直接跨過學生的意見，忽略我們的意見就直接施政，為的就只是想穩固自己的權利。 |

Examples from face-to-face sessions:

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|---|
| 4. The number of student representatives should be increased and it is undesirable to restrict students' participation in reserved areas of business of the Council. |
| 5. It is undesirable that the undergraduate student member will be appointed by the Council and student members are restricted to participate in reserved areas of business of the Council. |

6.2 CUHK uniqueness

Examples from online written feedback – College system [N = 10]

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| 1. 中大書院制傳統不應弱化 |
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Examples from online written feedback – Knowledge about CUHK [N = 6]

2. The academia is best understood by people working in the university, external members that have little or no experience in the academia having a large influence is not beneficial to the university.
3. 校內校董對校內事務的熟悉程度遠高於校外校董，所以校內校董的比例應高於校外校董。 另外，校董的專業背景亦應該納入重要考量，以免迫使不諳教務的人士雖在其位，但未能發揮該席位的功能。
4. 有見校外校董及監督委任之人員多為政商界人士，而大學應為學術為主之地方，深優校外人士未必能清楚了解大學作為教育機構的核心價值及運作。故校方應以校內校董的意見為主，不應以提升效率等為由增加校外校董之比例，避免弄巧反拙，忽視校內人員的利益及意見。
Examples from face-to-face sessions – Knowledge about CUHK [N = 3]
5. Does not support the ratio of 2:1 as external members are mostly businessmen.
Examples from online written feedback – Reputation and development of CUHK [N = 2]
6. 他們(張宇人議員、鄧家彪議員及劉國勳議員)過往在中大校董會的表現太過政治化，動輒發動對中文大學不同持分者的語言攻擊，令中大形象受損、不停地內耗時間和精神，為求他們個人政治利益而攻擊中大，令中大不能在教學和研究得以穩定地發展。因此應盡快削減立法會議員的數目至 1 位。

6.3 Benchmarking with local / global institutions [N = 4]

Examples from online written feedback:
1. Also, as the university has a fair number of colleges, for them to be properly represented will inevitably increase the size of its council. For this reason, if not for others, the comparison in terms of size with the councils of other local universities should be made in caution.

6.4 Efficiency [N = 0]

6.5 Skills matrix of members [N = 3]

Examples from online written feedback:
1. 校董的專業背景亦應該納入重要考量，以免迫使不諳教務的人士雖在其位，但未能發揮該席位的功能。

B) Selection methods [N = 11]

Examples from online written feedback – Appointment:
1. 聘任校長、常務副校長須由大學校董會四分之三投票通過的門檻建議，形同容許特首委任的校董會成員否決校長任命，有損大學自治。
Examples from Online written feedback – Election:
2. 設立一些民選校董由同學及教職員如教授及長駐學校的其他教職員等共同選舉產生以確保校董會內有來自學生和教職員的代表，確保同學和教職員的意見能確切反映至校董會中
Examples from face-to-face sessions – Ex-officio:
3. The President of the University Students Union should be an ex officio member instead of being appointed by the Council.

C) Purpose of and rationale behind the review [N = 0]

7. POSTGRADUATE STUDENT

Total number of respondents leaving their comments: 20

A) Arguments on size and compositions

7.1 Check and balance

7.1.1 Check and balance – Ratio of external to internal [N = 7] / institutional autonomy [N = 10]

Examples from online written feedback:
1. 校內校董比例應該維持現有水平，甚至更多以保持院校自主以及相對獨立的學術研究。
2. 繼續討論校董會的組成和比例，不應操之過急，應以大學長遠利益，學術自主，學生發展從詳計議。現時恆之有效的運作看不到有大問題。
3. 控制校外校董會成員人數在 20 人以內（支持 2016 年建議）；
4. 校外人士比例不應高於校內人士
5. 請捍衛大學自主 請保障學術自由
Examples from face-to-face sessions:
6. Does not support the ratio of 2:1. ... The external members will have greater control in the reorganized Council, which will undermine the voting power of internal members of the Council. The ratio should be 1:1.

7.1.2 Check and balance – College representation [N = 8]

Examples from online written feedback:
1. 書院及學院人數絕不應被削減
Examples from face-to-face sessions:
2. Does not agree with the opinion that each College should have a seat in the reorganized Council.

7.1.3 Check and balance – Alumni representation [N = 7]

Examples from online written feedback:
1. 贊成中大校董會精簡規模，但強烈反對大幅削減校友會校董人數至只有一人，難以代表中大逾 70,000 名校友的聲音。由更多校友代表出任校董有助於向校友籌募經費，為大學發展作出財政、技術、就業等各方面的支持；同時亦有助提升大學的公眾形象。現時大幅削減校友校董席位的方案不利大學與校友之間的關係，亦有損大學在社會的公眾形象，對長遠發展造成惡劣影響。
2. 希望能增加校內人士及校友的席位，讓中大人能真正參與校政、就本身體驗經歷發表意見，改善校園發展，而非一味提高校外參與度，使中大人失去
3. 增加的比重應以校友為主

7.1.4 Check and balance – Staff representation (faculty / academic / non-academic) [N = 2]

Examples from online written feedback:
1. 學院人數絕不應被削減
2. 尊重員生共治為原則

7.1.5 Check and balance – Student representation [N = 3]

Examples from online written feedback:
1. 3) 希望增加本科生代表（如兩份建議中提到）；
4) 希望增加研究生代表（如兩份建議中提到）。

7.2 CUHK uniqueness

Examples from online written feedback – College system [N = 8]
1. 中大書院制傳統不應弱化

Examples from face-to-face sessions – College system [N = 1]
2. Should not make reference to the Council of other UGC-funded universities because CUHK’s culture and management are different from other UGC-funded universities and the College system is a unique feature of CUHK.
Examples from online written feedback – Reputation and development of CUHK [N = 3]
3. 破壞校內校外校董人數平衡必嚴重削弱大學師生士氣和凝聚力，違背自治傳統阻礙學術發展
4. 現時大幅削減校友校董席位的方案不利大學與校友之間的關係，亦有損大學在社會的公眾形象，對長遠發展造成惡劣影響。

7.3 Benchmarking with local / global institutions [N = 1]

Examples from online written feedback:
1. 建議新增聘任校長、常務副校長須由大學校董會四分之三投票通過的門檻，較大部分本地大學條例的要求為高

7.4 Efficiency [N = 1]

Examples:
1. 贊成中大校董會精簡規模

7.5 Skills matrix of members [N = 0]

B) Selection methods [N = 5]

Examples from online written feedback – Appointment
1. 聘任校長、常務副校長須由大學校董會四分之三投票通過的門檻，較大部分本地大學條例的要求為高，換言之，若建議獲採納，特首委任的校董會成員將擁有校長任命的否決權，也會增加日後招聘校長及常務副校長的難度。
Examples from online written feedback – Election
2. 應朝民主化方向，而不是反潮流，增加委任比例。
Examples from Face-to-face sessions – Ex-officio
3. The President of the University Students Union should not be an ex officio member instead of being appointed by the Council. There should be a separate election to elect the student member.

C) Purpose of and rationale behind the review [N = 0]

8. OTHERS: ORGANIZATION, UNKNOWN

Total number of respondents leaving their comments: 18

A) Arguments on size and compositions

8.1 Check and balance

8.1.1 Check and balance – Ratio of external to internal [N = 6] / institutional autonomy [N = 7]

Examples from online written feedback:
1. 校董會圍內人參與人數必須減少~ 聽外界的聲音更能在各方面有正面的果效~ 所以贊成支持立法會議員所建議在新的管治架構研究新方案！
2. 校外: 1-3 人 (無港府/中國官員)
3. 院校一定要自主， 支持 2016 方案， 將政治帶入院校是極度失望
Examples from emails:
4. 校董會改組後，大學監督委任校董佔整體校董的百分比上升一倍，而行政長官作為大學必然監督，其權力將會大增，足以左右中大事務。監督擁有超過四分之一的席數，其掌握校長任命的否決權，嚴重損害院校自主。
5. I have reservations on proposed reorganization of Council under the Private Members Bill (Cheung's Proposal). In brief, it does not only disturb checks and balance in governance of public Universities but also gives undue power to authorities and Legislative Council to veto appointments of VC and Provost. ... Representation with checks and balance are pillars of public university governance. Representation should be broad and relevant but also respecting heritage and tradition. Checks should be inbuilt through balanced internal and external representation. ... If size of University Council were reduced, all categories of representation should be reduced. There is no justification for keeping Legislative Council nominees and Chancellor nominees unchanged. If they were maintained, as proposed, it would open backdoor for politics to veto nominations of selection committees of Vice-Chancellor and Provost. All stakeholders are equal. It is unacceptable that the proposal would implicitly accord unfair rights to some representation and make them "more" equal.

8.1.2 Check and balance – College representation [N = 2]

Examples from online written feedback:
1. The CUHK is a university based on colleges which have respective historical developments. Their uniqueness and autonomy should be highly respected. In principle, the less external influence, the better.
Examples from emails:
2. 書院在校董會的席數由 4 席減至 2 席，9 間書院各自代表不同師生，意見不盡相同，僅僅兩席無法有效反映所有書院的聲音。

8.1.3 Check and balance – Alumni representation [N = 2]

Examples from online written feedback:
1. 校友/教師/admin/Non-Local Student: ~10 人
Examples from emails:
2. 校友評議會選任成員的席位被大幅削減，但立法會議員選任成員卻維持 3 席，令人擔心中大會變得重政府而輕校友。有別於一般大眾，校友理解中大的傳統和文化，有助中大力爭上游之餘得以保留自身特色。

8.1.4 Check and balance – Staff representation (faculty / academic / non-academic) [N = 5]

Examples from online written feedback:
1. 校友/教師/admin/Non-Local Student: ~10 人
Examples from emails:
2. 學院之間存在極大差異，各間學院院長無法互相代表，令校董會無法平衡各學院之需求和權益，可能窒礙中大學術發展。
Examples from face-to-face sessions:
3. The seat for non-academic staff member should be kept.
4. The seat of academic staff should be kept.

8.1.5 Check and balance – Student representation [N = 1]

Examples from emails:
1. 兩名學生校董均獲得民意授權，有權為學生發聲。然而，張宇人方案中兩名學生校董均須經校董會委任，即校董會有權任意否決民意代表的委任，將學生的聲音拒之門外。同時，方案中學生校董有保留事項，即學生校董在特定事項要經校董會之同意方可參與討論，削弱學生校董權力。

8.2 CUHK uniqueness [N = 3] – College system / Knowledge about CUHK / Reputation and development of CUHK

Examples from online written feedback:
1. 現時的專上教育有外行管理內行的趨勢，相當一部分高層似乎是由部分榮譽學位持有者擔任，而他們未必具備該學位真正應有的專業能力，這個現象應盡量避免，以保證大學的學術聲譽及研究質素得以維持。
Examples from emails:
2. 監督委任的校外人士多為商界或專業人士，未必熟悉校內事務，其代表性及成效均成疑。

8.3 Benchmarking with local / global institutions [N = 1]

Examples from emails:
1. 參考英制頂尖大學，校董會由校內校董主導，並無校外校董凌駕校董會之先例

8.4 Efficiency [N = 1]

Examples from face-to-face sessions:
1. Agree with the downsizing of the Council so that the Council could be more efficient.

8.5 Skills matrix of members [N = 2]

Examples from online written feedback:
1. 規模和組成須具包含所有持份者的代表性和認受性。包括委任人在內。

B) Selection methods (appointment/political scrutiny, nomination, election, ex-officio) [N = 1]

Examples from online written feedback:
1. 所有席位皆由普選產生 無當然席位 無人有權 DQ candidate

C) Purpose of and rationale behind the review [N = 1]

Examples from online written feedback:
1. 到底而家個制度有咩問題、改咗之後個制度有咩好處，你哋完全無講，咁你叫啲校友點樣去判斷？