

香港中文大學取消學院院長選舉 The Abolition of Faculty Dean Election at CUHK

[回首頁 Home](#)

關於大學改變學院院長遴選制度的聲明

[校友關注組](#)

我們從中大教職員得知，大學校方正部署改變學院院長之遴選制度，並於十一月十八日發出一份題為 Faculty Deanship 之英文文件。詳細研究該文件並對有關背景進行了解後，我們對此事有極大憂慮。

中大大自創立以來，學院院長一直由有關學院之教員選舉產生，此方式較為民主，能體現教授治校之精神，院長屬兼任性質，不會脫離教學工作，有利與學院同仁保持緊密聯繫，遇到教員與校方行政高層意見分歧時，能較好地反映教員方面之考慮，是以此制度有其可貴之處。現時校方提議將學院院長一職改為經校長確定人選後由校董會委任，院長為全職工作，與教學脫離，可從校外聘任，人事和財政權力增大，這是對現行制度相當徹底之改變，我們認為要慎重處理。

細讀校方十一月十八日之文件，對於現行制度和提議之改變兩者當中之利弊，都不見有所分析，校方提出之理由，主要是二零零二年宋達能報告書（Sutherland Report）有關大學管治架構之有關立論，以及大學教育資助委員會之促請，我們認為理由並不充份，校方應詳細探討其中利害，從而確定符合大學情況、對未來發展最為有利之方案，不宜倉促行事。

文件中一再提到世界上多數大學推行院長委任制，以及香港各大學中，只有中大仍然採取選舉制，我們不知此舉是否反映大學行政高層認為中大「落後」，得與其他大學看齊。倘校方有此想法，則實難苟同。中大有自身之傳統與獨特之處，不必事事隨俗隨眾，我們認為應實事求是，按照本身具體情況，從大學應有之自主性出發，尋求合理而有利之方案。

我們得知校方日前將上述文件發予各學系，請教員提供意見，此舉不能視作正式諮詢。同時，教務會將於十二月十三日之會議討論此事，我們不知屆時教務會是否作出決定，但過程無疑過於倉促。我們謹此敦請校方採取慎重態度，最好能參考雙語政策委員會之方法，發出詳細文件進行正式諮詢。我等

作為校友，與大學內部行政結構關係雖不密切，但對過往情況有一定體會，屆時亦樂於提出意見以供參考。

二零零六年十二月十二日

附有關文件：

1. 聲明中提及之宋達能報告書可從網上下載：

<http://www.ugc.edu.hk/big5/ugc/publication/report/her/her.htm>

2. 校方就改變學院院長任命方法事提交教務會之文件可從網頁下載：

<ftp://doodius.dyndns.org:2121/FacultyDean2.pdf>

3. 上述校方有關文件之簡要版如下：

Faculty Deanship

Introduction

Background to governance review

The Sutherland Report (2002) accepted by UGC and the Government asks the institutions to review their governance structure.

The University Strategic Plan adopted in February 2006 recommended that the Council should take the further review of governance as a matter of priority over the next year. (Section II.7.11).

A Panel of Experts has made recommendations for the consideration of the Task Force on University Governance under the Council.

Background to the issue of deanship

CUHK Faculty Deans are currently elected and serve on a part-time concurrent basis. In all other HK institutions, Deans are appointed after an appropriate search process, and in most cases serve on a full-time basis.

The Sutherland Report (2002) accepted by UGC and the Government asks the institutions to move to a system of appointed Deans. (The University of Hong Kong moved to adopt a system of appointed Deans in 2003.)

The Panel of External Experts has advised the Task Force on University Governance along the same lines, but emphasized a proper search process.

Comments sought

Teachers are requested to comment on a proposal whereby each Faculty Dean is appointed after a proper and transparent open search process involving significant input from the teachers of the Faculty concerned, to serve on a full-time basis (unless the appointee concerned prefers a concurrent appointment).

Rationale in support of full-time appointment after a search process

Deans will have clearer responsibilities and accountability lines.

They can focus more on longer-term strategic planning, resource allocation and management roles.

They will have a clearer identity as a member of the senior management team of the University.

There will be devolution of authority and responsibility (including budgetary and personnel-related functions) to the Faculty Deans.

They will have more resources at their discretion to meet special needs within their respective Faculties.

There will not be any required teaching or research load for the full-time Faculty Deans.

They will not be subject to conflict of interest and conflict of commitment in discharging their management responsibilities.

The tentative proposal

The broad outlines of the tentative proposal are as follows.

Search

A search committee will be formed with a majority of members drawn from the Faculty concerned. The composition of the search committee will be confirmed by the Senate and approved by the Council.

The search committee will make such consultations as necessary and come up with nominations for consideration.

The search committee will recommend candidates for consideration by the University. In the event that an external candidate is recommended, (s)he will need to go through the usual procedure for an academic appointment as well.

The Council upon the advice of the Vice-Chancellor will make the appointment.

Terms of appointment

A Faculty Dean appointed under the new procedure will normally serve for a term of five years, which can be renewed for a second five-year term. (Prior service as an elected Faculty Dean for whatever length of time does not affect the eligibility for appointment as a Faculty Dean under the new procedure.)

The Dean will normally serve on a full-time basis, unless the appointee prefers a concurrent appointment.

The full cost of the Deanship will be borne centrally.

At the end of the term of the Deanship and upon reversion to an academic post, there will be a period of sabbatical to enable the appointee to resume research activities. In case the associated cost of academic appointment cannot be immediately absorbed by the teaching unit concerned, it will in the interim be also borne centrally.

Currently serving elected Faculty Deans will continue to serve until the expiration of their current terms.

Practice in other institutions

Although details vary, this mode of appointment is practised in most universities, including all sister institutions in Hong Kong.

Responsibility of the Faculty Deans

It is expected that Faculty Deans appointed after a search process will be asked to take on a broader range of responsibilities, including the following.

To recommend appointments of Department Chairs after broad consultation with individual members of the departments concerned.

To take broad charge of the Faculty processes for appointment and pay review, with approval by the University simplified and reduced principally to substantiation, senior, and exceptional cases.

To have authority over a portion of any additional budgetary resources that may be available to the Faculty (e.g., upon reversion to a four-year curriculum) in order to promote strategic developments in the Faculty.

These changes in administrative procedure will need to be implemented in phases after the Faculty Deans have been appointed through a search process.

Advisory group on implementation

In addition to Statutory Amendment defining the new process in the broadest terms, the University will need to draw up detailed guidelines and procedures in relation to the search and the responsibilities. An Advisory Group on Implementation will be set up to provide advice to the Vice-Chancellor on these matters. The group will include all current Faculty Deans and the Director, School of Law.

November 18, 2006