

Placing the Faith in Sectoral Actors during the Covid-19 Pandemic: Systemic Higher Education Governance in Hong Kong, Johannesburg, and New York City



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Outline

- Research Problem
- Research Questions
- Conceptual Framework
- Findings
- Discussion and Implications²
- Future Research

*“We all know that [SARS] was a very short intense period of three months and then it actually stopped, disappeared, and vaporized. Within a week, everything was back to normal. **But this one [Covid-19] is very different. This one is a marathon. Nobody knows how to deal with a marathon crisis like this.**”*

– Associate Vice President, Department Chair,
University L, Hong Kong

Research Questions

How, if at all, has the external environment impacted the institutional response to Covid-19?

(a) To what extent has the external environment informed HEIs' decision-making?

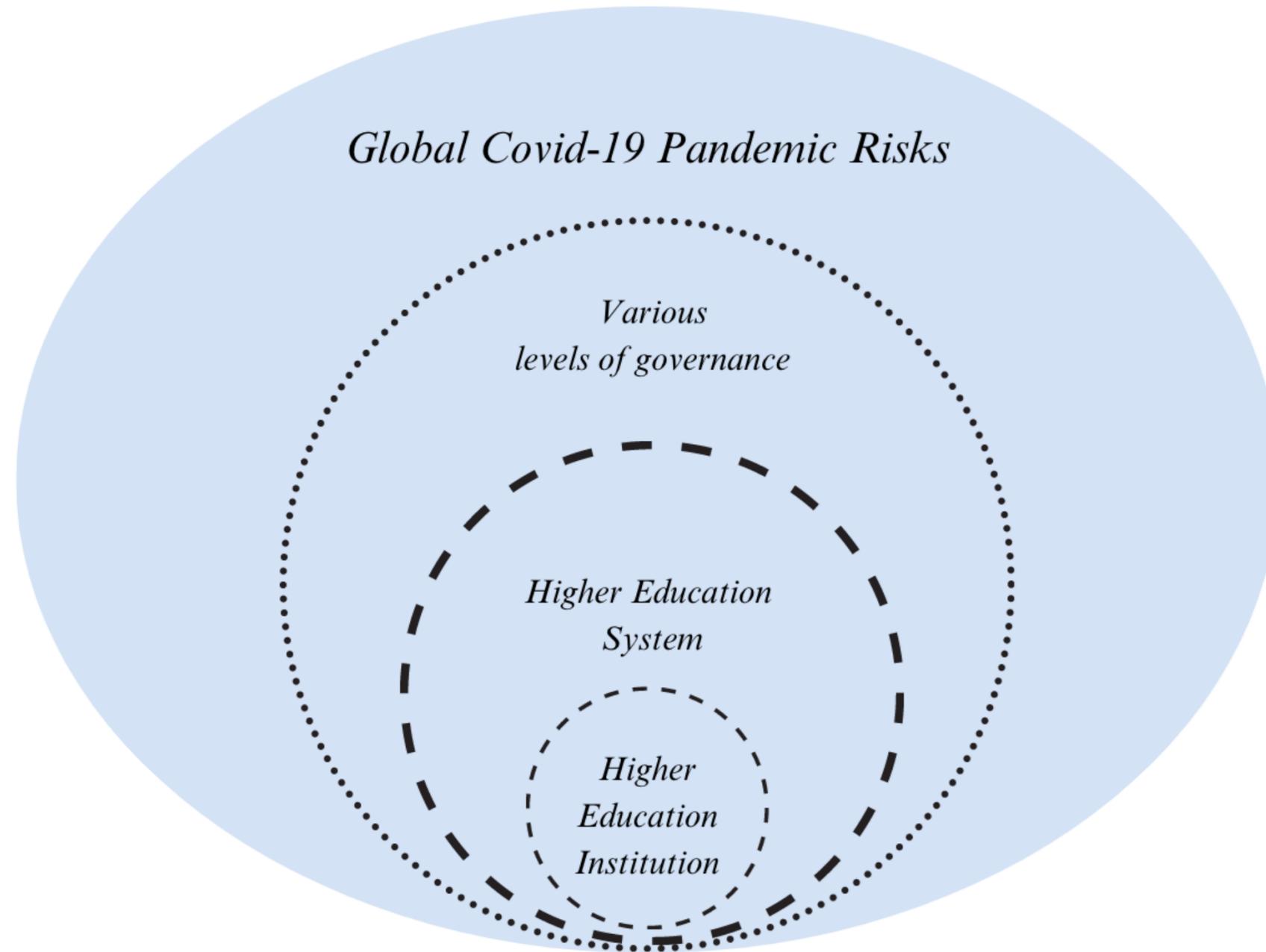
(b) Who are the main actors⁴ informing the institutional response?

Policy Networks

- Three interlocking networks: **state, sector, institutional**
 - State: government agencies and state bodies
 - Sector: buffer organizations, interest and lobby groups, professional associations
 - Institutional: peer network and informal groups
- Federal/national, provincial/state, city/municipal, district

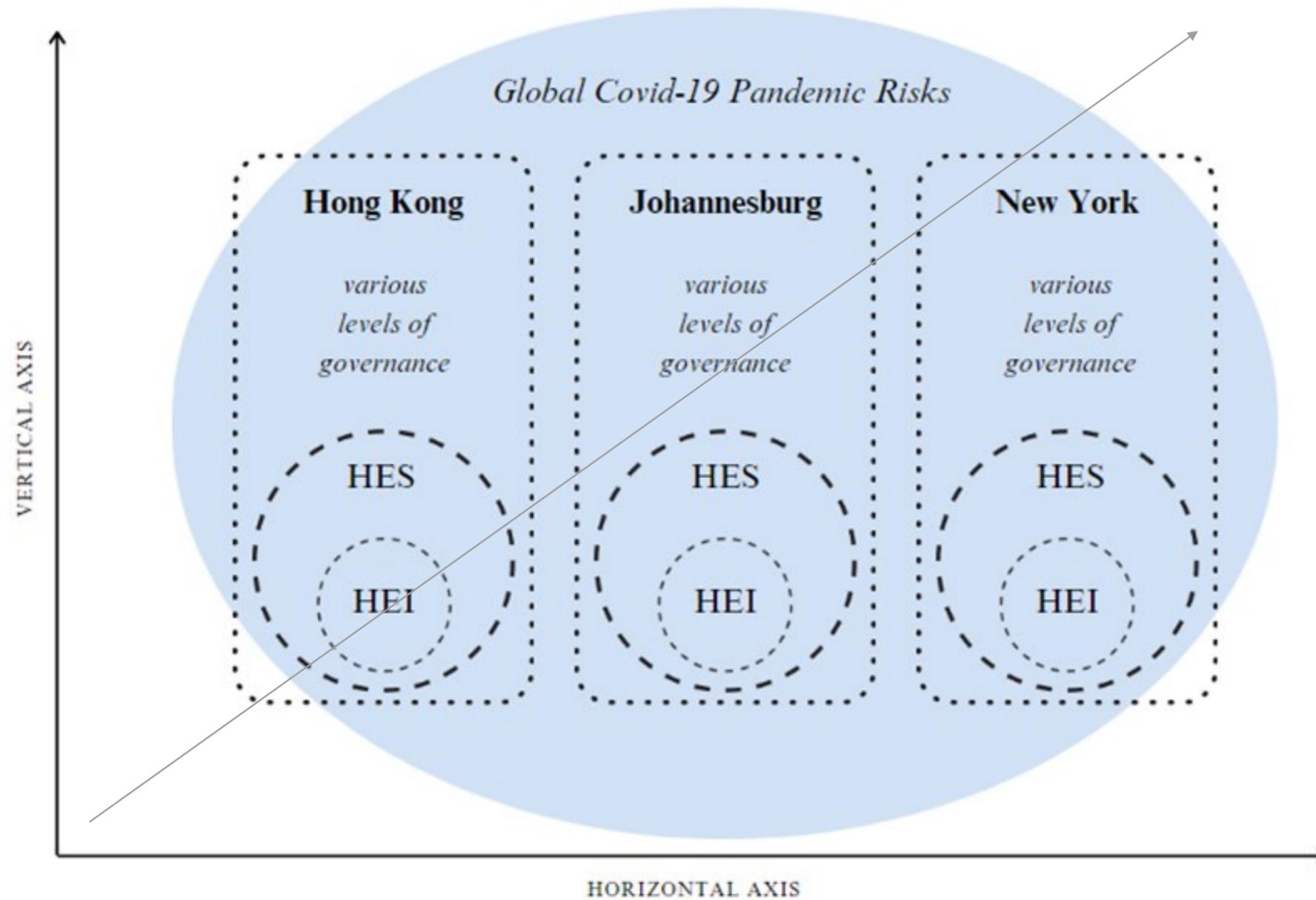
Source: Grant & Edgar, 2003; Gunn, 2015; Padure & Jones, 2009; Theisens & Enders, 2006

Institutional response as a multilevel phenomenon



HEIs' response within levels of risk sensemaking

Comparative Case Study



Different levels of organized risk sensemaking visualized (Source: Author)

External environment

- State, sector, and institutional policy networks in each city

Hong Kong

Health Bureau
Center for Health Protection
University Grants Committee
Hong Kong Jockey Club

Johannesburg

Department of Higher Education & Training
Department of Health
Council on Higher Education
Higher Health
Universities South Africa
Gift of the Givers Foundation

New York

Centers for Disease Control
Occupational Safety & Health Administration
Department of Health
American College Health Association
Commission on Independent Colleges & Universities
The Covid-19 Coalition of Colleges & Universities

- The role of non-state sectoral actors

HEI	Non-State Sectoral Actor	Function
A (NY)	CICU, JHU	Advisory, Coordination, Data Collection
B (NY)	ACHA, CCCU, CICU	Advisory, Coordination, Data Collection, Lobbying
C (NY)	ACHA	Advisory
D (NY)	ACHA, CICU	Advisory, Coordination
E (NY)	ACHA	Advisory
F (NY)	ACUHO-I, CCCU, CICU	Advisory, Coordination, Data Collection
G (NY)	ASHRAE, CCCU, CICU	Advisory, Coordination, Lobbying, Translation
H (HK)	UGC	Advisory, Coordination, Material Support
I (HK)	UGC	Advisory, Coordination, Material Support
J (HK)	UGC	Advisory, Coordination, Material Support
K (HK)	UGC	Advisory, Coordination, Material Support
L (HK)	UGC	Advisory, Coordination, Material Support
M (HK)	UGC, HKJC	Advisory, Coordination, Material Support
N (HK)	Not applicable	Not applicable
O (JO)	HH, JHU, USAf	Advisory, Brokerage, Coordination, Data Collection
P (JO)	HH, USAf, GoGF	Advisory, Brokerage, Coordination, Material Support
R (JO)	JHU	Data Collection

Seven Functions

- i. Advisory
- ii. Brokerage
- iii. Coordination
- iv. Data collection
- v. Lobbying
- vi. Material Support
- vii. Translation

THANK YOU!

- How can I take this work forward?
- Where would you suggest to get this research published?
- What directions should I consider for future research?