

**The Chinese University of Hong Kong**  
**Campus Master Plan**  
**Press Conference on the Appointment of World-class Architect**  
**FAQ**  
**22.2.2008**

Background of the CMP

1. Q : **Why does CUHK need a Campus Master Plan (CMP)?**

A : The CMP is critical for CUHK's development in the coming ten-odd years and beyond. With the reversion to a four-year normative curriculum which will increase the student population by 1/3 in 2012, and the adoption of a Strategic Plan which lays down the strategic directions for development in the next decade, the University needs a visionary Campus Master Plan for the years leading up to 2021 and beyond. Also, as a leading comprehensive research university, CUHK requires more space for additional buildings and facilities to meet teaching and research demands. However, the campus' steep topography creates many challenges with regard to connectivity, space efficiency and construction costs.

Given these considerations, and be prepared should an additional neighbouring site known as Area 39 for university expansion be granted, the University needs a visionary Campus Master Plan for campus development based on the principles of sustainable development. The CMP is the strategic blueprint for the University's campus development for the years leading up to 2021 and beyond.

2. Q : **Is it true that the number of students at CUHK will increase from 17,000 to 30,000 in 2012? Instead of expanding the campus, will CUHK consider admitting fewer students?**

A : It is not true. In fact, the current overall population at CUHK has already reached 26,000, which includes approximately 10,000 each of undergraduates and postgraduates, and about 6,000 staff. The new 3+3+4 curriculum to be implemented in 2012 will bring about 3,000 more new undergraduates to the campus. By that time the number of undergraduates will increase to 13,000. Together with corresponding increments in the number of postgraduates and staff, the total population will reach 30,000.

CUHK is a publicly funded university highly popular among students and parents. We have the responsibility to provide enough places for qualified secondary school graduates. To scale back on admissions is contrary to public expectation and is not feasible.

The Steering Committee on Campus Master Planning

3. Q : **What is the role of the Steering Committee on Campus Master Planning?**

A : The Steering Committee on Campus Master Planning was formed in 2006 to oversee the formulation of the CMP, and to encourage participation of the University members in the process. It disseminates information and collects feedback, lays down the assessment guidelines, and recommends to the University the consultant for the CMP.

4. Q : **Who are the members of the Steering Committee?**

A : The Steering Committee is formed by professionals with specialties in architecture, planning and environmental protection. The members are:

Co-chairmen: Professor P. C. Ching, Pro-Vice-Chancellor

Professor Essy Baniassad, Research Professor of Architecture

Members: Professor Michael Hui, Associate Pro-Vice-Chancellor

Professor Kin-che Lam, Department of Geography and Resource Management

Professor Rance P. L. Lee, Professor of Sociology

Professor Bernard Lim, Department of Architecture

Mr. Bosco Fung, former Director of Planning, HKSAR;  
Adjunct Professor, Department of Geography and Resource Management, CUHK

Member & Secretary: Mr. David Lim, Director of Campus Development

5. Q : **Did the Steering Committee give any guidelines to the short-listed consultants to develop their preliminary master planning proposals?**

A : The Committee requested that consultants adopt the following guiding principles that will support a learning environment worthy of a world-class, comprehensive research university and will meet the teaching, research, hostels and amenities needs in 2021 and beyond:

- a holistic and integrated campus
- enhancement of campus organization, and continuous development of the college system
- environmentally sustainable design
- preservation of the campus' natural environment and cultural heritage
- enhancement of pedestrian friendliness and reduction of the use of vehicles and emissions

The Committee respects the professional input of the consultants, and their proposals were assessed carefully with consideration of feedback from the University community.

#### Appointment of the Consultant

6. Q : **What were the procedures in short-listing the 4 architectural teams?**

A : In October 2006, a number of architectural firms including architects, planners

and environmental consultants were invited to express interest on the Campus Master Planning project.

A briefing session and campus tour were arranged in January 2007 for 9 interested architectural firms, providing them with a better understanding of the campus environment and planning requirements.

Subsequent to the prequalification presentations to the Steering Committee in March 2007, 4 renowned architectural teams each comprising a local lead consultant and an overseas architect with experience in university campus planning were short-listed to prepare the preliminary proposals.

7. Q : **What are the guidelines in selecting Aedas Limited / Edward Cullinan Architects?**

A : The preliminary planning proposals submitted by the consultants shall project a vision with outstanding ideas in setting a guiding platform for the University's long-term growth and sustainable development. Innovativeness, practicality, and attention to issues of sustainability, heritage preservation, environmental conservation, pedestrian and vehicular traffic, landscape and building approach, and also cost are important considerations.

The selection guidelines draw on government's guidelines for works, with fee assessment accounting for 30 per cent of the overall score, while technical assessment accounting for the remaining 70 per cent.

8. Q : **Has the Committee selected the preliminary planning proposal submitted by Aedas Limited / Edward Cullinan Architects?**

A : No, what the Steering Committee recommended was the team rather than the preliminary submissions, the latter being only a measure of the planning approach of the team and their capability.

Aedas Limited / Edward Cullinan Architects were selected for their rich experience in international campus planning and design and their achievements have been widely recognized in the architectural field. Not only were they creative, they also demonstrated understanding of the University's characteristics, respect for our traditions and the unique college system, and competence to come up with suggestions that suit our development needs. They share our vision and they have the ability. Their being selected does not mean the University has decided to adopt their preliminary planning proposal.

#### CMP Timetable

9. Q : **What is the timetable for the implementation of the CMP?**

A : The consultant will start work after the appointment. They will survey the campus, and conduct technical and planning assessment. The Committee and the consultant will arrange to collect the views and suggestions of all

stakeholders via a series of presentation sessions, discussion forums, formal and informal meetings, workshops, etc., in order to have deeper understanding of the concerns of the university members as regards the campus development. Their views are crucial for campus development and we would ensure such views are fully considered in the formulation of the CMP.

There are 4 different stages in our timetable. The 1<sup>st</sup> stage (18 weeks) involves inception field surveys, technical and planning assessment, and workshops to collect feedback from the University community. During the 2<sup>nd</sup> stage (12 weeks), views collected will be considered in the mapping out of planning principles and conceptual design of the CMP, while feedback will continue to be collected. The 3<sup>rd</sup> stage (18 weeks) involves the modification of the draft plan and to collect views on the proposed plan for further enhancement. The final CMP will be formulated during the 4<sup>th</sup> stage (6 weeks). There will be on-going communication with the University community throughout all the stages.

#### About the Consultant

10. Q : **What are the company profiles of Aedas Limited and Edward Cullinan Architects? Have they participated in similar campus master planning projects before?**

A : Aedas Limited is the Lead Consultant of the CMP Project. It is the fourth largest architectural practice in the world and has a wealth of experience in architectural design and planning. It has a strong presence in the education sector and has received many awards in institutional design which include the HKIA Medal of the Year for the HKIEd Jockey Club Primary School. It has carried out design works for renowned universities across Europe and the US, namely The University of Birmingham in the UK and Columbia University in New York, Dillard University in New Orleans, and Vanderbilt University in Nashville in the US.

World-renowned architectural firm Edward Cullinan Architects has taken part in many world-class projects, including the University of Cambridge and Singapore Management University. It has a reputation for designing carefully composed projects with a continuing focus on energy conservation and sustainability.

#### Collection of Feedback

11. Q : **How was the feedback collection programme being carried out? How did the University community respond to them and what are their major concerns?**

A : The Committee has strived to reach out to members of the University community. An extensive feedback collection exercise for the CMP has been launched since September 2007 to collect their views on the planning principles and design concepts of the preliminary proposals via various channels.

A total of 19 occasions in the forms including presentation sessions, formal and informal meetings, discussion forums and exhibitions of the preliminary proposals were arranged for the University community to enable face-to-face dialogue, and the 4 professional consultants were also invited to present and explain their proposals. The University has also been keeping the University community well abreast of the progress and collected their views from time to time with the help of the CMP website.

The University community responded actively and over 140 written comments were collected. Their major concerns cover a wide range of issues including the “planning considerations”, “design principles”, sustainable development, preservation of historical and cultural heritage, environmental conservation, cost-effectiveness and handling pedestrian and vehicular traffic etc. Besides, there is a general consensus among CUHK members that the CMP should respect and support the college system and that the University Mall is the centerpiece of University activities.

We look forward to continuing to receive more views from the University community.

12. Q : **How will the Steering Committee ensure that the views of the University community will be taken in the process of implementing the CMP?**

A : The Steering Committee will work with the Consultant in organizing meetings and workshops for members of the University so as to collect their feedback.

After appointing the Consultant, the University will roll out a publicity campaign to disseminate the decision and future plans to all University members via open letters, university/student/alumni publications. We will encourage them to actively participate in the process of campus development.

13. Q : **How will the workshops be organized?**

A : The Consultant will organize a series of workshops and feedback collection exercises that welcome in-depth discussions with members of the University on various issues, including environmental protection, college development, transport facilities, etc. The Consultant will also solicit and gauge the views collected and make necessary adjustments and refinement in the detailed formulation of CMP.

#### Development, Environmental and Heritage Issues

14. Q : **Some previous news reports state that the blueprint of the CMP does not include some buildings of historical value such as Ying Lin Tang, Ming Hua Tang and Hua Lien Tang. Does it mean that these buildings will be torn down?**

A : Absolutely not. The University has not settled on any particular plan yet, nor have we requested or planned to tear down Ying Lin Tang, Ming Hua Tang and

Hua Lien Tang.

As a matter of fact, one of the guiding principles given to the 4 architectural teams is the “preservation of buildings on campus”. Base on their own creativity and expertise with special consideration of issues like environmental protection, traffic and sustainability, etc, the consultants just outlined their initial concepts for drafting the future development plan of the CUHK campus. The saying about tearing down certain college hostels must have arisen from mistaking some design concepts of the consultants to be the final decision of the University.

15. Q : **How will the Steering Committee ensure that the natural scenery, heritage buildings and tranquility of the University are not adversely affected by the proposed development?**

A : The University takes pride in the beautiful landscape and natural environment of the CUHK campus. The University is totally committed both to campus development and to environmental conservation as well as the principle of environmental and heritage conservation.

There are committees set up under the Campus Planning Committee, including The Campus Landscaping Enhancement Committee, Standing Committee on Campus Geotechnical Matters and Building Committee (project specific), to ensure that a balance is maintained among the University’s development needs, the safety of its community and the conservation and enhancement of its natural environment in all projects. When vetting campus development projects, these committees are also guided by the campus’ existing Tree Preservation Policy.

The University has drawn up policies and guidelines on trees preservation on campus and guarantees to plant more than one tree in compensation for every tree affected by capital works which cannot be transplanted.

Please visit the website of CUHK’s Campus Master Plan  
to check out the latest news of CMP and send us your feedback:  
<http://www.cuhk.edu.hk/cmp>