SECOND AND FINAL REPORT OF THE PLANNING COMMITTEE FOR THE
HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY
Second and Final Report of the Planning Committee
For
The Hong Kong University of Science and Technology

April 1988
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This Second Report is the Final Report of the Planning Committee for The Hong Kong University of Science and Technology. It covers the period 1 October 1987 to 9 April 1988 and deals with the events subsequent to the issue of the First Report and prior to the transfer of planning and executive responsibility for the University to its new Council.

Part A of the Report is concerned with the transition from Planning Committee to University Council and contains advice on how the University Council should organise itself to undertake a planning and executive role. It also summarises the contents of the Planning Committee's First Report covering the first year of its work to September 1987.

In Part B of the Report, the Planning Committee tenders advice on the administrative framework for the proper function and regulation of the University, completing its task of providing advice to the Hong Kong Government on all aspects of its terms of reference.

Part C of the Report describes the progress made on a number of executive tasks and includes the architectural competition for the design of the campus, the selection of the master plan to be implemented, the acquisition of the site at Clear Water Bay, access to the site at Clear Water Bay, area requirements for the campus, production of a video film, design of an emblem, and the issue of a set of special stamps to mark the establishment of the University.

Part D of the Report describes the progress made by each sub-committee of the Planning Committee since the issue of the First Report. It describes the work of the Academic Planning and Development Sub-Committee in its refinement of the academic profile, its selection of the initial courses of study in each of the Schools and the General Education Centre, the introduction of Biology as a first year subject in the School of Science and the resultant amendments to the planned growth in the student population and academic staffing requirements, its proposals for collaboration with industry and commerce, and finally its perception of its future role. Reference is made to the Campus Planning and Estate Management Sub-Committee and its concern with the final stages of the Architectural Competition involving the programme for the Stage II assessment and the public exhibition of the architectural submissions. It refers to the production by the Establishment Sub-Committee of a preliminary set of salary scales and conditions of service, prepared on the principle that, taken as a package, the salaries and other conditions of service for the new University should be comparable to those offered by the other universities in Hong Kong, and records the sub-committee's views that a medical and dental insurance scheme should be established.

With the incorporation of the University as an independent statutory body on 10 April 1988, Part D refers to the necessity for the Finance Sub-Committee to consider the funding required in the period 1988/89 to 1990/91, to enable the University to meet its operational expenses. It also refers to the intention of the Senior Staff Recruitment Sub-Committee to recruit Deans for each of the three Schools and the General Education Centre to assist the Vice-Chancellor in preparing the University for admitting the first batch of students in 1991. The immediate tasks for these Deans include the drawing up of academic plans and course structures and the determination of staffing requirements and other related matters. It further explains the need for a Director of Computing Services, to be responsible for determining the data processing requirements for the University and for advising on the design and acquisition of the University's computer telecommunications network and other support
facilities. It describes the work of the Campus Project Management Sub-Committee and its formation of a Project Executive Team, a Design Review Committee and a Project Management Team. Reference is also made to the development of the Project Brief, the appointment of the consultants and the capital budget for the campus building project.

In conclusion, Part E of the Report acknowledges the advice, support and co-operation proffered by a number of bodies and organisations which allowed the Planning Committee to complete its various tasks in a project which aims not only at helping to meet the demand of the community and the aspirations of Hong Kong's young people in the field of tertiary education but also at enriching the quality of life in Hong Kong.
PART A

GENERAL INTRODUCTION

Background

The Planning Committee for The Hong Kong University of Science and Technology was formed by the Government in September 1986 and in November 1987 published its First Report, covering the first year of the Planning Committee's work to September 1987. This Second Report is the Final Report of the Planning Committee and it deals with the events subsequent to the issue of the First Report and prior to the transfer of planning and executive responsibility for the University to its new Council. Certain paragraphs of the Report are of an advisory nature which, it is hoped, will assist the Council of the new University in its future deliberations.

2. The Hong Kong University of Science and Technology Ordinance 1987 was enacted by the Legislative Council on 1 July 1987 and will be brought into effect on 10 April 1988. The first appointments to membership of the Council of the new University will also be effective from that date. This Report, therefore, covers the period 1 October 1987 to 9 April 1988.

TRANSITION FROM PLANNING COMMITTEE TO UNIVERSITY COUNCIL

Committee Structure of the Council

3. The terms of reference of the Planning Committee remain unchanged and these are reproduced at Appendix A. Details of the Planning Committee and Sub-Committee membership are provided in Appendix B.

4. The Planning Committee recognises that it is for the Council of the University, when appointed, to decide how it should organise itself to undertake a planning and executive role. However, in considering this matter, the Planning Committee, based on its own experience and in the interest of a smooth transition, sees merit in making recommendations for a committee structure for consideration by the Council.

5. Consideration was given initially to devising a committee structure for the Council that would evolve gradually and be integrated with the committee structure for the University, but the Planning Committee believed that the views of the senior academic and administrative staff, to be appointed to the University, should be obtained first. At this stage, therefore, the Planning Committee has considered only the formation of Committees of the Council during the initial period of its operation.

6. The Planning Committee accepts that when the University is operative the Council and Committees of the Council should be concerned mainly with policy matters. It is inevitable, during the planning stage, however, that the Council and its Committees will also be involved in executive decision making.
7. The following advice is offered on how the existing committees and sub-committees of the Planning Committee (Appendix C) should be adapted to form Committees of the Council:

   a) The Academic Planning and Development Sub-Committee should become the Academic Planning and Development Committee. This Committee is seen as transitional and will cease to exist as the Senate is able to take over its work.

   b) The Finance Sub-Committee should become the Finance Committee and will be involved only in policy issues.

   c) The Campus Planning and Estate Management Sub-Committee should become the Campus Planning and Estate Management Committee but should dispense with its estate management function when the day to day estate management is taken over by the University.

   d) The Campus Project Management Sub-Committee which, in accordance with the Executive Council's agreement on 2 June 1987, has full and sole responsibility through the Planning Committee for the implementation of the Campus project, should become the Campus Project Management Committee. This Committee will be dissolved when the campus project is completed.

   e) The Establishment Sub-Committee should become the Conditions of Service Committee.

   f) The Senior Staff Recruitment Sub-Committee should become the Appointments Committee but this too should be dissolved eventually. If necessary, ad-hoc Recruitment Committees could then be set up for specific tasks. The Vice-Chancellor and his senior staff will be responsible for recruitment, provided this conforms to recruitment policy and budgetary guidelines.

   g) A Standing Committee of the Council, to parallel the existing Executive Committee of the Planning Committee, is considered necessary, particularly in the early years of the Council. Initially, it would be involved in both executive decision taking and policy making but most of its executive role would gradually be delegated to the Vice-Chancellor when he and the senior staff are in post. Although many of the non-major policy issues will also eventually be delegated to the Vice-Chancellor, the Standing Committee will retain a general policy function. The role of the Standing Committee is envisaged as formulating Council policy, excluding that covered by other Committees of the Council; co-ordinating the work of various Council Committees; managing Council business between plenary sessions of the Council; and, exercising an executive function. Membership of the Standing Committee should include the Chairman and Vice-Chairman of the Council, the Chairmen of the Committees of the Council, the Vice-Chancellor and possibly a few other members of the Council.

   h) The role of the General Matters Sub-Committee will be absorbed by the Standing Committee of the Council.
The proposed committee structure of the Council is also shown in Appendix C.

**First Appointments to the Council of the University**

8. In its First Report the Planning Committee noted that it would be for the Chancellor to make the first appointments to the Council and for the Council, when formed, to recommend to the Chancellor the appointment of the remaining members, under Section 9(1)(g)(ii) and (iii) of The Hong Kong University of Science and Technology Ordinance. The Governor also appoints three public officers under Section 9(1)(e). 

9. Section 9(1)(g)(i) of the Ordinance allows for the appointment of not more than five members from other tertiary institutions in or outside Hong Kong and for this reason it is not possible for all of the academic members on the Planning Committee to be appointed to the Council. It is hoped, however, that those not appointed will continue to serve on Committees of the Council.

**FIRST REPORT OF THE PLANNING COMMITTEE**

10. The First Report of the Planning Committee covered the first year of the Committee's work and was produced in four parts.

11. Part A dealt with the appointment of the Planning Committee in September 1986 by the Governor of Hong Kong, the membership and terms of reference of the Committee, and the modus operandi adopted by the Committee. Part A described also the Committee's wish to have the new University in operation in 1991, much earlier than the 1994-97 deadline indicated in its terms of reference, in recognition of the needs of the Hong Kong community as well as in fulfilment of the wishes of the late Governor of Hong Kong, Sir Edward Youde. In accordance with the Planning Committee's terms of reference, the emphasis of the new University was placed on science, technology and management and business studies with a student population of 7,000 full time and equivalent part-time students (FTEs) by 1999-2000, and room for further development up to about 10,000.

**Notes**

(1) 9(1)(g)(ii) not more than 9 shall be appointed by the Chancellor; and
     (iii) not more than 9 shall be appointed by the Chancellor on the recommendation of the Council

(2) 9(1)(e) not more than 3 members, who shall be public officers, appointed by the Governor.

(3) 9(1)(g)(i) not more than 10 shall have experience in commerce or industry in Hong Kong and not more than 5 shall be from other tertiary institutions in or outside Hong Kong.
12. Part B of the Report dealt with advice conveyed already to the Hong Kong Government and Government's response to that advice. The first set of recommendations forwarded on 8 January 1987 were in respect of the choice of a name for the new University, following an invitation to the public to make suggestions; the selection of a site for the University campus from four potential sites; and, the Committee's advice on the level of entry for first degree courses at the University. On 17 January 1987, the Hong Kong Government notified the Committee of its acceptance of the Committee's advice that the University should be named "The Hong Kong University of Science and Technology" in English and "香港科技大学" in Chinese, that the University should be located at the former Kohima Barracks site at Clear Water Bay, with additional adjacent land earmarked for University use. The University should plan for three-year first degree courses with entry at "A" level. However, should the Government decide to approve and fund the University of Hong Kong Proposal for four-year first degree courses after six years of secondary education, the University will change similarly in the interests of uniformity of entry levels. A further recommendation was conveyed to the Hong Kong Administration in respect of student hostel accommodation, which the Committee believed should be provided, for a variety of compelling reasons, from public funds to enable students to spend a significant part of their university life in residence on campus. In its reply the Administration stated that privately funded and operated hostels to a level of 30% could be provided and that only if sufficient private funds could not be obtained could the use of public funds be considered. Part B of the First Report described also the enactment, by the Hong Kong Legislative Council on 1 July 1987, of The Hong Kong University of Science and Technology Ordinance and the acceptance by the Hong Kong Government on 2 June 1987, on the advice of the Planning Committee, of a donation of HK$1,500 million by The Royal Hong Kong Jockey Club to fund the greater part of the cost of construction of the University campus and the arrangements made for the Jockey Club, which has immense experience in large construction projects, to manage the project on behalf of the Planning Committee.

13. Part C of the First Report described the progress made by the Planning Committee with certain issues which were ongoing and which the Committee would address in the next phase of its work. These were: -

a) refinement of the preliminary academic profile, to ensure that the courses to be offered matched the economic demand for graduates;

b) the structure of the courses to be offered, a modular system being favoured;

c) the medium of instruction, with a strong emphasis on English and Chinese, and with consideration being given to third languages, such as Japanese, being proposed;

d) the student mix emphasising a strong effort in the field of postgraduate programmes, both full-time and part-time;

e) the planned growth of the student population, with the academic and administrative staff and the facilities necessary to support this growth;

f) the indicative recurrent and capital costs; and.
the staff salary scales and conditions of service.

14. Part D of the First Report was concerned with the progress made towards the selection of the University's first Vice-Chancellor and the architectural competition for the procurement of the campus master plan. It described how, following a very comprehensive recruitment exercise carried out by the Vice-Chancellor Search Sub-Committee, the Planning Committee, at its meeting on 21 September 1987, accepted the advice of the Search Sub-Committee that a recommendation should be made to the Hong Kong Government that Professor Chia-Wei WOO, who is the President of the San Francisco State University in the USA, should be offered appointment as the founding Vice-Chancellor of The Hong Kong University of Science and Technology. This recommendation was approved subsequently by the Governor on 10 October 1987 and a formal announcement of Professor Woo's appointment was made on 5 November 1987.
PART B

ADVICE OFFERED BY THE PLANNING COMMITTEE
TO THE HONG KONG GOVERNMENT

Background

15. The Planning Committee's First Report provided details of the advice tendered to Government on all aspects of its terms of reference apart from the requirement to advise on the administrative framework for the proper function and regulation of the University.

Management Structure

16. In drafting The Hong Kong University of Science and Technology Ordinance, the Planning Committee structured the governance of the University to meet present day demands. In formalising the structure, the aim was to create a coherent and open structure of governance and management based upon the devolution of decision taking within an integrated framework. The principle of integration was regarded as essential to the maintenance of the University as a corporate entity even though in reality the organisational structure will inevitably be divided into committee and responsible officer sub-structures. In this respect, it will be necessary for the Council of the University, when the views of senior academic and administrative staff are obtained, to rationalise the committee structure to ensure that it is complementary to and integrated with the management structure. In considering governance and administration, the Planning Committee also took note of the report of the Steering Committee for Efficiency Studies in Universities (also known as the Jarratt Report) because it is the most recent, comprehensive, and critical study of university administration in the United Kingdom and provides a good reference for cost effective and efficient management without undue interference with academic freedom.

17. The management structure chart for The Hong Kong University of Science and Technology, presented at Appendix D, reflects the views of the Planning Committee described above. It was drafted in consultation with the Vice-Chancellor (Designate) and refers to the anticipated steady state of the University around 1996/97. (An interim management structure for the early days of the University is described in paras. 28 to 30 below). The Committee believes that the structure set out in Appendix D provides, on a cost effective and efficient basis, academic and administrative support for the Vice-Chancellor, whilst at the same time enabling him to function effectively as the Chief Executive and Academic Officer of the University.

Officers of the University

18. Having considered the general principles to be adopted in the management and administration of the University, the Committee went on to consider the roles of the principal officers of the University. In the course of preparing the management structure chart at Appendix D, the views of the Vice-Chancellor (Designate) have been taken into full account. The Vice-Chancellor will be the Chief Executive and Academic Officer as well as the main representative and spokesman for the University, he will chair the Senate, and he will be responsible to the Council for the administration of the University. He will also be personally involved in those activities and critical decisions which affect the future shape and performance
of the University, such as planning, overall academic direction, the appointment and promotion of senior members of the University, research and development involving external activities, and the recurrent and capital development programme.

19. The management structure chart in Appendix D proposes that immediate support will be provided to the Vice-Chancellor by the Pro-Vice-Chancellors for Academic Affairs, Research and Development, and Administration and Business, and by the University Secretary. The intention is that the Vice-Chancellor's "cabinet", consisting of these five persons, should meet at frequent intervals to ensure that no important decisions affecting the University are taken in isolation.

20. The Pro-Vice-Chancellor, Academic Affairs, in addition to being responsible in management terms for the Deans and their Schools, will also be concerned with the areas of academic management which cut across the responsibilities of the Deans, such as admissions policy, educational technology, the library, computing services and the language centre.

21. The Pro-Vice-Chancellor, Research and Development, will be responsible for research strategy within the University and for establishing strong links with industry and commerce and other similar organisations as well as for creating a favourable climate for a mutually beneficial research and development environment in Hong Kong. The structure of the office of Research and Development will evolve as the University develops and the academics take up their posts.

22. Appendix D indicates the responsibility of the Pro-Vice-Chancellor, Administration and Business, listing in general terms the main offices and illustrating the functions of the Administration. In practice, in addition to his role as a member of the leadership team of the University, the Pro-Vice-Chancellor, Administration and Business, will be responsible for the effective and efficient administration of the University on a day to day basis.

23. The modes of operation of the office of Administration and Business will vary according to the nature of the task and the degree of responsibility for that task. In the main, this office will be a service unit implementing tasks, set for it by the University, effectively and economically, but it will also on occasions operate as a business, act as a consultant, or, even as a banker, in addition to being a "civil service". Inevitably, its structure will evolve as the University develops.

24. Although not shown in the management structure chart, the role of School offices is regarded by the Planning Committee as of critical importance. It is envisaged that, once allocated resources by the office of Administration and Business, they will be responsible for all facets of administration (academic, financial, social, physical) as microcosms of the office of Administration and Business and not merely as offices dealing with the academic activity unique to the School. However, to encourage a concept of unity, an interrelationship of officers involved in management is envisaged and it is proposed that these officers will form a management team to meet at regular intervals to discuss the immediate issues and problems facing the various sections of the office of Administration and Business.

25. The University Secretary will play an important role in providing support to the Vice-Chancellor and his cabinet, and because of his close relationship with that team and his
coordinating role within the University, he will be responsible for co-ordinating the revision of any plans, assessing the priority in the provision of services, both in terms of staff and resources. He will also be responsible for providing committee and secretarial services to the Council, Court, Senate and Convocation, and for looking after the public relations aspects and liaising externally with organisations like the University and Polytechnic Grants Committee.

26. The Planning Committee has always envisaged that each of the three Schools, and the General Education Centre, should be headed by a Dean. This is reflected in the Ordinance where provision is made for the Deans of the Schools or Faculties to be ex-officio members of the Council. The academic departments in the Schools will be key units in the University and arrangements for their efficient management will play an important role in the effectiveness of the whole institution. The Jarratt Report suggests that a management system should be devised which clarifies the authority to which heads of departments should be responsible and accountable, particularly as heads of departments are frequently responsible for the administration of large sums of money, for seeing that teaching is effective, for the use of expensive equipment and for a considerable burden of personnel management. The Deans will be the authority to which heads of departments are accountable, and they will be the principal negotiators for the School's share of the University's resources and the chief mediators in any internal plans. They will implement decisions about the future character and shape of the School within agreed University policy and have considerable influence upon the allocation of duties to academic staff and then career progression. They will also chair the School Boards.

27. The Planning Committee has given careful consideration to the method of appointment of the Pro-Vice-Chancellors and Deans of the University. Although in most universities Pro-Vice-Chancellor posts are not regarded as career posts, and are filled on a short term basis by senior professors who are paid an allowance in addition to their professorial salaries and are given a reduced teaching load, the Committee believes that planning of a new university should be from the top down and that, given the role assigned to them as line managers and financial controllers, the Pro-Vice-Chancellor posts at The Hong Kong University of Science and Technology should be regarded as career posts like that of the Vice-Chancellor; appointments, therefore, to these posts should be made on a more permanent basis. They will be expected to serve for relatively long terms of office by contract. Similarly in the case of the Deans, the role assigned to them involves a great deal of planning on the establishment of academic departments and a substantial degree of delegated authority as line managers. It was the view of the Committee, as stated in its First Report, that the Deans should hold office by appointment rather than by election as is the case in some universities. This view is endorsed following discussion with the Vice-Chancellor (Designate). As key staff at Dean level are to be recruited first to provide the leadership, knowledge and experience necessary for the successful establishment of Schools, there is no alternative to the appointment of Deans in the absence of other academic staff to elect them. The Planning Committee and the Vice-Chancellor (Designate) nevertheless believe that an appointed Dean will have a greater sense of responsibility because he will still be in office when the consequences of his actions materialise and thus accountability will be heightened.
Interim Management Structure

28. Appendix D proposes a management structure for the University around 1996/97, when the University will be in a steady state, but it will take time to build up this structure. The Planning Committee recognises that in the early days of the University different circumstances will apply and an interim management structure will be warranted. It is envisaged that a management structure for The Hong Kong University of Science and Technology in 1992/93, the second year of operation, should take the form shown at Appendix E. In this structure, the span of control of the Pro-Vice-Chancellor, Administration and Business, and the University Secretary remain unchanged but the responsibilities of the Pro-Vice-Chancellor, Research and Development, and the Pro-Vice-Chancellor, Academic Affairs, will be different.

29. Although the Pro-Vice-Chancellor, Research and Development, is likely to have a major task in fostering relations with industry and commerce, the Planning Committee believes that until research staff and students are available, his work cannot be particularly demanding and there will be scope in the first few years of the University's existence for him to help manage the academic services. The responsibility of the Pro-Vice-Chancellor, Academic Affairs, will, in the early days, relate solely to the development of the Schools.

30. In tendering advice on the administrative framework for the proper function and regulation of the University, the Planning Committee has provided advice to the Hong Kong Government on all aspects of its terms of reference.
PART C

PROGRESS ON EXECUTIVE TASKS

Selection of Site

31. As reported earlier, the Hong Kong Government has agreed that the University should be located at the former Kohima Barracks site at Clear Water Bay, with additional adjacent land earmarked for University use.

Architectural Competition for Design of Campus

32. The First Report of the Planning Committee reported that the Stage II Requirements and Planning Brief for the Architectural Competition was issued to the six architectural teams that had been shortlisted from Stage I of the competition. Those teams, some of which were required to enhance their resources for the purpose of Stage II, were named, in alphabetical order, as:

a) Derek Walker Associates and Hackett & Griffiths Co. Ltd.
b) Design Consultants & Lotus in association with Wong & Ouyang Ltd.
c) Ie & Associates/Scottish Consultants International Ltd./Spence Robinson Ltd.
d) Planning Services International (HK) Ltd. in association with Rocco Design Partners
e) Simon Kwan & Associates in association with Percy Thomas Partnership (HK)
f) Tsang + Wee Architects, Chan, Chan & Associates, Architects and Designers

33. Each of the six finalists was required to submit:

a) nine large mounted display drawings comprising plans, sections, elevations and perspectives of prescribed parts of the campus and to prescribed scales;
b) one design report illustrated with reductions of the display drawings and with up to 4,000 words of text on a prescribed set of topics, sufficient to describe the principal features of the competitor's design proposal;
c) one scale model showing the entire master plan proposal and an optional second model to illustrate in detail a selected part of the campus; and,
d) one declaration of authorship and one programme proposal showing how the competitor would propose implementing his design proposal.
34. All six finalists submitted their design report, display drawings, declaration of authorship and programme proposal on the due date of 21 October, and their models on the submission date of 12 November 1987.

35. All submissions were required to be made without distinguishing marks, and the anonymity of all submissions was preserved until the declarations of authorship were opened at the conclusion of the first day of the final assessment period.

36. The submissions were scrutinised initially by a team of Technical Advisers representing eight specialist areas, and in early November, in order to assist with their preliminary assessment, a comprehensive and detailed Technical Advisers' Report was issued with the six design reports to members of the Assessment Panel. Included in the Technical Advisers' Report were comparative area and cost analyses of the submissions. Comparative advice offered in the Technical Advisers' Report was expressed sparingly, and related only to individual specialisms. No attempt was made to indicate overall judgments, a task which had been reserved for the Assessment Panel under the rules of the competition.

37. The Assessment Panel comprised the same membership as for Stage I of the competition, namely:

<table>
<thead>
<tr>
<th>Chairman</th>
<th>Dr. CHAN Nai-keong, CBE DTech, FEng, FICE, FIStructE, FHKIE</th>
<th>Chairman of the Campus Planning and Estate Management Sub-Committee of the Planning Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>Prof. Fumihiko MAKI BArch, MArch, MJIA, FAIA</td>
<td>Professor, Department of Architecture, University of Tokyo, Japan</td>
</tr>
<tr>
<td></td>
<td>Dr. R.L. WERNER, AM MSc, PhD</td>
<td>Former President of the New South Wales Institute of Technology, Australia, and member of the UPGC Sub-Committee for The HKUST</td>
</tr>
<tr>
<td></td>
<td>Mr. Jose LEI Meng-can, JP, FHKIA, ACIarb</td>
<td>Director of Architectural Services, Hong Kong Government</td>
</tr>
<tr>
<td></td>
<td>Mr. CHUNG Wah-nan Dip Arch, ARIBA, FHKIA</td>
<td>Hong Kong Institute of Architects' nominee</td>
</tr>
<tr>
<td>Secretary</td>
<td>Mr. K.R. ROPER</td>
<td>Secretary of the Campus Planning and Estate Management Sub-Committee of the Planning Committee and Chief Professional Adviser</td>
</tr>
</tbody>
</table>
38. The Assessment Panel for Stage II of the competition met from 17 to 19 November 1987. On 17 November 1987, the initial task was to examine the display drawings and model of each submission and to discuss queries raised by the Panel's earlier consideration of the individual design reports and the Technical Advisers' Report. The Panel was joined subsequently by the Technical Advisers who advised on various technical aspects of each submission. As a result, a provisional consensus was reached later by the Panel on three schemes that could be eliminated early, subject to further consideration, in the light of individual presentations by each of the competitors, after the second day. The first day of the final assessment concluded with the opening of the envelopes containing the six declarations of authorship and programme proposals.

39. On the second day, 60-minute audio-visual presentations were made by each of the competitors, during which Panel Members were able to seek clarification of any areas of doubt.

40. On the third and final day of the assessment, the Panel reviewed all six submissions and, after considerable detailed discussion, reaffirmed its earlier provisional identification of the three schemes to be eliminated. Assessment of the remaining three schemes resulted in a split vote in favour of the submission by Design Consultants & Lotus in association with Wong & Ouyang (HK) Ltd. When, on 20 November 1987, this team was publicly announced as winner of the Architectural Competition, the Assessment Panel had completed its task.

41. In accordance with the rules of the Architectural Competition, the winner was awarded the prize money of HK$1 million, and each of the other five finalists received HK$150,000, within one month of the announcement of the winner.

Selection of Master Plan to be Implemented

42. The Planning Committee met on 20 November 1987 and, in presenting his report, the Chairman of the Assessment Panel was able to confirm the prediction that all the submissions had been characterised by a high quality of design and presentation, and by intense competitiveness, for which the competitors were duly commended. He pointed out that the six submissions were notable for their similarity in massing the academic facilities in a megastructure on the upper platforms of the site, and for their utilisation of the lower areas mainly for residential and, in some cases, amenity facilities. These similarities were due in considerable measure to the constraints imposed by a ready-formed site of steep terrain, the man-made ridge, the need for extensive centralised facilities, the phasing requirements and the tight design and construction programme.

43. In its consideration of the report by the Chairman of the Assessment Panel, the Planning Committee, which had earlier previewed all design submissions, re-examined the six schemes and in particular the winning design of Design Consultants & Lotus in association with Wong & Ouyang (HK) Ltd., and that of Simon Kwan & Associates in association with Percy Thomas Partnership (HK), which had attracted the next highest number of votes from the Assessment Panel. Colour photographs of the models of the designs submitted by Design Consultants & Lotus in association with Wong & Ouyang (HK) Ltd, and Simon Kwan & Associates in association with Percy Thomas Partnership (HK) are presented respectively in Appendices F and G. The Planning Committee noted that the Assessment Panel was unable
to come to an unanimous decision on the winner. In its deliberations before making the decision on which master plan should become a blueprint for the University, the Committee decided that the submission receiving the second highest number of votes should also be considered. The Committee also took note that the rules of the competition did not commit the sponsor to using the winner or, indeed, any of the designs entered in the competition for the construction of the University Campus. The Committee was reluctant, however, to take a hasty decision on such an important issue and decided it should meet again on the following day.

44. The Planning Committee met again on 21 November 1987 for another in-depth discussion of the relative merits of the submissions, taking into account the many important and complex issues involved. On taking a secret ballot at the end of its deliberations, the Committee was of the unanimous opinion that the design presented by Simon Kwan & Associates in association with Percy Thomas Partnership (HK) was to be preferred. A public announcement of the selection was made on the same day.

45. Unfortunately, the decision of the Planning Committee attracted some unfavourable reaction from certain quarters. Nevertheless, the Committee wishes to affirm that its decision to select the design of Simon Kwan & Associates in association with Percy Thomas Partnership (HK) was taken properly, in accordance with the published rules of the competition and in good faith, in what it felt was in the best interest of the University. A design was selected which the Committee believes is most likely to achieve its aims and to produce a University which will meet Hong Kong's needs best.

Acquisition of the Site at Clear Water Bay

46. The First Report of the Planning Committee reproduced an aerial photograph of the site at Tai Po Tsai comprising about 55 hectares. Since then, land between the Main and Shaw sites has been added which, allowing for certain readjustments to the boundaries, has increased the total area to about 60 hectares.

47. In February 1988, the Sino-British Land Commission, whose purpose is to manage the disposal of land under provisions made in the 1984 Sino-British Joint Declaration on Hong Kong, was approached with a request that 60 hectares be acquired for the University campus. However, all land disposal arrangements fall within a Territory-wide limit of 50 hectares per annum and the Planning Committee, as an alternative to leasing, sought advice on other methods of allocating land for the University, including licensing and vesting.

48. In recognition of the 50 hectare constraint, a licence would have to be very carefully worded. It is understood also that experience in other countries has shown licensing to be fraught with potential legal pitfalls, and fulfilment of the need to provide the licensee with exclusive possession of the land would be no easy task.

49. The Planning Committee was advised that vesting the control and management of land and buildings in a corporate body, with no title being passed, is an arrangement that is not subject to the 50 hectare limitation and would be similar to the arrangement under the Housing Ordinance whereby the control and management of Housing Authority land and buildings are vested in the Housing Authority.
50. The Government has made no decision to date as to which method should be used for allocating land to the University. However, it is understood that the Sino-British Land Commission will shortly take a view on the request that 60 hectares be acquired for the University campus. In the meantime, an advance possession order will be sought to enable The Royal Hong Kong Jockey Club to gain entry to the site at Clear Water Bay.

Access to the Site at Clear Water Bay

51. At present, the Main site is accessed only from the south, but the Planning Brief for the Architectural Competition made provision for a Northern Access that would link the Erskine and Main sites and provide access from the north of Clear Water Bay Road from where it was envisaged the majority of road arrivals would come. A working group, comprising representatives of the Hong Kong Government, The Royal Hong Kong Jockey Club and the Planning Committee Secretariat has been actively planning the design and construction arrangements for the new Northern Access and an improved Southern Access to the campus.

52. An attractive feature of the master plan is the provision of a bridge over a scenic ravine, outside the main entrance to the campus, which leads to a spectacular waterfall. The working group spent considerable time and effort in arriving at a solution for the Northern Access that would result in the least possible visual intrusion and maximise the amenity value to the neighbouring communities, as well as to the University itself, of what is essentially a topographical feature of not inconsiderable beauty. As a result, an attractive vehicular and pedestrian approach to the campus will be provided that offers broad vistas and a sense of grandeur to the visitor upon arrival. An artist's impression of the main approach is shown in Appendix H.

53. The horizontal and vertical alignments of the Northern Access have now been agreed to facilitate full integration with the master plan. In order to effect an early completion of the road, it has been agreed that the design and construction of the bridge will be entrusted to the University and that the Highways Department of the Hong Kong Government will design and construct the section between Clear Water Bay Road and the bridge. This approach has the advantage that Highways Department can proceed with its construction work in an easterly direction from Clear Water Bay Road towards the Main site at the same time as the University will proceed with bridge construction in a westerly direction from the Main site. The road which, along with the transport interchange immediately inside the Main site, is to be maintained by Highways Department, is expected to be available for use by University construction traffic by the end of 1989.

54. The working group is now giving consideration to the construction of a new Southern Access to the University. This road will have the advantage of serving only the University, and of leaving the existing road for the exclusive use of the English Schools Foundation (ESF) school. The Southern Access will be designed and constructed by Highways Department to integrate fully with the University's master plan, and the University will be granted temporary use of the existing road beside the ESF school site until such time as the new road is completed.
Area Requirements for the Campus

55. In the First Report of the Planning Committee, it was explained that the starting point for space allocation was the establishment for The Hong Kong University of Science and Technology of an upper limit for Gross Area. For planning purposes, this upper limit was set by the Secretariat of the University and Polytechnic Grants Committee (UPGC) at 18.0 m² Gross Area per FTE by reference to other Hong Kong institutions and by taking account of the high degree of research and additional space required for the Industrial Training Centre and the Technology Transfer Centre. In arriving at the Gross Area ceiling, an overall balance area of 40% above the Net Area was assumed.

56. While involved in drafting and refining the Project Brief for issue to the Architect, it became apparent that the advice offered earlier by the UPGC had been based on broad brush guidelines issued by the United Kingdom based University Grants Committee (UGC) in 1983. Earlier documents, produced by the UGC in 1971 and 1978 and which were understood to be still in use in the United Kingdom, provided more specific details that suggested the ceiling of 18.0 m² Gross Area per FTE was inadequate.

57. This additional information sparked off further dialogue between the respective Secretariats of the Planning Committee and the UPGC on the upper limit that should be set; on 3 January 1988, the Vice-Chancellor (Designate) met the UPGC Sub-Committee concerned with the University and, inter alia, discussed the revision of space allocation.

58. As a result of this meeting, The Hon. John Swaine, CBE, QC, JP, Chairman of the University and Polytechnic Grants Committee, wrote on 12 January 1988 to the Chairman of the Planning Committee suggesting that the Project Brief should reflect an overall provision of the order of 19 m² Gross Area per FTE. He indicated that this advice was not intended to be an absolute constraint but was put forward as a guideline for the space requirements. A copy of the letter is reproduced at Appendix I. In pursuance of this advice, the Planning Committee, in formulating the Project Brief, has used an upper limit for Gross Area of 19.4 m² per FTE; this allows an average balance area of around 48%.

Production of a Video Film

59. The Planning Committee has decided that a short video film should be produced to introduce the new University to overseas recruits and to potential "friends" of the University, both locally and overseas. Neil Forsyth Associates Ltd. has been commissioned to undertake the project which will comprise, to a large extent, suitable stock film available from a variety of sources. The Committee is encouraged that all of the companies and organisations approached for permission to use appropriate excerpts from films produced by them have cooperated readily.

60. A number of individuals prominent in the tertiary education field or in education generally have agreed to participate in the film and the Committee is gratified that the Governor, Sir David Wilson, will also feature in it.

61. The Planning Committee wishes to record its appreciation of the support of The Royal Hong Kong Jockey Club which will meet the major cost of the video film production.
In considering whether a coat of arms or other distinctive device should be commissioned for the University, the Planning Committee decided that as a start it should look at the devices of other newly founded universities. In this respect, the Association of Commonwealth Universities advised that, in Australia, New Zealand, the United Kingdom and Canada, Bond University and Curtin University were the only full universities that could be described as founded recently. The University of Buckingham is the newest in England but it was established in 1973 as a university college and it became a full university in 1983. Bond University, founded only in 1987, has, as yet no distinctive device. Curtin University, founded in early 1987 and formerly the long-established Western Australian Institute of Technology, has an emblem.

Informal advice was also obtained from the Director of Protocol who indicated that although there was no objection to the creation of a coat of arms for the University, the process, which could take up to one year, was slow and laborious.

In the circumstances, the Planning Committee decided that it would be appropriate for an emblem to be devised for the University which, if possible, would combine the concept of the traditional coat of arms and a more modern technological image in keeping with the objectives of the University. The design of such an emblem does not lend itself to a public competition and an emblem is currently being designed by professional graphic designers in consultation with the Vice-Chancellor (Designate).

As a result of a suggestion from a District Board Member, the Hong Kong Post Office is considering the issue of a set of special stamps to mark the establishment of the University, and it sought advice from the Planning Committee on the appropriate timing for the issue of stamps. The Committee suggested that the timing should best coincide with projected milestones in the development of the University. These are:

- April 1988 - Formation of the Council
- October/November 1989 - Foundation stone-laying ceremony
- October 1991 - Admission of Students
- October 1993 - Completion of Phase II construction

As the first gives too short notice for the design of stamps and the last is too far ahead, the Planning Committee suggested that the Hong Kong Post Office consider the issue of one stamp in 1989 to mark the foundation stone-laying ceremony and a set of stamps in 1991 to mark the opening of the University and the first student intake. The Post Office has now advised that it has only four special stamp issues each year available for commemorative and special events and that it would be unlikely that the University will be featured in both 1989 and 1991. It will consider the University, however, when selecting the themes for 1991. This matter is being pursued.
PART D

PROGRESS MADE WITH ISSUES WHICH ARE ONGOING

Introduction

67. The First Report of the Planning Committee described the progress made by the Committee with certain issues which were ongoing, and which the Committee would continue to address in the next phase of its work. In practice, to ensure parallel and related progress on each aspect of the planning task, the work of the Planning Committee is undertaken by sub-committees which give detailed consideration to specific issues. This part of the Report describes the progress made by each sub-committee since the issue of the First Report.

ACADEMIC PLANNING AND DEVELOPMENT SUB-COMMITTEE

Advice from the Vice-Chancellor

68. The appointment of Professor Chia-Wei WOO, as the first Vice-Chancellor, has enabled the Academic Planning and Development Sub-Committee to obtain his reaction, in particular, to earlier proposals regarding the academic profile and the courses to be offered when teaching commences on campus in 1991.

Refinement of Academic Profile

69. To enable it to refine the preliminary academic profile produced in the First Report, the sub-committee has continued with its efforts to seek information from informed sources both in Hong Kong and overseas. The indications, however, are that the academic profile reproduced at Appendix J, given the difficulty in predicting Hong Kong’s economic demand in ten to fifteen years’ time, does not warrant further refinement at present. It will be used, therefore, to formulate the initial courses of study, the build-up of student numbers and the necessary resource requirements.

70. One of Hong Kong’s strengths has been its ability to identify world wide trade demand and to react quickly to that demand. Because of this dynamism the sub-committee is firm in its belief that the University should reflect this flexibility. It will, therefore, provide generalist rather than specialist undergraduate courses that allow for multi-disciplinary cross fertilisation. The sub-committee, in pursuance of this philosophy, has obtained and studied information, from a variety of tertiary institutions, on integrated courses which produce more multi-disciplined graduates.

The Initial Courses of Study

71. In consultation with the Vice-Chancellor (Designate), the sub-committee has focused on the first two years of student intake i.e. 1991/92 and 1992/93, which will be in Phase I of the campus development and in fields which require less large specialist areas or major physical services.
School of Engineering

72. As now envisaged, the undergraduate programmes are in several groups:

- **Group 1 -**
  - Computer Science
  - Electrical and Electronic Engineering
  - Information Engineering

- **Group 2 -**
  - Industrial/Manufacturing Engineering

- **Group 3 -**
  - Civil/Structural Engineering
  - Mechanical Engineering
  - Chemical Engineering

Group 1 will be offered in 1991/92, Group 2 in 1992/93 and Group 3 will begin in 1993/94; therefore, by the end of the first triennium, all these programmes will be in operation.

73. Postgraduate programmes will be determined mainly by the needs of the community and also to some extent by the specialities of the academic staff recruited and by the availability of equipment and facilities. However, it is likely that the first group of postgraduate students in 1991/92 will tend to be theoretically or software inclined.

74. Engineering students will take classes in Business and Management, Science, and General Education.

School of Science

75. The sub-committee considers it is quite reasonable to offer courses initially in Mathematics, Biology, and the Physical Sciences since they form the backbone of all fields of engineering.

76. Postgraduate programmes will depend again on community needs, the specialities of academic staff recruited and the availability of laboratories, and it is anticipated that theoretically oriented Chemistry, Mathematics, Biology and Physics will precede other sub-disciplines.

77. Science students will take classes in Business and Management, Engineering and General Education.

School of Business and Management

78. The sub-committee has decided to adopt a general business programme for undergraduate students at the University and it will be necessary to form an integrated package with many required modules and a limited number of speciality electives; such packages are widely available in a number of varieties.

79. With regard to the postgraduate curriculum, the sub-committee is thinking in terms of two separate but complementary courses. The first is a standard two-year (or longer if part-time) MBA course, shaped to suit Hong Kong’s needs. This course will emphasise finance and entrepreneurship and will be technology oriented and, as a result, will be more practical and
less routine. The second is a one-year Masters course in business and technology, designed for people who are already well trained or experienced in technology.

80. A management science orientation is deemed appropriate for a technological university. Students in Business and Management will be required to take some classes in Engineering and Science, gain rudimentary knowledge of a third language, be computer literate and competent in oral and verbal communication.

81. Attached at Appendix K is a preliminary statement of educational philosophy setting out the concepts proposed for the School of Business and Management.

General Education Centre

82. Of the many areas suggested in the academic profile, the most fundamental for students of the University are Chinese and China Studies, Local and Regional Studies, History and Geography, Philosophy, which will assist in critical analysis, Psychology and Linguistics, which will provide a flavour of the social science disciplines and a knowledge base for certain branches of technology (such as artificial intelligence).

83. In its First Report, the Planning Committee proposed that, in the calculation of undergraduate loading on all three Schools and the General Education Centre, the provision for General Education should be 12%. The sub-committee has, however, indicated a desire to increase the General Education provision from 12% to 18% but, pending detailed curricula designs being carried out by senior academic staff when appointed, will continue for the time being to use 12%.

Planned Growth of the Student Population

84. The introduction of Biology as a first year subject in the School of Science has affected slightly the planned growth in the student population to approximately 7,000 and 10,000 FTEs. This growth is demonstrated in Appendix L.

85. Appendix M outlines envisaged growth in the undergraduate population in the School of Engineering in terms of the courses to be offered. Appendix N provides a similar pattern for the School of Science, but, as a growth pattern based on discipline areas in the School of Business and Management has not yet been determined, only overall student numbers have been shown in Appendix O. Appendix P provides an envisaged growth pattern for postgraduate students in the School of Engineering, Science and Business and Management, and in the General Education Centre.

Academic Staffing Requirements

86. The introduction of Biology as a first year subject in the School of Science has resulted in minor changes to the estimated academic staffing requirements detailed in the First Report. Revised estimates covering the period from 1989/90 to 1995/96 are presented in Appendix Q. The estimates assume that, on the average, academic staff will be in post about eighteen months before courses commence but this assumption may have to be revised in light of circumstances. Both the service matrix and the intra-school distribution of student population may also be revised as senior academic staff are identified and begin to tender advice.
Collaboration with Industry and Commerce

87. On 1 July 1987, in a speech during enactment of The Hong Kong University of Science and Technology Ordinance by the Legislative Council, the Hon. CHENG Hon-kwan referred to the need for collaboration between the University and industry and commerce, and emphasised that what was required was a determination not only on the part of the University authorities and academic staff, but also on the part of industrialists to create such collaboration.

88. The sub-committee has considered how the University might initiate this collaboration, and has concluded that one way, in the early years of the University, is to form advisory bodies. Initial consideration suggests that these fall into three groups: the first are those who might be described as patrons, the second are people who have extensive experience with or comprehensive views on the role of tertiary education, and the third group can be described as specialists or experts.

89. Patrons are seen as local community leaders, leading businessmen and industrialists, top executives of multinational corporations, and philanthropists; they are regarded as potential members of the University Court.

90. Members of the second group are regarded as visionaries and would include international leaders of the academic world, leaders of industry and commerce and retired government officials who have shown commitment to tertiary education in Hong Kong. This group is seen as playing a leadership role in matching the University with industry and commerce both in Hong Kong and internationally. Membership would be drawn both locally and from overseas, and the sub-committee envisages a relatively small and exceedingly distinguished core, presiding over a large and distinguished membership.

91. The third group can be described as specialists. Membership would comprise both local and overseas experts in specific disciplines and services, including both academics and professionals. The sub-committee proposes that this group should not always be organised into formal structures but that individuals within the group should, as the need arises, be called upon to volunteer their services.

92. A list of potential members is being compiled.

Future Role of the Sub-Committee

93. It is apparent that the sub-committee has reached a stage where much of the further progress can only be made by the senior academic staff of the University and the role of the sub-committee will tend to be reactive rather than proactive.
CAMPUS PLANNING AND ESTATE MANAGEMENT SUB-COMMITTEE

Background

94. Since its change of name, on 21 September 1987, from the Capital Works and Building Projects Sub-Committee, the Campus Planning and Estate Management Sub-Committee has concerned itself primarily with arrangements for the final stages of the Architectural Competition. Its principal areas of concern have been the programme for the Stage II assessment, and the subsequent public exhibition of the architectural submissions.

Programme for the Stage II Assessment

95. A key issue in planning for the assessment period was the search for a suitably large venue. The area required for the viewing in comfort of one submission, comprising nine display drawings and one or two models, was about 27 m². The space required for the Assessment Panel, and occasionally the Technical Advisers, to confer, was of similar proportion. The facilities needed by competitors and their consultants to present their proposals to the Panel were no less demanding.

96. The sub-committee was pleased to have had the opportunity of being the first user of an exhibition area designed by the Architectural Services Department in the main lobby of the Queensway Government Offices. This facility provided a suitably secure and private area of over 80 m² which was used for the following activities:

   a) 13-15 November 1987
       Preliminary viewing of all models by Planning Committee members, UPGC representatives and other Government personnel;

   b) 17 and 19 November 1987
       Conference facilities for the Assessment Panel, and occasionally the Technical Advisers, contiguous with the display of two submissions at a time;

   c) 20 November 1987
       Press conference to announce the winner of the competition;

   d) 21 November 1987
       Press conference to announce the design to be implemented; and

   e) 23-25 November 1987
       Exhibition of winning submission and the design to be implemented.

97. The sub-committee is indebted also to the Director of Architectural Services for the loan of his department's conference room in the same building as a venue for the competitors' presentations on 18 November 1987. Competitors made use of various visual aids to complement the information in their submissions, and the day proved stimulating for the Assessment Panel, Technical Advisers and Planning Committee members, who had been invited to attend.
Public Exhibition of Architectural Submissions

98. The sub-committee considered Queensway Government Offices to be unsuitable for a public exhibition of the architectural submissions, and agreement was reached with the Urban Services Department to use the foyer of the City Hall, Low Block. The space available permitted the display of either one complete submission or two abbreviated submissions. It was decided to opt for the latter, and the models of the winning submission of the Architectural Competition and the design selected for implementation, together with a selection of drawings, were exhibited to the public at the City Hall from 25 November to 5 December 1987.

Current Issues

99. The immediate focus of work is expected to be on campus construction and, as a result, the sub-committee, or its successor under the Council of the University, is not expected to become fully active until the campus and related estates become available and the Campus Project Management Sub-Committee has completed its work.

ESTABLISHMENT SUB-COMMITTEE

Staff Salary Scales and Conditions of Service

100. The Planning Committee is required, under its terms of reference, to tender advice to the Government on staff salary scales and conditions of service for the new University. The Planning Committee has delegated this function to the Establishment Sub-Committee.

101. The sub-committee has accordingly produced a preliminary set of salary scales and conditions of service for different categories of staff, viz. academic and equivalent administrative staff; clerical, secretarial and technical staff; and minor staff. In drawing up its recommendations, the sub-committee has adopted the principle that, taken as a package, the salaries and other conditions of service for the new University should be comparable to those offered by the other universities. The salaries and conditions of service, which have been proposed by the sub-committee, were submitted, on 15 January 1988, to the Hong Kong Government, and copied to the University and Polytechnic Grants Committee. When the Government’s approval is received, they will be presented to the Planning Committee’s successor, the Council of the University, for endorsement, before they are promulgated.

102. The sub-committee has continued to address an outstanding item in the University’s conditions of service package: the medical and dental benefits scheme. In its consideration of this matter, the sub-committee has noted that the other two Hong Kong universities, which have Medical Schools, use on-campus clinics and Government hospitals, some of which are used also for medical tuition and research. The sub-committee has considered the possibility of sharing these resources but it is understood that they are already heavily utilised by staff in these universities; the location of the campus at Clear Water Bay would, in any case, make it difficult for staff to obtain treatment.

103. In the circumstances, as the University will not have a Medical School and will be unable to command similar resources, the sub-committee considers that a medical and dental insurance scheme would be the preferred alternative. The sub-committee has studied the
medical and dental schemes of the two Polytechnics and is in dialogue with a number of reputable insurance companies to work out the details of an appropriate scheme.

FINANCE SUB-COMMITTEE

Background

104. With the incorporation of the University as an independent statutory body on 10 April 1988, it is appropriate that an office of the University, independent of the Government, be set up to replace the present Planning Committee Secretariat and to provide the necessary supporting services to the University. As the University will no longer be part of the Government, it has been necessary for the Finance Sub-Committee to consider the funding required in the period 1988/89 to 1990/91 to enable the University to meet its operational expenses.

105. Government grants to tertiary institutions are normally provided through the UPGC. However, as the estimates of the 1988-91 triennium grants for the existing five UPGC-funded institutions had already been assessed by the UPGC before the Planning Committee's proposal on separate funding reached the Government, and as the University will have no intake of students during this period, the Administration has decided that grants to the University during its setting up period should continue to be provided directly from the Government in the form of annual subvention.

Recurrent Expenditure for 1988-89 to 1990-91

106. To enable the University to proceed with the planning of the University, a number of key academic and administrative staff will be required in 1988-89 to assist the Vice-Chancellor (Designate). These include a Pro-Vice-Chancellor, four Deans and a Director of Computing Services. In addition, core staff for general office and administrative support will also be required. A total of 37 posts are proposed for the initial year of operation of the University. These posts will become the nucleus of the future University establishment and, to allow the University to start its work immediately upon establishment and to preserve some continuity with the work of the Planning Committee, the sub-committee proposes that government staff be seconded to fill the majority of the posts in the University in the first instance, on an acting basis, pending the recruitment of permanent staff to the University.
107. The estimated recurrent expenditure for the University Council is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>1988-89 (1)</th>
<th>1989-90 (2)</th>
<th>1990-91 (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary, wages and personnel related expenses (1)</td>
<td>9,448</td>
<td>17,224</td>
<td>63,731</td>
</tr>
<tr>
<td>Administrative overheads</td>
<td>1,199</td>
<td>3,618</td>
<td>18,867</td>
</tr>
<tr>
<td>Private tenancy allowance and temporary quarters</td>
<td>1,290</td>
<td>2,189</td>
<td>13,340</td>
</tr>
<tr>
<td>Visitation</td>
<td>2,171</td>
<td>2,505</td>
<td>4,470</td>
</tr>
<tr>
<td>Minor maintenance, repairs and contingencies</td>
<td>-</td>
<td>500</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14,108</strong></td>
<td><strong>26,036</strong></td>
<td><strong>100,508</strong></td>
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</table>

Less Sundry income

<table>
<thead>
<tr>
<th>Sundry income</th>
<th>150</th>
<th>751</th>
<th>3,129</th>
</tr>
</thead>
</table>

**Net expenditure**

| Net expenditure | 13,958 | 25,285 | 97,379 |

Note (1) including on-costs for government-seconded staff. Salaries and on-costs for the seconded civil servants will be credited back to the Government.

(2) indicative figures only. Subject to change in the light of more detailed plans to be worked out by the University.

108. The Finance Committee of the Legislative Council noted the financial implications of these estimates at its meeting on 9 December 1987.
Setting-Up Grant for 1988-91

109. To enable the University to fit out the office, to purchase the necessary equipment and furniture for the additional staff and to meet other capital expenditure during the initial period 1988-91 before the opening of the University, a non-recurrent setting-up grant will be provided to the University. $3.73 million has been approved by the Finance Committee of the Legislative Council for the 1988-89 setting-up grant, comprising the following items:

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Office vehicles</td>
<td>$470,000</td>
</tr>
<tr>
<td>2.</td>
<td>Furniture and equipment</td>
<td>$740,000</td>
</tr>
<tr>
<td>3.</td>
<td>Rentals for temporary office accommodation</td>
<td>$1,237,000</td>
</tr>
<tr>
<td>4.</td>
<td>Fitting-out expenses</td>
<td>$575,000</td>
</tr>
<tr>
<td>5.</td>
<td>Consultancy expenses</td>
<td>$704,000</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>$3,726,000</td>
</tr>
</tbody>
</table>

SENIOR STAFF RECRUITMENT SUB-COMMITTEE

Recruitment of Key Staff in 1988-89

110. To enable the Council of the University, to be established in April 1988, to proceed with the planning tasks of the University and, in particular, to submit a detailed academic plan for the 1991-94 triennium to the UPGC by September 1989, the sub-committee will recruit a number of key staff in 1988-89. The intention is to recruit the following from September 1988, three years before the University opens its doors to students:

Dean of Business and Management
Dean of Engineering
Dean of Science
Dean of General Education
Director of Computing Services

111. The four Deans, one for each of the three Schools and the General Education Centre, will assist the Vice-Chancellor in drawing up academic plans, course structures, staffing requirements and other related matters in respect of their individual Schools. The Director of Computing Services will be responsible for determining the data processing requirements of the University, for both academic activities and the administration, and for advising on the design and acquisition of the University's computer/ telecommunications network and other academic support facilities.
Placement of Recruitment Advertisements

112. Advertisements for recruitment of the four Deans and the Director of Computing Services appeared in the Hong Kong press from 28 to 31 January 1988 and also appeared in the Times Higher Education Supplement in the United Kingdom, the Chronicle of Higher Education published in the USA, and The Australian, a national newspaper in Australia. The response so far has been encouraging.

CAMPUS PROJECT MANAGEMENT SUB-COMMITTEE

Project Executive Team

113. Upon its establishment, the Campus Project Management Sub-Committee of the Planning Committee, which has full and sole responsibility for completion of the campus project to an agreed design requirement, decided that the project should be managed by a Project Executive Team that would act as the executive agent of the sub-committee. The Project Executive Team, which will report to the sub-committee at appropriate intervals during design and construction, is tasked with the responsibility of ensuring completion of the project on time and within budget.

Design Review Committee

114. In the absence of advice from academic staff, who will not be appointed before September 1988, the Project Brief, as issued to the Master Planner and Architect, was less definitive than might be desired. In order to compensate for this absence of detail, the Campus Project Management Sub-Committee considered it essential that design decisions be taken and communicated in a structured manner. In order to facilitate this, the Project Executive Team recommended and the sub-committee approved the formation of a Design Review Committee. This committee acts as a clearing house for all design matters and is the main channel of communication on all issues concerning design and items likely to have an impact on the design process. The Design Review Committee reports to the Project Executive Team.

Project Management Team

115. In accordance with its normal practice, the Jockey Club has established a Project Management Team comprising a number of professional and secretarial staff led by a Project Controller, Mr. W.J. Greig. The Project Controller's position as Chairman of the Project Executive Team enables him to monitor closely all aspects of the project.

Project Brief

116. At its first meeting, the Campus Project Management Sub-Committee appointed Mr. M. Polkinghorne of Polkinghorne Redstall Associates as Project Brief Writer. His task was to develop the Stage II Planning Brief of the Architectural Competition to a stage that would enable the Master Planner and Project Architect to commence work. After extensive consultation both in Hong Kong and overseas the first edition of the Project Brief, in four volumes, was issued on 5 February 1988.
Appointment of Consultants

117. In accordance with the agreement among the Hong Kong Government, the Planning Committee and the Jockey Club, all consultants and contractors working on the campus project are employed directly by the Jockey Club. Pursuant to the decision of the Planning Committee that the architectural submission by Simon Kwan and Associates in association with Percy Thomas Partnership (HK) be implemented, the Campus Project Management Sub-Committee approved the appointment of this team as Master Planner and Project Architect and the appointment was endorsed by the Jockey Club. Their commissioning was marked by a press Conference at the Jockey Club at Happy Valley on 18 December 1987.

118. In most universities, building services account for a considerable part of the construction and operation costs. With this in mind and because of the diversity of views expressed by the competitors in Stage II of the Architectural Competition on the means of provision of primary services, their distribution, their capital and subsequent operating costs, the Campus Project Management Sub-Committee approved the appointment of R.W. Gregory and Partners to study the optimum provision and distribution of primary services throughout the Campus.

Capital Budget for the Campus Building Project

119. The Planning Committee’s initial estimate of the total cost for Phases I and II (i.e. 7,000 FTE students) of the campus building project, at first quarter 1987 prices, including furniture, was HK$1,900 million, allowing HK$400 million for inflation. In addition to the capital costs proposed for the campus project, the Planning Committee advised that a separate provision for the purchase of specialist and teaching equipment would be required. A preliminary estimate of HK$300 million, based solely on the estimates of the cost of equipment to be purchased by the City Polytechnic for its new campus, was produced but in its First Report the Planning Committee noted that the University requirement was likely to be substantially higher.

120. The Planning Committee, on advice from The Royal Hong Kong Jockey Club, has now approved a budget estimate for Phases I and II (i.e. 7,000 FTE students) of HK$2,090 million. This estimate, at fourth quarter 1987 rates, includes furniture but not specialist and teaching equipment, and is based on an inflation rate of 7% per annum. The Committee has recommended that the budget estimate, reproduced at Appendix R, should be submitted to the Government as the basis for the capital budget.

121. As predicted in the Planning Committee’s First Report, the provisional estimate of HK$300 million for the purchase of specialist and teaching equipment has proven to be totally inadequate. The City Polytechnic requirements of HK$300 million for specialist and teaching equipment at its new campus did not include provision for postgraduate studies or research work. As a result of preliminary consultation carried out by the Vice-Chancellor (Designate) in the USA, the indications are that the University will require at least a minimum of HK$1,200 million. A separate submission in respect of specialist and teaching equipment will be made when the University’s needs become clearer.
PART E

ACKNOWLEDGEMENTS AND CONCLUDING REMARKS

122. In concluding this Report, it is acknowledged that the Planning Committee's various tasks could not have been accomplished so expeditiously had it not been for the consistent support and co-operation of the UPGC and its Secretariat. From the establishment of the Planning Committee in September 1986 until September 1987, when the UPGC formed a special sub-committee under the chairmanship of Sir Edward Parkes to advise the full Committee on matters relating to the development of The Hong Kong University of Science and Technology, direct advice came from the UPGC Secretariat. Subsequently, the Secretariats of the Planning Committee and the UPGC have continued to liaise on matters of mutual interest.

123. In September 1987, Sir Edward Parkes' committee met the Chairman and Members of the Planning Committee for a constructive and cordial exchange of views on proposals that had been or were being formulated. Sir Edward's committee in January 1988 discussed with the Vice-Chancellor (Designate) his plans for the development of the University and, during the Congress organised by the Association of Commonwealth Universities in Perth, Australia in February 1988, the opportunity was taken for a further brief exchange of views between the Vice-Chancellor (Designate) and Sir Edward and some members of his committee.

124. The Planning Committee is appreciative of the profound understanding of developing a new University demonstrated by Sir Edward Parkes and members of his committee and, in particular, is grateful for the advice relating to the space required for the building of the University campus.

125. As a result of advice from the Planning Committee, the Governor in Council decided on 2 June 1987, that The Royal Hong Kong Jockey Club's offer to fund the capital cost of the University campus up to a maximum of HK$1,500 million and supervise the construction should be accepted. The Planning Committee wishes to express again its thanks not only for this donation but for the Jockey Club's support and participation in numerous activities, including the production of the video film, design of an emblem for the University, and involvement in the current study of the University's computing telecommunications environment.

126. When the Planning Committee was appointed, it was the Government's intention that the University should have its first student intake no later than the 1994-97 triennium. That the first intake is now scheduled to take place in October 1991 bears testament to the hard work and dedication of The Planning Committee Secretariat which has unfailingly provided excellent and comprehensive support to the Planning Committee since its establishment. The Planning Committee has met in plenary session on six occasions and there have been over 70 meetings of its sub-committees and working groups. The Committee is indebted to the Secretariat for the servicing of the various committees and for the speed and efficiency demonstrated in carrying out the task.

127. Tribute must also be paid to the determination and far-sightedness of the late Governor, Sir Edward Youde, who appointed the Planning Committee and it was tragic that...
he passed away suddenly on 4 December 1986. The Planning Committee also wishes to pay tribute to the then Acting Governor, Sir David Akers-Jones and to the present Governor, Sir David Wilson, for strongly supporting a project which is seen not only as helping to meet the demand of the community and the aspirations of Hong Kong's young people in the field of tertiary education but as enriching the quality of life in Hong Kong.

128. Finally, the Planning Committee, in transferring planning and executive responsibility to the Council of the University, wishes its successor every success in steering the University through its formative years and beyond. It has every confidence that the new University will fulfill the high hopes of the community and provide that advancement of learning and knowledge envisaged by its governing Ordinance.
PLANNING COMMITTEE FOR THE HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY

TERMS OF REFERENCE

"Having regard to the Government's intention that -

(a) the Third University should be a grouping of professional schools emphasising science, technology, management and business studies;

(h) by 1999-2000 the University should provide degree places for 7,000 full-time and equivalent part-time students, with room for further development up to about 10,000;

(c) the University should have its first intake no later than the 1994-97 triennium;

(d) a site of about 20 hectares would be made available for the construction of the University; and

(e) the legislation, staff salary scales and conditions of service of the Third University should be drawn up with due regard to those of the University of Hong Kong and the Chinese University of Hong Kong;

the Planning Committee is invited to:

(I) Tender advice to the Government on:

(a) the name and the legislation required for the Third University;

(b) the administrative framework for the proper function and regulation of the University;

(c) the detailed academic profile and development plans of the University, together with the necessary resource requirements;

(d) the capital works and programme of construction together with the necessary resources requirements;

(e) staff salary scales and conditions of service;

(f) the selection of a suitable site for the University; and
(II) (a) recommend for appointment the first Vice-Chancellor and other staff for the University; and

(b) carry out any executive functions as directed by the Government."
MEMBERSHIP OF THE PLANNING COMMITTEE AND
SUB-COMMITTEES FOR THE HONG KONG
UNIVERSITY OF SCIENCE AND TECHNOLOGY

Chairman
- Dr. the Honourable Sir S.Y. CHUNG, CBE, JP
  BSc(Eng), PhD, DSc(Hon), LLD(Hon), FEng, Hon
  FI MechE, Hon FHKIE, FIProdE, CBIM
  Senior Member of the Executive Council,
  Chairman of the Board, Sonca Products Ltd.

Deputy Chairman
- The Honourable CHENG Hon-kwan, JP
  BSc, DIC, CEng, FI StructE, FHKIE, FASCE,
  MConsE, MConsE HK
  Member of the Legislative Council,
  Senior Partner, H.K. Cheng and Partners Consulting
  Engineers

Members
- Professor L.M. BIRT, AO, CBE
  B AgrSc, BSc, PhD, DPhil, Hon DLitt, FAIM
  Vice-Chancellor and Principal,
  The University of New South Wales, Australia

- Dr. CHAN Nai-keong, CBE
  DTech, FEng, FICE, FI StructE, FHKIE,
  Joint Deputy Chairman, Hong Kong Electric
  Holdings Ltd.,
  Group Managing Director, Cavendish International
  Holdings Ltd.

- Professor Tien-chi CHEN,
  ScB, MA, PhD, FIEEE
  Professor of Computer Science and Electronics,
  Head of United College, The Chinese University of
  Hong Kong

- The Honourable Stephen CHEONG Kam-chuen,
  OBE, JP
  BSc(Eng), DIC, MPhil
  Member of the Legislative Council
  Managing Director, Lee Wah Weaving Factory
Professor Y.K. CHEUNG,
BSc, PhD, DSc, DE, FEng, CEng, FICE, FIStructE,
FHKIE, FIE(Aust), FASCE
Pro-Vice-Chancellor, University of Hong Kong

Professor FAN Yiu-kwan
BA, MA, MSc, PhD
Dean of Faculty of Business, Hong Kong Baptist College

Dr. G.R. HIGGINSON,
BSc, PhD, FIChemE, FEng
Vice-Chancellor, University of Southampton, UK

Mr. K.N. HOUGHTON,
BA, MA
Associate Director (Administration) and Secretary to Council, City Polytechnic of Hong Kong

Mr. J. LAI,
BSc, Cert. Ed.
Headmaster, Diocesan Boys’ School

Mrs. Alice LAM, JP
Deputy General Manager, Hang Seng Bank Ltd.

Mr. LAU Wah-sum, JP
FHKSA, ACMA
President, W.S. Lau & Associates Ltd.

Mr. Andrew Kwok Nang LI, QC, JP
MA, LLM
Barrister-at-Law

Mr. I.F.C. MACPHERSON, OBE, JP
MA
Secretary-General to the Planning Committee

Mr. Gordon M. MACWHINNIE, CBE, JP
FCA, FHKSA
Deputy Chairman, The Royal Hong Kong Jockey Club
Director, Mass Transit Railway Corporation
(with effect from 19 June 1987)
Professor P.G. MOORE,  
DSc, PhD, F1A  
Principal, London Business School  

Mr. Steven K.L. POON,  
BSc, MPhil, FHKIE, F1EE, CEng, M1EEE  
Director and General Manager, China Light & Power Co. Ltd.  

Professor David J. TEDFORD,  
BSc, PhD, ARCST, CEng, F1EE, SM1EEE, FInstP, FRSA, FRSE; Order of Merit, Polish People's Republic  
Professor of Electrical Engineering  
Vice Principal, University of Strathclyde, Glasgow, Scotland  

Dr. Joshua Sook-leung WONG  
BSc(Eng), PhD, FHKIE, CEng, FIERE, M1EEE  
Head, Department of Electronic Engineering, Chairman, Division of Engineering, Hong Kong Polytechnic  

Professor Chia-Wei WOO,  
BS, MA, PhD  
Professor of Physics  
President of San Francisco State University, USA  

Secretary - Mr. G.M. SCOTT  
Assistant Secretary-General to the Planning Committee
## EXECUTIVE COMMITTEE

### Membership

<table>
<thead>
<tr>
<th>Role</th>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>Chairman of the Planning Committee</td>
<td>Dr. the Hon. Sir S.Y. CHUNG</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(concurrently the Chairman of the General</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Matters Sub-Committee)</td>
</tr>
<tr>
<td>Deputy Chairman</td>
<td>Deputy Chairman of the Planning Committee</td>
<td>The Hon. CHENG Hon-kwan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(concurrently the Chairman of the Academic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Planning and Development Sub-Committee)</td>
</tr>
<tr>
<td>Members</td>
<td>Chairman of the Academic Planning and Development Sub-Committee</td>
<td>Dr. CHAN Nai-keong</td>
</tr>
<tr>
<td></td>
<td>Chairman of the Campus Planning and Estate Management Sub-Committee</td>
<td>Mr. Gordon M. MACWHINNIE</td>
</tr>
<tr>
<td></td>
<td>Chairman of the Campus Project Management Sub-Committee</td>
<td>Mr. Steven K.L. POON</td>
</tr>
<tr>
<td></td>
<td>Chairman of the Establishment Sub-Committee</td>
<td>Mr. LAU Wah-sum</td>
</tr>
<tr>
<td></td>
<td>Chairman of the Finance Sub-Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chairman of the General Matters Sub-Committee</td>
<td>(See Chairman above)</td>
</tr>
<tr>
<td></td>
<td>Chairman of the Senior Staff Recruitment Sub-Committee</td>
<td>The Hon. Stephen CHEONG Kam-chuen</td>
</tr>
</tbody>
</table>
Terms of Reference

1. To act for the Planning Committee on all matters requiring executive decisions, with due regard to the principles and policies agreed by the Planning Committee. Any such action will be reported to all Planning Committee members.

2. To co-ordinate and monitor all aspects of the planning and implementation process for which sub-committees have been established, namely:
   
   (a) establishment matters;
   (b) academic planning and development;
   (c) capital works and building projects matters;
   (d) campus project management;
   (e) financial matters;
   (f) Vice-Chancellor and senior staff recruitment; and
   (g) general matters.

3. To perform such other tasks as may be required or delegated by the Planning Committee.
ACADEMIC PLANNING AND DEVELOPMENT SUB-COMMITTEE

Membership

Chairman
The Hon. CHENG Hon-kwan

Members
Professor L.M. BIRT
Dr. CHAN Nai-keong
Professor Tien-chi CHEN
Professor Y.K. CHEUNG
Professor Y.K. FAN
Dr. G.R. HIGGINSON
Mr. K.N. HOUGHTON
Mr. J. LAI
Mr. I.F.C. MACPHERSON
Mr. Gordon M. MACWHINNIE
Professor P.G. MOORE
Professor D.J. TEDFORD
Dr. Joshua S.L. WONG
Professor Chia-Wei WOO
Mr. G.M. SCOTT

Secretary

Terms of Reference

1. To advise and to make recommendations to the Planning Committee on the academic profile and development plans of The Hong Kong University of Science and Technology including:

   (a) the academic objectives of the University and, in particular, the requirement for research work and postgraduate training, the length of degree courses and the medium of instruction;
   (b) nature and types of degree courses, course structure and the associated entrance requirements;
   (c) enrolment profile including the distribution of students by mode of attendance, level of study and discipline;
   (d) academic and associated administrative structure; and
   (e) academic regulations.

2. To prepare initial academic development proposals, including a timetable and mode for implementation, for consideration by the Planning Committee.

3. To provide information on the resources required to support the proposed academic developments to the Establishment, Capital Works and Building Projects, and Finance Sub-Committees.
4. To perform any other functions at the request of the Planning Committee.

**Powers**

1. To co-opt such additional members as may be required.
2. To form any working groups as considered necessary.
3. To seek from the University of Hong Kong and Chinese University of Hong Kong or other such organisations information as may be appropriate and necessary to the Subcommittee’s deliberations.
CAMPUS PROJECT MANAGEMENT SUB-COMMITTEE

Membership

Chairman  Mr. Gordon M. MACWHINNIE
Members  Dr. CHAN Nai-keong
         Mr. J. LEI
         Mr. I.F.C. MACPHERSON (pending the
appointment of the Vice-Chancellor)
         Major General G.H. WATKINS
         Mr. Simon LI
Secretary  Mr. N.J.C. SUTHERLAND

Terms of Reference

In accordance with the Executive Council's agreement on 2 June 1987 to have full and sole responsibility through the Planning Committee for The Hong Kong University of Science and Technology for the implementation of the project; and guiding the project through planning and construction to the point of opening, on time and within the overall budget.
CAMPUS PLANNING AND ESTATE MANAGEMENT SUB-COMMITTEE
(Known as Capital Works and Building Projects Sub-Committee
until 21 September 1987)

Membership

Chairman Dr. CHAN Nai-keong
Members The Hon. CHENG Hon-kwan
Mr. K.N. HOUGHTON
Mrs. Alice LAM
Mr. I.F.C. MACPHERSON
Mr. Gordon M. MACWHINNIE
Mr. Steven K.L. POON
Co-opted Member Mr. J. LEI
Secretary Mr. K.R. ROPER

Terms of Reference

Insofar as the following matters relating to the development of The Hong Kong University of Science and Technology do not fall within the purview of the Campus Project Management Sub-Committee:

1. To advise and make recommendations to the Planning Committee on -
   (i) the appointment of professional consultants for the preparation of a master building development plan;
   (ii) the appointment of architects and other professional consultants for the execution of the master plan; and for maintenance of the campus and related estates;
   (iii) the appointment of building and other contractors; for execution of the master plan and for maintenance of the campus and related estates;
   (iv) the compilation of approved lists of tenderers in connection with the preceding item; and
   (v) staff housing, and student accommodation and amenities if provided (based on advice from the General Matters Sub-Committee).

2. To prepare an accommodation brief and the phasing of the development for the University based on advice from the Academic Planning and Development Sub-Committee on the space resources required.

3. To advise the General Matters Sub-Committee and the Planning Committee on
site selection, development and associated matters.

4. To advise the Finance Sub-Committee on capital estimates.

5. To perform any other functions at the request of the Planning Committee in connection with campus planning and management of the campus and related estates.

In carrying out its terms of reference, the Sub-Committee should have due regard to the planning norms for university buildings set by the United Kingdom University Grants Committee and as promulgated by the Hong Kong University and Polytechnic Grants Committee.

Powers

1. To co-opt such additional members as may be required.

2. To form any working groups as considered necessary.

3. To seek from the University of Hong Kong and Chinese University of Hong Kong or other such organisations information as may be appropriate and necessary to the Sub-Committee’s deliberations.
ESTABLISHMENT SUB-COMMITTEE

Membership

Chairman  Mr. Steven K.L. POON
Members   Professor T.C. CHEN
          Professor Y.K. CHEUNG
          Mr. J. LAI
          Mrs. Alice LAM
          Mr. Andrew K.N. LI
          Mr. I.F.C. MACPHERSON
Secretary  Mrs. Catherine LAI

Terms of Reference

1. To advise the Planning Committee on all matters concerning the staff of the University, including:
   (a) salaries and salary scales at all levels;
   (b) methods by which such salaries and scales might periodically be reviewed;
   (c) staff terms and conditions of service; and
   (d) staff complementation and gradings, having regard to information provided by the Academic Planning and Development Sub-Committee.

2. To make such recommendations to the Planning Committee as may be appropriate concerning the physical provision of staff fringe benefits, such as housing and medical/dental care.

3. To perform such other tasks as the Planning Committee may request.

4. In carrying out its terms of reference, the Sub-Committee should have due regard to staff salary scales and conditions of service at the University of Hong Kong and the Chinese University of Hong Kong.

Powers

1. To co-opt such additional members as may be required.

2. To form any working groups as considered necessary.
3. To seek from the University of Hong Kong and Chinese University of Hong Kong or other such organizations information concerning establishment matters as may be appropriate and necessary to the Sub-Committee’s deliberations.
FINANCE SUB-COMMITTEE

Membership

Chairman  Mr. LAU Wah-sum
Members  Professor Tien-chi CHEN
         Dr. CHAN Nai-keong
         The Hon. Stephen CHEONG Kam-chuen
         Mr. J. LAI
         Mrs. Alice LAM
         Mr. I.F.C. MACPHERSON
         Mr. Steven K.L. POON
Co-opted Member  Mr. H. DICKSON
Secretary  Mr. Albert I.I.

Terms of Reference

To advise the Planning Committee on all matters within the jurisdiction of the Planning Committee which have important financial implications and to perform any function laid upon it by the Planning Committee;

and in particular:

(a) to submit to the Planning Committee the expenditure programme for capital works, based on the student target of 7,000 full-time and equivalent part-time places with room for further development up to 10,000, broken down on an annual basis;
(b) to submit to the Planning Committee the programme of recurrent expenditure, with regard to academic development and build up of student numbers, broken down on an annual basis;
(c) to submit to the Planning Committee the programme and estimates for the appropriate forthcoming period;
(d) to submit to the Planning Committee prepared statements of income and expenditure, and assets and liabilities for the appropriate period just passed;
(e) to recommend to the Planning Committee the appointment of auditors;
(f) to arrange such controls as are necessary to ensure the appropriate safeguards with regard to the finances and assets including the preparation of the financial regulations for the University; and
(g) to advise the Planning Committee on the financial impact of any matters which may be referred by another sub-committee of the Planning Committee.
Powers

1. To co-opt such additional members as may be required.

2. To form any working groups as considered necessary.

3. To seek from the University of Hong Kong and Chinese University of Hong Kong or other such organisations information as may be appropriate and necessary to the Sub-Committee's deliberations.
GENERAL MATTERS SUB-COMMITTEE

Membership

Chairman  Dr. the Hon. Sir S.Y. CHUNG
Members  Professor L.M. BIRT
         The Hon. CHENG Hon-kwan
         Professor Y.K. FAN
         Mr. K.N. HOUGHTON
         Mr. Andrew K.N. LI
         Mr. I.F.C. MACPHERSON
         Professor P.G. MOORE
         Professor D.J. TEDFORD
         Dr. Joshua S.L. WONG
         Professor Chia-Wei WOO
Secretary  Mr. G.M. SCOTT

Terms of Reference

1. To advise and make recommendations to the Planning Committee on all general aspects of planning for the University, other than those specific aspects for which other sub-committees have been established, namely:

   (a) establishment matters;
   (b) academic planning and development;
   (c) capital works and building projects matters;
   (d) financial matters; and
   (e) senior staff recruitment.

2. Without prejudice to the generality of the foregoing, to be responsible to the Planning Committee for advice on:

   (a) the governance and administrative organization necessary for the proper function and regulation of the University;
   (b) legislation governing the University with due regard to that of the University of Hong Kong and the Chinese University of Hong Kong;
(c) the selection of a site for the campus (having regard to any dimensional criteria for site selection which may be recommended by the Capital Works and Building Projects Sub-Committee); and

(d) the extent to which student residential facilities should be provided.

3. To co-ordinate, on behalf of the Planning Committee, the preparation of the final report to the Government, and of such interim reports as may be required.

4. To perform such other tasks as may be requested by the Planning Committee.

Powers

1. To co-opt such additional members as may be required.

2. To form any working groups as considered necessary.

3. To seek from the University of Hong Kong and Chinese University of Hong Kong or other such organisations information as may be appropriate and necessary to the Sub-Committee’s deliberations.
SENIOR STAFF RECRUITMENT SUB-COMMITTEE

Membership

Chairman
The Hon. Stephen CHEONG Kam-chuen

Members
Professor Y.K. FAN
Dr. G.R. HIGGINSON
Mr. K.N. HOUGHTON
Mr. Andrew K.N. LI (from 23 September 1987)
Mr. I.F.C. MACPHERSON
Dr. Joshua S.L. WONG
Professor Chia-Wei WOO

Secretary
Mr. G.M. SCOTT

Terms of Reference

To take such steps as the Planning Committee may request towards recommending to the Government the recruitment of senior staff for the University:

(a) calling for and reviewing applications for senior appointments; and
(b) incurring such expenditure as may be necessary in the interviewing of candidates, both overseas and in Hong Kong.

Powers

1. To co-opt such additional members as may be required.

2. To form any working groups as considered necessary.

3. To seek from the University of Hong Kong and Chinese University of Hong Kong or other such organisations information as may be appropriate and necessary to the Sub-Committee’s deliberations.
VICE-CHANCELLOR SEARCH COMMITTEE

Membership

Chairman
Dr. the Hon. Sir S.Y. CHUNG

Members
The Hon. CHENG Hon-kwan
The Hon. Stephen CHIEONG Kam-chuen
Dr. G.R. HIGGINSON
Mr. K.N. Houghton
Mr. I.F.C. MACPHERSON

Secretary
Mr. G.M. SCOTT

Terms of Reference

To conduct the search for a Vice-Chancellor.
TRANSITION FROM PLANNING COMMITTEE SUB-COMMITTEE STRUCTURE TO COUNCIL COMMITTEE STRUCTURE

Organisational Structure of the Planning Committee

Initial Organisational Structure of the HKUST Council
Appendix D

Departments, Laboratories, School Research Centre (including School based Centres and Institutes)

Departments (Humanities, Social Sciences, Inter-disciplinary), Cultural Centre, Research Centre (including School based Centres and Institutes)

Co-ordination of Planning

Secretariat Section

Executive Officer, VC's Office

Director, Admissions, Registrations, and Records

Director, Student Affairs

Finance Officer

Estates Officer

Business Officer

Personnel Officer

Establishment and Personnel Section

Pro-Vice-Chancellor, Administration and Business

Dean, Business and Management

Dean, General Education

University Secretary

Staff support for VC

Examinations, Ceremonials

Assuring, Counseling, Disciplinary, Activities, Careers, Scholarships and Financial Aid, Student Athletics, Student Union/Centre, Health Centre

Estimates, Budgeting, Accounting, Salaries & Wages, Tendering, Administration Data Processing, Collection of Fees

Premises, Building Maintenance, New Works, Textbook Services, Supplies & Purchasing, Transport, Catering and Security

Business Finance, Catering, Student Residence, Conferences, Printing, University Bookstore

Complimenting, Staff Appointment, Terms of Service/Benefits, Staff Housing, Leave, Staff Relations and Discipline, Staff Development and Training, Staff Medical Scheme, Staff Amenities and Welfare
INTERIM MANAGEMENT STRUCTURE CHART FOR
THE HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY
IN 1992-93

Vice-Chancellor
and President

Pro-Vice-Chancellor,
Research & Development

Dean, Science

Dean, Engineering

Director,
External
Studies

Director,
Technology
Transfer

Director,
Research
Centre

Director,
Laboratories
and Industrial
Training Centre

Director,
Educational
Technology

Director,
Language
Centre

Director,
Computing
Services

Director,
Library
Services
Appendix E
Appendix F

Model of the Design Submitted by Design Consultants & Lotus in Association with Wong & Ouyang (HK) Ltd.
Artist’s Impression of the Main Approach to the Campus
The space requirements proposed by the Planning Committee's consultants for the University of Science and Technology have lately been the subject of correspondence between your Secretary-General and the UPGC Secretariat. My Committee has considered this matter, in consultation with the UPGC Sub-Committee concerned with the University, and has had the benefit of the views of the Vice-Chancellor-designate, with whom the Sub-Committee had a very helpful discussion on 3 January 1988. I am now writing to you to set out my Committee's comments and advice.

Perhaps I might begin by making a general observation. The UPGC uses the UGC space norms for guidance in determining the space to be provided but would not regard them as the only criteria, or as defining precise space entitlements on the basis of which all institutions might anticipate the exact areas to be provided. In considering the requirements for HKUST, as a completely new institution, my Committee would take account of the University's particular characteristics - its student mix, and the greater degree of sophistication of provision needed for science-based subjects - but would also be guided by the overall cost implications and by the level of provision in the other tertiary institutions in Hong Kong.

/ ....
The matter of cost remains an important one, even though the greater part of the HKUST capital expenditure will be met from the RHKJC donation, since the cost of completing the project, once the donation is exhausted, will be borne by Government. The UPGC would wish to ensure that, within the cash limits set by Government for both capital and recurrent expenditure for the tertiary system as a whole, no one institution is treated more favourably than any of the others.

Dr Woo was advised during his meeting with the UST Sub-Committee that it is for the Planning Committee to take account of the UGC norms, as promulgated by the UPGC, in order to arrive at the estimated space requirements for the University. It was pointed out, however, that any evident overprovision of space could have undesirable consequences for the institution in the longer term.

Firstly, recurrent funding is calculated by the UPGC on the basis of the institution's activities and not on the space those activities occupy, so that any initial overprovision of space might require HKUST to allocate a disproportionate share of its block grant to building maintenance costs. Secondly, if approval were to be given ultimately for the University to expand beyond Phase II, the Committee would need to review the capacity of the accommodation already built for 7,000 fte students under Phase II before supporting any proposals for further buildings.

In view of the arrangements already in place for the funding and management of the campus project, it would not be appropriate for the UPGC to seek to offer detailed guidance on space for the University, and indeed it would not be possible to do so in the time available for the completion of the Project Brief. If it would be helpful to have an indication of the Committee's thinking, then I would suggest that the Brief should reflect an overall provision of the order of 19m² gross per fte student. This is not intended to be an absolute constraint but is put forward as a guideline for the Planning Committee when determining the final space requirements.

Yours sincerely,

(John J Swaine)
Chairman
University and Polytechnic Grants Committee
## ACADEMIC PROFILE - PRELIMINARY MODEL

### Subject Areas available for First Degree Studies

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**Centralised Academic Support Services**

Laboratories and Workshops  
(including Industrial Training Centre)

Learning Resources Centre:  
Computing Services  
Educational Technology  
(including in-service training)  
Language Centre  
Library Services

Lecture Theatres
Research Centre  
(including Technology Transfer Unit)

**General Education Centre**  
(suggested service programmes)

Anthropology  
China and Chinese Studies  
History and Geography  
History, Philosophy and Methodology  
of the Natural Sciences  
and Technology
Linguistics  
Local and Regional Studies  
Philosophy (particularly Epistemology)  
Politics  
Psychology  
Sociology

**Note**: The modular system allows for a degree of flexibility, enabling subjects to be grouped in various combinations.
SCHOOL OF BUSINESS AND MANAGEMENT

Preliminary Statement of Educational Philosophy:
Proposed Concepts for an Up-scale Business School

To develop future business/industry leaders and entrepreneurs, the School will require students to:

1. adopt a Management Science orientation based on information science and technology;
2. acquire a broad-based business education that enables them to adapt to a rapidly changing environment;
3. acquire a thorough and quantitative understanding of theory as applied to finance, accounting, marketing, and management;
4. relate closely to new technologies, production processes, and high-level service industries;
5. understand and experience entrepreneurship;
6. develop international perspectives and focuses;
7. acquire full and in-depth appreciation for local economic conditions, needs, and opportunities;
8. acquire ability to communicate with and support present business/industrial sectors; and
9. assist in developing database for future case studies.
# PLANNED GROWTH IN THE STUDENT POPULATION

## FTE Populations

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### INDICATIVE GROWTH MODEL OF THE UNDERGRADUATE POPULATION IN THE SCHOOL OF ENGINEERING

#### FTE Populations

**Possible Discipline Areas**

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INDICATIVE GROWTH PATTERN OF THE UNDERGRADUATE POPULATION
IN THE SCHOOL OF BUSINESS AND MANAGEMENT

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1989/90-1995/96

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<td>139</td>
<td>233</td>
<td>313</td>
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<td>Grand total</td>
<td>4</td>
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<td>104</td>
<td>213</td>
<td>358</td>
<td>481</td>
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</table>
# REVISED CAMPUS BUILDING PROJECT COST ESTIMATE

<table>
<thead>
<tr>
<th>Building Cost</th>
<th>Current estimate</th>
</tr>
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<tbody>
<tr>
<td>(a) Academic, administration and amenities (buildings)</td>
<td>$734</td>
</tr>
<tr>
<td>(b) Landscaping and external works including Amenities (external games areas)</td>
<td>$253</td>
</tr>
<tr>
<td>(c) Staff quarters</td>
<td>$121</td>
</tr>
<tr>
<td>(d) Student hostels</td>
<td>$74</td>
</tr>
<tr>
<td>(e) Possible additional site formation and drainage work</td>
<td>$48</td>
</tr>
<tr>
<td>(f) Professional fees</td>
<td>$229</td>
</tr>
<tr>
<td>(g) Contingencies</td>
<td>$161</td>
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<tr>
<td></td>
<td><strong>Sub-total</strong></td>
</tr>
<tr>
<td></td>
<td>$1,620</td>
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<tr>
<td>(h) Allowance for inflation</td>
<td>$310</td>
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<td><strong>Total</strong></td>
</tr>
<tr>
<td></td>
<td>$1,930</td>
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</tbody>
</table>

## Furniture cost

| (i) Furniture                                 | $128             |
| (j) Allowance for inflation                   | $32              |
|                                              | **Total**        |
|                                              | $160             |

## Grand total costs

<table>
<thead>
<tr>
<th>Of which</th>
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<tbody>
<tr>
<td>RHKJC donation (including $300 m for inflation)</td>
<td>$1,500</td>
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<tr>
<td>Government (including $42 m for inflation)</td>
<td>$590</td>
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