

P2

「真正重要的不是你拿到5.9還是3.1，而是報告整體的內容。」

'It's the whole report that is really critical, not simply the fact that they get 5.9 or 3.1.'



P4

「非洲鯽在香港做不成嘉餚，但為了科學研究而獻身，也很有意義。」

'The fish [tilapia] never made it to the dinner table. That said ... it's contributing to scientific research and that's worthwhile.'

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郭慶輝攝 Photograph by Nick Kwok

從銀行業鉅子到校董會主席

鄭海泉博士是首位出任中大校董會主席的校友，是滙豐銀行首位華人主席。溽暑七月，他親臨校園與我們暢談管治理念、無悔的青春歲月、教育和工作。(見頁10)

From Banking Mogul to Council Chairman

Dr. Vincent Cheng is the first graduate of the Chinese University appointed as the chairman of the University Council. He was also the first Chinese who became the chairman of the Hongkong and Shanghai Banking Corporation Limited. Despite the heat of July, Dr. Cheng came to campus to talk to us, and expatiated on his concepts of management and governance, his youthful years for which he had no regret, and on work and education. (Please read p. 10)

不只是分數

僱員績效評核

More than Numbers Employee Performance Review

小學時老師發回作文，你會先看分數，還是評語？大學畢業時拿到成績單，你在乎的是GPA的高低，還是自己在這幾年到底學了多少東西、長了多少見識？到現在，每年主管把僱員績效評核報告交到你手上時，你在意的是，分數是否5.6，還是自己否朝自己的事業發展規劃邁進了一步？

「一拿到主管填寫的評核報告，第一件事就是看分數。人人都會這樣，這是人性。」大學圖書館系統館長施達理博士說。在他看來，評核報告中有關職責和工作能力的評語，才是真正告訴你有關此人的一切的內容。「他們不只是數字。真正重要的不是你拿到5.9還是3.1，而是報告整體的內容。」

獎勵員工和加強溝通的制度

大學自2008年正式推行僱員績效評核和發展制度（PRDS），至今已踏入第四年。而大學圖書館系統，是校內非常認真執行PRDS程序，評核報告做得十分出色的部門。

施達理博士不諱言，大學最初引入這套制度時，他認為每年一次評核太麻煩了，尤其是對員工數目眾多的部門而言。「但是，看到它實際的運作，看到員工的評核報告交到有關的委員會審視，獲得獎勵後，我現在覺得這樣每年一次評核很有用。」

人事處助理處長利順琮女士補充：「引進這種制度，給予日後人事考慮多點基礎和依據。比如晉升或轉長期聘用，我們可以參考前兩三年的評核報告，看看他的表現是否一貫優秀。這令我們在作人事管理的決定時，更能有所依憑。」

施達理博士很贊同這點，他說，大學實行PRDS後，圖書館得以把員工的出色表現記錄在案。這點十分重要，因為這些傑出員工之後可能獲得鼓勵和獎勵，包括績效獎賞計劃、升遷或長期聘用。

他也認為績效評核是評核員至少每年一次和下屬坐下來正式地面對面詳談的機會。「比如，對於圖書館內專業職系的員工，我會留意他們職業生涯的歷程，了解他們的想法，想往哪個方向發展，不管是在圖書館系統內，還是他們專業上的目標。看看我們可以提供甚麼協助。」

除了鼓勵和獎勵表現出色的同事外，PRDS的另一個出發點是促進主管與下屬的溝通，釐清職責，令下屬明白主管對他們的期望，主管也更能察覺下屬工作上的進度、困難和專業發展。受評核員工也可透過這個制度多表達自己的意見。

人事處人事主任張燕儀女士說，這套制度剛開始推行時，許多評核員不清楚該怎樣細分受評核者的職責。「比如，司機的職責不就是開車，還能怎樣百分比？我們會引導他們去思考，比如我們會問：司機除了開車，須不須要清潔車廂？對待乘客是否要有禮貌？提供服務是否要安全準

時？只要稍加提示，主管們就曉得從那個方向去想。」

現在，人事處定期舉辦工作坊，與評核員分享寫好工作描述和釐訂職責的訣竅。人事處網頁也有許多評核報告樣本，讓評核員從中參考。

例行公事？

大部分受評核的員工，每年都是做着同樣的工作，面對同一個評核員。這樣年復一年的績效評核，如何才能避免成為例行公事？利順琮談到自己的經驗：「我會去考慮我所評核的人的工作歷程，到了這個階段，下一步會是怎樣走。大家去想一下發展的空間。雖然這不一定能帶來很大的改善，但互相增進溝通，才可進一步改進。」

張燕儀呼籲評核員平常多點留意同事的表現，發覺做得好的地方，要記錄下來，多給予鼓勵。「不然的話，一年後你可能只記得他做得好，在哪件事上怎樣做得好，卻說不出來，只有一個很空泛的印象。你平常要去小心留意真實的東西，這對同事才是公平的。」

至於圖書館系統，雖然對PRDS已駕輕就熟，但並不輕忽地視之為年年如是的例行公事。圖書館的管理人員根據大學規定的評核時限，設計出一個年度流程圖。施達理博士說：「我們列出一些重要日期，標明須要完成的事項，包括人事處要求我們輸入分數的最後限期。」圖書館員工會收到附有這一流程圖、人事處通告和其他相關文件的電郵，提醒他們須謹慎依時完成。

他強調，員工的表現是會有升有跌的，有時候是受工作以外的因素所影響，而圖書館是用正面的態度來看評核，視之為協助員工發展的方法，而非負面地視之為評價審判的工具。「我常說，我們不是要懲罰表現不好的人，」他說。「對於表現欠佳的人，我們不應坐下來光批評其不是，而應看看那些人和他們的主管可以做些甚麼，改善他們的表現，協助他們發展。所以，績效評核本質上是關於持續改進的事情。」

持續改進的評核制度

大學在去年年底檢討整個制度的運作。人事處舉辦了四場聚焦小組討論，並與員工工會會面，蒐集意見，再請顧問公司檢討制度的施行。檢討過後，顧問公司提出一些改進建議，包括由2010-11年度起，每個部門會委派一位同事擔當PRDS協調員，負責確保部門遵循PRDS的程序，並按時完成。而於下年度實施的改進措施，則包括員工每項職責比重之下限，由百分之十調整至百分之五。此外，評核員為下屬作績效評核的表現，也納入其職責範圍內。

張燕儀說：「我們希望擔當評核員的同事，認真負責地做好這事情，所以由下一年度開始，評核員的上司，要看這些評核員有否盡心做好下屬的績效評核，是盡了應盡的責任，還是馬馬虎虎了事。因為這是他們職責的一部分。不能掉以輕心。」

What did you read first when you received your writing assignment from your teacher in primary school? The grade or the comments? What did you consider more important when you got your transcript upon graduation from university? The GPA or what you learned all those years? Now, what do you care the most about when your supervisor hands you your performance review report? Whether you got 5.6 in the overall rating or whether you have made progress on your chosen career path?

‘When they get the reports filled in by their reviewers, they’ll go straight to the overall ratings. Everybody does it. It’s a natural human thing,’ said Dr. Colin Storey, University Librarian of the University Library System (ULS). He believes that what really says something about an individual is the parts about his or her accountabilities and competency. ‘They’re not just about a ratings number. It’s the whole report that is really critical, not simply the fact that they get 5.9 or 3.1.’

A System Aimed at Awarding Employees and Facilitating Communication

This year sees the fourth review cycle since the introduction of the Performance Review and Development System (PRDS). The ULS is one of the departments in the University that have conducted productive performance reviews and produced well-written review reports.

Dr. Storey admitted that when the system was introduced, he thought that an annual review was too much, particularly for departments with larger staff numbers. ‘But now seeing it in practice, and seeing those reports going to relevant committees for rewards, I can understand how an annual one is quite useful.’

Ms. Lee Shun-king Corinna, assistant director of personnel at the Personnel Office (PO), added, ‘The system has provided us with a basis for human resource management decisions. For example, in cases of offering somebody promotion or a continuous contract, we can track their performance review reports to see if their performance has been consistently good. This provides us with some justification.’

Dr. Storey agrees with her. He believes that the PRDS allows his line managers to identify and track the progress of excellent staff, and place it on record. ‘This is crucial, since they may be rewarded later, either through the Performance-Linked Reward Scheme, by promotion or continuous appointment.’

He also sees the PRDS exercise as a chance at least once a year for reviewers to sit down to have a formal, personal conversation with their staff. 'For example, for fellow professionals I look at their career tracks and talk to them about where they think they're going, in terms of the work within the ULS and also professionally in their general career aims, whether in any sense we can help.'

In addition to awarding high-performing employees, the system is also aimed at promoting communication between managers and their subordinates. By setting out accountabilities, managers can make their subordinates understand their expectations. The system requires these managers to monitor their subordinates' progress and problems with their work, and to be aware of their career aspirations. The system also encourages reviewees to make their views known.

Ms. Ivy Cheung, personnel manager, said that when the system was first introduced, many reviewers had no idea how to define the accountabilities of their reviewees. 'For example, how can I weigh a driver's accountabilities in terms of percentage? Their job duty is nothing but driving. We would guide them to think this way: in addition to driving, does he have to make sure that the car is clean? Does he have to treat passengers politely and provide punctual and safe services? With hints like these, they will get the idea.'

Now, the PO organizes workshops regularly to teach reviewers how to write job descriptions and set out accountabilities. Samples of review reports are available on the website of the PO for reviewers' reference.

A Mechanical Routine?

Most of the reviewees are assessed by the same reviewers for the same accountabilities year on year. How to avoid being mechanical in the PRDS exercise? Corinna gave a tip, 'I'd put myself in the shoes of my reviewees and think about their career paths. What is the next step? We can throw out any ideas regarding to further development of their careers. It doesn't necessarily bring about great changes. But only through communication can we achieve improvement'

Ivy urged reviewers to pay more attention to their reviewees' day-to-day work. 'Whenever you find something creditable, note it down. Otherwise, one year later what you only get is the vague impression that they are good. But you can't remember in what way they are commendable. It is fair to your reviewees only when you keep track of their deeds.'



COLIN STOREY
施達理



CORINNA LEE
利順琮



IVY CHEUNG
張燕儀

Now after several years of use, the PRDS exercise is an easier process for the ULS. But its administrators do not see it as just an automatic process conducted mechanically year in year out. They devise an annual flow chart according to deadlines set by the PO. Dr. Storey said, 'We have the milestone dates that we have to meet to get to the end of the process, which is the actual deadline for the PO to record the ratings online.' His staff members are sent an e-mail with the flow chart and other related documents and PO circulars attached, reminding them to finish the PRDS exercise carefully and on schedule.

He stressed that an individual's performance may rise or it may fall (sometimes through circumstances outside of work itself), and the ULS views the performance review positively as developmental (the 'D' in PRDS), not negatively as a judgmental tool. 'I always say to my staff that we're not looking to censure people for lack of performance,' said Dr. Storey. 'We should help individuals that need to perform better. We shouldn't sit down and spend all the time just blaming the person for lack of performance. We'll try to find out what's necessary from the individuals themselves and from their line managers

to try to develop them, and to make their performance better. So, this has a continuously evolving nature.'

An Evolving System

The University has undertaken a review of the PRDS at the end of last year. The PO has organized four focus group discussions, met with the unions and engaged a consultant to make recommendations on enhancing the system. After the review, the consultant has made some suggestions to further improve the performance review process. They include appointment of a departmental coordinator in every department/unit to ensure that the PRD procedures and timeline are duly followed. This measure has been introduced in 2010-11. Enhancements that will be implemented in 2011-12 include adjustment of the minimum weighting of each accountability from 10% to 5%. Besides, reviewers' performance in conducting performance review for their staff will be assessed and recorded under their accountability.

Ivy explained, 'We hope that reviewers take their job seriously. So, from next year onwards, the supervisors of the reviewers will assess them to see if they conduct the review dutifully or do a sloppy job of it. This is a part of their duty that should not be trivialized.'

藝文風景



A TOUCH OF CLASS



《蔥綠叢中見紅山》·美國科羅拉多斯普林斯·2011
計算機科學與工程學系賈佳亞教授攝

Red Mountains in the Green, Colorado Springs, US, 2011
By Prof. Jia Jiaya Leo, Department of Computer Science and Engineering

魚游濁水

香港水質監測研究

Studying Fish in Troubled Waters Studies on Hong Kong Water Quality Monitoring

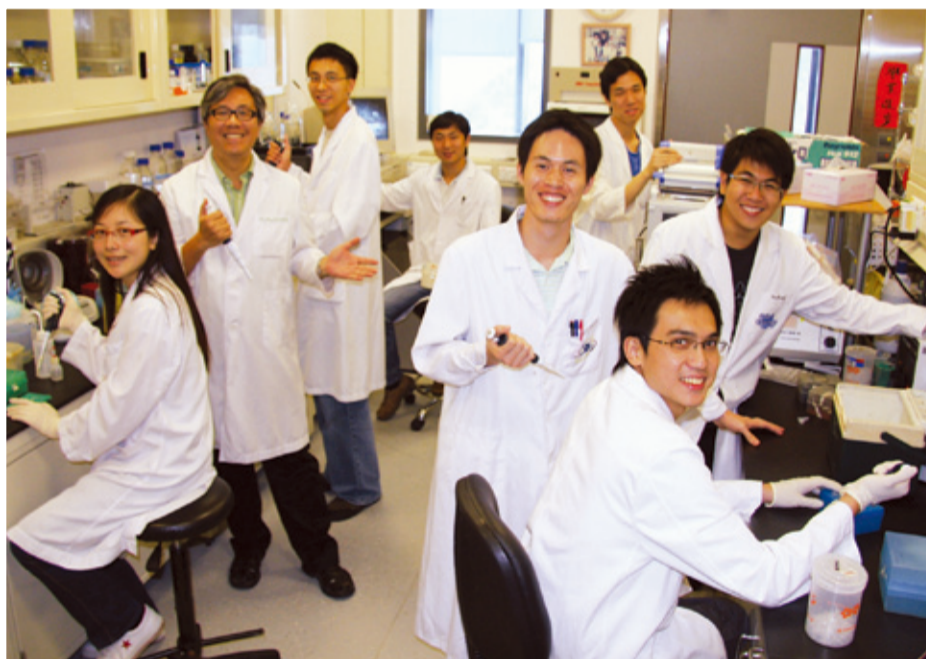


鄰近中文大學的沙田城門河是非洲鯽的天下。這些大群往來的河魚生長迅速，繁殖得很快。一般人以城門河水質不理想，故少有釣取河魚來吃。原來香港引進非洲鯽是放在水塘作滅蚊魚之用，因為這些魚非常雜食，對控制水藻生長也很有效。

中大環境科學課程主任**陳竟明**教授說，香港所稱的非洲鯽，台灣稱為福壽魚或吳郭魚，其實不是鯽魚，不過和鯽魚形似而得名。鯽魚是亞鯉科，而非洲鯽正式名稱是「羅非魚」(Tilapia)，屬於鱷形目的麗魚科(Cichlids)，分布世界各地，可生活於鹹淡水交界，熱帶至溫帶地區均常見。

據陳竟明教授解釋，魚類對污染的抵受能力各有不同，有些如鮭(三文魚)之類的魚最受不得潔淨的環境，但非洲鯽非常耐污染，適應力很強。魚類抵受污染的能力其實和魚肝有關，和人一樣，肝臟的功能之一是排走毒素，這項功能愈強的魚，處理污染物特別是金屬的能力也愈高。非洲鯽的肝臟組成便有較強的抗毒能力。

抵抗力弱的魚在水質不佳的城門河生存困難，樣本難求，抗毒能力較強的非洲鯽因此成為城門河水很好的金屬污染指標。陳竟明多年來都利用非洲鯽來監測城門河水質。他解釋：「若要了解污染物對生態系統的影響，以及化學物質對人體健康的危害，就須利用生物標記去評估這些污染物的風險。否則，那些化學物質在水中和沉積物的濃度，只不過是沒有意義的數字。」他從化驗魚肝殘留的金屬得知，城門河河水含有銅、鋅、鎳和鉛等，而以銅的含量較高，這主要是本土土質含量受馬鞍山鐵礦和城市污染影響所致。




陳竟明教授(左二)和他的研究團隊
Prof. Chan King-ming (2nd left) and his research team

「政府的確下了很多功夫整理城門河，基本的工程是挖走淤泥，注入細菌把有機物分解。渠務署提供的資料說，城門河的水質是改善了。但根據我們的觀察，河裏殘留的金屬和有機化合物如二噁英等仍沒有得到妥善處理。」

陳竟明說，在香港水域內含量不低的化學物質有多臭聯苯醚(PBDEs)；這種主要用作防火塗層劑的有機化合物會干擾人體荷爾蒙，現時受到美國和歐盟嚴格監管。另外一種香港水域內含量頗高的是滴滴涕(DDT)；這種合成殺蟲藥在發達國家已被禁用，但很多發展中國家仍普遍使用來殺蚊。這兩種化學物質都是隨珠江三角洲的水流而來的。

據陳竟明說，香港工業和農業都不發達，對香港水域的影響不算嚴重，政府亦有規管，所以香港水域的水質仍是接受的。現時最不受控的污染是來自城市形形色色的排放，尤其是經路旁的雨水渠直接出海的各種污水，源頭包括小食店、商舖、車房、街市等。



陳竟明教授畢業於中大生物學系，獲學士和碩士學位，其後得加拿大紐芬蘭紀念大學博士。他曾任職加拿大皇后大學和美國巴爾的摩海洋生物科技中心，1992年加入中大生物化學系擔任講師，現為生命科學學院副教授及環境科學課程主任。陳教授的研究興趣包括環境政策、水生生物毒理學、海洋生物科技和魚類內分泌學。

Prof. Chan King-ming received his BSc and MPhil from the Department of Biology, CUHK. He obtained his PhD from Memorial University of Newfoundland at St. John's in Canada. Before joining CUHK, he worked at Queen's University in Canada and the Center of Marine Biotechnology at Baltimore. Professor Chan joined the Department of Biochemistry as a lecturer in 1992 and he is now an associate professor and director of the Environmental Science Programme, School of Life Sciences. His research interests cover environmental policy, aquatic toxicology, marine biotechnology, and fish endocrinology.

其實非洲鯽有豐富蛋白質，清蒸紅燒均為美味魚饌，但必須在烹調前把魚肝和其他內臟徹底清除，這也是吃魚的常識。非洲鯽是世界主要養殖魚之一，年產過百萬噸，在中國、台灣、東南亞和很多地方都很受歡迎。「非洲鯽有很多種，香港見到的大概有四、五種，」陳竟明說。「曾經有人把非洲鯽用海水養殖，養出來的魚肉質爽脆，而且沒有香港人不喜歡的『泥味』。但要改變香港人的觀念和口味談何容易。不過這種魚對我們來說是另有作用。非洲鯽在香港做不成嘉餚，但為了科學研究而獻身，也很有意義。」



IN PLAIN VIEW

You may not know this but Shing Mun River in Sha Tin is inhabited by a great number of African carp, a river fish that hangs out in large schools and grows and breeds rapidly. As Shing Mun River's water quality is generally considered dubious, anglers are few and far between. The fish were introduced by the government to reservoirs to help get rid of mosquitoes because they have a reputation for eating almost anything and they're also effective at keeping algae in check.

Director of the Environmental Science Programme at CUHK, Prof. **Chan King-ming** said that what Hong Kong refers to as African carp is not really carp, but is so named because of its resemblance to the said species. African carp is in fact tilapia and comes from the cichlid family of fishes. They live in brackish water and are commonly found in tropical and subtropical regions all over the world.

Professor Chan explained that tolerance for pollution varies among different species. Some such as salmon cannot live in unclean environments, but African carp is highly tolerant and adaptable. In fish, as in humans, the organ responsible for processing and getting rid of pollutants is the liver. Hence fish with stronger liver function are better at dealing with pollutants, in particular, metals. The African carp has a natural make-up that comes with strong pollutant resistance.

Fish weaker in this department would have trouble surviving in Shing Mun River and made it difficult to collect samples for research. The African carp's high toxicity tolerance makes it an ideal indicator of the presence of metal pollutants in Shing Mun River. For years, Professor Chan has been using this fish to monitor the river's water quality. He said, 'If we want to understand how contaminants affect the ecological system and how chemicals harm human health, we can use biomarkers to assess the potential risks of the contaminants. Otherwise those chemical concentrations in water and sediments are just figures with no real meaning.' By detecting metal traces in the fish's livers, he found that the river contains copper, zinc, cadmium, lead, etc., with copper content being the highest. This, he said, is due to soil contamination by the iron mines in Ma On Shan as well as urban pollution.

'Actually the government has done a lot to clean up Shing Mun River. They removed the sludge and introduced bacteria to decompose organic matter. According to the Drainage Services Department, the river is indeed cleaner, but our observation shows that metals and organic compounds such as dioxin have not been properly dealt with.'

Professor Chan said that chemicals that feature prominently in Hong Kong waters include PBDE (polybrominated diphenyl ethers), an organic compound used as flame retardant which is strictly controlled in the US and the EU, because it is shown to interfere with human hormones. Another chemical is DDT (dichlorodiphenyltrichloroethane), a synthetic pesticide that's been banned in developed countries, but is still widely used in the developing world as an insecticide. He said these two chemicals are brought here by water in the Pearl River Delta.

Professor Chan said that Hong Kong's water quality is acceptable because the city's industrial and agricultural sectors are far from thriving, and on top of that, the government has the right measures in place. The most uncontrolled pollution comes from urban emissions, in particular, waste water released directly into the sea via roadside rainwater drains by eateries, shops, garages and wet markets.

Protein-rich African carp is tasty braised or steamed. But care must be taken to remove the liver and other internal organs before cooking — standard procedure for preparing any fish. Popular in China, Taiwan, and Southeast Asia, it's one of the world's main farmed fishes with a production volume of over



a million tonnes a year. 'There are many types of African carp. In Hong Kong alone, you see four or five,' Professor Chan pointed out. 'Someone tried to raise African carp using seawater. The result was nice, crunchy flesh and none of the "muddy taste" that Hong Kongers are known to dislike. But it's not easy to change impressions and tastes, so the fish never made it to the dinner table. In any case, it's contributing to scientific research and that's worthwhile.'

Hopefully

Hopefully is a common enough word that to see it decried and debunked by so many style books borders on revelation.

The less wary would find the following sentence perfectly acceptable:

Hopefully, the sky would clear up when we set out on our hike.

Hopefully, which means 'with hope', is here used as an equivalent to 'I hope ...' or 'It is hoped that ...'. *The Elements of Style* calls this usage 'not merely wrong ... but silly.' (4th ed., p. 48)

Kingsley Amis says that this usage 'has never been respectable' and that the author of such a sentence is 'a dimwit at best.' He goes on to explain:

The most serious objection to the use of hopefully in a dangling position, often signaled by a following comma, is not that it is not good English, though it is not, nor that it is a trendy usage, though it is, nor even that the thing remains obstinately afloat after many well-aimed salvos of malediction, but that it is dishonest. (The King's English, pp. 158–159)

The Economist Style Guide also has a paragraph dedicated to this hapless adverb and advises:

... by all means begin an article hopefully, but ... [t]ry with luck, if all goes well, it is hoped that ... (10th ed., p. 74)

Editor

新書



NEW BOOKS

學養貫今古 十年成一劍

陳方正博士，自中大創校初期任教物理系，並曾任中大秘書長，對中大學術及學務發展貢獻至鉅。陳博士1986年出任中國文化研究所所長，學術關注和研究，從科學轉向文史，亦都卓然有成。2002年退休，現為中大物理系榮譽教授、中國文化研究所名譽高級研究員。

陳博士今年出版《迎接美妙新世紀：期待與疑惑》，收其2000年至2009年十年間寫的文章共四十篇，包括科學史和文化史的論文；對高等教育以至世界大事的觀察、反思和評論；還有其他講話和贈序。陳博士並為了這書特別為每一章補寫後記。

書中文章歸五大輯：(一) 新世紀科學；(二) 科學史與科學哲學；(三) 歷史與書評；(四) 文化與時事評論；(五) 人物、回憶、序言。單從輯目已可窺見作者治學之廣博、感思之深廣，表現在文章之中，便是其題旨與論據皆進出中外古今、橫跨文理。

陳方正與中大淵源深厚，可謂與中大一同成長，第五輯〈人物、回憶、序言〉中，便有不少中大人物的側寫直描，包括楊振寧、余英時、高錕、李卓敏等。中大金禧將至，從陳博士視點出發的這一部分歷史彌足珍貴。

懷大學問，兼情繫家國人文，焉能對新世紀不抱期望，焉能對世情倥傯不感疑惑？

《迎接美妙新世紀：期待與疑惑》
Embracing the Brave New World: Doubts and Expectations
作者：陳方正
出版：北京：三聯書店
年份：2011
頁數：435頁



How Beauteous Mankind Is! O Brave New World!

A Decade of Observations and Opinions in Science and Humanism

Dr. F.C. Chen, erstwhile physicist, administrator and director of the Institute of Chinese Studies at the Chinese University, has recently published a collection of essays that he wrote during the first decade of the present millennium. As Shakespeare observed towards the end of his playwright's career, in a work from which the title of this book is borrowed, Dr. F.C. Chen's outlook on people, events and things is cautiously optimistic, and doubts are generally balanced by hopeful expectations.

Dr. Chen's book contains 40 essays selected from his treatises on scientific and cultural history, his observations on world events and happenings in the world of higher education, his personal reflections, as well as speeches and prefaces on diverse subjects. To each of these is added a postscript specially written by the author for this volume.

This book will certainly impress readers with a lot of wisdom and insight. The author has been associated with the University for close to half a century, having always observed the campus from the vantage point at the top of the heap. What he wrote on people and events on campus will prove to be of particular value with the Chinese University's 50th anniversary just around the corner.



國務院副總理李克強見證中大華大簽署合作協議

Vice-Premier Witnesses CUHK-BGI Agreement Signing

在國務院副總理李克強先生（後排左二）見證下，中大與深圳華大基因科技有限公司（華大）於8月17日簽訂臨床基因檢測合作協議。

根據由中大校長沈祖堯教授（前排左）及華大理事長楊煥明院士（前排右）簽署的協議，中大與華大將以中大位於威爾斯親王醫院的臨床基因實驗室為基地，就香港及東南亞地區多項疾病的成因及治療進行臨床基因檢測，並開展基因組研究項目。

Vice-Premier Li Keqiang (2nd left, back row) witnessed on 17 August the signing of a collaboration agreement between CUHK and BGI for clinical genetic testing.

According to the agreement signed by CUHK Vice-Chancellor Prof. Joseph J.Y. Sung (left, front row) and BGI chairman Prof. Yang Huanming (right, front row), the two parties will use CUHK's laboratory for human genomics at the Prince of Wales Hospital as a base to do clinical genetic testing to study the causes and treatment of a variety of diseases, and launch study projects on human genomics. 📷



三校友獲頒法國獎學金

Three Alumni Receive French Scholarships

三名中大畢業生獲法國政府頒發獎學金，於2011至12學年負笈法國修讀碩士課程。何禮賢（計算機工程，2003）和葉希文（政治與行政，2011）同獲Alexandre Yersin獎學金，而潘敬儀（英文，2008）則獲得Crédit Agricole獎學金。何禮賢與潘敬儀早前出席了頒獎禮，並從法國駐港澳總領事栢雅諾先生手中領取獎項。

何禮賢將於2012年1月到歐洲工商管理學院（INSEAD）修讀工商管理碩士課程；葉希文打算在巴黎高等政治學院（Science Po Paris）修讀有關人權及人道主義行動的課程；潘敬儀則將於ESSEC商學院修讀國際商業策略及管理碩士課程。



左起：何禮賢、入學及學生資助處處長周陳文琬女士、栢雅諾先生、潘敬儀
From left: Mr. Ho Lai-yin Ken; Mrs. Grace Chow, Director of Admissions and Financial Aid; Mr. Arnaud Barthélémy; Miss Pan King-ye Kris

Three CUHK graduates have been awarded scholarships by the French Government to pursue further studies in France in the 2011-12 academic year. Mr. Ho Lai-yin Ken (computer engineering, 2003) and Miss Jelenkovic Nadja Hej Man (government and public administration, 2011) received the Alexandre Yersin Excellence Scholarships, while Miss Pan King-ye Kris (English, 2008) obtained the Crédit Agricole Scholarship. Ken and Kris attended the scholarships presentation ceremony and received the awards from Mr. Arnaud Barthélémy, Consul-General of France in Hong Kong and Macau.

Ken will pursue a MBA at INSEAD, starting from January 2012. Nadja will study a master's programme in human rights and humanitarian action at Sciences Po Paris. Kris will work for a master's degree in strategy and management of international business at ESSEC Business School. 📷

大學教職員乒乓球賽中大四連冠

CUHK Bags Fourth Table Tennis Championship

中大教職員隊在「第四屆大學教職員乒乓球邀請賽」的男子組團體賽決賽力壓港大，在八支參賽隊伍中脫穎而出，連續四屆奪得冠軍。

兩年一度的大學教職員乒乓球邀請賽在2005年首次舉辦，本屆賽事於7月10日假香港大學何世光夫人體育中心舉行。

The CUHK staff table tennis team defeated representatives from seven universities to clinch the men's team championship in the Fourth University Staff Table Tennis Invitational Championships 2011. CUHK beat the University of Hong Kong in the final to become the champion for the fourth year in a row.

First held in 2005, the biennial event was held on 10 July at the Flora Ho Sports Centre this year. 📷



全民監測流感

Community Surveillance of Influenza

冬夏兩季是香港流行性感冒肆虐的季節。簡稱「流感」的流行性感冒，是由病毒引致的呼吸道傳染病，爆發起來，往往令人猝不及防。監測流感是重要的公共衛生工作，目的是達到有效預警，一般由政府負責。至於概念嶄新的民間流感監測，在歐洲澳洲已行之有年，最近也開始在香港推行。

中大何鴻燊防治傳染病研究中心建立名為EcSS的實驗系統，利用網絡平台，直接監測香港社區的流感情況。該系統每周自動以電郵方式，提示社區流感監測員回答幾條有關健康狀況的問題。EcSS的研究人員利用蒐集得來的數據，進行流行病學分析，追蹤流感在香港的傳播和動態，並推測未來走勢。結果會上載至網站，並以研究報告方式發表。

該中心的李瑞山教授(圖)解釋：「醫院診所是常規流感監測點，從檢測到報告需要時間較長。用智能手機直接詢問市民，可補官方系統的不足。」有參與計劃的監測員表示：「EcSS操作簡單，參加社區流感監測更是有分有意義的事。」

要令網上流感監測可靠，有賴社區持續參與。因此該中心希望擴大EcSS監測網絡，邀請市民到網站www.ecss.hk，登記成為社區流感監測員。EcSS設有流動版本，方便



以智能手機和網站互動。這個公開平台已於2011年8月1日正式啟動。

Influenza, or flu, is a respiratory infection caused by the influenza virus. In Hong Kong, it normally reaches peak prevalence in summer and winter. When influenza outbreaks occur, it usually spreads too fast to be contained, leading to social disruption. That is the reason behind a new concept called community surveillance of flu, which is meant to complement governmental surveillance, facilitating early warning, prompt response and community preparedness. Common in European

countries and Australia, the concept is now introduced to Hong Kong.

The Stanley Ho Centre for Emerging Infectious Diseases of CUHK has established an electronic platform called E-community Surveillance System, or EcSS, to support the community surveillance of flu. The system sends a weekly e-mail alert to registered persons, asking them to answer a few simple questions about flu symptoms. With the data thus collected, EcSS researchers can conduct epidemiologic analyses, track transmissions, and predict spread patterns of flu. Information will be uploaded to the EcSS website and used to produce research reports.

‘Conventional influenza surveillance involves collection of data from hospitals and clinics, which takes a long time before reporting is made,’ said Prof. Lee Shui-shan (photo) of the centre. ‘With the popularity in the use of smartphones, people in the community can be directly inquired about their flu symptoms, significantly shortening the lead time of surveillance.’ One community participant of the surveillance network remarked, ‘EcSS is easy to operate. And it’s meaningful to contribute my bit to flu monitoring.’

The success of community influenza surveillance depends on the sustained participation of the community. The centre wants to expand the surveillance network and invites members of the public to join EcSS as surveillance correspondents by logging into www.ecss.hk. A mobile version is also available. The system has been operational since 1 August 2011. 📱

新亞耶魯合辦校友領袖交流會

New Asia College Holds Alumni Exchange Symposium with Yale



新亞書院院長信廣來教授(左)向道俊言先生致送紀念品
Prof. Shun Kwong-loi (left), Head of New Asia College, presents a souvenir to Mr. Jeremy Woodall

校友對母校的歸屬感及饋贈，對大學的發展極為重要。有見及此，新亞書院與耶魯大學校友組織Yale Global Alumni Leadership Exchange於7月29至30日合辦「全球校友領袖交流會」，就校友事務發展交流經驗及探討未來發展方向。

牛津大學中國辦事處發展總監(亞洲)道俊言先生擔任主題講座講者，以「校友事務在亞洲的過去、現在與將來」為題，與參加者分享校友事務的最新發展，並探討如何通過加強校友關係推動院校拓展工作。會議同時邀請多位擁有

豐富校友事務經驗的耶魯大學校友擔任小組討論講者，就「如何向年輕校友及學生推廣饋贈文化」及「如何提升校友重聚、校友日及校友活動成效」這兩個議題進行深入討論。是次會議有逾一百二十位來自耶魯、中大及其他海外及本地院校的校友領袖參加。

The difference between a good university and a great university is sometimes the willingness of alumni to contribute. In view of this, Yale Global Alumni Leadership Exchange (YaleGALE) and New Asia College jointly organized the YaleGALE Programme (Hong Kong Programme) on 29 and 30 July.

The symposium featured a keynote speech by leading alumni relations practitioner Mr. Jeremy Woodall, Director of Development (Asia), University of Oxford China Office in Hong Kong. Under the theme ‘Alumni relations in Asia: past, present and future’, Mr. Woodall shared his valuable views and experiences on how to enhance alumni relations in Asia, and its connection with advancement. Following the keynote speech, two panel discussion sessions themed ‘Building a philanthropic culture among tomorrow’s alumni and recent graduates’ and ‘Reunions, homecomings and special events’ moderated by alumni leaders from Yale University were held on the same day.

More than 120 alumni relations professionals from Yale University, CUHK, as well as other local and overseas universities and institutions, took part in the symposium. 📱

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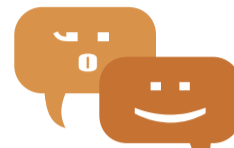
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宣布事項



ANNOUNCEMENTS

公積金計劃投資成績

Investment Returns of Staff Superannuation Scheme

財務處公布公積金計劃內各項投資成績之回報如下：

The Bursary announces the following investment returns on the Designated Investment Funds of the 1995 Scheme.

2011年7月

July 2011

基金	Fund	1995 計劃 Scheme (未經審核數據 unaudited)	指標回報 Benchmark Return
增長	Growth	-0.06%	-0.59%
平衡	Balanced	0.45%	0.03%
穩定	Stable	1.82%	1.45%
香港股票	HK Equity	0.71%	0.17%
香港指數	HK Index-linked	-0.04%	0.19%
A50中國指數基金	A50 China Tracker Fund ^Δ	-3.26%	-3.37%
港元銀行存款	HKD Bank Deposit	0.12%	0.001%
美元銀行存款	USD Bank Deposit*	0.25%	0.14%
澳元銀行存款	AUD Bank Deposit*	2.85%	2.57%
歐元銀行存款	EUR Bank Deposit*	-0.90%	-1.01%

2010年8月1日至2011年7月31日

1 August 2010 to 31 July 2011

基金	Fund	1995 計劃 Scheme (未經審核數據 unaudited)	指標回報 Benchmark Return
增長	Growth	19.30%	16.05%
平衡	Balanced	19.36%	14.93%
穩定	Stable	8.82%	11.76%
香港股票	HK Equity	13.94%	11.54%
香港指數	HK Index-linked	8.95%	9.92%
A50中國指數基金	A50 China Tracker Fund ^Δ	-0.83%	2.36%
港元銀行存款	HKD Bank Deposit	1.01%	0.01%
美元銀行存款	USD Bank Deposit*	1.38%	0.36%
澳元銀行存款	AUD Bank Deposit*	29.05%	25.23%
歐元銀行存款	EUR Bank Deposit*	11.21%	10.31%

強積金數據請參閱：www.cuhk.edu.hk/bursary/chi/public/payroll_benefits/mpf.html

For MPF Scheme performance, please refer to:

www.cuhk.edu.hk/bursary/eng/public/payroll_benefits/mpf.html

^Δ 累積回報是由2010年8月1日之後的十二個月之回報。實際投資回報數值包含由iShares安碩新華富時A50中國指數ETF (2823) 的市場價格及單位資產淨值的差異而產生的溢價或折讓。在2011年7月該溢價增加了0.04%，而2010年8月至2011年7月之十二個月期間溢價的累計減幅為0.63%。

Cumulative returns are for the past twelve months from 1 August 2010. The return data include a premium or a discount between the Market Price and the Net Asset Value of iShares FTSE/Xinhua A50 China Index ETF (2823). In July, there was an increase in premium of 0.04% and for the twelve months from August 2010 to July 2011, the premium increased by 0.63%.

* 實際與指標回報已包括有關期間的匯率變動。

Both actual and benchmark returns include foreign currency exchange difference for the period concerned.

2011至12年度學生工讀計劃基金

Student Campus Work Scheme 2011-12

學生工讀計劃基金現已開始接受教職員申請。計劃目的是讓有經濟需要的學生利用課餘時間，協助教職員進行研究或其他工作，以獲取報酬。

工作性質須為：

- 協助大學教員從事研究工作；
- 為行政人員（助理主任級或以上）提供額外人手，支援短期工作；
- 其他經學生工讀計劃委員會批准之工作。

現時本科生及研究生工讀報酬為每小時五十港元。工讀計劃詳情及申請表格已發送各部門及行政單位主管。教職員可向其所屬部門或單位索取申請表格，填妥後交回碧秋樓332室入學及學生資助處獎學金及經濟援助組學生工讀計劃委員會秘書收，截止申請日期為2011年9月30日。

Applications for grants under the Student Campus Work Scheme are now invited from members of the academic and administrative staff. The aim of the scheme is to help needy students by providing opportunities for paid campus work, in the form of assisting University academics/administrators in their projects.

The nature of the work should be confined to:

- assisting academic staff in their research projects;
- assisting administrative staff (executive officer rank or above) in short-term projects that require a large task force;
- any other job assignments as approved by the Committee on Student Campus Work Scheme.

Current Remuneration for undergraduates and postgraduates is HK\$50/hour. Details of the scheme and application forms have been sent to the heads of departments and administrative units. Staff members who are interested in applying should obtain application forms from their offices and return the completed forms to the Secretary, Committee on Student Campus Work Scheme, c/o Scholarships and Financial Aid, Office of Admissions and Financial Aid, Room 332, Pi Ch'iu Building, no later than 30 September 2011.

資訊科技服務處開放日——雲計算

ITSC Open Day—Cloud Computing

資訊科技服務處舉辦開放日的目的，在於向中大學生和教職員展示和宣傳雲計算技術的概念、應用、發展、優點及趨勢。活動將包括講座、展覽、小組討論和參觀中央電腦室。副校長程伯中教授將蒞臨致辭，講座則由計算機科學與工程學系教授、資訊科技服務處專業人員，以及市場上主要的雲計算服務提供者主講。

歡迎各位蒞臨。詳情請參看www.cuhk.edu.hk/itsc/openday。查詢請與資訊科技服務處聯絡（電郵：cloud@cuhk.edu.hk，電話：3943 8838）。

The ITSC Open Day—Cloud Computing aims at showcasing the concept, application, development, merits and trends of cloud technology to all CUHK staff and students. The open day will feature talks, exhibitions, small group discussions and visits to the University Central Computer Room. Prof P.C. Ching, Pro-Vice-Chancellor, will give an opening speech and professors from the Department of Computer Science and Engineering, professionals in the ITSC and key cloud computing players in the market will deliver talks.

All are welcome. Please visit www.cuhk.edu.hk/itsc/openday for details. For enquiries, please contact the ITSC (e-mail: cloud@cuhk.edu.hk, phone: 3943 8838).

日期 Date	15/9/2011 (星期四 Thursday)
時間 Time	9:00 am – 5:30 pm
地點 Venue	碧秋樓一樓 1/F, Pi Ch'iu Building

.....如是說 Thus Spake...

中大校董都是獨當一面的能人，校董會主席如何協調各方意見？

校董會雖是大學最高的管治機構，但大學的靈魂應是校長。校長可啟發教職員和學生在其領域追求卓越。校董會的職責是：一、聯同大學管理階層、校內同事制訂校務發展的政策和方針；二、從不同角度、不同社會層面考慮大學政策；三、作為橋樑，引導大學面向社會；四、協助大學爭取外界支持，例如發動捐贈。校董會的意見一直都很一致，我們很尊重校長和管理層，他們所提的意見都很合理，也規劃得很周全。

中大當前的發展急務是甚麼？

中大在2006年制訂了十年策略發展計劃，我們曾做中期檢討，各計劃均依循所定的方向邁進。當前重點的發展：一是私營教學醫院，二是深圳分校，三是建立新書院，還有便是準備五十周年金禧。學術研究有突破，學生在社會上有貢獻，是我們要追求的。

你年輕時對中國事務很關心，可有受甚麼思想的影響？

十多歲的我已看很多書，讀到讚美中國建設的文章，會深感自豪。進入中大，受到新亞書院憂國憂民的精神所感染，對中國、對共產主義都很有興趣了解。我覺得這些人很偉大，推翻封建制度，抵抗日本侵略，在惡劣的生活條件底下鬥爭，甚至獻出性命，只為了追求一個沒有貪污腐敗、沒有欺壓的社會。當時也曾嘗試看馬克思主義，但只得皮毛，缺乏深究。只懂得抓着一點打動自己的片言隻字，便以為已經找到要追隨的真理，很滿足了，再沒探究下去。真是淺薄啊！我覺得年輕人對社會公義也不嚮往，無所執着的話，教育是失敗的。當然，執着的時候是否追隨社會行為的基礎標準，抑或任意胡來，那是另一回事。

在唸大學的火紅年代，你曾參與不少社會運動，這份經歷會否令你對現在參與社運的年輕人多了體諒？

會。年輕人只道這個世界有不公義，便要鬥爭。這類衝擊是人生寶貴的一課。找到自己的信念，或曾經追尋過你的信念，是最有福的。我是無悔的，不過，作為過來人，我仍想指出無論從事任何運動，無須用侮辱對方作為表達意見或爭取的手段，也無須妨礙他人的權利。必須多點聆聽你的「敵人」，細心觀察或從別人的角度去審視問題，尊重對方。侮辱性的言語或行動會適得其反，令本來同情你的因而不接受你的意見。

現代教育崇尚培訓領導才能，強調卓越，你同意嗎？

培養領袖確有需要，但社會不需要人人當銀行大班、財政司或局長。我當恆生商學院校監的時候，來報名的都成績一般。我特別想挽救一些會考成績不理想的同學，我跟辦學人說：我們不需要製造最多的A，學生的入學成績管它是C是D，離校時有一級半等的進步，已是有所增值。做領袖也好，作平凡人也好，生活開心，做個堂堂正正的人，有能力生活，那便足夠。人應該忠於自己，覺得應該怎樣去生活，只要不成為社會的害蟲，就已經很好了。

年輕人畢業後進入社會該如何自處？

總的來講要追求專業發展和人生知識的均衡。追尋知識不等同上網。上網只給你提供「闊」，「深」則要靠自己追尋。大學生想服務社會，必先做好根本。成績不好影響日後發展的選擇，學識是終身受用的資產。如果不懂以禮以誠待人、包容講理，更有礙立足社會。

開始籌劃退休了嗎？哪兒是理想的退休地？

雖已從滙豐退下來大半，坦白說是退而不休。中大的事務便挺夠忙的，但總算有機會學一些以前沒有時間學的東西，例如用iPad放大字體看書，用Youtube聽五十年代的舊歌，用電郵。在這些科技上我還是恐龍階段，學起來是樂趣也是痛苦。我希望繼續和社會保持接觸，為自己、也為社會做點事。中大有需要的話，我會多放一點時間下去。我現在只追求安靜的生活，開開心心，別把自己弄得太忙，也別太閒。香港是我的當然居留地，朋友和根都在這兒，社會發生的事情我有反應。在外國諸事與我無關，那不是我想要的生活。

Every member of the Chinese University Council is a considerable personage with his or her unique character. How does the chairman coordinate the opinions of such a diverse group?

While the Council is the highest governing body of the University, the soul of the University really resides in the Vice-Chancellor, who can inspire both staff members and students to pursue excellence in their respective fields. The functions of the Council are, first, to determine the direction and objectives for university development in collaboration with the senior



校董會主席鄭海泉博士

Dr. Vincent H.C. Cheng, Council Chairman

郭慶輝攝 Photograph by Nick Kwok

management and other colleagues. Second, to consider University policies from different angles and at various social planes. Third, to serve as an interface between the University and society. Fourth, to assist the University in garnering support from outside. The Council has always been unified in its views and decisions, and we have great respect for the Vice-Chancellor and the management: their suggestions have always been reasonable and their planning comprehensive.

What do you see as the most pressing tasks of the Chinese University?

In 2006, the University formulated a strategic plan for the next 10 years, and there was also an interim review which showed that all the projects were proceeding as planned. As for the moment, the developmental priorities are the private teaching hospital, the development of the Shenzhen campus, the construction of the new Colleges, and to these I may add the preparation for the University's 50th anniversary celebrations. We are after breakthroughs in academic research, and our graduates making contribution to society.

In your youth, you were a keen observer of what happened in mainland China. Were you influenced by some particular thoughts or philosophies?

As a teenager I was an avid reader. I felt proud when reading articles in praise of progress in the construction of New China. At CUHK, I was much affected by the deep concern for the nation and the people as exemplified in the spirit of New Asia College. An intense interest to know more about China, and Communism thus began. I found that they were really great historical figures who overthrew a feudalistic, dynastic government, fought against Japanese aggression, and carried on their struggles under extremely harsh conditions, some to the point of giving up their lives. And all these efforts and sacrifices for a society that would be free from oppression, corruption and depravity. At that time I also made an attempt to read about Marxism, but ended up with not much insight. I just held on to words and phrases that truly moved myself, and then thought that I had found the truth worthy of a lifetime's following. How naïve when one looks back! We can assume that education is a failure when social justice no longer fascinates our young people, and when they find no value or belief that they are willing to adamantly defend. Of course, while vehemently defending one's belief, one has to make a distinction between whether the action involved is compatible with the basic standards of social behaviour, or simply a wilful and reckless act.

As a university student, you took part in some of the social movements and campaigns at the time. Would your own experience make you more tolerant of young people involved in social activism nowadays?

Yes, it would. Young people righteously put up a fight when they see injustice. The impact of such experience, however, makes for a very precious lesson in one's life. One who can find his or her true conviction, or has been engaged in the pursuit of such a conviction, is genuinely blessed. I do not regret what I did in my youth but, as one who has gone through it, I would like to suggest that, whatever activity one may be engaged in, one should not resort to insulting the

opponents. It is also most unnecessary for one to impede one's opponents from exercising their rights. Listen more to your adversaries, observe them carefully, or examine the issues at hand from the other side. Respect must be paid to those we are against. Abusive language and actions would only turn your sympathizers away.

Modern education extols leadership skills and emphasizes excellence. Do you agree?

It is essential that we nurture leaders, but our community has no need for everyone to be a banking mogul, a Financial Secretary or a Bureau Secretary. When I was the supervisor of the Hang Seng School of Commerce, applicants for places there all had rather ordinary grades. I wanted to help those who did not fare so well in the school certificate examination. Thus I said to the school management: 'We don't really need to produce the biggest number of A grades at Advanced Level, and for those seeking admission here, it is already value added if they leave with slightly better grades.' Whether one lives as a leader or an ordinary person, it would suffice if he can live happily, have sufficient means to maintain himself, and lead his life in an upright manner. An individual must be true to himself or herself, and is entitled to lead a life in his or her chosen way. All would be well as long as such a life does no harm to society.

What is your advice to young graduates who are entering the working world for the first time?

On the whole, they should seek a balance between professional development and knowledge of life. There is a difference between going online and pursuing knowledge: the internet enables you to broaden your scope, but it takes nothing less than your own efforts to attain depth. University graduates who want to be useful to society should first build up a sound foundation: unfavourable academic results will affect your choice in future career development; learning is a lifelong asset. One's opportunities are very limited indeed if one does not learn to be well-mannered, tolerant of others' opinions, and rational in discourse.

Have you started planning your retirement? Where would be your ideal place for retirement?

While I have relinquished most of my responsibilities at HSBC, there are sufficient responsibilities to keep me busy at CUHK alone. But I have also found time to learn new things and pick up activities that I did not have time for before, such as reading with an iPad in enlarged font, listening to the music of the 50's on Youtube, and using e-mail more extensively. I am in the Jurassic Age when it comes to office technology, and experiencing the agony and the ecstasy of trying to learn it bit by bit. I wish to stay in touch with society, and do something for both the community and myself. If necessary, I will also spare more time for work at CUHK. At this point I am after a peaceful and quiet life, a life lived happily, without being over-engaged or excessively idle.

Hong Kong is my place of residence as a matter of course. My roots are here, and so are my friends, and I feel for society here. If I live in a foreign country nothing that happens will be my concern, and that is not the sort of life I cherish. 🇭🇰

全文見 www.iso.cuhk.edu.hk/chinese/newsletter/article.aspx/382/Thus_Spake/

The full version of this article is available at www.iso.cuhk.edu.hk/english/newsletter/article.aspx/382/Thus_Spake/

下期預告 **Coming**

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