



暑假在暴雨和驕陽中走到尾聲，每逢學年開始，《中大通訊》總會搞點新意思。

今年率先登場的新欄目是Letters to a Young Executive，欄主H君會以過來人身份，與年輕行政人員分享職場心得；不是籌謀事業階梯，而是從基本功入手。今期先淺談會議公文和入門工具書。

與此欄更迭出現的將是Tech Talks。要脫離資訊科技而生活已不可能，但這個生活夥伴確是既熟悉又陌生。該欄將嘗試用趣味角度解讀一些資訊科技的原理或現象。

人物專訪穩據本刊封底已有六年，中大人才濟濟，各領風騷，不愁沒有訪問對象。「口談實錄」將繼續介紹大學要員和校園特色人物，並加設訪問錄像。讀者可登上《中大通訊》網頁，一睹他們的風采。研究及知識轉移服務處處長葉偉霖博士是第一面對我們兩組鏡頭的受訪者。

《中大通訊》網上版包含了印刷本全部內容，還有更多互動元素，歡迎隨時留言回應，甚或提供內容。還有，別忘了登入其新住客「中大百寶箱面書」尋寶。

The summer is coming to an end with some rather dramatic weather. Drama of a different kind happens at the CUHK Newsletter too as we usher in fresh ideas to welcome a new academic year.

In the new column 'Letters to a Young Executive', Mr. H., a veteran, shares with a young executive officer his insights about the workplace, dishing out advice not on tricks to climb the corporate ladder, but how to buff up the basics, especially the basics of writing. The subject of this debut instalment is committee English and tool books.

Alternating with 'Letters' is 'Tech Talks'. Our lives are inextricably intertwined with technology, but sometimes it seems to defy understanding. The column will introduce concepts and phenomena in IT from a reader-friendly perspective.

Interviews of interesting CUHK figures have been a staple of this newsletter. This tradition will be given a new look and voice by 'Viva Voce' which will have the added feature of videos. Now you can not only read, but watch fascinating dialogues about administrative vision and research accomplishments. Director of the Office of Research and Knowledge Transfer Services, Dr. Ralph Ip is the first interviewee to look into our video camera.

The electronic version of the CUHK Newsletter features interactive elements in addition to the contents of the printed version. You are welcome to give us your feedback or provide content. Lastly, don't forget to check out the Facebook page of its new member, 'CUHK Trove' to find your treasure.



葉偉霖博士的「一站式」研究服務宏圖 (頁10)  
Dr. Ralph Ip on One-stop Research Services (p. 10)



### 敲響警鐘 Sounding the Alarm

地球系統科學課程助理教授戴沛權以先進的計算機模型，預測在未來數十年，氣候變化加上空氣污染惡化，可能導致農作物產量大減，威脅全球糧食安全和公眾健康。研究結果發表在《自然－氣候變化》。

Prof. Amos P.K. Tai of the Earth System Science Programme has used a sophisticated computer model to project that in the next few decades, climate change and uncontrolled air pollution together may severely damage global crop production, posing a serious threat to global food security and public health. The findings have been published in *Nature Climate Change*.

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# 大學好客之道

## Home Away from Home

中學到大學，無論學習模式和環境，本就是一個大轉變。如果離鄉別井隻身飛往外地升學，更要獨自面對文化和生活上各種挑戰，對剛中學畢業的十來歲青年來說，震盪更大。

**The transition from secondary school to university is a huge one, in terms of the difference in teaching methods and the learning environment. For teenagers who go abroad to study, the challenges are even greater, especially if they are used to relying on their families. They could experience culture shock which makes adapting to their new environments a constant struggle.**

Waie負責接待來自尼日利亞的Nanret Senok，這是她首次與非洲學生建立友誼。為加深Nanret對中華文化的了解，Waie帶她參觀中式建築風格濃厚的圓玄學院，並且邀請她跟其家人一同品嚐港式酒樓點心。Nanret也向Waie展示西非國家的傳統服飾，令Waie對她家鄉的風土人情有更多認識。雖然修讀法律的Nanret功課和活動頗多，甚難抽空見面，但Waie與她密切保持電郵溝通，讓她感到有「家人」可隨時給予幫助。

### 走進本地生活

得悉大學推出接待家庭計劃這項活動，資訊科技服務處的張陳妙嫦（Wendy）憶起當年赴英留學，也曾到當地家庭小住數天，與當地人交往，令她更了解那兒的文化，有更多書本以外的得着。「我還記得那家庭的男戶主因病住院，出院時，他太太預備的食物竟然是焗蘋果批，這跟中國人病後要吃補

品的做法真有天淵之別。」此外，Wendy的十多歲女兒現於英國留學，她很理解若有當地家庭款待，對於留學生是一份很實在的支持。將心比己，她於是參加了計劃，並獲安排接待來自內地的趙云彤和澳門的陳雯迪。

Wendy認為要讓外地生了解本地的文化，最好方法是讓他們走進本地人的生活。因此Wendy沒有特別安排她們去遊

張陳妙嫦（左一）與陳雯迪（左二）和趙云彤（右二）跟家人吃火鍋  
Wendy (1st left) and her family having hotpot with Chan Man-tek (2nd left), Zhao Yuntong (2nd right)



梁汝照先生  
Mr. Raymond Leung

近年到中大升學的非本地本科生愈來愈多，學生來源也漸廣，2013年入學的就有一百四十多人。學生事務處處長梁汝照先生表示，雖然該處一直有向非本地生提供各類資訊和支援服務，「但我們希望踏前一步，並非只按他們學習的需要而給予協助，而是在整所大學推動文化共融的精神，透過建立非正式的環境，讓外地生易於融入本地文化，甚至家庭，並多提供一個渠道協助他們。」

該處於是在2013至14學年推出「接待家庭計劃」，招募教職員協助接待外地生。梁先生指出，鑑於本地居住環境未必容許多一人留宿，加上大學已提供宿舍予非本地本科生，故這計劃作了調整，並不要求接待家庭像外地家庭般提供食宿，而只需自行安排日常家庭聯誼或社交等活動。首屆計劃共有五十位教職員以及七十四位來自中國、澳門、馬來西亞、尼日利亞、南韓和台灣學生參加。

### 與西非學生交流

學術交流處（國內事務）的鮑惠儀（Waie）在法國讀書時曾居於接待家庭中，「接待家庭儼如自己的家，有不同年齡的家庭成員，和他們一塊起居飲食，很容易建立深厚感情。他們在精神上給了我很大支持，這與住宿舍的感覺截然不同。」有感當年受惠於他人，今天Waie也很想出一分力，協助遠離家鄉唸書的外地生。



鮑惠儀（左）與Nanret參觀圓玄學院  
Waie (left) and Nanret at the Yuen Yuen Institute





景點名勝，反而是邀請她們隨她上教堂、參觀她的辦公室、在家中晚飯、跟她的家人一起吃火鍋等。另外，Wendy又帶她們到市場買菜，和她們一起製作甜品。這些平實而生活化的活動，使兩位女孩子更了解港人的起居。

## 攜手認識香港

學術交流處（國內事務）的羅佩珠（Pansy），因工作認識不少內地和台灣的學者和學生，樂於延展好客之道，給予非本地生一些關懷和照顧。藉着接待家庭計劃，她認識了來自馬來西亞學生陳科吟，這為她帶來意外收穫。

「科吟是一個充滿活力、喜歡戶外活動的陽光女孩，初來港已到處遠足。」每次Pansy聽她分享自己未曾踏足過的山徑，也聽得津津有味，倒因為這個外來的女孩更加認識香港的不同面貌。

此外，Pansy愛與十多歲的甥女帶着科吟四處品嚐美食，例如上海菜、北京菜；甥女也向科吟推薦街頭小吃雞蛋仔和砵仔糕等。Pansy認為中國不同地域的飲食，背後均有其文化和歷史，而香港是美食天堂，故以飲食文化作起點，讓科吟認識香港這個多元文化城市。

在學生事務處於復活節舉辦的接待家庭重聚活動中，Pansy邀請了她的姊姊Amy和甥女與科吟一同出席。科吟更自製一只以生日為主題的復活蛋送給在4月生日的Amy，十分窩心。

在接待家庭的帶領下，外來學生能更快跨越文化差異，融入本地生活，為留學經歷帶來另一番體會。接待者亦可與不同國家的年輕人建立友誼，認識他國文化，甚至反過來重新審視自己所熟悉的環境。這樣看來，「接待家庭」可說是雙贏的計劃。

The number of non-local undergraduate students studying at CUHK has been growing in recent years; they also come from a more diverse range of backgrounds. In 2013–14, over 400 non-local students were admitted to the University. According to Mr. **Raymond Leung**, Director of Students Affairs, the Office of Students Affairs has always provided information and support services to these students. However he hoped that his office could do more. 'Apart from responding to their needs, we should promote the spirit of cultural integration in the university community and help them, via informal channels, to adjust to a new lifestyle.'

The office launched the Host Family Programme in 2013 and invited colleagues and their kin to join as the 'host families'. Mr. Leung said the programme has been adapted to the local context so that the hosts are not required to provide lodging for their students. The families arrange a variety of cultural exchange activities, such as family meals, holiday celebrations, outings to places of interest for the participants. A total of 50 colleagues and 74 non-local students from mainland China, Macau, Malaysia, Nigeria, South Korea and Taiwan have taken part in the programme.

## Cultural Exchange with Nigeria Student

Ms. **Waie Pao** of the Office of Academic Links (China) joined the programme as she wanted to give support to students studying away from their home countries. Waie recalled with fondness studying in France and living in a host family years ago, 'They did not only provide me with board and lodging, but all members of the family, old and young, made me feel warm. I had a very close relationship with them as we lived together. They gave me much encouragement during my study and this was totally different from hostel life.' Having benefited personally from such experience, Waie was inspired to share what she had with the non-local students of CUHK.

Waie took her student **Nanret Senok** from Nigeria to the Yuen Yuen Institute, a famous Taoist temple, and showed her Chinese culture and architecture. They also went to have Cantonese dim sum in a local restaurant. In return, Nanret shared with Waie some West African costumes that enabled Waie to learn more about her home country. Although Nanret was preoccupied with her studies and other activities, they kept up to date with each other's lives via e-mail. Waie hopes Nanret can feel the support from her Hong Kong 'family'.

## Adaptation to the Local Lifestyle

The host family programme reminded **Wendy Chan** of the Information Technology Services Office of the time she studied in the UK and enjoyed the hospitality of a local family for several days. Through interaction with local people, Wendy learnt much more about British culture than she would have by reading alone. She shared an interesting episode. 'The host had to stay in hospital because of illness. When he was discharged, his wife gave him apple pie. I was astonished. The Chinese would prepare some kind of tonic for the patient.' Wendy's daughter is also studying in the UK. She realizes that having a host family can play an important role in improving the experiences of overseas students. Thus she was very eager to join the programme. She was paired with **Zhao Yuntong** from mainland China and **Chan Man-tek** from Macau.

Wendy thought the best way for non-local students to learn about local culture is by living life like a local. So instead of taking them to the famous sightseeing spots, she invited the two girls to go to church service with her, visit her office, have dinner at her home or hotpot with her family. Wendy also took them to the market to buy food and showed them how to prepare simple local dishes and desserts. She hoped these simple activities could help the girls adapt better to the local lifestyle.

## Finding out More about Hong Kong Together

Ms. **Pansy Lo** of the Office of Academic Links (China) has made a lot of friends from mainland China and Taiwan because of her work. And she was happy to extend her hospitality to non-local students by joining the host family programme. She hosted **Tan Ke-ying** from Malaysia.

'Ke-ying is a very active and energetic young girl who loves hiking and has been to many local hiking trails that I've never visited.' Pansy found that Ke-ying enriched her own knowledge of Hong Kong.

As food holds an important place in local culture, Pansy and her niece always took Ke-ying to taste different local food from Shanghainese and Northern Chinese restaurants at hotels to Hong Kong-style egg waffles and clay-pot pudding in street stalls. Pansy also invited her sister and niece to join the Easter reunion with Ke-ying. For the occasion, Ke-ying made a birthday-themed Easter egg for Pansy's sister whose birthday is in April. Pansy really appreciates with what Ke-ying did for her family.

Having the support of a local family can help to shorten and smoothen the transition period of non-local students. The host families can build friendship with the youngsters and learn about their culture, and also learn to view their own city from a new angle. 🍱



左起：羅佩珠、陳科吟、佩珠的姊姊和甥女一同出席重聚活動

From left: Pansy, Tan Ke-ying, Pansy's sister and niece attending the reunion gathering



接待家庭與參加學生於重聚活動分享心聲  
Host families and the participated students sharing at the reunion



### 新一輪招募

2014至15學年的接待家庭計劃於8月開始接受教職員與學生報名，最新資料將於Facebook ([www.facebook.com/CUHKHostFamilyProgramme](http://www.facebook.com/CUHKHostFamilyProgramme)) 公布。

### Upcoming Recruitment

The recruitment for host families and student participants of the 2014–15 Host Family Programme will start in August. The latest information can be found on the Facebook page [www.facebook.com/CUHKHostFamilyProgramme](http://www.facebook.com/CUHKHostFamilyProgramme).





本研究學系系主任中野幸江教授的最近研究顯示，隨着結婚年齡推後，女性的行為正發生轉變。單身女性為了平衡事業與愛情，面對不可小覷的新壓力。

中野教授深入訪問了一百位大致平均分布在香港、上海和東京的單身女士，從而得出調查結果。採訪對象通過「滾雪球抽樣」選出，即由受訪者引介其他符合要求的採訪對象，由中野教授查詢她們對戀人、婚姻和工作的態度與經驗。

儘管三地都屬於相對保守的社會，但每處都呈現出明顯的行為結構轉變，意味着家庭的典型定義——一對異性根據法律的結合——對很多人來說已不適用。

中野教授的樣本中，三十至三十四歲的香港女性有近百分之四十仍是單身，東京則為百分之三十四。「在以往的年代，幾乎所有這類女性都應該已結婚生子了。」她說。

過去，女人一生都圍繞着家庭。不但要生兒育女，還要照顧長輩或不能自理的親戚和家人。不過，女性的角色就相對清楚。

此境不再。「研究女性很有意思，因為女性的身分認同主要源於照顧家庭，」中野教授解釋，「如果她們不結婚，不當媽媽，不用照顧家庭，那她們的生活意義何在？」

大部分女性都想結婚（東京只有一位受訪者說沒有結婚的打算），但並不着急。日本文化曾將女人比喻為聖誕蛋糕，要在12月25日前吃掉。女人應在二十五歲前出嫁，否則「身價」會下跌。

中野教授的訪問顯示，現時日本女性到三十歲以後才會覺得在婚姻市場上貶值。她們還說日本很多招聘廣告明文規定女性申請者須為三十五歲以下，而較年長的受訪者認為自己會因為年齡而不獲招聘者考慮。

這些態度證實了中野教授探討的核心主題：現今亞洲女性須同時在婚姻和就業市場競逐，可兩者通常不可兼得。

例如，全職工作的女性指自己不願放棄現有工作，認為如果有了孩子需要辭職，另覓新工時只有兼職肯聘用。可是養兒育女仍被視為女性天職，迫使她們在就業市場中場休息。

受訪者年齡不同，態度也相異。三十歲以下的一般感到結婚的大壓力。一位Mari小姐說：「此刻，我覺得如果結不了婚，就一事無成。」三十多歲的女性，則對非傳統關係持更開放態度，例如異地戀、不婚關係。四十多歲的女性通常已放棄結婚念頭。四十歲的大阪人Sana說：「我們不需要男人，但需要工作。」

中野教授說，工資上升不是態度轉變的唯一原因。以日本每四樁婚姻就有一樁以離婚收場為例，婚姻帶來的安全感已不如從前。三個城市的平均結婚年齡都是二十九歲。

在上海，結婚的壓力仍非常嚴峻，到目前為止幾乎所有女性都很早結婚。觀乎現代中國女性的生活結構，這的確會造成嚴重壓力。

「女人須接受良好教育，須找份好工作，須二十五歲左右找個對象，然後二十七歲前嫁人，」中野教授說，「但這是很難

## 亞洲都市女性的兩難困境 The Conflicted Lives of Asian Urban Women

研究指香港、上海和東京三地的女性愈發獨立，卻同樣面對着事業與婚姻難以兼得的困局。

Study shows women are increasingly independent in Hong Kong, Shanghai and Tokyo, but face an almost impossible task to mix money and marriage.

做到的，因為同一時期女性還須發展自己的事業，而談戀愛在大學時期卻不提倡。」

東京的就業制度十分僵化，女性要兼顧事業與孩子難若登天。然而日本的出生率仍然不足以維持現有人口。

保守政客尤其催促女性生孩子。「結婚被視為女性的公民責任，」中野說，「媒體有很多對單身女性的批評：你們為何如此自私，不肯結婚？」

中野教授相信社會層面的改變終將發生。但現時仍有很多對單身女性的攻擊。在上海和香港她們經常被稱為「剩女」，而日本則會稱她們為「單身寄生族」或「敗犬」。

「這幾個社會的結構都對女性不利，」中野教授說，「如果要求女性在婚姻市場和職場同時競爭，往往不能兩全其美。」

There's a revolution in the way women in particular are behaving, with many deferring marriage, according to new research by Lynne Nakano, the chairperson of the Department of Japanese Studies. That is causing significant, new-found stress as single women struggle to juggle their careers and their love lives.

Professor Nakano gathered her findings by conducting in-depth interviews with 100 single women in Hong Kong, Shanghai and Tokyo, with a roughly even split between each city. The interview subjects were selected through 'snowball sampling' in which contacts refer other potential interviewees. She questioned the single women about their attitudes to and experiences with lovers, marriage and work.

Despite each city being part of a relatively conservative society, each is also seeing major structural changes in behaviour. Those changes suggest that the typical definition of a family—a legal link between a heterosexual couple—excludes a large part of the population.

In Nakano's sample, nearly 40% of women in Hong Kong aged between 30 and 34 are still single. The figure in Tokyo is 34%. 'In a previous generation nearly all of these women would have been married and with children,' she says.

In previous generations, a woman's life revolved around the family. That didn't only involve childbearing and rearing—they were also expected to care for the elderly or any incapacitated relative or family member. But their role was relatively clear.

That's no longer the case. 'It's more interesting studying women because the main source of their identity is to care for a family,' Nakano explains. 'If they're not married and being mothers and caring for families, what makes their lives meaningful?'

The majority of women want to marry—in Tokyo, only one interviewee said she didn't plan to do so—but they are in less of a rush. Japanese culture used to compare women to Christmas cakes, which in Japan should be consumed before 25 December. Women were expected to marry before 25, after which their 'value' dropped.



Nakano's interviews found that Japanese women now consider their value in marriage markets to decline only after the age of 30. They also noted that many job advertisements in Japan stipulated that female applicants must be under 35, and older interview subjects said they believe they're not being considered for jobs because of their age.

Such attitudes demonstrate the central theme that Nakano's study examined: the fact that Asian women are now expected to compete in both the marriage and work markets at the same time, activities that can be mutually exclusive.

For instance, women with full-time jobs said they are reluctant to give them up, often believing they will only be offered part-time work if they leave their jobs to have children. But they are often still expected to raise children, which would necessitate such a break from the labour force.

The women Nakano interviewed demonstrated different attitudes based on age. Those below 30 typically felt extreme pressure to get married. 'At the moment, I feel that if I can't marry, I can't do anything,' a woman called Mari said. In their 30s, they are more open to unconventional relationships that might be long-distance, or that are more casual than marriage. By their 40s, the women had often given up on the idea of getting married. 'We don't need men, but we do need work,' 40-year-old Osaka native Sana said.

It is not only rising wages that explain the shift in attitude, Nakano says. The fact that one in four marriages in Japan ends in divorce, for instance, means that marriage is not the safety net that it once was. In all three cities, the average age of marriage is 29.

There is still very heavy pressure to marry in Shanghai, and until recently almost every woman wed at a young age. This creates significant stress given the structure of the lives of modern Chinese women.

'A woman should get a good education, should get a good job, should find her partner by about 25, and get married by 27,' Nakano says. 'But this is very difficult to accomplish because women are expected to be developing their careers in the same time period, and dating is not encouraged at university.'

In Tokyo, the employment system is very rigid, making it extremely hard for women to pursue both a career and have kids. But Japan still has a rate of reproduction that is not enough to sustain its population.

Conservative politicians in particular are pushing females to have children. 'Women are expected to get married as a citizen's duty,' Nakano notes. 'There's a lot of media criticism of single women: why are you so selfish and not marrying?'

A societal shift will eventually happen, Nakano believes. But there is currently still a lot of criticism of single women. In Shanghai and Hong Kong they are often called 'leftovers' while in Japan they are sometimes referred to as 'parasite singles' or 'loser dogs.'

'The way that these societies are structured is disadvantageous to women,' Nakano says. 'When women are expected to compete in a marriage market and a corporate market, they can't succeed at both.'



## 網站管理員會議 Webmasters Forum 2014

由資訊處與資訊科技服務處合辦的網站管理員會議在8月8日舉行，約一百五十人出席。會議內容緊湊，在常務副校長華雲生教授致歡迎辭後，立即舉行四場專題演講，首先由資訊處網頁發展經理許永恆先生介紹大學對各部門網頁的要求，其後資訊科技服務處郭辰靜小姐談網頁文字和圖片複製和抄襲問題。第三場由Master Concept的陳永康先生講解如何利用Google Analytics，分析網頁和電子通訊的觀看流量和使用行為。第四場由Alex Frew McMillan先生分享撰寫網上文章心得與「十二戒條」。最後，多個校內單位就出版電子通訊發言，交流經驗。



如欲瀏覽簡報檔案，可到[www.iso.cuhk.edu.hk/chinese/resource/cuhk-website/webmaster.html](http://www.iso.cuhk.edu.hk/chinese/resource/cuhk-website/webmaster.html)。

The Webmasters Forum 2014 jointly organized by the Information Services Office (ISO) and the Information Technology Services Centre (ITSC) took place on 8 August with an audience of about 150. The forum was packed with activities. After welcoming remarks by Prof. Benjamin W. Wah, Provost, Mr. Danny Hui, website development manager, ISO, gave a briefing on the minimum web standards required for all CUHK websites. His briefing was followed by a talk by Ms. Sheila Guo from the ITSC on web content duplication and plagiarism. The third talk was delivered by Mr. Derek Chan from Master Concept, who expounded on using Google Analytics to track traffic and user behaviour on websites and e-newsletters. Last but not least, Mr. Alex Frew McMillan shared with the audience his views on writing for the Web and his '12 commandments'. These talks were followed by a sharing session, in which a number of CUHK units that issue e-newsletters on a regular basis exchanged and shared their experiences.

The PowerPoint files of the talks are available at [www.iso.cuhk.edu.hk/english/resource/cuhk-website/webmaster.html](http://www.iso.cuhk.edu.hk/english/resource/cuhk-website/webmaster.html).

## 十一名學生獲洗為堅中大金禧文史哲獎學金 Eleven Students Receive Sin Wai Kin CUHK Golden Jubilee Scholarship

洗為堅基金有限公司及萬雅珠寶有限公司主席洗為堅博士，去年慨捐鉅資予中大文學院設立「洗為堅中大金禧文史哲獎學金」，嘉許優異的文史哲本科生和研究生。首屆獎學金頒獎典禮於7月21日舉行，由中大副校長霍泰輝教授、文學院院長梁元生教授及洗為堅博士伉儷主禮。

萬雅珠寶有限公司董事總經理洗雅恩先生在典禮上致辭，勉勵得獎學生要抱持遠大目標，努力實現夢想。

今年共有十一名就讀中國語言及文學系、英文系、翻譯系、歷史系及哲學系的本科生及研究生獲得「洗為堅中大金禧文史哲傑出學生」的美稱。



梁元生教授贈送親筆書法一幅，藉以感謝洗博士及其家人  
Calligraphy work by Prof. Leung Yuen-sang is presented to Dr. Sin Wai-kin and his family as a token of thanks

To recognize the outstanding academic achievements of students from the Faculty of Arts, the 'Sin Wai Kin CUHK Golden Jubilee Scholarship in Arts, History and Philosophy' was established in 2013 by Dr. Sin Wai-kin David, chairman of the Sin Wai Kin Foundation and Myer Jewelry Manufacturer Ltd. The first scholarship presentation ceremony was held on 21 July at the Chung Chi College Staff Club. The ceremony was officiated by Prof. Fok Tai-fai, Pro-Vice-Chancellor; Prof. Leung Yuen-sang, Dean of the Faculty of Arts; and Dr. and Mrs. Sin Wai-kin.

Mr. Sin Nga-yan Benedict, director and general manager of Myer Jewelry Manufacturer Ltd., encouraged the scholarship recipients to aim higher and strive hard to overcome the challenges they may encounter when pursuing their goals. He also inspired students to take part in community services.

Eleven students from the Departments of Chinese Language and Literature, English, Translation, History, and Philosophy were selected to receive this distinguished award, carrying the title of 'Sin Wai Kin CUHK Golden Jubilee Outstanding Students in Arts, History and Philosophy'.

## 多角度探索多元共融社會 Exploration of an Inclusive Society from Different Perspectives

由亞太研究所性別研究中心舉辦的「2014性別角色工作坊」，於6月14日在利黃瑤壁樓舉行，邀得平等機會委員會主席周一嶽等八位來自政策、教育、學術、商業、文化等不同領域的嘉賓分享各自的觀點。

今年性別角色工作坊的主題是「性傾向、性別認同與雙性人身分：點·線·面」，中大副校長張妙清教授在歡迎辭中表示：「自1991年開始的年度性別角色工作坊已有二十多年歷史，早前更多關注男女兩性，隨着社會的發展進步，現在亦需要關注多元性別問題。」周一嶽則指出：香港存在不少對性小眾的歧視，仍有很多人對跨性別、雙性人、同性戀等概念有誤會和混淆，教育年輕人對性別的知識很重要。

今次工作坊為性小眾人士和公眾提供了交流平台，是日有百餘名學生、教職員、NGO成員、宗教團體、家長、社會人士出席，討論十分熱烈。

The Gender Research Centre of the Hong Kong Institute of Asia-Pacific Studies held the 2014 Annual Gender Role Workshop entitled 'Sexual Orientation, Gender Identity and Intersex Status: Different Views and Understandings' on 14 June to discuss issues affecting sexual minorities. Dr. Chow Yat-ngok York, chairperson of the Equal Opportunities Commission and seven guest speakers from different areas, including policy making, education, academic, business and culture explored the topic from different perspectives.

'After running for two decades from 1991,' said Prof. Fanny M.C. Cheung, Pro-Vice-Chancellor, in her welcoming speech, 'the Annual Gender Role Workshop has expanded from its focus on issues related to men and women in the past to gender diversity in the present, taking in the concerns of the time.'

Dr. Chow pointed out that discrimination against sexual minorities is prevalent in Hong Kong and there is still much misunderstanding and confusion about transgender people, intersex people and homosexuality. It is therefore immensely important for young people to be educated in the area of gender.

The workshop attracted an audience of over 100, including students, faculty members, NGO staff, parents and individuals. The participants engaged enthusiastically in discussion in the open forum.





## 中大設立姚連生教授席 Establishment of Yao Ling Sun Professorships

中大獲姚連生先生遺贈二千七百餘萬港元，用作設立「姚連生建築學教授席」及「姚連生外科講座教授席」。大學於6月23日舉行支票捐贈儀式，以感謝姚氏家族對大學的慷慨支持。

中大從眾多成就卓越的教員中，選出建築學院吳恩融教授及外科學系劉潤皇教授，分別擔任首位「姚連生建築學教授」及「姚連生外科講座教授」。每年由姚連生先生遺贈捐款孳生之利息，為冠名教授的研究項目提供穩定資助。

CUHK has received a most generous bequest of HK\$27,651,001.36 from Mr. Yao Ling Sun to set up two Yao Ling Sun professorships, one in architecture and one in surgery. A cheque presentation ceremony was held on 23 June to acknowledge the generous support from the Yao family.

CUHK has chosen amongst the most distinguished faculty members, and has appointed Prof. Ng Yan-yung Edward and Prof. Lau Yun-wong James to be the first incumbent of the Yao Ling Sun Professor of Architecture and the Yao Ling Sun Professor of Surgery, respectively. The interest generated from the endowment funds will provide additional and stable annual funding to the incumbent professors' related research activities in perpetuity.



左起：劉潤皇教授、沈祖堯校長、姚連生夫人、姚根深先生及姚玲玲女士  
From left: Prof. James Lau, Prof. Joseph J.Y. Sung, Mrs. Yao Ling Sun, Mr. Kenson Yao, and Ms. Mary Yao

## 圖書館流動程式大募集 Library Mobile Apps Challenge



大學圖書館系統與計算機科學與工程學系合辦名為「圖書館流動程式大募集」的流動通訊應用程式比賽，已圓滿結束，並於5月28日「第五屆國際流動圖書館會議」的開幕禮上頒發獎項，主禮嘉賓包括中大常務副校長華雲生教授（右一）及大學圖書館館長李露絲女士（左一）。

此次比賽所有中大學生均可參加，主題是「指尖上的圖書館」，目的是從學生身上發掘有趣念頭，使流動程式可進一步推廣圖書館服務，幫助他們同輩更有效地在圖書館找到所需資訊。比賽反應熱烈，共有二十六支隊伍參與，最後共有八支入圍。冠軍由姚鈞文、茅許霄、王成、徐宏昊、李宜威組成的隊伍獲得。

The 'Library Mobile Apps Challenge' is an idea generation/mobile app development contest jointly organized by the University Library System and the Department of Computer Science and Engineering. Open to all CUHK students, the contest concluded with a prize-giving presentation at the opening ceremony of the 5th International M-libraries Conference on 28 May. Officiating at the ceremony were Prof. Benjamin W. Wah (1st right), Provost; and Ms. Louise Jones (1st left), University Librarian.

With the theme 'Make Better Use of the Library with the Mobile Apps', the contest was aimed at looking for interesting ideas from students for a mobile app that would promote library services, and would enable their peers to find information more effectively. A total of 26 teams entered the contest and eight were shortlisted in the final round. The championship went to a team consisting of Yao Junwen, Mao Xuxiao, Wang Cheng, Xu Honghao, and Li Yiwei.

## 何子樑醫生伉儷榮譽生學會獎學金頒獎典禮

### Dr. and Mrs. Tzu Leung Ho Honor Society Outstanding Academic Awards Presentation Ceremony

第四屆何子樑醫生伉儷榮譽生學會獎學金頒獎典禮暨晚宴於5月26日在善衡書院舉行。何子樑醫生伉儷（前排右四及五）、沈祖堯校長（前排右二）、副校長霍泰輝教授（前排左二）、醫學院院長陳家亮教授（前排左一）、一眾得獎學生、家長及其他嘉賓聚首一堂。今年共有十五位醫學院的優秀學生獲獎，其中區子健醫生獲頒發最傑出學業成績大獎。

The fourth annual Dr. and Mrs. Tzu Leung Ho Honor Society Outstanding Academic Awards Presentation Ceremony cum Annual Dinner was successfully held on 26 May at the S.H. Ho College. Dr. and Mrs. Tzu Leung Ho (front row, 4th and 5th left); Prof. Joseph J.Y. Sung (front row, 2nd right), CUHK Vice-Chancellor; Prof. Fok Tai-fai (front row, 2nd left), Pro-Vice-Chancellor; and Prof. Francis Chan (front row, 1st left), Dean of Medicine, attended the event to meet with the awardees, their parents, and other guests. This year, a total of 15 medical students from the MBChB Programme received outstanding academic awards. The Grand Medal went to Dr. Alex Au.





## 商學院校友陪伴「芥菜籽小朋友」參觀中大 Business Alumni Volunteer for 'Mustard Seeds' Eco Tour

6月28日，中大工商管理學院校友及企業事務辦公室與香港小童群益會合辦「陪伴『芥菜籽小朋友』參加中大校園生態行」。七十多位商學院校友、職員和來自基層家庭的小朋友暢遊賽馬會氣候變化博物館、未圓湖等多個生態景點和環保設施。三十位來自秀茂坪天主教小學的二年級學生首次踏足大學校園。

這次生態行是香港小童群益會「芥菜籽小朋友」計劃的活動之一，旨在鼓勵基層兒童積極參與多元活動，從而擴闊視野。

Co-organized by the Alumni and Corporate Affairs Office of the CUHK Faculty of Business Administration and the Boys' & Girls' Clubs Association of Hong Kong, the 'Mustard Seeds' Eco Tour took place on 28 June. Seventy business alumni, underprivileged kids and faculty staff toured ecological attractions and green facilities on the CUHK campus. It was the first time 30 primary two pupils from Sau Mau Ping Catholic Primary School had set foot on a university campus. Guided by student-trained docents, the participants visited the Jockey Club Museum of Climate Change, Lake Ad Excellentiam, etc.

The tour is part of the 'Mustard Seeds' programme of the Boys' & Girls' Clubs Association of Hong Kong, which encourages underprivileged children to participate in different activities to widen their horizons.



## 研宿宿生展現藝術天賦 Budding Art Talent in Postgraduate Halls

研究生宿舍及宿生會合辦「研宿藝術展」，在宿舍內展出宿生繪畫及攝影比賽的參賽作品，並選出每組的冠、亞、季軍得獎作品，於6月22日舉行頒獎典禮。這次活動旨在讓宿生在忙碌的研究工作中得以舒展身心，並令宿舍生活更添色彩和樂趣。

Hosted by the Postgraduate Halls General Office and the Postgraduate Halls Residents' Associations, the Postgraduate Halls Art Exhibition concluded with a prize presentation cum closing ceremony on 22 June after a week's exhibition. A champion, a first runner-up and a second runner-up were each selected from the drawing and photography sections. The activity was aimed at giving residents a refreshing interlude from their busy research and enriching hostel life.



繪畫組冠軍王瑩（前排右三）與季軍張中航（前排右四），攝影組冠軍劉源（前排右五）與季軍翟晨曦（前排右六）

Rachel Wang (front row, 3rd right) and Zhang Zhonghang (front row, 4th right) are the champion and the second runner-up of the drawing contest. Liu Yuan (front row, 5th right) and Zhai Chenxi (front row, 6th right) are the champion and the second runner-up of the photo contest

## 公積金計劃投資回報成績

### Investment Returns of Staff Superannuation Scheme

基金 Fund	6.2014		1.7.2013–30.6.2014	
	未經審核數據 Unaudited	指標回報 Benchmark Return	未經審核數據 Unaudited	指標回報 Benchmark Return
增長 Growth	2.37%	1.68%	18.36%	18.90%
平衡 Balanced	1.94%	1.49%	12.22%	16.48%
穩定 Stable	0.93%	1.07%	9.85%	10.77%
香港股票 HK Equity	1.21%	1.48%	15.79%	13.92%
香港指數 HK Index-linked	1.27%	1.32%	14.53%	15.39%
A50中國指數 <sup>△</sup> A50 China Tracker <sup>△</sup>	1.46%	1.93%	-3.86%	-0.87%
港元銀行存款 HKD Bank Deposit	0.12%	0.001%	1.27%	0.01%
美元銀行存款* USD Bank Deposit*	0.09%	-0.02%	1.18%	0.03%
澳元銀行存款* AUD Bank Deposit*	1.60%	1.45%	5.97%	3.92%
歐元銀行存款* EUR Bank Deposit*	0.37%	0.34%	5.49%	5.17%

強積金數據請參閱：[www.cuhk.edu.hk/bursary/chi/public/payroll\\_benefits/mpf.html](http://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](http://www.cuhk.edu.hk/bursary/eng/public/payroll_benefits/mpf.html)

<sup>△</sup> 根據受託人最近的決定，現時A50中國指數基金當中的投資組合，將由並非直接持有「A股」的「安碩A50」（股份代號：2823）轉到另一隻同樣追蹤「富時A50中國指數」但持有實股的「南方A50」（股份代號：2822）。財務處將會通過基金經理，由2014年5月開始，逐步將投資組合由「安碩A50」轉到「南方A50」，並於2014年12月完成。

累積回報是由2013年7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2014年6月該溢價增加了0.45%，而2013年7月至2014年6月之十二個月期間溢價的累計減幅為0.95%。

Pursuant to the recent decision of the Board of Trustees, the existing A50 China Tracker Fund will be enhanced by switching the underlying investment from synthetic Exchanged Traded Fund (ETF) 2823.HK to physical ETF 2822.HK. The switching will be gradually performed by the Bursary through investment manager starting from May 2014 and will be completed in December 2014.

Cumulative returns are for the past twelve months from 1 July 2013. The return data include a premium or a discount between the Market Price and the Net Asset Value of iShares FTSE A50 China Index ETF (2823). In June, there was an increase in premium of 0.45% and for the twelve months from July 2013 to June 2014, the premium decreased by 0.95%.

\* 實際與指標回報已包括有關期間內之匯率變動。

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

## 選擇轉換大學強積金計劃安排 Election for Change of MPF Scheme

根據大學安排，強積金計劃成員每年可選擇轉換強積金計劃一次（即在「富達退休集成信託計劃」與「德盛安聯強積金計劃」之間轉換），生效日期指定為4月1日或10月1日。有關兩個強積金計劃的基金資料及投資表現，可瀏覽大學強積金網頁、富達網頁或德盛安聯網頁。

成員如欲選擇於2014年10月1日轉換計劃，須填妥轉換強積金計劃申請表格及新選擇的強積金計劃成員登記表格，於2014年8月27日或之前送達財務處薪津及公積金組。表格可於大學強積金網頁下載（[www.cuhk.edu.hk/bursary/eng/public/payroll\\_benefits/mpf/change\\_of\\_mpf\\_scheme.html](http://www.cuhk.edu.hk/bursary/eng/public/payroll_benefits/mpf/change_of_mpf_scheme.html)）或致電該組（電話：3943 7246）索取。

Please be reminded that MPF Scheme members may switch between the two MPF Schemes viz., Fidelity Retirement Master Trust and Allianz Global Investor MPF Plan once a year, on either 1 April or 1 October. Members may visit the University's MPF website or the respective MPF service providers' websites for information about the investment funds and performance of the two MPF service providers.

Members who want to switch MPF Scheme on 1 October 2014 should complete the Election Form for Change of MPF Scheme and Membership Enrolment Form for the new scheme, and submit them to the Payroll and Superannuation Unit of the Bursary on or before 27 August 2014. The forms can be downloaded from the University's MPF website ([www.cuhk.edu.hk/bursary/eng/public/payroll\\_benefits/mpf/change\\_of\\_mpf\\_scheme.html](http://www.cuhk.edu.hk/bursary/eng/public/payroll_benefits/mpf/change_of_mpf_scheme.html)) or obtained from the unit (Tel: 3943 7246).





楊振寧教授因其「宇稱不守恆」理論對基本粒子物理學的重大貢獻，於1957年獲得諾貝爾物理學獎，為該獎首位華人得主。

楊教授與中文大學淵源深厚。自1964年應邀為中大演講後，經常到訪中大並擔任教研工作，歷任物理學榮譽講座教授、博文講座教授、數學科學研究所所長、理論物理研究所所長等職，對中大尤其是物理系之科研與教育發展，勳勞卓著。楊教授於1997年獲中大頒授榮譽理學博士學位。1999年，楊教授將包括諾貝爾獎在內的許多獎項、文章、信札、手稿慷慨捐贈予中大。中大其後成立「楊振寧學術資料館」，妥加保存整理，進一步推動學術研究及有關出版。

楊教授的諾貝爾獎牌及證書現於大學展覽廳展出。

Prof. Yang Chen-ning was the first Chinese scientist to win the Nobel Prize in Physics in 1957, for his discovery of parity nonconservation, which was instrumental to the development of elementary particle physics in the following decades.

Professor Yang has long been associated with the Chinese University. Since his public lecture at the invitation of CUHK in 1964, he has visited and lectured at the University frequently. He was appointed by CUHK as Honorary Professor in Physics, Distinguished Professor-at-Large, co-director of the Institute for Mathematical Sciences, as well as director of the Institute of Theoretical Physics. Professor Yang has given valuable

advice to the University on its academic development, especially that of the Department of Physics, and was conferred the degree of Doctor of Science, *honoris causa*, by CUHK in 1997. In 1999, Professor Yang donated his medals, including the Nobel Prize medal, together with his papers, correspondence, manuscripts, publications to CUHK. Later CUHK set up 'The CN Yang Archive' to preserve, collate and organize the material, and to promote scholarship and publications based on the collection.

Professor Yang's Nobel Prize medal and diploma are now on display at the University Gallery.



## Letters to a Young Executive

### Letter 1: Committee English

12 August 2014

Dear K.,

I am so happy to hear that you have joined the University as an executive officer. The news has brought back many fond memories of that verdant and sun-filled campus, to me more arcadia than academy. I envy you for the hours ahead of strolling down its roads and conversing with the highly capable and unfailingly friendly people thereon.

Despite the note of excitement in your letter I seem to discern a whiff of hesitation. You did admit you wanted to become a writer, an always admirable aspiration but one that is destined for disappointment and desperation. Writing is a vocation that fills you up so fully inside to prepare you for privation on the outside.

But I think you would discover new heaven and new earth within the cubicle of your office. You would find yourself pushing pen, or rather, punching the keyboard nowadays, for a substantial period of your working life. You would be practising what is probably the most neglected genre of English writing: Committee English.

Contrary to what most treatises on writing say, Committee English abhors the active voice. By embracing the passive construction and withholding the subjectivity of the writer, the draftsman of circulars, papers and minutes stakes out the entire terrain for deliberation, no more and no less, while remaining neutral and focused throughout. This is no mean feat of composition. The creative and expressive streak in you, as evidenced in your letter which made it such a delight to read, may go through some turbulence

when you adapt to the writing style required of you at work. But believe me, you will adapt and emerge a more assured writer from the experience.

In my times I wouldn't have gone through a day in the office panic-free without knowing a few books are within reach. The hideous progeny of Dr. Frankenstein has his *Paradise Lost*, Plutarch's *Lives* and *The Sorrows of Young Werther*. I had my dictionary (actually three: one English, one Chinese, one English-Chinese), *The Elements of Style* and a set of writing manuals (《政府公文寫作手冊》) issued by the branch of the government now known as the Official Languages Division.

*The Elements of Style* is not just a book. It is a first-aid kit whose contents can treat your bruises in diction or stop your bleeding in grammar. Not sure what the difference between *compared to* and *compared with*? Go to it. Not sure if a singular or plural verb form is required in, say, 'The president, together with his cabinet, meets/meet the press'? Go to it. The little book must be in its umpteenth edition? Grab the latest if you can, but any edition would do you just as much good. Be prepared to court it life-long.

*The Elements* is like a Tang poem-short, rhythmic and reassuring. H. W. Fowler's *A Dictionary of Modern English Usage*, on the other hand, is like Shakespeare's sonnets (please indulge me a little; the sonnets are good companion for a retiree like myself)-encyclopedic, approachable but unfathomable. You browse through *The Elements* looking for answers. But before you start to turn



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the pages of Fowler you don't even know what the questions are. I can assure you'd get addicted to it in no time.

I don't know what young executives today keep handy by their side. Do they bookmark Wikipedia on their computers? There is no escape from technology, is there, even for an old trade like writing? (I recently installed a Merriam-Webster on my mobile.) But exercise discretion when using Wikipedia (which is not always correct) or Google (which has more irrelevant stuff than the opposite). I would say being discreet is probably the most important attribute of an executive. Oh, don't ever confuse *discreet* with *discrete*!

But I must stop babbling on for fear I turn your cordiality and thoughtfulness into scorn and scare. Let me congratulate you once again for embarking on a career in a university, one in which you will succeed with dedication and temperance.

Sincerely yours,

H.

P.S.: Please do not address me with 'Mr'. That is, if you would be so kind as to write again. Such designations as 'Dr' or 'Professor', however, must of course not be lightly dispensed with in your daily dealings with your superiors or members of the academic staff.





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## 研究及知識轉移服務處處長 葉偉霖博士

### Dr. Ralph Ip

#### Director of Research and Knowledge Transfer Services

##### 加入中大前，你在哪裏任職？

我在英國取得機械工程博士學位後，就回香港教書。我的研究興趣是機械系統設計、熱流體力學和自動控制。我教書超過二十年，最早是在城市大學，後來轉到香港大學，今年初加入中大。在港大時，除了教學和研究，還領導一個著名的研究中心，與工業界的夥伴密切合作，向他們提供設計和高科技解決方案，滿足他們對器材及物料的需求。

##### 你為何會加入中大？

我很喜歡做研究，但也明白在香港做研究會遇到許多困難。我在自己的領域可以盡本分，但我覺得，如果可以把工作組織得更完善，在廣大的研究群體創造可持續的研究文化，促進大學與工業之間的合作，那麼可以取得更大的成效。所以，看到中大服膺相同的信念，並着手改組研究行政架構時，我便知道在這裏可以一展抱負。

##### 新成立的研究及知識轉移服務處 (ORKTS)，是由原來的研究事務處和知識轉移處重組而成，可否說說原因？

研究事務處和知識轉移處是兩個獨立部門，有各自的職能，在不同的階段協助本校人員的研究工作。把這兩個部門合併為一整體，融合它們的長處和專業知識，是有其好處，優於各自為戰。新的ORKTS提供一站式服務，負責範圍也有所擴大，涵蓋研究發展的三階段：上游（從撥款申請到成果發表）、中游（應用和轉化為現實的解決方案）、下游（尋找合適的工業界夥伴，與之合作，把研究成果變成商品）。

舊有兩個部門的人員，在ORKTS重新編成八組，每組負責特定的工作，在研究發展的這三個階段，分別為研究人員提供協助。我們不只幫助他們申請撥款或發表研究成果，而是全程照料，在學院之外尋找合適機遇轉移研究成果，一路協助直至它們於社會面世。本處矢志成為推動者，將有助改變人類生活的知識，變成可用於現實的產品。

##### 身為研究及知識轉移服務處處長，你有何大計？

短期方面，我們會加強本處各組人員的整合，培養大家的服務態度。本處既名為服務處，「服務」是我們工作的重要一環，因此，令同事服膺新的服務文化十分重要。我們必須更了解「客人」，明白他們需要甚麼，知道哪些服務對他們最有幫助，這樣才能快速有效地履行職責。

長遠而言，我們必須更深入了解中大的實力和潛能，並研究和接觸香港、亞洲乃至世界的不同領域或學科，尋找機遇去滿足人們的需要，填補市場的空缺。

##### 對於ORKTS的方向和發展，你有何看法？

我們得到研究事務委員會和大學全力支持，會致力加強與各學術部門和教研人員的溝通，又會改善資源和人力，為他們提供一站式服務，務求提升大學的研究實力，藉以提高大學在社會和工業界的聲譽。要是這些都能達到，就可在研究發展的三階段創造良性循環，吸引工業界的興趣和支持。

##### 你用甚麼準則來判斷ORKTS是否成功？

它的表現可以由傳統的指標來評核，例如處理的研究撥款、發表的論文數目、專利數目，以及商業合同的收入。不過，ORKTS也是中大行政體系內的服務單位，教研人員、研究事務委員會成員、大學管理層和我們的企業夥伴反映的意見，也同樣重要。

##### 大學其他成員如何可以與ORKTS通力合作？

我希望除了學院院長、研究所所長或項目負責人外，中大有更多教研人員知道有我們這批人存在，協助他們的工作。我們會透過我們私下的溝通渠道、研討會和工作坊，主動接觸他們，並且聯繫校外夥伴。希望本校的教研人員，不論甚麼職位和學科，都會信任我們，與我們緊密合作，令校內研究風氣更上層樓。



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##### What did you do prior to coming to CUHK?

After getting my PhD in the UK in mechanical engineering, I came back to Hong Kong to teach. My research interests are in mechanical system design, thermo-fluid dynamics and automatic control. I had been teaching for over 20 years, first at City University and then at HKU, before joining CUHK earlier this year. At HKU, in addition to teaching and research, I also headed a prestigious research centre that collaborated closely with industry partners in designing and providing hi-tech solutions to their equipment and material needs.

##### What made you decide to come to CUHK?

While I enjoyed doing research I had also come to understand the many obstacles of doing research in Hong Kong. I might be doing my bit in my area but I thought a lot more could be achieved if efforts are better organized to create a sustainable research culture across a wider sector of the research community and to foster a closer collaboration between university and industry. Thus, when I saw CUHK embracing a similar vision and starting to revamp its research administrative structure, I knew what role I could play here.

##### Can you talk about the reorganization of the erstwhile RAO and KTO into the new Office of Research and Knowledge Transfer Services (ORKTS)?

RAO and KTO were two independent offices with specific portfolios to facilitate our staff's research efforts at different stages of the process. We saw advantages in combining their strengths and expertise so that the whole is greater than the sum of its parts. The new ORKTS provides a one-stop service with an expanded scope to cover the three streams of research development: upstream (from grant application to publication); mid-stream (application and transfer to real-life solutions); and downstream (matching and collaborating with industry partners to commercialize the research outcome).

The personnel of the original offices were redeployed into eight teams in the new ORKTS, each with its designated tasks to facilitate researchers in each of the three streams of their research itinerary. We would not stop at the grant or the publication of research outcomes, but will follow through with identifying niches for transferring the outcomes outside the academia and chaperoning their seeing the light of day in society. ORKTS aims at no less than serving as the agent of transforming knowledge with real-life impact.

##### What's on your Do's list as Director of ORKTS?

On the short term, we will work on the better integration of the different teams in ORKTS to foster a service attitude. As the name of the office suggests, 'service' is very much part of our work and hence it's important to hammer out a new service culture among the colleagues. We'd have to know our 'clients' better, what they need and what is best for them in order to do our job efficiently and effectively.

On the longer term, we'd have to have a better understanding of the strengths and potential of CUHK and study and assess the different sectors or disciplines in Hong Kong, the region and the world for opportunities to address any need or fill in any gap in the market.

##### How do you see the direction and development of ORKTS?

With full support from the Research Committee and the University, we will try to strengthen communication with all the academic departments and faculty members. We will optimize our resources and manpower to offer a one-stop service to them with the view to enhancing the research capability of the University and in turn the reputation of the University in society and in the industries. When that happens, a virtuous cycle of the three streams of research development can be achieved and interest and support from the industries would be readily attracted.

##### How would you measure success of ORKTS?

Its performance can be assessed by conventional indicators such as the numbers of research grants handled, papers published, patents filed and the amounts generated from commercial contracts. But as ORKTS is also a servicing office within the CUHK administrative system, feedback from faculty members, members of the Research Committee, the University management and our corporate partners is also important.

##### How would you like the rest of the University community to work with ORKTS?

I would like more academic staff of CUHK, and not just deans, directors of research institutes or principal investigators, to know that we are there to facilitate their work. We would be proactive in reaching them and reaching out to outside partners through our personal communications, seminars and workshops. I hope that, regardless of positions and disciplines, our academic staff would put their faith and trust in us and work with us closely to take the research culture on campus to the next new height. 📌