



香港中文大學四十五周年
45th Anniversary of CUHK

解讀十七層大千世界——重慶大廈

Reading Chungking Mansions —the World in 17 Storeys

香港號稱國際都會，不過，也許只有在尖沙咀才能找到真正融合文化和種族的地方。重慶大廈建於1961年，跟經典優雅的半島酒店只有一街之隔，半島有的商店、床鋪、食物、服務，它莫不具備，只不過換個樣兒。每年在這兒進出的人士，國籍超過一百二十種。五座各十七層的大廈裏，住了約四千名國際住客，另估計每日約近萬名訪客到此進行貿易，貨品由二手手機、紡織品以至寶石，不一而足。

大千世界

重慶大廈複雜迷離、異彩迸發的魅力，吸引了人類學系的Prof. Gordon Mathews在2006年對之開展研究。Prof. Mathews形容重慶大廈是「低檔次全球化的世界中心」，「放眼天下，你可以找到類似的社區，卻找不到這樣單獨存在而又集大成的樓宇，它是獨一無二的。」為了深入研究，Prof. Mathews不單置身其中，觀察在大廈發生的人和事，更每周進駐一至兩晚，幾乎住遍這大廈內全數約百所賓館。他與各色人等交談，訪問他們，甚至遠赴他們的家鄉追訪。

過客百態

這位中大教授的調查顯示，每晚在重慶大廈度宿的，近半是販賣商，交易的貨品林林總總，包括手機、手錶、衣物，以至舊汽車零件及山寨貨按摩浴缸等。據他推算，非洲撒哈拉沙漠以南地區使用的手機，約有兩成經由重慶大廈轉銷至當地。

大廈也有不少持旅遊簽證來港做臨時工的人，他們大部分來自印度加爾各答的一個社區。Prof. Mathews認識了其中一人，成為朋友，兩年前隨他到當地看看。他說：「這些人在港每天洗碗十八小時，月薪約三千，被剝削殆盡。」

可是，衣錦還鄉，他們就是明星。這傢伙在加爾各答買了一部閃閃發亮的電單車，又把兩位妹妹嫁出了，每個婚禮都有二千位嘉賓。他正重建祖屋，左鄰右里的男孩子跟隨左右，羨慕得兩眼發亮呢。」

Prof. Mathews在大廈裏的志願組織基督教勵行會服務中心為尋求庇護的人士授課，每周一次，教授時事議題。他們大部分是非洲人，因為逃避家鄉的政治逼害而來港。Prof. Mathews上課時會分派《國際先驅論壇報》，學生隨即雄辯滔滔，針鋒相對，他們會說：「朋友，你的論據有五處謬誤。」「這些人的識見令人驚訝，然而因為不能在港工作，生活往往頗為困頓。香港政府每月給他們不足二千元作租金和日用補貼。他們在這兒的聲譽也不好，因為有些人認為他們是來工作的。沒錯，有些的確是；可是，大部分都不是。」Prof. Mathews這樣形容他的學生。

相識相知

雖說是做研究，Prof. Mathews並非麻木地搜集資料和分析。他和不少人交了朋友，並獲得他們的信任。舉例說，他與一位新聞界朋友在大廈裏邊吃羊肉黃薑飯邊聊天的時候，便見巴基斯坦籍的老店主趨前示意，請他幫忙刺手指；原來店主知道教授是糖尿病人，隨身帶備測試血糖的工具。

(續下頁)



Hong Kong likes to tout itself as a cosmopolitan city. But perhaps the only place here where you can see a real cultural and ethnic mix is Tsim Sha Tsui. And nowhere is this as clear as in Chungking Mansions (CKM). Located a pillow's throw from the Peninsula, that epitome of old world elegance, CKM, built in 1961, has everything the Peninsula has—shops, beds, food, service, and is everything it is not. Over 120 different nationalities pass through the doors of CKM in a single year. Its five 17-storey blocks are home to a resident cosmopolitan population of about 4,000, plus an estimated 10,000 daily visitors who trade in everything from second-hand mobile phones to textiles to precious stones.

The Global Building

The complex and eclectic charm of CKM is what in 2006 prompted Prof. Gordon Mathews of the Anthropology Department to study the building, which he calls 'a world centre of low-end globalization'. 'There are no other buildings like this in the world. There are neighbourhoods like this, but not a single, concentrated place. Chungking Mansions is unique.' To study CKM, he takes part in and observes the goings-on inside it. He spends one or two nights a week at guesthouses there, and has stayed in all of the hundred or so guesthouses in the building. He talks to different people, interviews some of them, even visits them in their hometowns across the world.

The People

According to Prof. Mathews, on any given night, about half of the beds at CKM are occupied by traders dealing in mobile phones, watches, clothing, and all sort of goods, from used car parts to knockoff Jacuzzi baths. He has calculated that some 20% of the mobile phones now in use in Sub-Saharan Africa have passed through CKM.

There are also temporary workers who come to Hong Kong on tourist visas and work. Two years ago,

(To be continued)



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不過，事情並不盡如人意。Prof. Mathews花了不少時間才與重慶大廈裏的朋友建立起互信。「我每天都要注射數次胰島素。數年前，我曾因對胰島素的反應過強而要召救護車。我的伊斯蘭教朋友知道後，都認定我是喝醉了。在他們眼中，醉酒漢定是騙子，而不是教授。所以，我要向他們詳細解釋病況，幸好他們最終亦相信我。這些文化差異引起的誤會實在有趣。」

若即若隔

一位在美國康乃爾大學接受教育的人類學者，要研究一個比他窮困得多的社群，會感到格外有趣，也特別艱巨。Prof. Mathews本身的情緒可曾令他陷入意想不到的困擾？「我比大部分我遇到的人都富有，這念頭總是揮之不去，也很難受。我的確有給錢那些尋求庇護的人，有時也會替他們付租金，盡我所能幫助他們。不過，我亦明白面對極端的不公義，我是無能為力的。另一方面，要是我長期拿錢出來，也是一個問題。」

根據Prof. Mathews對重慶大廈的親身體會，這是一群大體上「高度守法」的人的家。他希望香港的華人能認識這幢大廈的真象。現在重慶大廈的升降機和梯間已裝設了二百多部閉路監察電視，是挺安全的。那黑社會呢？「黑社會分子從未涉足重慶大廈，因為他們不講英文！」



(Continued)

Prof. Mathews travelled to a neighbourhood in Kolkata—where many temporary workers come from—with one of them, a friend. 'These guys get about \$3,000 a month, washing dishes 18 hours a day in Hong Kong. They're greatly exploited. But back home, they're stars. In Kolkata, this guy has a big shiny motorcycle. He's married off his two sisters and 2,000 people came to each wedding. He is rebuilding his family home. Neighbourhood boys followed him around with admiring looks in their eyes,' he observed.

Prof. Mathews teaches a weekly class on current events to asylum seekers at Christian Action, a non-government organization located inside CKM. These are people—mostly Africans—who have fled their countries because of fear of political persecution. He brings copies of the *International Herald Tribune* to class and his students have long and vociferous discussions, saying things like, 'My friend, there are five things wrong with your argument...' He says of his students, 'These guys are amazingly knowledgeable. But they often have fairly miserable lives because they can't work here in Hong Kong. The Hong Kong government pays them under \$2,000 a month for rent and groceries. And they have a bad reputation here, because people think they come here to work. Some do but many don't.'

Building Rapport

Though he's in it for research, it's not all cold data collecting and analysis for Gordon Mathews. He's friends with many of the people he deals with, and they trust him. For example, he'd be chatting with a journalist over a plate of lamb biryani in CKM, and the Pakistani operator would come up to him, gesturing that he'd like to have

his finger pricked, because he knows that the professor, being diabetic, always carries a diabetic test kit with him.

But it hasn't always been this way. It's taken Prof. Mathews a long time to build up trust with his friends at CKM. 'I'm a diabetic and I take insulin injections several times a day. Several years ago, I had a very serious insulin reaction and an ambulance came. My Islamic friends all heard about it and assumed I was drunk. For them, if I was drunk, I must be a fake rather than a professor. So I had to go to them and carefully explain my medical situation; fortunately they believed me. These cultural misunderstandings are fascinating.'

Dilemmas

Fascinating and challenging too, especially when a Cornell-educated anthropologist studies a population much poorer than himself. Do his own emotions take him down pathways he hadn't expected? 'I can't forget that I'm much richer than many of the people I deal with. That's very tough. I do give money to asylum seekers. I pay their rent on occasion, I do what I can to help out. But I realize there is this great injustice and there's nothing I can ultimately do about it. On the other hand, if I'm constantly giving out money, that's a problem too.'

Prof. Mathews' personal experience of CKM is that it is generally home to 'a very law-abiding population'. He'd like to see Hong Kong Chinese appreciate the building for what it is. And now that more than 200 closed-circuit televisions have been installed in elevators and over stairways, he believes it's pretty safe. What about the Triads? 'The Triads have never been able to go into CKM because they don't speak English!'

新聞與活動

NEWS & EVENTS

劉遵義校長獲授中國農業大學榮譽教授銜

Vice-Chancellor Appointed Honorary Professor by China Agriculture University

校長劉遵義教授(中)獲中國農業大學(農大)頒授榮譽教授銜，以表彰他在經濟學方面的卓越成就。

頒授儀式於3月11日在農大舉行，由農大黨委書記瞿振元教授(右)、校長柯炳生教授(左)授予劉校長榮譽教授證書。隨後劉校長以「天塌不下來」為題主講，分析全球金融危機及對中國的影響。講座吸引數百名農大師生出席，開講前兩小時已座無虛設。

此外，農大的農業生物技術國家重點實驗室(香港中文大學)於翌日舉行揭幕典禮，由劉校長及農業生物技術國

家重點實驗室(香港中文大學)主任辛世文教授，與農大代表柯炳生教授、副校長孫其信教授、副校長張林逸教授，農業生物技術國家重點實驗室主任李寧教授及校長助理龔元石等一同主持。



Prof. Lawrence J. Lau (centre), Vice-Chancellor of CUHK, was appointed as honorary professor by China Agriculture University (CAU) in recognition of his achievements in the field of economics.

The conferment ceremony was held in CAU on 11 March. Prof. Qu Zhenyuan (right), Party Secretary of CAU, and Prof. Ke Bingsheng (left), President of CAU, presented the appointment certificate to Prof. Lau. After the ceremony, Prof. Lau delivered a talk entitled 'The Sky Is Not Falling', analysing the global financial crisis and its impact on China. The lecture was a great success and was received by hundreds of CAU professors and students who arrived at the hall two hours before the lecture.

The plaque unveiling ceremony of the State Key Laboratory of Agrobiotechnology (CUHK) at CAU was held on 12 March. Prof. Lau and Prof. Sun Saiming Samuel, director of the State Key Laboratory of Agrobiotechnology (CUHK), together with CAU representatives including Prof. Ke Bingsheng, Prof. Sun Qixin, Vice President, Prof. Zhang Yilin, Vice President, Prof. Li Ning, director of the State Key Laboratory of Agrobiotechnology, and Prof. Gong Yuanshi, assistant to President, officiated at the ceremony.

與華大基因研究院加強合作

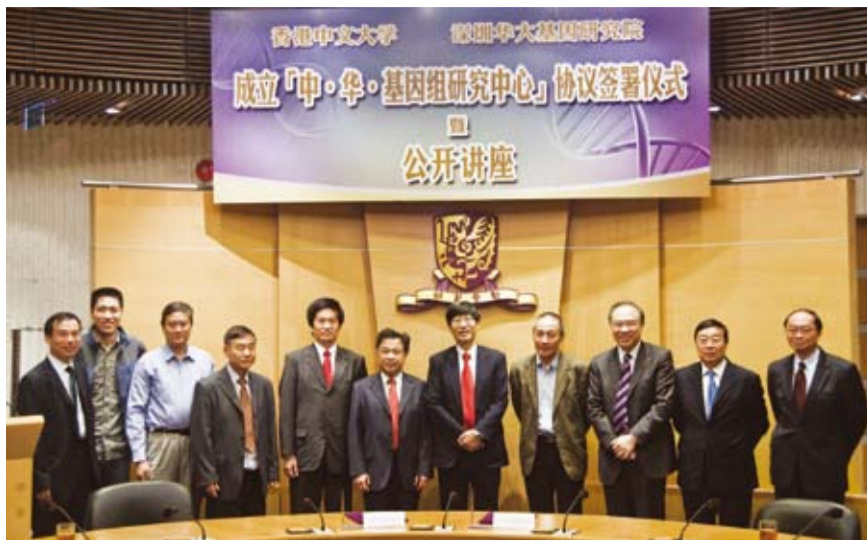
Closer Ties with Beijing Genomics Institute

深圳華大基因研究院（華大）理事長楊煥明院士（右六）率領一行三十人代表團，於3月20日訪問中大，簽署合作協議，落實擴大合作領域。

代表團與三位大學副校長楊綱凱教授（右五）、鄭振耀教授（右三）和黃乃正教授（右一）、徐揚生協理副校長（左一）、醫學院院長霍泰輝教授及病毒學講座教授孔祥復教授（左四）會面，了解中大科研概況及基因研究的重點項目，參觀農業生物技術國家重點實驗室（香港中文大學）及威爾斯親王醫院。雙方並簽署成立「中·華·基因組研究中心」的協議加強合作。

訪問期間，楊煥明院士與華大副院長王俊博士（左二）分以「好朋友、好夥伴」及「千人基因組計劃」為題主講，中大教師、研究員及學生踴躍出席。

A 30-member delegation led by Prof. Yang Huanming (6th right), chairman of the Management Board, Beijing Genomics Institute, Shenzhen (BGI) visited



the Chinese University on 20 March. During the visit, a collaboration agreement to expand the horizons of cooperation was concluded.

The delegation met with CUHK representatives, including Pro-Vice-Chancellors, Prof. Kenneth Young (5th right),

Prof. Jack C.Y. Cheng (3rd right), and Prof. Henry N.C. Wong (1st right); Prof. Xu Yangsheng (Associate Pro-Vice-Chancellor, 1st left), Prof. Fok Tai-fai (dean, Faculty of Medicine), and Prof. Kung Hsiang-fu (Professor of Virology, 4th left), to learn more about the University's latest development and its key genome projects. They also visited the Prince of Wales Hospital, the University's teaching hospital, and the State Key Laboratory of Agrobiotechnology (CUHK). The two parties signed a collaborative agreement to establish the CUHK-BGI Genome Research Centre.

Prof. Yang Huanming and Prof. Wang Jun (2nd left), associate director of BGI, delivered public lectures entitled 'Be Good Friend, Be Good Partner' and 'The 1000 Genomes Project' respectively. The lectures were received by an audience comprising CUHK professors, researchers and students. 📷

丘成桐教授六秩華誕

Prof. Yau Shing-tung's 60th Birthday

大學於3月28日為慶祝博文講座教授丘成桐教授（右二）六秩華誕，於沙田香港凱悅酒店舉行壽宴，逾一百二十位嘉賓出席，包括大學教職員及各界人士。

同日早上，丘教授於邵逸夫堂主持「數學新浪潮」講座，講題為「幾何神奇：妙用理、工、醫」，與近千名中大師生、中學生及公眾分享幾何學的奧妙，數學之美，並揭示數學在社會各層面的應用。

The banquet in celebration of the 60th birthday of Prof. Yau Shing-tung (2nd right) was held at Hyatt Regency Hong Kong, Sha Tin. In attendance were over 120 guests including CUHK's staff and members of the public.

On the morning of the same day, Prof. Yau hosted the 'New Wave Mathematics Lecture' on 'Wonders of Geometry: Its Impact on Physics Engineering' at Sir Run Run Shaw Hall. Close to a thousand CUHK students and staff, and secondary students were in attendance. 📷



中大綠色校園獲環保卓越計劃銀獎

CUHK Wins Silver Environmental Award

中大積極推行全面及卓越的環境管理，締造綠色校園，成績有目共睹，獲頒「2008香港環保卓越計劃」公共機構及非政府機構組別的「界別卓越獎」銀獎（金獎從缺），成為是年度共三百六十六所參與機構當中，全港唯一獲獎的院校。

參加「界別卓越獎」的機構須經過三輪嚴謹評選。評審團先審議其環保報告，了解有關政策及措施，繼而實地考察入圍機構，並與管理層和員工會面，評估其表現。評審準則主要是「環保領導」、「環保計劃與表現」及「夥伴協力合作」。

「2008香港環保卓越計劃」由環境保護運動委員會、環境保護署及多所機構主辦，務求建立一個具公信力並涵蓋各界別的獎項計劃，鼓勵各行各業持續推動環境管理，以及表揚致力環保而有成的機構。

The Chinese University has been conferred the silver award of the 2008 Hong Kong Awards for Environmental Excellence (HKAEE) Sectoral Awards under the category of Public Sector and Non-Government Organizations for its comprehensive and excellent environmental management. No gold prize was awarded under this category this year. A total of 366 entries competed

for the Sectoral Awards in the 2008 HKAEE. CUHK came to the fore as the only award winner among tertiary institutions.

Competitors of HKAEE were subjected to three rounds of stringent assessment. The adjudicating panel screened all reports on environmental issues, reviewed policies and measures submitted by the participating organizations, and met with the management and staff to conduct field assessment on short-listed participants before selecting the winners. Attention was paid to 'green leadership', 'programmes and performance', and 'partner synergy'.

The 2008 HKAEE was jointly organized by the Environmental Campaign Committee, the Environmental Protection Department and other organizations. It aims to optimize the use of resources and serve as a prestigious awards scheme covering a wide range of sectors in Hong Kong, to promote environmental awareness within the community, and to recognize organizations that strive to protect the environment. 📷



環境保護運動委員會主席李宗德SBS太平紳士（左）頒發予中大協理副校長馮通教授 Mr. Joseph Lee (left), SBS, JP, chairman of the Environmental Campaign Committee, presenting the award to Prof. Fung Tung, Associate Pro-Vice-Chancellor, CUHK

中大校董會支持校園發展計劃

CUHK Council Endorses Campus Master Plan

香港中文大學校董會通過接納《校園發展計劃報告書概要》，標誌着校園規劃又邁進一大步。校園發展計劃將是一份因時制宜不斷發展的文件，制訂了校園發展的願景，讓日後負責執行計劃的規劃者和建築師有所依循。

校園發展計劃建議了一些指引，以成為校園可持續概念的楷模，目標是在2025年把人均能源消耗減少兩成半，人均溫室氣體排放減少兩成。該計劃也要求中大加強環境管理，包括建築物的設計和用料，節約能源和用水，以及交通運輸管理。

發展計劃建議中大奉行「行人優先」原則，實施全面的運輸政策，以優化校內各運輸設施的效能，包括行人道網絡、校內車道的改善和管理、泊車轉乘制度、單車徑和校巴服務。

該計劃也建議保存和擴大綠化的自然景致，並且制訂方法，用以選定、評估和臚列校園內具獨特價值和值得保育的地點。

發展計劃的重點建議之一，是以集群式分區發展的概念來組織各學科的教研活動，有助善用資源，方便類近學科的師生往還，並能充分運用社交和學術場地。因此，校園會劃分為三個區域，八個學院將集中於此，而研究活動則集中在校園北部和東部。

隨着政府把三十九區部分地段給予中大，大學會分階段開發該區，使之成為研究樞紐，並興建研究生宿舍。此外，校園發展計劃也選定了一些具發展潛力的地點，在評估了其地理性質、生態特點和文化價值後，認為可用於發展學術、研究和文娛康樂設施。

新書院選址則於現有書院附近，並鄰近中央校園，以組成顯著的書院鄰里區，有助加強書院制度，增進書院之間的往還聯繫，並可改善各書院與中央校園之間的行人道網絡。

發展計劃並提出成立督導小組，因應校園未來的發展定期修訂計劃，使之能與時並進，配合並適用於新情況。

《校園發展計劃報告書概要》已上載至校園發展計劃網站 www.cuhk.edu.hk/cmp/b5。



The master planning of CUHK campus took a major step forward as the University Council received the *Campus Master Plan Synoptic Report*. The Master Plan will be a living and continuously developing document setting out the vision of the campus development for reference by planners and architects engaged

in implementing the Plan in the future.

The Master Plan has recommended guidelines for a model of sustainable campus, aiming at a 25% cut in energy use (per capita) and a 20% cut in greenhouse gases emissions (per capita) by 2025. It calls for further enhancements in environmental management in areas ranging from building design methods and materials, energy and water conservation, to transport management.

The Master Plan recommends a comprehensive transport framework that will give priority to pedestrians over motor vehicles. The framework will seek to optimize

the performance of transport facilities including the pedestrian network, internal road enhancements and management, a park-and-ride system, cycle tracks and shuttle bus services.

It also recommends that the University should maintain and continue to develop a green and pastoral landscape, and proposes a methodology to identify, assess and list all places with unique values that should be conserved on campus.

A central proposal of the Master Plan is to develop clustered and zoned development for disciplinary teaching and research activities, in order to enhance the efficient use of resources, to provide for convenient access, and to optimize land use for social and academic interactions. Under the Plan, the eight Faculties will be clustered into three zones across the campus, while research activities will be clustered in the campus north and east. Following the Government's grant of a parcel of land Area 39, the University will develop the area in phases into a substantial research hub with postgraduate hostels. The Master Plan has also identified potential development sites for academic, research and recreational facilities, having regard to the geological features, ecological characteristics and cultural value of these sites.

Sites for the new Colleges are proposed to locate near the existing Colleges as well as close to the central campus, to form distinct college neighbourhoods to strengthen the college system, enable communication among Colleges, and enhance pedestrian connections between the Colleges and central campus.

The Master Plan also proposed the setting up of a steering group to ensure that the Plan will be updated periodically so as to remain relevant and appropriate in relation to any future development on campus.

For the full version of the *Synoptic Report*, please visit www.cuhk.edu.hk/cmp.

名伶白雪仙到訪大學圖書館

Cantonese Opera Diva Pak Suet-sin Visits Rare Book Room

香港粵劇名伶白雪仙女士（仙姐）於3月26日在陳偉醫生、中大香港文學研究中心顧問盧璋鑾教授及張敏慧女士陪同下，到訪大學圖書館善本書庫，了解任白粵劇藏品數碼化的進展。圖書館館長施達理博士、副館長黃潘明珠女士、音樂系系主任麥嘉倫教授，及余少華教授負責接待。

仙姐於1993年把仙鳳鳴劇團歷屆演出之劇本、宣傳資料及照片等六千多項藏品全數交中大音樂系戲曲資料中心託管及整理，並成立「任白粵劇藏品」，至今已屆十六載。為妥善保存這批珍貴的二十世紀香港本土文化文物，免受天氣及人為損壞，圖書館及音樂系近兩年來緊密合作，將藏品數碼化，原件則存放於善本書庫。研究人員日後可逕於電腦螢幕上檢視，無須觸及原件。

在黃潘明珠女士細心講述及示範下，仙姐重睹昔日照片、劇本及剪報，回緬過去，別有一番滋味。她對圖書館的專業處理，甚表欣慰。

Miss Pak Suet-sin, a highly acclaimed Cantonese opera diva, together with Dr. Chan Pui-wai, Prof. Lo Wai-luen, adviser of Hong Kong Literature Research Centre, CUHK, and Ms. Cheung Man-wai visited the Rare Book Room of the University Library on 26 March. They were accompanied by Dr. Colin Storey, University Librarian, Mrs. Rita Wong, Deputy Librarian, Prof. Michael Edward McClellan, chairman, Department of Music, and Prof. Yu Siu-wah in the Department of Music.

Miss Pak donated approximately 6,000 items of Chinese operatic materials, such as libretti and photos of Sin Fung Ming Cantonese Opera Troupe, to the Department of Music in 1993. The collection has been kept in safe custody for the past 16 years. Since 2007, the University Library and Department of Music have engaged in a joint digitization project on Miss Pak's collections. In the



黃潘明珠女士（左一）向仙姐（左二）簡述藏品數碼化的進展
Miss Pak Suet-sin (2nd left) being briefed by Mrs. Rita Wong (1st left) on digitization of Chinese operatic materials

future, researchers can view the collections online thus preventing damage to the materials.

During the visit, Miss Pak and the guests were briefed on the operations and security features of digitalized Chinese operatic archive systems.



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吳樹培



Eric S.P. Ng

吳樹培教務長，興趣廣博，愛好水上活動，是足球迷，也是手不釋卷的愛書人，且聽他道出上任教務長九個月的工作情況，以及如何將興趣應用於工作上。

Mr. Eric S.P. Ng, University Registrar, is a man of wide interests. He is an aquatic sports enthusiast, a football fan and an avid reader. He will share with us his first nine months of being the Registrar and how his interests have facilitated his work.

1 上任教務長九個月，感覺如何？ How are the first nine months of being the Registrar?

大部分工作與我預期相差無幾，有很多事情要學習，不過，我很喜歡與同事齊心協力，迎接挑戰，解決各類問題。總括來說，教務長工作具挑戰性又有價值。

Things have turned out more or less the way I had expected. There are lots of things for me to learn, but I enjoy taking on the challenges and solving the problems I face by working with my colleagues together as a team. On the whole, I find my new duties as Registrar challenging and rewarding.

2 前任的教務長皆是學者，以行政人員身分任教務長，你的角色可有不同？ How do you see your new role as the Registrar, particularly when the previous incumbents were academics?

不同的大學有不同的管理架構及模式，但都是由學者主導的，即領導層主要由具教學或研究經驗的成員組成。然而，這並不表示他們要肩負所有行政工作，因為專業的行政人員可充當互補的角色。在大學管理及運作上，行政人員必須與學術領導並肩作戰，以他們的專識，輔助管理高層推行各項政策，並締造合適的環境，讓大學的使命得以落實。

While different universities may have different organizational structures or management models, they are all academic-led. That is to say, the leadership comprises officers who are mostly senior academic staff. This does not mean that they have to take up all the administrative duties. There is a complementary role that career administrators can play in the management of a university and its operations. Administrators must partner with the academic leaders, offering their professional expertise, facilitating the top management in the implementation of strategies, and creating the necessary conditions for achieving the university's missions.

3 新學制課程的準備工作進展如何？ How is the progress of the preparations for the new four-year curriculum?

四年學制對中大來說並不陌生，通識教育在中大亦已發展成熟。新學制兼重專業與通用技能，所以我們在這方面的

策劃和推行肯定佔優；當然，我們不會掉以輕心，現階段我們正在敲定新學制的具體細節。從行政角度來說，最大挑戰在於新舊學制學生同期入讀大學一年級課程的運作。在2012年，學生人數將因此驟增三千人，對課室分配、交通運輸、課程註冊及考試安排等，造成很大壓力。不過，我們已準備就緒，現時各方面的工作都進展良好。

The four-year curriculum is one that CUHK is familiar with. General education is also well-developed at CUHK. Therefore, we are confident that we have an edge in planning and implementing the new curriculum which will focus on both disciplinary knowledge and generic skills. However, nothing will be taken for granted, and we are at the stage of finalizing the details. From an administrator's point of view, the biggest challenge is the logistics in the first year where two cohorts of students will commence their first year undergraduate studies at the same time. The student population will therefore increase by about 3,000 in 2012 which will put a lot of pressure on classroom allocation, transportation, course registration, examinations, etc. But we are well prepared and are making good progress on all fronts.

4 你對質素保證局（質保局）的《質素核證報告》有何看法？ What do you think of the audit report by the Quality Assurance Council (QAC)?

質素核證是一個難得的機會，大學可藉此自我檢視現時豐富學生學習經歷、提升學習水平的情況，也可向公眾展示我們的優良範例。質保局對此讚揚有加，也肯定了我們不少質素保證措施。事實上，在質保局進行質素核證之前，中大已作了一次自我核證，並制訂了行動方案。質保局所提的建議，大部分均與行動方案的內容相若。現時各項計劃均如期執行，我們將於2010年3月向質保局提交進度報告。

I must say that the QAC audit was a good opportunity for the University to take stock of what we are doing to enhance students' educational experience and quality, and showcase some of our best practices. For that we received many commendations from the QAC which also affirmed many of our quality-assurance measures. In fact, CUHK had conducted a self-review and came up with an action plan before the audit exercise. What the QAC recommended overlapped to a large extent with what we

had planned to implement anyway. We are making good progress with the action plan and will submit a progress report to the QAC in March 2010.

5 你曾於英國不同的院校工作，與本地的大學相比，兩地大學有何不同？ You have worked at various universities in the UK. Are there differences when compared with Hong Kong universities?

香港的大學多以英國地方院校作為楷模，因此在管治、管理和架構上很接近。由於高等教育界的全球競爭漸趨劇烈，英國部分大學近年採用了企業管治的理念，仿效私人機構的管理模式。企業管理模式利弊互見，而本地院校傳統採用的同僚模式，則有較大空間容許較多大學成員參與決策過程。至於孰優孰劣，很難一概而論，得視乎大學的策略、風尚及文化而定。

Historically universities in Hong Kong were mostly modeled on the civic universities in Britain. Hence, there are great similarities in governance, management and structure. But some UK universities have in recent years adopted a more corporate approach by implementing management practices from the private sector. This is no doubt in response to the new global competitiveness in higher education. The corporate approach has its pros and cons, and the traditionally collegial approach prevalent in Hong Kong allows greater scope for the wider university community to participate in the decision-making process. It is not possible to say which model is better; a university's strategies, ethos and culture will determine which model is fit for its purposes.

6 過往的經驗，如何助你踏上大學的高級行政人員之路？ In what ways has your previous experience paved your way to becoming a senior administrator in the University?

我先後在兩所英國大學、兩所本地大學和大學教育資助委員會工作了二十年，過去的經驗和涉獵對現時的工作很有幫助。各項教務功能，我幾乎都曾參與，接觸面較廣，讓我有信心帶領同事處理日常工作及面對新挑戰。我也是一個國際性大學行政人員專業團體的成員，建立了廣闊的人脈網絡，也可為同事提供持續專業發展的資訊和機會。

(續下頁 To be continued)

(接上頁 Continued)

I have spent 20 years working in two UK universities, two Hong Kong universities and the University Grants Committee. Such experience and exposure help me a great deal in my present work. I have been involved in almost the full spectrum of registry functions. This gives me confidence to lead my colleagues in dealing with day-to-day issues as well as new challenges. I am also a member of an international association of university administrators which provides me and my colleagues with excellent networking and continuing professional development opportunities.

7 你為認大學行政人員工作的回報是甚麼？
What do you see as the reward for University administration work?

大學行政人員負責協助決策者以不同觀點評估情況，釐清問題核心，作適當的決定及應對，過程本身已是回報，而看到他們的決定可為大學及高等教育界帶來福祉，當然也有滿足感。對教務長來說，沒有太瑣碎的問題，也沒有太難解決的問題，我認為正確的工作態度應是：「面對嚴肅的事，要舉重若輕；處理輕鬆的事，要舉輕若重；兩者同樣要做得好。」

As an administrator, my job is to facilitate and assist the decision-makers in assessing a situation from all perspectives, and reach an appropriate decision or response. The process is itself a reward, and it is of course satisfying to see those decisions eventually bearing fruits for the benefit of the University and the higher education sector. As Registrar, no problem is too trivial for me to take on or too difficult for me to find a solution. I have

always believed that the right attitude should be, 'To do the serious things lightly and well, and to do the light things seriously but equally well.'

8 你的學術訓練對工作有否幫助？
Did your academic training help you in your work?

當然有。我在大學時修讀數學及哲學，隨後修讀哲學神學碩士課程。這些學術訓練要求我理解高度抽象的概念、課題和思想，經過詮釋，再在撰寫論文時重新表達，對分析或傳意技巧都是很好的訓練。回顧當時所學，在現時的工作全派得上用場。

Definitely yes. I studied mathematics and philosophy as an undergraduate. After that, I did a master's degree in philosophical theology. My academic training required me to understand concepts, issues and ideas at a rather high level of abstraction. And then I had to interpret them and re-articulate them when writing essays. This was a good training for me in terms of analytical and communication skills. Looking back, I find what I learnt then highly applicable to my work now.

9 閒暇有甚麼消遣？
How do you occupy yourself in your spare time?

我喜歡看小說，喜愛的作者包括王爾德、沃德豪斯、艾麗斯·默多克、赫曼·赫塞和石黑一雄等，他們不但影響我的寫作風格，也影響我的人生觀，閱讀他們的作品，總會有所得着。猶記得英國作家約翰遜曾說：「為文欠用心，讀之興味索然。」我常提醒自己下筆撰寫政策或會議文件時要用心，即使不能令讀者覺得趣味盎然，至少也得簡潔易

明。除看書外，我亦喜歡游泳、划艇、帆船，還有看英國及歐洲足球比賽直播。

I like reading fiction. My favorite authors include Oscar Wilde, P.G. Wodehouse, Iris Murdoch, Hermann Hesse and Kazuo Ishiguro, who have not only influenced my writing style but also how I look at life. There is always something to be learned from their writings. Dr. Samuel Johnson said, 'What is written without effort is in general read without pleasure.' I always remind myself to put as much effort as possible in my writings so that even if I cannot expect my readers to read policy and committee papers with pleasure, they will still find them concise and easy to understand. I also enjoy swimming, rowing, sailing, as well as watching live broadcasts of English and European football matches.

10 你最欣賞中大的甚麼事物？
What do you appreciate most in CUHK?

我最欣賞中大同事的群策群力，他們的專業精神、態度和合作，締造了理想的工作環境。

I appreciate collegiality and fellowship of my colleagues the most. Their professionalism, attitudes, and cooperation have made the work environment most ideal and pleasant.

預告 Coming

下回〈十方吐露〉將訪問蔡錫昌先生
Mr. Hardy S.C. Tsoi will be featured in the next instalment of 'TEN QUESTIONS FOR'.

發現與成就

DISCOVERIES & ACHIEVEMENTS

生物學者獲裘槎基金會優秀科研者獎

CUHK Biologist Named Croucher Senior Research Fellow

生物系教授兼細胞及發育生物學研究中心主任姜里文教授，獲頒授裘槎基金會2009至10年度「優秀科研者獎」，以表彰他在國際科學界的卓越成就。頒獎禮於3月24日舉行。

「優秀科研者獎」於1997年設立，得獎學者可獲六萬港元研究補助金，另其所屬院校亦可得到約十萬美元，聘請講師代教一年，俾得獎者專心致志、全時間投入研究。

姜教授的研究專注於植物分泌及內吞途徑中的蛋白傳輸機理和細胞器的生物形成機制，以及其在植物生物技術上的潛在用途。

Prof. Jiang Liwen, professor in the Department of Biology and director of the Centre for Cell and Development Biology, was awarded a Senior Research Fellowship of The Croucher Foundation on 24 March, in recognition of his outstanding scientific achievements in the international scientific community.

The Croucher Senior Research Fellowships scheme was founded in 1997 to recognize research excellence and provide incentive for scholars who excel in scientific research. The value of each fellowship is about US\$100,000 and it is used to sponsor the awardee's



律政司司長黃仁龍資深大律師(右)頒發予姜里文教授
The Honourable Wong Yan-lung (right), SC, Secretary for Justice, presenting the award to Prof. Jiang Liwen

institution in recruiting a replacement for the awardee for a year. Fellows will be relieved from teaching tasks so they can devote fully their time and effort to research. Each awardee will also receive a grant of HK\$60,000 to help cover research expenses.

Prof. Jiang's research focuses on the molecular mechanisms of protein trafficking and organelle biogenesis in the plant secretory and endocytic pathways, as well as their potential applications in plant biotechnology.

男子羽毛球隊奪冠

Men's Badminton Team Clinches Championship

在由近三百位學生、親友和舊生組成的打氣大軍吶喊助威下，中大男子羽毛球隊於3月22日在香港城市大學體育館以三比二擊敗香港大學，取得本年度男子大專盃羽毛球冠軍。

The CUHK men's badminton team beat The University of Hong Kong by three to two to capture the championship of this year's University Sports Federation of Hong Kong Men's Badminton Competition at the City University Sports Hall on 22 March. Over 300 spectators including classmates, family members, friends, and alumni of CUHK were there to cheer the team on.



新任常務副校長 New Provost

大學校董會宣布委任世界知名計算機科學家華雲生教授為常務副校長，任期五年，華教授預期於2009年底前到任，並同時出任計算機科學與工程學講座教授。



The Council of The Chinese University of Hong Kong announced the appointment of world-renowned computer scientist, Prof. Wah Wan-sang Benjamin as Provost, for a term of five years. Prof. Wah is expected to assume duty before the end of 2009. He is also appointed as Professor of Computer Science and Engineering.

哈佛燕京學社進修資助計劃 Scholarship/Fellowship at Harvard-Yenching Institute

哈佛燕京學社現接受本校人文學科及社會科學教員申請2010至11年度進修資助。詳情如下：

訪問學人資助計劃

資助教員前往哈佛大學進修或從事研究工作，為期十一個月。資助項目包括單人來回機票、生活津貼（每月三千一百美元，上限為十一個月）、醫療津貼，以及參加美國和加拿大境內的學術研討會津貼（上限五百美元）。

訪問研究員資助計劃

資助博士研究生前往哈佛大學從事研究工作，為期十個月，從事有關東亞研究者將獲優先考慮。申請者須呈交托福成績。資助項目包括單人來回機票、訪問研究員津貼、生活津貼，以及參加美國和加拿大境內學術研討會津貼。

申請人須把申請表格（可於人事處網頁 https://perntc.per.cuhk.edu.hk/personnel/stafftrain_ext.asp 下載）及有關文件，於2009年5月8日前經所屬學系系主任及學院院長送交培訓事務經理周偉榮先生，俾轉呈教師審議委員會考慮。

哈佛燕京學社之代表將會來港接見通過初部甄選者，查詢詳情可致電人事處（2609 8607）。

Applications/nominations are now invited from faculty members in the humanities and social sciences for the following two Harvard-Yenching Programmes tenable in 2010-11:

Visiting Scholars Programme

This programme allows young faculty members in the humanities and social sciences to study and conduct research at Harvard University for 11 months. The scholarship will cover round-trip airfare for the successful applicant, a monthly stipend of US\$3,100 for up to 11 months, fees for health insurance and the use of Harvard Health Service, and funding of up to US\$500 for participation in an academic conference within the USA and Canada.

Visiting Fellows Programme

This programme provides advanced PhD candidates (advanced graduate students and junior faculty members) an opportunity to do dissertation research at Harvard University for three semesters. Preference is given to those working in East Asian studies. TOEFL score is required. The fellowship will cover round-trip airfare, the Harvard University Visiting Fellows fee, a stipend for a single scholar, and funding for participation in an academic conference within the USA and Canada.

Application forms are obtainable at the Personnel Office's website (https://perntc.per.cuhk.edu.hk/personnel/stafftrain_ext.asp). Nominees should submit a Summary of Submission (PO/SR3), also downloadable from the above website, together with the completed application forms and requisite supporting documents, with the endorsement

of the department chairman/unit head and the Faculty dean as appropriate, to Mr. Daniel Chow, training manager, before 8 May 2009 for consideration of the Academic Staff Review Committee.

Shortlisted applicants will be interviewed by the Harvard-Yenching Institute interview panel in Hong Kong. For enquires, please contact the Personnel Office (2609 8607).

暑期日間漢語課程 Summer Daytime Intensive Chinese Language Programmes

新雅中國語文研習所將於2009年6至8月提供下列暑期日間漢語課程，供非以漢語為第一語言的人士進修中國語文，中大合資格教職員及配偶可獲六折學費優惠，教職員子女及中大校友則有九五折優惠。

適合十六歲或以上人士報讀

2009年6月2日至8月10日（十周，每周平均上課十七小時）

適合在職人士及國際學校高中生報讀

S2：7月2日至8月3日（五周，每周平均上課十七小時）

S3a：8月5日至18日（兩周，每周平均上課二十小時）

查詢詳情請致電2609 6727或瀏覽 www.cuhk.edu.hk/clc/summer.htm。

New Asia-Yale-in-China Chinese Language Center (CLC) provides the following daytime Chinese language programmes for non-native Chinese speakers from June to August 2009. Eligible CUHK staff and spouse will be given 40% discount on tuition fee. Children of CUHK staff and CUHK alumni will be entitled to a 5% discount.

For 16 years old or above

2 June to 10 August 2009 (10 weeks, average 17 hours per week)

For working professionals and international high school students

S2: 2 July to 3 August 2009 (5 weeks, average 17 hours per week)

S3a: 5-18 August 2009 (2 weeks, average 20 hours per week)

For details or enquiries, please call 2609 6727 or visit www.cuhk.edu.hk/clc/summer.htm.

國際生舍堂招聘學生宿舍導師

Recruitment of Resident Tutor/Senior Resident Tutor at I-House

學生事務處現招聘國際生舍堂宿舍導師/高級導師，歡迎全日制研究生或全職教職員申請。申請人須持大學學位，操流利英語和普通話，並具組織宿舍活動經驗。已獲研究院錄取修讀2009至10年度全日制研究課程的應屆本科畢業生亦可申請。

宿舍導師為兼任職位，獲委任者可免費於宿舍居住，高級導師則可獲額外津貼。請閱覽 www.cuhk.edu.hk/osa/I-House.htm 了解詳情及下載申請表。截止日期為2009年4月28日，查詢請致電2696 1825 / 3163 5598梁小姐。

The Office of Student Affairs is inviting full-time degree-holding staff and research postgraduate students serving as graduate assistants, to fill vacancies of resident tutor/senior resident tutor at the International House (I-House).

Applicants should speak fluent English and Putonghua, and have experience in servicing university student hostels. Final-year undergraduate students who are admitted to full-time research postgraduate programme commencing in the academic year of 2009-10 may also apply.

This part-time position offers free accommodation at I-House and, for senior resident tutor, a monthly responsibility allowance. Interested parties please visit www.cuhk.edu.hk/osa/I-House.htm for details and application form. For enquiries, please contact Ms. Leung at 2696 1825/3163 5598. The deadline for application is 28 April 2009.