



樂見其成

A Joyful Witness

中文大學校長劉遵義教授
Professor Lawrence J. Lau,
Vice-Chancellor of CUHK
(2004–2010)

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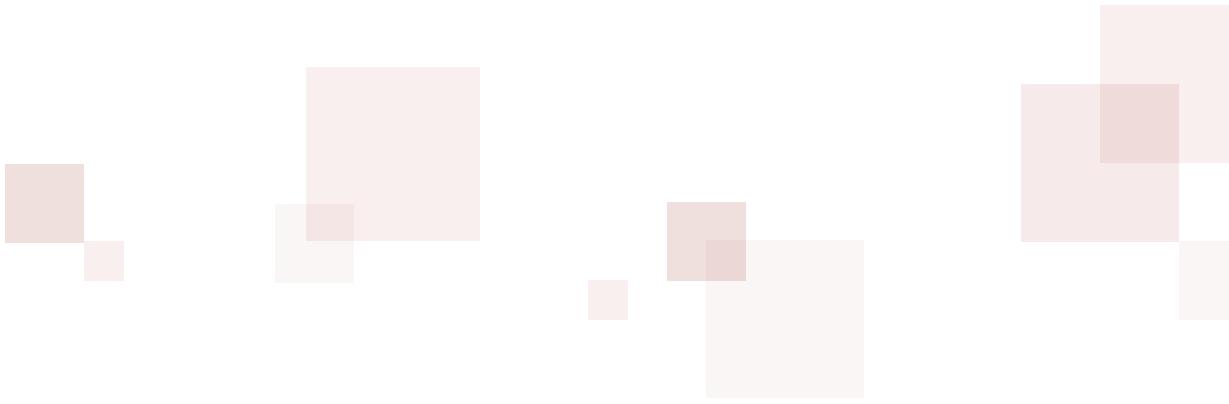
前言 *Foreword*

劉遵義教授於二零零四年七月一日獲委任為香港中文大學第六任校長，至二零一零年六月三十日榮休。

劉教授出任中大校長之前，是史丹福大學李國鼎經濟發展講座教授兼史丹福大學亞太研究中心共同主任、史丹福經濟政策研究所主任。二千年代中期，香港高等教育正受政府削減資源的政策影響，惟他堅信中大即使面對挑戰，仍大有發展空間，當可百尺竿頭；他更認為自己成長於斯，應在香港處於艱難之際，克盡所長回港服務。在任六載，劉教授迭有建樹，擘畫十年策略計劃，領導大學邁向國際，成立多所新書院，在在對大學影響深遠。

Prof. Lawrence J. Lau assumed office as the sixth Vice-Chancellor of The Chinese University of Hong Kong on 1 July 2004, and retired from the Vice-Chancellorship on 30 June 2010.

Prior to taking up the helm at the Chinese University, Professor Lau was Kwoh-Ting Li Professor of Economic Development and a Co-Director at the Asia-Pacific Research Centre, both at Stanford University, as well as the Director of the Stanford Institute of Economic Policy Research. In the mid-2000s, when higher education in Hong Kong was experiencing the impact of the Government's funding cuts, Professor Lau was convinced of the Chinese University's potential to grow and scale new heights despite the challenges it was facing at the time, and as one raised in Hong Kong he felt obligated to come back and offer his service when the territory was in distress. Hence his six years as head of the Chinese University, which are now remembered for distinguished achievements of great significance and benefit to the University, including a vigorously enterprising decennial strategic plan, a new and expanded phase of internationalization, and the foundation of a number of new Colleges.



劉教授在任期最後一日於校董會主席鄭海泉博士舉行的惜別會上說：「我已視自己為『中大人』，未來亦會繼續支持中大。」此言非虛，卸下校長重任後，他繼續出任藍饒富暨藍凱麗經濟學講座教授，活躍參與全球經濟及金融研究所的研究與會議，常回校園講課，指導研究，而且著述仍頻。不少他任內訂定的計劃和制度，今日已發展圓熟，開花結果。劉教授心繫中大，與我們近在咫尺，當然也樂見其成。

二零一四年十二月，這位舉足輕重的經濟學家、高瞻遠矚的大學領袖獲中文大學授予榮譽法學博士銜，以表揚其卓越成就。欣逢此盛，《中文大學校刊》特於二零一五年夏編撰本刊，以誌其人，以彰其成。

At a farewell reception given by Dr. Vincent Cheng, Chairman of the University Council, on his last day of office, Prof. Lawrence Lau said, 'I always see myself as a member of the CUHK community and will continue to offer my service to the University.' True to his words, Professor Lau continues to contribute to the academic life of the Chinese University as the Ralph and Claire Landau Professor of Economics, taking an active role in the research activities and conferences of the Global Institute of Economics and Finance as well as lecturing, supervising research projects, and publishing frequently. Today, many of the projects and systems initiated during his vice-chancellorship are working well and yielding intended results, and Professor Lau, who always has the welfare of CUHK at heart, is no doubt glad to see his handiwork coming to rich fruition.

In December 2014, the Chinese University presented Professor Lawrence Lau with the degree of Doctor of Laws, *honoris causa*, in recognition of his outstanding scholarship as an economist, and the foresight and leadership demonstrated during his tenure as the University's Vice-Chancellor. Taking occasion of this auspicious event, the summer 2015 issue of the *Chinese University Bulletin* is dedicated to the career and success of Professor Lau.



履新 *Inaugural*

劉遵義教授在二零零四年七月一日接替金耀基教授出任中大第六任校長，就職典禮在同年十二月九日第六十一屆大會舉行。他在典禮上發表就職演說，闡述其願景——大學秉承保存與弘揚中國文化的使命，同時不忘提升其國際性，兩者同步邁進，繼續在教育、研究和服務方面精益求精。

Prof. Lawrence Lau succeeded Prof. Ambrose King on 1 July 2004 as the sixth CUHK Vice-Chancellor. He was installed at the University's 61st Congregation held on 9 December in the same year. At his inaugural speech, he outlined his vision for the University—to preserve, enrich and promote Chinese culture while promoting internationalization for the continuous enhancement of education, research and services.

新任校長就職典禮

劉遵義教授講辭

Installation of the New Vice-Chancellor

Address by Prof. Lawrence J. Lau, BS, MA, PhD, DSSc (Hon)

主席先生、各位嘉賓、各位同事、各位家長、各位畢業同學、各位校友、各位女士、各位先生：

四十年前，香港中文大學的創校校長正式就職；自此共有五位來自不同學術背景的傑出學者，先後帶領中大經歷誕生至成長至茁壯，各以過人的魄力，堅定的信念，和無私的奉獻，推動中大不斷向前，邁向卓越。時至今天，中大已成為香港及區內數一數二的優秀高等學府。四十年來，中大不斷精進，層層上升，憑藉的是她的朝氣和活力，雙語雙文化的傳統，獨特的書院制度，以及對通識和全人教育的堅持。中大更受惠於教職員和校友歷年的奉獻，以及海內外一眾支持者的盛情善意。我們會全力鞏固這一切；這一切也將繼續支持我們奮發向上。

而立校之初，首任校長李卓敏博士就曾在他的就職講辭中強調，「中文大學不能視為僅與英國連繫之組織，而應為一富有國際性之學府。」從那時開始，中大的國際性格，就一直用以吸引不同地方的財力、人力和物力，去協助大學的成長，使之能更快地躋身於世界大學之林。瀏覽大學的歷史檔案，當可發現中大早在籌備成立的階段，即已得到世界各地傑出人士和學者提供寶貴的意


Mr. Chairman, distinguished guests, colleagues, parents, graduates, alumni, ladies and gentlemen:

Forty years ago, the Founding Vice-Chancellor of The Chinese University of Hong Kong was installed. During the ensuing years, five most distinguished scholars, each coming from a different academic background, have in succession led this University from infancy to adulthood. The energy, faith, and devotion they brought to their tasks have propelled the University forward and fuelled its continuous quest for excellence. Today, the University is widely recognized as one of the best tertiary educational institutions, not only in Hong Kong, but also in our region.

For forty years, the University has been moving forward and upward, drawing strength from its youthful vigour, its bicultural heritage, its collegiate system, and its emphasis on general and whole-person education. It has also benefited from the deep dedication of generations of teachers, staff, students, and alumni, and the enormous good will of benefactors both in and out of Hong Kong. All these we shall seek to consolidate; all these shall continue to sustain us.

And right from the beginning, the University has been conceived, 'not just as a Chinese University with British affiliation but as a Chinese University of international character', to quote Dr. Choh-Ming Li, our Founding Vice-Chancellor. Right from the beginning, internationalization has existed as an instrument to tap resources—human as well as material—for the University's growth, and to raise it to a position of respect in the community of universities. A glimpse into our University's archives will show the University receiving wise counsel from





見。蜚聲國際的中外學人，自建校初期即絡繹不絕地到來，參加我們的教學工作，協助我們設計課程和建立學系，擔任學術諮詢委員會的成員，甚至成為我們的校董。另外每年都有來自各地的學生到中大當交換生；而外國政府和國際基金會更曾大量資助創校時期的種種創新計劃，協助我們建設校園。這些聯繫，四十年來從未間斷。

與國際化同步發展而又滋養着中大的國際性的，是我們對中國文化的承擔。中大肩負着保存和發揚中國文化的使命，多年來相關的教學和研究在校內蓬勃發展，預計未來更加興旺。我再一次引用創校校長李卓敏博士的說法，中大其中一項使命，是「結合傳統與現代，融會中國與西方」。今日，中大是研究中國文化的重鎮，每年吸引無數外地學者前來研習。亦正是這種學術傳統，在國際間給予中大極大的競爭優勢。

至於在背後不斷推動中大國際化的，則是提供優質教育、使學生得到更大增益的目標；從前如是，今天如是。來自世界各地的年輕學生匯聚中大校園，可以一起生活，互相學習，視野因此得以擴闊，對不同文化的認識得以加深，對現實世界將會有更敏銳的體察，並能夠培養出最佳的溝通能力，以及更寬闊的胸襟。在全球日趨一體化的世界裏，在全球化的就業市場中，尤其在香港這個充滿動力的國際經貿通口，這些要素有助他們更有效地安排生活，應付周遭環境的改變。

我們鼓勵學生到外地當交換生，

distinguished persons all over the world on plans of its establishment. It will show a steady stream of celebrated international scholars and experts joining its faculties, contributing to the design of academic programmes and departments, and becoming members of advisory boards and even the University Council. It will show students from a multitude of countries entering the University's gates for exchange ever since they first opened. It will also show foreign governments and international foundations giving the University substantial assistance to develop its campus and to launch innovative projects. All these have continued for over four decades.

Then, as now, internationalization goes hand in hand with our mission to preserve, enrich and promote Chinese culture and is in fact nourished by our Chinese intellectual heritage. Indeed Chinese culture has flourished and prospered at our University and will continue to do so in the future. One of our missions, again in the words of our Founding Vice-Chancellor, is 'to combine tradition and modernity, and to bring together China and the West'. Today, the Chinese University is one of the premiere centres for Chinese studies in the world, with scholars coming from all over to learn and conduct research. Our Chinese intellectual heritage is indeed one of the University's strongest competitive advantages.

The primary motivation for internationalization has been, and remains, that it enhances significantly the education of our students. By bringing together, on the same campus, young people from all corners of the earth, they will have the opportunity to live with and learn from one another. Their horizons will be broadened, their understanding of diverse cultures will be deepened, and their awareness of the realities of the world will be sharpened. They will develop a greater capacity to communicate, empathize, and tolerate. They will develop the qualities they need to become effective in both work and personal life in an increasingly globalized world and a globalized employment market, and especially in a dynamic, international gateway city such as Hong Kong.

體驗當地生活，目的就是讓他們浸淫在一個完全不同的文化國度，學習從不同的角度觀察事物，以不同的技巧獨立地去應付新環境。這些訓練使他們變得靈活多才，充滿自信，有充足的經驗和創意去應付突如其來的危與機。短短一個學期或者一個學年的交流經驗，往往可以改變他們的一生。

只要能夠提供更優質的教育，大學就可以吸引更多水準的學生；有了高水準的學生，大學就可以吸引更好的教師；有了更好的教師，就進一步可以吸引本地和海外水準更高的學生，形成一個良性循環，不斷進步。


除此之外，來自外地的學生，是香港的無形資本。如果他們選擇畢業後留下來工作，固然可以充實香港的人才寶庫。就算他們返回原地，也會成為香港的忠實朋友和親善大使，使香港的海外網絡更形牢固。所以，為外地學生提供學習機會，亦即是為香港在本地製造更多機會。但現時中大

By sending our students through the challenge of living abroad as exchange students, where they can immerse themselves completely in a different culture and acquire the perspectives and skills to operate efficiently and independently in a new environment, they will become much better equipped with the kind of versatility, confidence, perspective, and exposure needed to respond creatively to unexpected challenges and opportunities. For the student, the semester or year abroad is often life-transforming.

And by being able to offer a better education, the University can attract better students. By being able to attract better students, the University can in turn attract better teachers. By being able to attract better teachers, the University can in turn attract even better students, both locally and around the world, thus setting the University on to a virtuous cycle of continual endogenous improvement.

Moreover, our non-local students will become part of our intangible capital. If they choose to remain in Hong Kong after graduation, they augment the pool of talents here. If they return to their respective home countries or regions, they become part of our durable network of friends and goodwill ambassadors. By opening up opportunities here for others, we in turn also open up opportunities for ourselves elsewhere.





的國際化，遠未足夠。在本科生之中，非本地生所佔不足百分之六，比北京大學的百分之九十，和密西根大學的百分之三十五，相差仍有一段距離。要知北京大學和密西根大學與中大一樣，都是公立大學。

而且，時代已經大大的不同了。有兩項轉變重塑了香港的大環境，一是與科技有關和全球性的，一是與政治有關和地域性的。首先，過去十多年，資訊科技革命加速了全球化的步伐；現今供應鏈愈來愈國際化，分支比任何時候更加精細，整體而言比任何時候更具動力。至於競爭，則已變得更加全球性而非局限於地區：譬如印度和菲律賓的長途電話中心，彼此競爭美國公司的生意；香港也將會與日本競逐亞洲迪士尼樂園的遊客。知識，尤其是國際知識的回報愈來愈高。就業市場中對具備國際知識、視野和技能（包括語言能力）的人才渴求極大。這也是為甚麼哈佛和耶魯等世界一流大學也開始要求本科生在就讀期間，到外地交流一段日子。

與此同時，人才的爭奪也變得更加全球化。不單只僱主之間有競爭，大學之間也有競爭。在香港，我們以「優先錄取計劃」去挽留精英學生在本地大學就讀。但要吸引這些尖子，中大就必須提供與外地競爭對手相若的學習環境和課程，這促使我們決心加強中大的國際化。第二個轉變就是，過去四分之一個世紀以來，國家經濟的開放和急速發展為香港提供了前所未有的機遇和挑戰。二次大戰之前，上海是亞洲的國際都會。一九四九年之後，中國對外封閉，香港開始取代了上

However, the degree of internationalization of our University is not enough at present. Among undergraduates, non-local students currently constitute less than 6%, compared to 90% non-Beijing for Peking University, and 35% non-Michigan for the University of Michigan (both public universities like the Chinese University).

Moreover, the times are now different. Two major changes, one technological and global, and the other geo-political and local, have reshaped the environment faced by Hong Kong significantly. First, over the last decade, the information and communication revolution has greatly facilitated and accelerated globalization everywhere. Supply chains are now more international, more dynamic, and more finely divided than ever. Competition is now more global than local—for example, Indian and Filipino call centres compete for the business of US firms; and Hong Kong and Japan will compete for Asia's Disney World customers. The returns to knowledge, especially international knowledge, has become much higher. There is great demand in the labour markets for individuals with international knowledge, perspective and skills (including language skills). That is why world-class universities such as Harvard and Yale are moving to require that all their undergraduate students spend some time abroad during their undergraduate years.

At the same time, competition for talents has also become global. Not only are employers competing with one another, so are universities. We in Hong Kong have been trying to retain our best students in our universities here through our Early Admissions Scheme. But to be able to attract and retain talents competitively, the Chinese University must offer an environment and programmes comparable to our non-local peer institutions, which in turn mandates further internationalization on our part.

Second, the opening and the rise of the Chinese economy over the last quarter of a century have also presented unprecedented challenges and opportunities for Hong Kong. Before the Second World War, Shanghai was unquestionably Asia's World City. Hong Kong began to surpass Shanghai after 1949



海的地位，更成為進入內地的唯一口岸，受惠特深。但現在上海已作好準備捲土重來，回復其過去的位置。事實上，上海以至國家其他地方，正以極快的步伐國際化。相對於中國經濟來說，上海永遠比香港處於更中心的位置。儘管如此，香港仍然可透過加強和鞏固現有的國際聯繫，以及與東盟國家建立新的聯繫，來提升競爭力，目標是成為這些地區與中國內地和東北亞的聯絡樞紐。如果香港再不思考如何令自己更有價值，那便有被邊緣化的危機。香港一定要不斷給自己增值，而她的國際性格正是最有利的競爭條件，必須加以鞏固和增強，以維持競爭力。

就在這樣的大環境下，中大致力透過教學、研究，和服務方面的成績，實現她在第五個十年的願景，成為香港、全國及地區公認的卓越研究型綜合大學。只有這樣，才能有效地為本地學生和香港服務。如果中大要在第五個十年裏更加壯大，以及更有效地回應時代的需要，我們就必須加強我們的國際性。我說的是「加強」，因為國際性之於中大，並非新鮮事物，我們只需跨開大步，加快向前。

我們會想方設法，為所有前來中大就讀的學生締造一個多元文化的校園，提供一個多語言的學習環境。這包括錄取更多來自海內外的非本地本科生；開設更多具特色的研究院課程，以吸引世界各地的優秀學子；以及擴充我們的交流網絡，與更多的國家和地區交換學生。我們也會讓更多學生到外地體驗生活，當交換生至少一個學期。有關措施包括與更

when China was closed to the rest of the world. Hong Kong benefited greatly as the unique gateway to mainland China. However, Shanghai is now poised to reclaim what it considers its rightful place. Indeed, Shanghai, as well as the rest of mainland China, are internationalizing at a rapid rate. While Shanghai will always be more centrally located than Hong Kong as far as the Chinese economy is concerned, Hong Kong can still compete by greatly strengthening and solidifying its existing international ties and by forging new relations with the ASEAN countries, serving as the hub linking them with mainland China and the rest of Northeast Asia. Hong Kong runs the risk of being marginalized if it does not make itself more valuable to others. Hong Kong must continue to find ways to add value and its international character is one of its major comparative advantages, which it must maintain and enhance in order to compete.

It is against such a backdrop that the Chinese University strives to realize its vision for its fifth decade, which is to develop into a leading comprehensive research university in Hong Kong, China and the region, through excellence in teaching, research, and service. Only then can it serve effectively the students in Hong Kong and the needs of Hong Kong. To thrive in its fifth decade and to respond effectively to the demands of the times requires a strategy of *heightened* internationalization. We use the term 'heightened' because internationalization is by no means a new phenomenon on this campus: we shall simply be making greater strides at a faster pace.

We shall strive to create a truly international campus with a multi-lingual and multi-cultural milieu for those who come here in pursuit of academic excellence and personal growth. We do this by increasing our recruitment of non-local undergraduates from the mainland and overseas, by introducing special postgraduate programmes that attract talent from across the globe, and by expanding our exchange network to accommodate more student exchanges, both outbound and inbound, and from a broader mix of countries and regions. We shall make it possible for a greater number of our students to go abroad as



多海內外大學簽訂交流協議，並籌設更多獎學金，資助外出交流的學生，目的是盡量製造機會，讓所有有志於此的學生都可以成行。我們會積極地在課程中注入這種國際向度。

中大的另一項重要使命，是透過研究工作去創造新知。在這方面加強中大的國際化，同樣可為我們帶來極大的增益。香港中文大學有優良的研究文化，在國際間聲譽卓著。我們的教研人員一方面會繼續着重本土的研究，以確保工作成果能直接裨益香港；另一方面會加倍努力與世界級的卓越科研中心建立聯繫，從事合作研究。我們也會與非本地學術夥伴成立聯合實驗室，以匯聚資源，建立臨界規模，發展本身的強項；還會就全球性的研究課題，參與多邊的國際合作，為增進人類知識作貢獻。我們也會為研究生創造更多機會，讓他們到海外科研機構當訪問學者。

透過參與國家、地區及國際的研究計劃，中大的研究人員和研究生得以接觸本身專研領域最新的學問和最前沿的科技，可以得到更多的啟發；與世界權威的不斷互動，更可把自己的成績與國際

exchange students for at least a term. This we do by forging new exchange agreements with mainland and overseas universities, and securing more scholarship support for outbound students. We shall create as many opportunities as possible for all those who wish to benefit from such an experience. We embrace this international dimension of our academic programmes.

In fulfilling another mission of ours, that is to create new knowledge through research, a higher degree of internationalization is likewise beneficial. The Chinese University has an international research reputation and a strong research culture. Whereas our researchers will continue to ensure local relevance in their work so that their findings can be translated into tangible benefits for Hong Kong, we shall redouble our efforts to forge new links and engage in collaborative research with academic centres of excellence worldwide. We shall establish joint laboratories with non-local partners to pool resources, achieve critical mass, and cultivate our special strengths. We shall also participate in multi-centre research on topics of global significance and contribute to the advancement of human knowledge. We shall also expand opportunities for our research students to be visiting scholars at research institutions abroad.

By taking part in national, regional, and global collaboration, our researchers and research students will be inspired by the cross-fertilization of ideas and stay abreast of the state-of-the-art in their own fields. Through constant interaction with true leaders in their disciplines, they can calibrate their work against the highest international standards. Greater access to non-local sources of research funding will open up. True



最高水平比較，亦有利於開拓外地的研究資源；真正的卓越從而產生。我們的教研人員會以同樣的熱忱，把研究成果回饋社會。這意味着他們不單會為香港貢獻專長，更會把服務範圍擴展到任何有需要的地方。

未來十年，中大在教學、研究和服務方面成就的大小多寡，很視乎我們能否進一步國際化。在全球化的挑戰下，這個發展策略有助中大汲納人才，提升水準，造就卓越，擴大影響力，以及拓展服務範圍，滿足香港、中國其他地區、亞洲，以至全世界的需要。

各位，能夠以第六任校長的身分為這所大學服務，是我極大的榮幸。中大植根於香港，矢志成為亞洲的國際學府，致力發揚中國文化，協助建構中國的現代文明秩序，並為人類社會創造新知。中大更致力網羅世界各地的精英學者，為香港儲才。我很高興獲委任擔起中大校長的職責，迎接前面的挑戰，而國際化將會是我全力推行的首要政策。我謹此承諾，將會盡我所能，尋求為我們的學生，為中大以及為香港帶來增益。我亦期望得到各位同事、家長、學生、校友，以及大學友好的支持。

最後，讓我藉此衷心感謝在座各位家長和同事，是你們長期辛勞的耕耘，造就了今天這群畢業生。我並向今天領受學位的各位畢業同學道賀，祝你們鵬程萬里，生活愉快。

excellence will eventually be achieved.

And with equal fervour, the new knowledge thus created will be channelled back to the communities that support these research activities. This means that we shall be ready to render our expertise not only to serve Hong Kong but everywhere it is needed.

The University's accomplishments in teaching, research, and service in the coming decade will therefore depend in large measure on how successful we are in strengthening the international element in these functions. In the age of globalization, such an approach will enable us to attract talent, raise standards, achieve excellence, extend our impact, and render services to not only Hong Kong, but the rest of China, Asia and the world.

Ladies and gentlemen, I consider it my greatest privilege to be able to serve this splendid university as its sixth Vice-Chancellor. With its roots in Hong Kong, the Chinese University aspires to become Asia's World University, one that can help to promulgate Chinese culture and usher in a new Chinese renaissance; one that will create new knowledge for humankind; one that will attract scholars from all over the world and enrich and enhance the pool of talents available to Hong Kong. I welcome the challenge and the responsibility, and shall devote priority to the internationalization of the University. I pledge to do my utmost to add value for our students, our University, and Hong Kong. And I shall look to all of you—teachers, parents, students, alumni and friends—for your advice and support.

In closing, I wish to take this opportunity to express my heartfelt thanks to the parents and teachers, who all labour hard and long in their own ways to make today possible for our graduates. And to our graduates receiving their degrees today, I offer my most sincere congratulations as well as my very best wishes for every success in the future.

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掌舵 *At the Helm*

劉遵義教授掌領中文大學六載，在其任內，大學在各方面均有長足發展，其卓著者簡述於下。

Under Prof. Lawrence Lau's leadership, the University has made significant strides in all aspects. Major achievements, by no means exhaustive, are listed below.



管治與行政

Governance and Administration

訂立《策略計劃》(2006)

Promulgation of a Strategic Plan (2006)

為大學未來十年發展擘畫清晰方向

Articulated in concrete terms the University's aspirations and strategies for the coming decade

採用委任學院院長制度 (2007)

New system of Faculty Dean appointment (2007)

取代「選舉兼任學院院長」制度，釐清權責，有助院長掌管學院事務，展布新猷。

Replaced 'concurrent Deanships by election' to 'full-time Deanships by appointment' to establish clear powers and responsibilities for the Deans to conduct Faculty matters and take forward Faculty initiatives

教務會改組 (2008) 及校董會架構重組 (2009)

Senate revamp (2008) and University Council structure reorganization (2009)

提出檢討教務會人數和構成方法及重組校董會之架構，以使校務發展更臻速達。

Initiated the review for the revamp of the Senate and the reorganization of the structure of the University Council to enhance efficiency and effectiveness

學術發展精益求精

Enhancing Academic Development



擴充學院陣容

New Faculties and Schools

- 法律學院錄取首批法學士、法律哲學博士及法律碩士課程學生。(2006)
- 成立生物醫學學院 (2009): 合併醫學院轄下四個臨床前期學系——解剖學系、生物化學系 (醫學)、藥理學系及生理學系，成立本港首間生物醫學學院，致力促進跨學科協作、優質研究生及本科生教育，以及由基礎到臨床的轉化研究。
- 成立建築學院 (2009)
- 成立公共衛生及基層醫療學院，是全港首間集公共衛生及基層醫療教學、訓練、諮詢和研究於一身的學院。(2009)
- The School of Law, established in September 2004, admitted its first batch of LLB, JB and LLM students in 2006. The school was upgraded to Faculty of Law in 2008.
- The School of Biomedical Sciences, the first of its kind in Hong Kong, was founded by amalgamating former four pre-clinical Departments of Anatomy, Biochemistry (Medicine), Pharmacology and Physiology to promote cutting-edge and translational research through interdisciplinary collaboration as well as quality graduate and undergraduate education. (2009)
- Established the School of Architecture (2009)
- Established the School of Public Health and Primary Care, the first institution in Hong Kong to provide comprehensive education, training, consultation, and research in public health and primary care (2009)

推出嶄新課程 增加選科彈性

New programmes to enhance flexibility in programme choice

- 與美國北卡羅來納州大學商學院及丹麥哥本哈根商學院合辦環球商業學課程（2004）
- 由 2006 年開始，推出多項雙學位課程選擇：法學士 / 翻譯文學士、法學士 / 工商管理學士、翻譯文學士 / 法律博士、工商管理學士 / 法律博士、工程學士 / 工商管理學士、法律博士 / 工商管理碩士、法學士 / 社會學社會科學學士及社會學社會科學學士 / 法律博士
- 增設「計量金融學及風險管理科學」雙主修課程（2008）
- 理學院開設生命科學組別統一招生計劃，學生於首學年修讀生物化學、生物學、環境科學、食品及營養科學、分子生物技術學及細胞及分子生物學之共同科目，其後再按興趣和能力選擇主修學科。（2009）
- Launch of the Global Business Undergraduate Programme in collaboration with the University of North Carolina and Copenhagen Business School (2004)
- A wide array of double degree options were introduced since 2006: Bachelor of Laws/Bachelor of Arts in Translation, Bachelor of Laws/Bachelor of Business Administration, Bachelor of Arts in Translation/Juris Doctor, Bachelor of Business Administration/ Juris Doctor, Bachelor of Engineering/ Bachelor of Business Administration, Juris Doctor/Master of Business Administration, Bachelor of Laws/Bachelor of Social Science in Sociology, and Bachelor of Social Science in Sociology/ Juris Doctor
- Launch of Quantitative Finance and Risk Management Science Double Major Programme (2008)
- The Faculty of Science Faculty launched the Broad-based Admissions Scheme for Life Sciences Disciplines, which requires students to go through a common set of courses in six disciplines—biochemistry, biology, environmental science, food and nutritional sciences, molecular biotechnology, and cell and molecular biology—before choosing their major programme according to interest and ability. (2009)

接受質素核證 教學深得認同

Teaching and learning commended by Quality Audit

中大接受大學教育資助委員會（教資會）的質素保證局首次質素核證。大學為學生提供的優質學習經驗、高水平學術支援和關顧輔導，以及相關的質素保證機制等，獲得十一項讚揚和八項贊同。（2008）

In the first ever quality audit conducted by the Quality Assurance Council of the University Grants Committee (UGC), the University received 11 commendations on and eight affirmations of its high quality student learning experience, the level of academic support and pastoral care and related quality assurance mechanism. (2008)



開拓生源 羅致精英

Recruiting the Cream of the Crop

- 成立入學及學生資助處，專責擴大招生範圍至亞洲、美洲、歐洲、澳洲及非洲等國家。(2005)
- 率本地大專院校之先，在 2005 年加入「全國普通高校統一招生計劃」，網羅尖子入讀中大。招生範圍由 2005 年的十七個省市增至 2009 年的二十五個省市。
- Establishment of the Office of Admissions and Financial Aid to expand student recruitment to Asia, the Americas, Australia, Europe, and African countries (2005)
- Led local institutions in joining the National Colleges and Universities Enrolment System in 2005. Top students were recruited from across 17 provinces and municipalities on the mainland in 2005, and 25 in 2009.

擴闊學生視野 積極推動交流

Increasing Student Exchange Opportunities

- 2004 至 05 年度獲頒獎學金往海外參加交換計劃、會議、交流團，以及修讀研究院課程的學生有 134 人，金額約共 439 萬港元。在 2009 至 10 年度，受惠學生增至 1,034 人，金額 1,530 萬港元。
- 2004 至 05 年度，外出與來校交換生數目分別為 423 人及 393 人，146 間夥伴院校分布全球 23 個國家。2009 至 10 年度，數目增至 1,142 人及 1,198 人，夥伴院校超過 200 間，分布 28 個國家。
- 2005 年，康本健守博士惠贈中大一億港元支持國際學術交流計劃、學術及研究發展。
- In 2004–05, 134 students were awarded HK\$4.3 million to participate in overseas exchange

programmes, postgraduate studies, conferences and overseas study tours. The figures increased to 1,034 students and HK\$15.3 million in 2009–10.

- In 2004–05, the numbers of incoming and outgoing students on exchange were 423 and 393, respectively, involving 146 exchange partners from 23 countries. The corresponding numbers reached 1,142 and 1,198 in 2009–10, involving more than 200 exchange partners from 28 countries.
- Received a donation of HK\$100 million from Dr. Alex Yasumoto in support of international academic exchange and academic and research development



成立五間新書院

Establishment of Five New Colleges

有見於大學本科教育將在 2012 年起實施四年制課程，劉教授在任期間戮力籌劃成立五間新書院，應對新增學生的需要。

- 晨興書院、善衡書院、敬文書院、伍宜孫書院及和聲書院先後於 2006 至 2007 年間在多位熱心人士捐助下成立。
- 新書院在 2010 至 2012 年間陸續啓用，規模由三百至六百全宿學生不等，增添大學書院制姿彩，豐富全人教育。

In anticipation of the surge in undergraduate enrolment in 2012 when the University reverts to a normative four-year curriculum, Professor Lau actively led the University in establishing five new Colleges.

- Morningside College, S.H. Ho College, C.W. Chu College, Wu Yee Sun College and Lee Woo Sing College, were established in 2006 and 2007, each with generous support from benefactors and designed to provide full residence to a student population ranging from 300 to 600.
- The new Colleges received their first cohort of students from 2010 to 2012, adding diversity to the University's collegiate system and enriching its whole-person education.



推動優秀研究

Promoting Research Excellence

研究所及單位

Research Institutes and Units

多間研究所及單位在劉教授任內成立，包括中文大學賽馬會微創醫療技術培訓中心（2005）、中西醫藥綜合研究診所（2005）、人間佛教研究中心（2005）、鄭承峰通識教育研究中心（2005）、現象學與當代哲學資料中心（2005）、中國哲學與文化研究中心（2005）、香港中文大學利群計算及界面科技教育部——微軟重點實驗室（2005）、何善衡心腦血管病中心（2005）、太空與地球信息科學研究所（2005）、天主教研究中心（2005）、何善衡老年學及老年病學研究中心（2005）、道教文化研究中心（2006）、那打素護理實務研究中心（2006）、腦腫瘤中心（2009）、聯合雷達遙感應用研究中心（2009）、全球經濟及金融研究所（2010）及清華大學—麻省理工學院—香港中文大學理論計算機科學研究中心（2010）等。 New research institutes and units were established, including the CUHK Jockey Club Minimally Invasive Surgical Skills Centre, Research Clinic for Integrated Medicine (2005), Centre for the Study of Humanistic Buddhism (2005), Baldwin Cheng Research Centre for General Education (2005), Archive for Phenomenology and Contemporary Philosophy (2005), Research Centre for Chinese Philosophy and Culture (2005), CUHK MoE-Microsoft Key Laboratory of Human-Centric Computing and Interface Technologies (2005), S.H. Ho Cardiovascular Disease and Stroke Centre

(2005), Institute of Space and Earth Information Science (2005), Centre for Catholic Studies (2005), S.H. Ho Centre for Gerontology and Geriatrics (2005), Centre for Studies of Daoist Culture (2006), Nethersole Nursing Practice Research Unit (2006), Brain Tumour Centre (2009), Joint Research Centre for Radar Remote Sensing Application (2009), Institute of Global Economics and Finance (2010), and Tsinghua-MIT-CUHK Research Center for Theoretical Computer Science (2010).



國家重點實驗室

State Key Laboratories

獲國家科技部批准，先後成立四所重點實驗室夥伴實驗室：

- 華南腫瘤學國家重點實驗室（2006）
- 農業生物技術國家重點實驗室（2008）
- 植物化學與西部植物資源持續利用國家重點實驗室（2009）
- 合成化學國家重點實驗室（2010）

Four State Key Laboratories (Partner Laboratories in CUHK) were established with the approval of the Ministry of Science and Technology of China:

- State Key Laboratory of Oncology in South China (2006)
- State Key Laboratory of Agrobiotechnology (2008)
- State Key Laboratory of Phytochemistry and Plant Resources in West China (2009)
- State Key Laboratory of Synthetic Chemistry (2010)

五大重點研究領域

Five Focused Areas of Research

選定五個學術領域，調配充足資源開展研究，以增強大學的研究和學術實力，造福社會。

- | | |
|-------------|----------|
| • 中國研究 | • 生物醫學科學 |
| • 信息科學 | • 經濟與金融 |
| • 地球信息與地球科學 | |

Five distinguished fields of academic enquiry within the University were identified for focused research investments to maximize impact and benefit to society.

- | | |
|-------------------------------------|-------------------------|
| • Chinese Studies | • Biomedical Sciences |
| • Information Sciences | • Economics and Finance |
| • Geoinformation and Earth Sciences | |

卓越學科領域

Areas of Excellence Projects

三個由中大研究人員領導的研究項目獲教資會選為卓越學科領域，獲得重點撥款支持。

- 母體血漿胎兒核酸研究中心（2007）
- 中國社會的歷史人類學研究（2009）
- 網絡編碼研究所（2009）

Three research projects led by CUHK researchers were selected as Areas of Excellence Projects by the UGC and received significant financial support.

- Centre for Research into Circulating Fetal Nucleic Acids (2007)
- Historical Anthropology of Chinese Society (2009)
- Institute of Network Coding (2009)



增強與內地協作

Strengthening Collaboration with the Mainland

- 中大與深圳市政府簽訂全面合作備忘錄，共同推進港深兩地在教育、科研、人材培養方面之合作。（2006）
- 中大與中國科學院和深圳市政府合作成立深圳先進技術研究院。（2006）
- 於深圳市南山區虛擬大學園國家大學科技園內，建立香港中文大學深圳研究院，研究院大樓於 2009 年動土。
- 中大與深圳市政府簽訂教育合作備忘錄，表達雙方意向，建立香港中文大學深圳學院（後定名為「香港中文大學（深圳）」）。（2010）
- CUHK signed a memorandum with the Shenzhen Municipal Government to promote collaboration between Hong Kong and Shenzhen in education, science research, and training of talents. (2006)
- CUHK worked with the Chinese Academy of Sciences and the Shenzhen Municipal Government to establish a joint research institute—the Shenzhen Institute of Advanced Technology. (2006)
- The University set up the CUHK Shenzhen Research Institute in the Shenzhen Virtual University's National University Science and Technology Park in Nanshan. The groundbreaking ceremony of the institute was held in 2009.
- CUHK signed a memorandum of understanding with the Shenzhen Municipal Government in which the two parties declared their intent to enhance collaboration in education by establishing a CUHK campus in Shenzhen. (2010)



規劃校園永續發展

Sustainable Campus Development

擘畫及確立校園發展計劃

Formulation and endorsement of Campus Master Plan

- 成立校園發展計劃督導委員會 (2006)
- 委任國際知名建築師規劃校園發展 (2008)
- 發表校園發展計劃的最後報告，制定校園整體規劃原則，作為校園至 2021 年及其後的發展指南。(2010)
- Setting up of a Steering Committee on Campus Master Planning (2006)
- Appointment of a world-class architect to chart campus development (2008)
- The *Final Report* on the University's Campus Master Plan was released, setting out the blueprint for the sustainable development of the CUHK campus for the years up to 2021 and beyond. (2010)



環保校園屢獲嘉許 Green efforts recognized

- 中大獲首屆能源效益獎 (2006)。
- 中大綠色校園先後獲「2008 香港環保卓越計劃」銀獎及「2009 香港環保卓越計劃」金獎。
- CUHK's green practices received Gold at Energy Efficiency Awards (2006).
- The CUHK green campus was conferred the Silver and Gold Awards of the 2008 and 2009 Hong Kong Awards for Environmental Excellence, respectively.

籌募捐贈成績斐然

Engaging Broad Community Support

劉教授在任期間，為大學發展奔走多方，不辭勞苦，贏得社會各界廣泛支持，所籌善款超過三十億港元。

- 多筆大額捐贈資助成立五所新書院、推動本校歷來最大規模的學生交換計劃、成立非本地生獎學金、增設冠名教授座席、成立李嘉誠健康科學研究所和深圳研究院等。
- 在教資會的第二至第五輪配對補助金計劃中，均能以領先同儕的籌款額獲撥最高上限，配對撥款高達二億二千萬元至二億五千萬元。



During Professor Lau's vice-chancellorship, more than HK\$3 billion was raised to support the development of the University.

- Signature donations included those for the establishment of the five new Colleges, the launch of extensive student exchange programmes, the setting up of scholarships for non-local students, the increase in endowed professorships, the establishment of the Li Ka Shing Institute of Health Sciences, and the establishment of the Shenzhen Research Institute.
- The University led peer institutions in soliciting donations and was able to secure the maximum matching grant of HK\$200–250 million from the UGC's Second to Fifth Matching Grant Schemes.

準備就緒迎新學制

Preparations for 3+3+4

為應付 2012 年恢復四年制本科生課程，各種學術和後勤支援措施已於劉教授任期內率先展開。 In preparation for the reversion to the '3+3+4' normative curriculum in 2012, various academic and logistical initiatives were prioritized.

新本科課程 New undergraduate curriculum

- 新學制的本科課程在 2009 年獲得通過，其中大學基礎核心課程包含通識、英文、中文、體育和資訊科技。
- 主修課程增設學院核心課程，以擴闊學生的跨學科知識。
- 學生須參與研究或實習。
- A new undergraduate curriculum framework was approved in 2009, stipulating a common University Core that comprised general education, the English and Chinese languages, physical education, and information technology.
- A Faculty Package of 9 units was included as one of the major programme requirements to broaden students' knowledge base.
- Research and internship opportunities were included.

大型工程項目 Capital works

- 多項為應付新學制實施後需求驟增而規劃的教研設施工程，包括三十九區的綜合科研實驗室大樓、學生活動中心、綜合教學大樓和大學圖書館擴建工程，均已在劉校長任內開展，並取得良好進度。
- 校園西部教學大樓（後命名為李兆基樓）及鄭裕彤樓先後竣工。
- Construction projects to cater for the increased demand for learning facilities and student amenities in 2012 and beyond, including the Centralized General Research Lab Complex in Area 39, the Student Amenities Centre, the Integrated Teaching Complex and the extension work on the University Library, were implemented in good progress.
- The Teaching Complex at Western Campus (later named Lee Shau Kee Building) and the Cheng Yu Tung Building were completed.



「中大學生資訊系統」CUSIS

- 設計以服務學生為本的綜合資訊管理系統 CUSIS，俾能更有效管理學生由入學至畢業後的資料。
- 該系統第一階段已在 2010 年啟用，方便註冊和選課。
- An integrated student-orientated information system—the Chinese University Student Information System (CUSIS)—was built with the aim of enabling all data relating to students to be efficiently managed throughout their period of study as well as after graduation
- The first phase of CUSIS was completed and launched in 2010 to facilitate student registration and course selection.



惜別 *Fond Farewell*

二零一零年六月三十日是劉遵義校長任期最後一天，校董會主席鄭海泉博士特舉行惜別會，歡送劉校長。前校長馬臨教授、李國章教授和金耀基教授，接任校長沈祖堯教授，以及多名大學校董及同事均應邀出席。

On 30 June 2010, the last day of Prof. Lawrence Lau's term as CUHK Vice-Chancellor, University Council Chairman Dr. Vincent H.C. Cheng held a party to bid adieu to Professor Lau. Guests included former Vice-Chancellors Prof. Ma Lin, Prof. Arthur K.C. Li and Prof. Ambrose King, as well as CUHK Vice-Chancellor designate Prof. Joseph J.Y. Sung, and members of the Council and University staff.

會上，校董會鄭海泉主席將一座大學校徽模型贈予劉校長留念，他說：「劉校長高瞻遠矚，深具國際視野。在他的領導下，我們親睹中大茁壯成長，成為亞太區一所成就卓越的高等學府。」

接替劉校長的沈祖堯教授也感謝他的貢獻說：「過去六年有賴劉校長出色的領導，中大才享有今天的傑出成就。」

劉遵義校長感謝大學各成員六年來的支持，並說：「我已視自己為『中大人』，未來亦會繼續支持中大。」劉校長卸任後，仍擔任中大全球經濟及金融研究所藍饒富暨藍凱麗經濟學講座教授，繼續服務中大。

Dr. Cheng presented a replica of the CUHK emblem to Professor Lau as a souvenir at the farewell party. He said, 'Professor Lau is a visionary with a global outlook. Under his leadership, we witnessed the development of CUHK into a prestigious university in Asia.'

Professor Lau's successor Prof. Joseph J.Y. Sung said, 'Thanks to the six years of his vice-chancellorship, the University has made outstanding achievements and enjoys a high reputation.'

Professor Lau thanked Dr. Cheng, Council members, staff, students and alumni of the University for their support in the past six years, saying, 'I always see myself as a member of the CUHK community and will continue to offer my service to the University.' After stepping down as Vice-Chancellor, he still serves as the Ralph and Claire Landau Professor of Economics at the Institute of Global Economics and Finance.



榮譽 *Honoris Causa*

香港中文大學於二零一四年十二月四日舉行的第七十七屆大會上，向劉遵義教授頒授榮譽法學博士學位，以表彰他在經濟學的卓越成就及對中大發展的重要貢獻。

In the 77th Congregation for the Conferment of Degrees held on 4 December 2014, the Chinese University of Hong Kong conferred upon Prof. Lawrence Lau the degree of Doctor of Laws, *honoris causa*, in recognition of his academic achievements in economics and important contributions to the University.



榮譽法學博士劉遵義教授讚辭

Conferment of the Degree of Doctor of Laws, honoris causa: A Citation

Prof. Lawrence Juen-yee Lau, GBS, DSocSc (Hon),
Doc (Hon), LLD (Hon), Doc Management Science (Hon),
Doc Economics (Hon), BS, MA, PhD, JP

剛好一百年前多一點，一位來自陝西名叫于右任的年輕人獲孫中山先生委任為交通部次長。他寫過詩諷刺時弊，有一段時間為逃避清廷的通緝而流亡，也辦過幾份報紙。他後來到西北地區統籌革命活動；曾領導創辦復旦大學、上海大學及西北農林科技大學這三所學府；在國民黨政府內擔任過監察院院長一職；還編成一冊《標準草書千字文》。他在今天已被公認為一位現代中國書法大師。

Just over one hundred years ago, a young man from Shaanxi province named Yu Youren was appointed Deputy Minister of Transport and Communication in the government of Dr. Sun Yat-sen. He had already written satirical poems, spent some time as a refugee from Qing forces, and established several newspapers. He later went on to command revolutionary activities in the northwest; to play leading roles in founding Fudan, Shanghai and Northwest A & F Universities; to become the President of the Control Yuan in the Nationalist Government; and to write the standard book on Chinese cursive script. He is recognized today as one of the modern masters of Chinese calligraphy.





于右任兩歲時其母離世，由其伯母房太夫人撫養成人。當伯母的孫女（其侄女）的父親離世後，他就負責養育他的侄女。于右任的侄女有一個兒子（其外侄孫），以他為榜樣，深受他的啟發；該男孩的祖父劉侯武曾任廣東省廣西省監察區監察使，同樣為男孩所景仰。這個男孩最後成為知名學者和領袖，更是本校的第六任校長。

領袖之才，不論在任何界別，均有洞識其所服務的機構及社會當前情況，以至帶領機構更上一層樓之氣魄。劉遵義教授的領袖之才，在多個範圍包括經濟學、大學行政、中國經濟和香港社會發展得以展現。

劉遵義雖然在貴州出生，卻在香港的聖保羅男女中學接受幼稚園、小學與中學教育，其後於一九六四年獲美國史丹福大學學士學位，並分別於一九六六年和一九六九年取得加州大學柏克萊分校碩士與博士學位。他決定選擇做經濟學家而非工程師也是受到一位長輩的

This exceptional man lost his mother when he was two years old: he was raised by his aunt. He in turn raised his aunt's grand-daughter (his niece) when she lost her father. His niece had a son (his grand-nephew), who was to find his greatest inspiration in the example of this distinguished uncle of his mother; as well in that of his father's father, Liu Houwu, a leading administrator in Guangdong and Guangxi. That grand-nephew was eventually to become a renowned scholar and leader himself, as well as our sixth Vice-Chancellor.

Leadership most typically involves having a clear mental picture or model of an institution or society, both how they are now and how they might be better, no matter which field the leader works in. In the case of Lawrence Juen-yee Lau, those fields included the economics profession, university administration, the development of the Chinese economy, and Hong Kong society.

Though he was born in Guizhou, Lawrence Lau's kindergarten, primary and secondary schooling was at St. Paul's Co-Educational College in Hong Kong, after which he took his first degree at Stanford University in 1964 and his MA and PhD at the University of California, Berkeley in 1966 and 1969 respectively. His decision to become an economist rather than an



啟發。他在史丹福大學的教授令他悟到，經濟學既可理性地解釋社會行為，亦有可能造福社會。


劉教授一九六六年到史丹福大學任教，一九七六年晉升為經濟學教授，一九九二年成為首任李國鼎經濟發展講座教授。一九九七至一九九九年，他擔任史丹福經濟政策研究所主任。他專長於研究經濟發展、經濟增長，以及東亞經濟，對中國經濟尤其有心得。他著有、合寫或編輯了五本書，在學術期刊上發表了超過一百七十篇涉及多個範圍的論文。他也獲選為多個著名學術機構之榮譽資深研究員或院士，包括中國社會科學院、中央研究院，以及國際歐亞科學院。

劉遵義教授在學術上一個重要貢獻，是他於一九六六年建立了中國第一個計量經濟模型，自此亦不斷加以改良。這是很有遠見的一步，為一個複雜的現象提供有理據的學術解釋，亦令他在其專業範圍發揮領導地位。劉教授在這個基礎上繼續不斷對中國社會作出了極大貢獻，數十年來向中國領導層默默地提出他對中國經濟發展極具影響力的意見。其對中國經濟政策的影響較其出任第十一和十二屆全國政協委員、國家統計局顧問等正式公職，可能更重要而深遠。

engineer was again influenced by an inspirational older figure, his professor at Stanford, from whom he gained the insight that economics offers both a rational explanation for social behaviour and the prospect of making society better.

Professor Lau went on from his PhD to teach at Stanford, becoming full Professor of Economics there in 1976, and the first Kwoh-Ting Li Professor in Economic Development in 1992. He also held the position of Director at the Stanford Institute for Economic Policy Research from 1997–1999. His specialized fields are economic development, economic growth, and the economies of East Asia, especially China, and he has authored, co-authored or edited five books and published more than 170 articles in professional journals in these broad fields. He has also been honoured by election to several learned Academies, including the Chinese Academy of Social Sciences, Academia Sinica, and the International Eurasian Academy of Sciences.

Most significantly, he developed in 1966 one of the first econometric models of China, which he has continued to revise and update ever since. This was a far-sighted step, and in its professional leadership through its capacity to offer a rational intellectual explanation for a complex phenomenon. The work laid the foundations for what has been perhaps Professor Lau's greatest contribution to Chinese society, namely his decades of discreet and influential advice on economic development to the Chinese leadership. It is this informal influence even more than his membership of the 11th and 12th National Committees of the Chinese People's Political Consultative Conference or other official roles, such as Adviser to the National Bureau of Statistics, which will be his lasting legacy to Chinese economic policy.



劉教授對香港亦建樹良多。他是香港特別行政區外匯基金諮詢委員會委員及其轄下的管治委員會主席及貨幣發行委員會委員。他曾任香港特區政府行政會議非官守成員，也是經濟機遇委員會、策略發展委員會、廉政公署貪污問題諮詢委員會，以及多個高層顧問組織的委員。他是多間公司的董事局成員，曾於二零一零年九月開始擔任中投國際（香港）有限公司的董事長直至今年九月退休。香港特區政府於二零一一年向他頒授金紫荊星章，以表彰他對香港的貢獻。

劉教授既是學者，也是社會和國家所信賴的顧問，他亦光大了他那不凡的家族傳統，成為出色的領袖。而他最為我們熟悉的是他作為中大前任校長的身分。劉教授於二零零四年七月一日獲委任為香港中文大學第六任校長，至二零一零年六月三十日離任。他現為中大全球經濟與金融研究所藍饒富暨藍凱麗經濟學講座教授。

在任校長期間，劉教授建樹良多，包括監督中大作全港首間由大學資助委員會質素保證局所進行的質素審核，中大獲得極高評價。在他眾多的貢獻裏也許有兩項的影響最深遠。第一是他領導大學在招生和學術交流中樹立新方向，為中大奠下進一步國際化的重要基礎。第二，劉教授積極領導大學成立五所新書院，令中大得以容納於二零一二年恢復四年學制

Meanwhile Professor Lau has also made a significant contribution to Hong Kong. Professor Lau currently serves as a member of the Exchange Fund Advisory Committee of the Hong Kong Special Administrative Region, and Chairman of its Governance Sub-Committee and Member of its Currency Board Sub-Committee. He has also been a non-official member of the Executive Council of the HKSAR Government, and a member of the Task Force on Economic Challenges, the Commission on Strategic Development, the Advisory Committee on Corruption of the Independent Commission Against Corruption and numerous other high-level advisory bodies. He has held numerous company board memberships and was Chairman of CIC International (Hong Kong) Company Limited before his retirement earlier this year. In recognition of his contribution to Hong Kong he was awarded the Gold Bauhinia Star by the HKSAR Government in 2011.

In all three roles, as scholar and as trusted adviser at both the civic and the national levels, Professor Lau has added honour to his distinguished family tradition and remained true to his original leadership inspiration. This is also the case in his fourth role, the one in which we know him best: as our former Vice-Chancellor. Professor Lau was appointed the sixth Vice-Chancellor of The Chinese University of Hong Kong on 1 July 2004 and held the position until 30 June 2010. Currently he is Ralph and Claire Landau Professor of Economics in the University's Institute of Global Economics and Finance.

As Vice-Chancellor, Professor Lau's achievements were many, including overseeing the first ever quality audit of the University conducted by the Quality Assurance Council, in which the University was highly commended. But perhaps two achievements stand out as likeliest to remain his most lasting contributions. First, he led the University in its efforts to establish new directions in student recruitment and academic



時額外招收的三千名學生。劉教授深具遠見，認為一些規模較小而全宿的書院，可讓師生更積極參與書院生活和學習。劉教授的遠見，促成了中大五所新書院——晨興、善衡、敬文、伍宜孫及和聲的成立。這五位新成員書院為大學帶來新氣象，絕對是劉教授之功。

劉遵義教授是經濟學家、大學領袖，也是國家及香港政府可信賴的顧問，成就卓越，本人謹請主席閣下頒授榮譽法學博士銜予劉遵義教授。

exchange, thus laying important foundations for a more internationalist outlook. Secondly, Professor Lau played an active and enthusiastic leadership role in the University's establishment of five new colleges to accommodate the additional cohort of 3,000 students arriving in 2012 as part of the reversion to a four-year curriculum. He had a vision of several smaller, fully residential college communities that allow for greater involvement of each student and teacher in college life and learning. Out of this vision arose the foundations of Morningside, S.H. Ho, C.W. Chu, Wu Yee Sun and Lee Woo Sing Colleges. Professor Lau can be said to have permanently changed the University through his advocacy of these foundations.

For his achievements at many levels, as an economist, university leader, and trusted adviser to both the Hong Kong and Chinese governments, it gives me great pleasure, Mr. Chairman, to present to you Prof. Lawrence Juen-yea Lau, for the award of the degree of Doctor of Laws, *honoris causa*.

讚辭由 Simon Haines 教授撰寫，原文刊於第七十七屆大會（頒授學位典禮）場刊
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別來無恙——劉遵義教授專訪

All is Well—An Interview with Prof. Lawrence Lau

劉遵義教授二零一零年離任校長後，在中文大學仍不時可見到他熟悉的身影，似乎他沒怎麼離開過我們。本年夏初，本刊到位於鄭裕彤樓十三樓的全球經濟及金融研究所拜訪劉教授，與他憶舊談今。

Prof. Lawrence Lau retired from vice-chancellorship in 2010 and since then his warm presence has frequently graced the CUHK campus, as if he has never really left us. In the early summer of 2015, the *Bulletin* paid a visit to Professor Lau in his office at the Institute of Global Economics and Finance on the 15th floor of the Cheng Yu Tung Building, and had a nice chat with him on the past and the present.



可以談一下現在你跟中大的連繫嗎？

離任校長之後，我一直出任藍饒富暨藍凱麗經濟學講座教授一職，這佔了我大概四分之一時間，主要是想保持與大學的聯繫。二零一零年至二零一四年擔任中投國際（香港）有限公司董事長那段期間，我比較忙，每星期只能回校一次。去年我自該職退休了，假如身在香港的話，幾乎每天都會一早回來。在全球經濟及金融研究所，我主力研究，沒有開專門的課，不過會在某些經濟課程中講幾節書。這兒有好幾個重點項目，例如每年夏天的全球金融菁英領導研討班，自二零一一年起，已舉行五屆了，每一屆我都會主講一兩個全球關注的經濟議題。每年冬天還有一個全東南亞國家中央銀行要員的培訓項目，我也有參與。

那麼，是比前忙碌還是清閒了？

很難說，我剛過七十歲了，可以不參加的活動我就不參加了，多留點時間給自己。有關中國經濟改革的書還在寫，已有點進展。沒有固定的工作，不用受限制，自由得多，可以隨心所欲去旅行。到這個年齡，應該是做自己想做的事。

How is your connection with the University now?

I am still serving as the Ralph and Claire Landau Professor of Economics at the University, which occupies about a quarter of my time. During the period from 2010 to 2014 when I was chairman of CIC International (Hong Kong) Co., Limited, I was rather busy and could manage to come back to campus only once a week. I retired from the chairmanship last year. Since then, I come to the office here early in the morning almost every day if I'm not out of town. Here at the Institute of Global Economics and Finance (IGEF), my focus is research. I don't offer particular courses but give lectures on economics for certain programmes from time to time. I participate in the major projects of the IGEF, for example, as a Distinguished Lecturer of the Executive Leadership Programmes in Global Finance held every summer since 2011, and also take part in a training programme organised yearly in the winter for executive officers of central banks in Southeast Asian countries.

Would you say you're busier or less busy than before?

It's hard to say. I have just passed 70 years of age. I abstain from events and activities when I can be excused, so that I can have more time for myself. I'm making good progress on a book on the Chinese economy. Without having to keep regular hours, I am free from restrictions and can travel anytime I wish. At this age, it is best to do what one enjoys.



在任期間，哪項工作給你最大的滿足感？

那應該視乎哪項工作對大學有最長遠的正面影響。我想到的有三項：成立五所新書院，加強國際化，以及改由遴選委員會委任學院院長。

成立新書院是一個長期計劃，意念很早便醞釀了。當時我們想，通訊發達，大型網上公開課程興起，日後全世界也許只需要十個星級教師就夠了，無論是物理、數學、經濟學，只要找到最好的教授，把他們的課放在網上，學生隨時隨地可以看到。他們學識高，教學精良，是難以匹敵的。要為大學教育增值，便要回歸小班教學，書院制能締造適合的環境。牛津劍橋各有三十多所書院，每書院學生人數平均都維持在數百，方便小組導修。當然，像他們一位老師對兩三位學生，成本也許不易負擔，不過，十五或二十人一班也挺不錯了。中大既有書院制的寶貴傳統，也有得天獨厚的地理環境，應該加強推廣。

五所新書院的規模都較傳統書院小，容

What accomplishments during your term as CUHK's Vice-Chancellor gave you the greatest satisfaction?

It depends on what brings the University the most benefits in the long run. I can think of three: the establishment of five new Colleges, the promotion of internationalization, and the change of the method of recruitment of faculty deans from by election to by search committees.

The establishment of new Colleges was a long-term plan. The idea had been incubated for quite a long time. At that time we thought that with the advancement in communication technologies and the advent of Massive Open Online Courses, the world might need a dozen superstar professors only. If you can find the best professors and put their lectures online, be they on physics, mathematics or economics, students can view them anytime, anywhere. These professors are unrivalled in their knowledge and pedagogy. In order to add value to higher education, we have to return to smaller class sizes, and a college system will help create a desirable environment. Oxford and Cambridge are made up of some 30 colleges each, and each college accommodates several hundred students on average, so as to facilitate effective supervision and tutorials. Of course, it is financially not very viable for us to have a teacher-student ratio of one to two or three like they do. But it is still desirable to have 15 or 20 students in a class. CUHK has a much cherished college system, and an enviable natural environment. College education is a niche of ours that we should promote.

易產生凝聚力。其實創校之初書院也是小小的社群，很多中大舊生告訴我，以前他們可以「上識三屆，下識三屆」。我出任校長時，創校書院學生人數已達二千五百之譜，連集體進行早會也沒可能做到，多少影響到書院功能的發揮。另外，新書院多是全宿制的，住在校園，每天可以見到同學老師，激勵切磋，這種氛圍是走讀生感受不到的。

我也為書院制加添了一些元素，讓學生老師都有選擇，這就加強了歸屬感、積極性和承擔感。書院實有利於加強中大的競爭能力，任重道遠。

國際化體現在教師、生源、視野和教學語言。我常說香港假如不國際化，就停留於中國廣東省的一個城市，特殊地位將漸漸不保。大學要往前走，不願意國際化，從何做到世界第一流的大學？當年我提出國際化，幸而得到日本商人康本健守博士大力支持，我第一次與他見面，晚飯吃到一半，他就提出捐助一億元給中大，那筆款項到現在已資助了好幾千中大學生外出交流。所有中大學生，如果有意願的話，都應該讓他到外面學習最少一個學期。見過外面的世界，視野會完全不同，不會流於坐井觀天。



All five new Colleges are smaller in size than their long-established counterparts. This makes it easier for their members to forge strong bonds among themselves. In fact, during the infancy of the University, its founding Colleges were all small communities. Many older alumni told me that they knew almost every single student three years above and below them on campus. When I assumed the vice-chancellorship of CUHK, the student population of individual founding Colleges had reached some 2,500—a size too big for any College to hold a morning assembly attended by all students, or to function optimally. Moreover, most of the new Colleges are fully residential. Students who live on campus meet their fellow students and teachers every day to interact with and learn from one another. This experience is something that commuter students are bound to miss.

I added some new features to CUHK's college system by giving students and teachers their own choice, thereby enhancing their sense of belonging, promoting their initiatives, and developing their sense of commitment. The University's college system is an important factor that contributes to its competitiveness and long-term success.

Internationalization reflects itself in the University's faculty members, student composition, vision, and medium of instruction. I keep saying that if Hong Kong does not internationalize, it will lose its competitive edge and remain on the same level as that of an ordinary city in the Province of Guangdong. The University must move forward. How is it possible to make itself world-class if it rejects internationalization? Back then when I brought up the concept of internationalization, I was lucky to have the backing of the Japanese businessman Dr. Alex K. Yasumoto. The first time we

met, in the middle of our dinner, he offered to donate HK\$100 million to CUHK. The money has sent thousands of CUHK undergraduates abroad on exchange. All CUHK students, if they wish, should be given the chance to study in a foreign country for at least a semester. It takes them out of their familiar surroundings and enables them to see the world from a whole new perspective.

If a university wants to keep up with the world, subjects like engineering, medicine, and

要跟國際接軌，工程學、醫學、數學等，還是需要用英語教學的。其實，用任何語言教學都可以，但要先說明，讓學生知所選擇，否則會影響他們選課畢業。

把學院院長的委任改交遴選委員會，而非由內部推選，是因為必須物色能把學院發揚光大之士，這跟在學院內的受歡迎程度關係不大。遴選委員會還可以引進校外人才。

mathematics have to be taught in English. In fact, a clear statement of the precise language/dialect to be used in the teaching of each course is necessary for students to make informed choices about their course selection so as to meet the graduation requirement.

A faculty dean should be capable of fostering the faculty's growth and development. This may have little to do with the candidate's personal popularity. That was why I delegated the appointment of faculty deanship to a search committee instead of resorting to internal election. What's more, a search committee makes it possible to bring in talent from outside the University.



在你任內籌建的五所新書院現已陸續走上軌道，是否如你預期，各自精彩？

每所書院我都去過，的確都有其獨特面貌。晨興比較國際化，很多外國學生。善衡以家為主題，氣氛溫馨，做得很出色。敬文書院有朱氏學人的歷史背景，所以在言傳身教的啟蒙方面做得很好。和聲提倡綠色和諧生活，伍宜孫鼓勵創新志業，都很不錯。全宿共膳是正確的理念，由於三年制改四年制，學生一下子多了，所以不能馬上成事。當然，要走到全民皆宿這一步，可能需要二三十年，但應該穩步朝這方向邁進。

The five new Colleges you initiated are on the right track. Have they been evolving as you expected?

I've been to every one of the Colleges, and they are unique each in its own way. Morningside, with its high proportion of international students, takes a cosmopolitan approach. S.H. Ho thrives on its theme of a home-like community. C.W. Chu College draws on its Chu Scholars tradition and does a great job of inspiring and enlightening its members. It's also good to see that Lee Woo Sing College advocates green and harmonious living and Wu Yee Sun College encourages innovation and entrepreneurship. Full residence and communal dining are not easy to realise due to the sudden increase of students brought by the conversion from a three- to four-year curriculum. It may take two to three decades to bring about full residence for all undergraduate students, but it's something worth pursuing.

如何看校園發展？

二零零九年敲定的校園發展計劃除了為二零一二年回復四年制做好準備，其實更是為其時至二零二一年以至更長遠的校園發展訂立指引，由規劃、招標到實施都非常公開。校園應該是永續的，我們不能單為眼前規劃，而應遠瞻十年、二十年後的境況。我認為中大不應該再擴張了，學生人數也不需要再增加，長遠應該加強書院的發展。還有，應該充分利用土地資源，為老師多建宿舍。很多六十歲退休的學者，到七八十歲仍是耳聰目明，思維清晰，他們是大學的瑰寶。我們應鼓勵退休老師住在校園附近，甚至可以給他們一個辦公的地方，歡迎他們隨時回到校園坐坐，和研究生本科生聊天，豐富校園的學術氛圍。

中大建築當中，哪座是你最喜歡的？

校園建造最大的限制是費用，而且不可超越政府的規格。我覺得較有特色的是二零零六年落成的科學實驗室專門大樓（現稱逸夫科學大樓），色彩繽紛的。新建築中，和聲書院俯瞰山谷景色，一片翠綠，非常吸引。康本國際學術園也不錯，與建築學院大樓形成了校園一個新的聚合點。最好的角落還是天人合一，地方很小，但觀感寬廣開朗，絲毫不覺狹窄，令人舒坦。最難得的是建築師陳惠基教授是一位不懂中文的華人，卻把東方哲韻表達得淋漓盡致。



What's your opinion on campus development?

The Campus Master Plan adopted in 2009 was meant to prepare for the new academic structure in 2012. It also gives clear guidelines for campus development for the years leading up to 2021 and beyond. The procedures from planning, calling for tenders, to implementation were all formulated in a transparent manner. To build a sustainable campus, we need to look beyond one or even two decades. I think CUHK does not need more physical expansion, nor increase in student numbers. In the long run we should shift the focus to college development. We can make better use of the land to build residential housing for our faculty. Many scholars retire in their 60s, but they are still in good health and intellectually active. They are valuable assets and a free resource of the University. We should encourage them to live near the campus, or even furnish them with office space so they can come back to chat with students if they wish. It will surely help foster an intellectual milieu at the University.

Which building(s) on campus do you like most?

Cost is the biggest constraint to campus construction, and it has to meet the specifications laid down by the Government. I like the distinctive and colourful Centralized Science Laboratories Building (now Run Run Shaw Science Building) that opened in 2006. Among the new ones, Lee Woo Sing College commands a breathtaking view of a verdant valley. Yasumoto International Academic Park is good too, for it has become a new hub jointly with the adjacent AITB of the School of Architecture. My favourite corner on campus is the Pavilion of Harmony. A small place as it is, it is visually wide and open. It calms the mind. Most remarkably, it is designed by Prof. Freeman Chan, a Canadian-born Chinese who speaks no Chinese, but manages to express the essence of Asian aesthetics.





唯天下至
倚之
固聰明
聖知遠之博

于右任

中康

劉遵義教授肖像·計宇教授繪·現掛於大學祖堯堂

The portrait of Prof. Lawrence Lau, painted by Prof. Yu Ji, adorns the University's Cho Yiu Conference Hall



