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三感一心 Café

COFFEE Lover Café: A Multi-Sensory Experience



離 開熱鬧的中央校園，走進敬文書院，頓時有如置身森林之中，被一片寧靜的翠綠包圍。午膳後，不妨在書院餐廳門外的露天咖啡館喝一杯精心調製的咖啡，享受秋日陽光的舒適與恬靜。

對於敬文書院餐廳總監曾添才先生來說，書院獨特的地理位置，竟是他當初選擇來此經營餐廳的原因之一：「如果這裏熙來攘往，就很難驅使我去做出精緻的菜式與飲品，讓願意花時間的人在此細心品嚐。」

在本港多間大學經營過餐廳的曾先生一年前加入中大敬文書院，今年暑假更邀請了志同道合的COFFEE Lover團隊在敬文書院創立COFFEE Lover Café，提供精美的咖啡、花茶和甜點。

曾任時裝設計師的Johnny一直鍾情咖啡，一年半前毅然放棄自家服裝品牌的事業，加入COFFEE Lover團隊，致力將美術設計融入咖啡文化，期望在中大這個環境優美的地方，創造一個藝術花園，為顧客帶來感觀的享受與內心的溫暖。

咖啡的音韻

品嚐咖啡並不只是味覺的專利，許多人到咖啡店除了欣賞咖啡，還希望有醉人的音樂相伴，研究更指出音樂能改變人的味覺認知，令咖啡喝起來味道更佳。COFFEE Lover團隊考慮到這一點，除了在Café播放經典的樂曲以外，還在餐單的設計上帶出咖啡的音韻。

如果你聽到有人向咖啡師點一杯「初戀」，千萬別驚訝，那其實是Mocha，而「癡情歲月」就是Rose Cappuccino——原來這裏的飲品都以陳百強的歌曲命名，期望能藉此引發大家對本地音樂的欣賞與回憶，並將歌名所反映的人生百味，與飲品的特色配合起來，在味蕾被觸動的一刻，讓各種層次的甘苦與酸甜伴隨著樂曲，牽引我們的思緒。

視覺的饗宴

顧客從閱讀餐單上浪漫的歌名開始，就彷彿在參與一場藝術盛會。點餐與提取飲品的地方是一輛充滿童真趣味的咖啡車，咖啡師會在沖好的咖啡上拉出各種獨特的花紋，再將它放在大自然風格的木托盤裏。這些托盤全是由Johnny親手設計及製造，各有不同的裝飾和主題，配以細緻的咖啡拉花，讓顧客的味蕾尚未啟動，視覺就先來插隊，飽覽這色彩斑斕的華麗景致。

這裏還供應一款聲稱是「會下雨的花茶」，也是館內最受歡迎的飲品之一。在英式茶杯上，掛一顆白雲般的棉花糖，隨著花茶的熱氣蒸騰，它就會融化成下垂的糖絲，仿似天上的雲朵在下雨，極具詩意。

嗅覺與味覺的角力

跟別的咖啡館不一樣，這兒，咖啡的濃香沒有放肆地在空氣中飛揚，反而到了舌尖上才含蓄地釋出各種複雜的層次。曾先生解釋：「當食物的香氣不斷揮發，到達口中的味道就會相對減少，而我們卻選擇將咖啡的香味百分百留給喝咖啡的人，務求做到比香氣四溢的咖啡更加好喝。」

追求味覺享受的，可試試這裏特製的冰釀咖啡——以冰水的低溫長時間萃取咖啡分子，經過幾次反復滴濾，再放於冰箱冷藏數天，讓咖啡自然發酵，整個過程需時約一個星期。

曾先生說：「冰釀咖啡發酵後會帶點麥香，喝起來有點像威士忌。由於沒有使用高溫去萃取咖啡，即使用的咖啡豆較多，味道也不會過於濃烈。」

內心的溫暖

低溫能令咖啡更加香醇，而咖啡店濃厚的人情味，卻讓顧客的內心倍感溫暖。COFFEE Lover Café特別注重和顧客的交流，聽取意見之餘，更會彼此閒話家常。

曾先生補充：「中大的書院文化也為這餐廳與咖啡館帶來了不少溫馨的時刻。我們跟書院成員的感情很好，他們經常在這裏相聚聊天，有同學畢業時更買了一件毛衣給我，在其他地方恐怕很難和顧客建立如此深厚的情誼。」

Café的理念也配合了中大的人文關懷精神，他們現正推行慈善活動，顧客每買一杯咖啡，Café就會捐出一元給本地的社福機構，將來或會支持資源回收計劃、送暖到更遠的地方。

坐落在校園一角的露天café，不僅致力滿足咖啡愛好者的感官要求，還肩負著對社會以及環境的關懷與責任，一杯咖啡、一個café，內裡蘊藏著許多耐人尋味的故事，值得我們仔細欣賞，深入探究。



▲「我愛白雲」——一杯會下雨的花茶
Dreamy Sweet Tea

Tranquilly tucked away in a lush part of the northeast campus, CW Chu College is like the back garden of the University. If you happen to spend some leisurely time here, the recently opened COFFEE Lover Café is the place you don't want to miss before returning to the hustle and bustle of the main campus.

According to Mr. **Timmy Tsang**, director of the CW Chu College Canteen, the location of the College was one of the reasons that attracted him to come here a year ago. 'Unlike most of the university canteens, the environment here is much more relaxing, which allows me to come up with creative cuisines for those who wouldn't mind taking a little more time to enjoy their culinary experience.'

Mr. Tsang had been offering catering services on various university campuses in Hong Kong before coming to CUHK. This summer, he invited a group of coffee experts to set up the COFFEE Lover Café in CW Chu College, offering freshly brewed coffee, floral tea and homemade desserts.

One of the members of the COFFEE Lover team is Mr. **Johnny Liu**, who used to be a fashion designer and had once owned his personal fashion brand. About a year ago, he decided to devote all his time and energy to pursue his dream as a barista and pour his creative energy into coffee-making. For Johnny, a café should be more than a place selling food and beverages. With the concerted effort of the team, COFFEE Lover Café presents itself as an artistic workshop with a special mission—to stimulate the senses and touch the hearts of its customers.

Coffee and music

Many people visit a café not only for its coffee, but also for the music. Research has even proven that music can alter the taste of coffee and even make it taste 'better'. Besides the songs played at the café counter, COFFEE Lover also has a special menu designed to evoke its customers' sonic imagination.

All of the beverages listed on the menu are named after the songs of the late singer-songwriter, Danny Chan. If you

hear someone ordering a cup of 'Good-bye Puppy Love', don't be surprised because it only means 'Iced Mocha'. The song titles are paired with different types of freshly brewed beverages according to their unique flavours and characteristics. The romantic melodies of music may enhance your experience of coffee and even bring back special memories in life.

Eye-pleasing experience

When you start reading the menu at the counter, it is difficult not to be distracted by its colourful decorations. The Café is designed to look like a food truck or a tree house in the forest covered with flower petals. Behind the counter, the barista demonstrates his meticulous skills in latte art and presents the brewed cups on hand-made wooden trays. These trays are all designed and handcrafted by Johnny, who takes pride in turning every single one of them into a piece of art.

One of the most popular beverages in the café, the 'Dreamy Sweet Tea', also offers a unique visual experience. On top of a delicate tea cup hangs a cloud-like cotton candy. Upon melting, it will fall into the cup and create a spectacular 'sugar rain'. Very few customers can start taking their first sip of tea without snapping a few pictures of this magical moment.

Gustatory vs. olfactory perceptions

People are often attracted by the pleasing aroma of freshly-brewed coffee but sometimes, the taste of the coffee itself can be quite disappointing. Mr. Tsang explains, 'When a café is infused with aroma, it means part of the coffee's taste is lost to the air. In COFFEE Lover, we would like to save all the flavours to those who are actually drinking our coffee and make sure it tastes better than those with great scents.'

Coffee addicts or aficionados are encouraged to try the café's specialty—the ice-drip coffee. Its entire brewing process takes almost a week, as coffee molecules are extracted by the slow dripping of melted ice water. After

several repeated cycles of filtering, the brew will then be placed in the refrigerator for natural fermentation.

'The cold brew resembles the taste of whisky, with a faint wheat flavour. Even though more coffee ground is used, the cold brewing method has a milder and less acidic taste compared with coffee extracted by hot water,' says Mr. Tsang.

A café that warms your heart

The careful manipulation of water temperature and brewing time is a basic skill for making a delicious cup of coffee. But for Mr. Tsang and Johnny, the skills of a barista are not the only requirements for a good café. 'What matters the most is communication,' Mr. Tsang says.

'A café should offer a warm and welcoming atmosphere for customers to relax and share their comments openly with the baristas.'

The College culture of CUHK has an important role to play here. Mr. Tsang and Johnny have a very close relationship with the members of CW Chu College, as the dining area is where everyone gathers and chats. Mr. Tsang remarks, 'One of the students even bought me a sweater when he graduated. I think it is not easy to build the same level of friendship with customers elsewhere.'

COFFEE Lover Café also embraces the humanitarian culture of CUHK. They are currently taking part in a charitable campaign—for every cup of coffee purchased, one dollar will be donated to a charitable organization in Hong Kong. They are also planning to promote the collection of used items to save the environment and reach out for more people in need.

With a commitment to serving high-quality coffee, connecting the members of the CUHK community and helping the environment, a small outdoor café located at the edge of the University campus has the mission and vision very different from those of an ordinary commercial coffee shop. Their passion for excellence and creativity deserve our support, our appreciation and, most importantly, our curiosity. ☺



▲「眼淚為你流」冰釀咖啡
Ice Drip Coffee



Photo by ISO Staff



Photo by ISO Staff

▲曾添才先生(右)及廖智烽先生Johnny(左)
Mr. Timmy Tsang (right) and Mr. Johnny Liu (left)



培育手口同心下一代

Raising Sign Bilingual Children



Photo by ISO Staff

▲ (左起) 姚勤敏、鄧慧蘭、黃卓翰、徐苑思、關美梨
(From left) Chris Yiu, Gladys Tang, Raymond Wong, Elsie Tsui and Kelly Kwan

手語，是因應聾人溝通需要而生的語言。然而不說不知，在香港超過十五萬的聾人及弱聽人口當中，只有不足四千人懂手語，原因是社會曾一直誤以為手語學習會耽誤口語發展，有礙聾人融入主流社會，因此對手語教育避之唯恐不及。直至中大語言學及現代語言系的鄧慧蘭教授2006年推出「手語雙語共融教育計劃」（共融計劃），迷思才逐漸打破。

共融計劃至今已開展十年，由幼稚園至中學，安排聾生與健聽生在手語口語並重的環境下一同上課。今年初，鄧慧蘭教授及其手語及聾人研究中心團隊獲得研究及知識轉移服務處（研轉處）四十萬元「可持續知識轉移基金」資助，成立社企「語橋社會資源有限公司」（語橋社資），預計2017年正式營運，將手語雙語教育推廣至更寬的群體，而首批服務對象是零至三歲幼兒和家長。

「從語言學角度來看，人出生後的首三至五年是學習語言最關鍵的時期，手語也不例外。但共融計劃從幼稚園才開始，主要照顧三歲或以上的孩子。語橋社資的成立正填補了支援三歲以下幼兒發展這個服務空隙。」鄧教授說。

另類雙語

聾人聽不清楚，學口語自然困難重重。隨着手語語言學的發展，「學了手語便不再講話」的謬誤早已推翻，研究還發現，手語和口語學習不僅沒有衝突，兩者更是相輔相成。「手語是視覺語言，聾童可透過它無障礙地獲取語言知識。手語雙語有利聾童掌握手語，同時發展口語能力。有了穩固的語言基礎，並能在日常溝通中靈活選用手語或口語，聾童就能享受和健聽者平等的教育機會。」鄧教授解釋道。

研究中心高級項目主任**姚勤敏**補充：「對聽覺障礙非常嚴重的聾童而言，助聽器的幫助很有限。有些聾童已經六歲，但只有一兩歲的語齡，那教他們如何在小學課堂生存？反觀近年自小接受手語雙語教育的聾童，則能在主流學校和聾、健同學打成一片，溝通無阻。」

聾健皆受惠

語橋社資的服務對象不僅是聾童，也包括健聽孩子。談及健聽者學手語的好處，鄧教授說：「近期海外研究指出，手語雙語學習有利腦部發展，因為打手語除了刺激左腦負責語言處理和邏輯思維的區域之外，也兼用主宰視覺的枕葉、處理空間認知的頂葉和控制自主運動的額葉。無論聾與健，人人都希望自己腦筋更靈活。學手語除了獲得語言知識，更裨益大腦各功能的運作。」

教學研究員**關美梨**則指出，零至三歲的健聽幼兒和父母一同學手語，可增進親子溝通。「學過手語的嬰兒在九個月大就能用小手比劃出『蘋果』、『花朵』、『車子』，甚至是『我要』、『不喜歡』等普通嬰兒一歲多才懂開口表達的複雜概念。愈早有效地和父母溝通，嬰兒成長得愈快樂。父母也樂於透過嬰兒的手語及時明白他們的所想所需。」

研究助理**黃卓翰**補充：「新一代父母熱衷於搜索任何有益孩子身心的資訊，嬰兒手語是近年的熱門之選。研究中心經常收到家長查詢學齡前手語教育，而他們的孩子大多是健聽的。這體現出社會對手語的認識大有提高，也堅定了我們創辦語橋社資的信心。」

強大後盾

研轉處不僅提供資金，還聘請了中大創業研究中心的項目總監**徐苑思**擔任語橋社資的商業顧問。「如果手語教育只針對聾人群體，市場始終有限。但當我了解到健聽人士學手語的種種益處，就知道語橋社資可以走更寬廣的路。我會協助這間新社企將手語教育轉

化成普遍家長皆有興趣的服務，使這個別具意義的項目能以切實可行的商業模式運作。」徐苑思說。

鄧教授感謝研轉處鼎力襄助，令她和團隊的研究成果真正在社區發揮影響：「研究手語的成功與否不在乎出版論文的多寡，而在於有否在社會上改變聾人的命運與健聽人對聾人和手語的態度。語橋社資希望以語言作橋樑，提升聾童的語言和學術能力，同時培養出包容仁愛的手語雙語健聽學生。我們期望這批聾健孩子能形成一個共融小群體，將來成為在大社會中推動融和關愛的高質素人才。」

Sign language was developed to cater to the communicative needs of deaf people. Surprisingly, among the 150,000 deaf and hard-of-hearing individuals in Hong Kong, fewer than 4,000 of them are competent in signing. It is due to a common misconception that learning sign language will impede oral language development. For fear of making it harder for the group to live a normal life, deaf education in Hong Kong had avoided sign language like the plague. It was not until 2006, when Prof. Gladys Tang of CUHK's Department of Linguistics and Modern Languages rolled out the Sign Bilingualism and Co-enrolment in Deaf Education Programme (SLCO Programme), that such myth began to fall apart.

The SLCO Programme, now in its 10th year, has taken roots in mainstream schools from kindergarten to secondary school level, where deaf and hearing students are co-learning in a sign bilingual environment. Earlier this year, having received a funding of HK\$400,000 from the Sustainable Knowledge Transfer Project Fund administered by the Office of Research and Knowledge Transfer Services (ORKTS), Professor Tang and her team at the Centre for Sign Linguistics and Deaf Studies started up SLCO Community Resources Limited, a social enterprise expected to open in 2017, to extend sign bilingual education to a wider public, initially targeting the newly born up to the age of three and their parents.

'From the linguistic perspective, the first three to five years since birth are most vital for language acquisition, including sign language. As the SLCO Programme only starts from kindergarten onwards and those aged below three need support services as well, SLCO Community Resources is hence set up to close this service gap in supporting children's development in the early years,' said Professor Tang.

A Different Form of Bilingualism

Learning to speak is a daunting task for people with hearing loss. Recent sign linguistic research has shown that, contrary to popular belief, sign language does not jeopardize but facilitate speech development. 'As a visual-spatial language, sign language is barrier-free for deaf children in terms of acquiring linguistic knowledge. Sign bilingualism supports the acquisition of not only sign but also spoken language. With a strong linguistic foundation and the flexibility of choosing between spoken and sign language in their daily communication, deaf children will enjoy equal opportunities for education with their hearing peers,' explained Professor Tang.

'For children with profound hearing impairment, hearing aids are not of much help. Some six-year-old deaf kids only achieve the language ability of a one/two-year-old. How are they supposed to survive in a normal classroom setting? In contrast, deaf





▲ 幼兒與家長跟聾健兩老師學習手語
Toddlers and their parents engaging in a sign class led by a deaf and a hearing teacher

children raised in a bimodal bilingual, mainstream learning environment get along well with their classmates; they have no trouble communicating with their hearing and deaf peers,' added **Chris Yiu**, senior programme officer of the Centre.

Benefits of a Bilingual Brain

SLCO Community Resources targets not only deaf but also hearing children. When asked about the benefits of learning sign language for the hearing population, Prof. Tang answered: 'Recent studies from abroad have shown that sign bilingualism spurs brain development. Signing stimulates areas of the left hemisphere of the brain responsible for language processing and logical thinking. Additionally, it activates the occipital lobe for vision, the parietal lobe for spatial relationships and the frontal lobe for voluntary motions. No one deaf or hearing, would say no to better brain activation. Learning sign language not only expands one's linguistic knowledge but also boosts other functionalities of the brain.'

Kelly Kwan, research instructional officer of the Centre, pointed out that if babies under the age of three learn sign language with their families, it gives them a head start on parent-child communication. 'Infants as young as nine months can begin to use basic signs covering objects such as "apple", "flower", "car" and concepts such as "I want" and "I don't like" which normal children aren't able to articulate until they are over 12 months of age. The earlier the babies are able to communicate well with their parents, the better their well-being. Parents are also happy to have a better idea of their babies' needs and wishes before the onset of speech.'

Research assistant **Raymond Wong** added, 'The new generation of parents are eager to explore all sorts of ways to improve their children's development, and sign language for babies has caught the young parents' attention in recent years. The Centre has been receiving enquires regarding baby signing courses, most of which from parents of hearing infants. It speaks of an improved public understanding of sign language, which bodes well for the future of SLCO Community Resources.'

Staunch Supporters

Bankroll aside, ORKTS also found the SLCO team a business consultant—**Elsie Tsui** of CUHK's Centre for Entrepreneurship—to advise on the managing of this social enterprise. 'If sign language is only meant for deaf people, the market size will be too small. But when I heard of the many benefits of learning sign language for hearing people, I knew SLCO Community Resources could play a bigger role. I believe this project has potential to attract the interest of parents in general, so I support the SLCO team to develop a viable business model for this meaningful project,' said Elsie.

Professor Tang expressed deep gratitude for all ORKTS has done to help her team translate their research findings into concrete social impact. 'The success of sign linguistics does not only hinge upon the number of publications, but also on whether this discipline will change the fate of the deaf and the attitude of the hearing towards deafness and sign language. SLCO Community Resources is set to enhance deaf children's language and academic skills, as well as to nurture a group of sign bilingual hearing children with an inclusive attitude. Both of them will form an inclusive community, which drives the development of a much more inclusive world at large,' said Professor Tang.

你屬哪一類型投資者性格? (中) What Type of An Investor Are You? (Part 2)

A. Michael Lipper 繼續分析以下幾類投資者性格。

比較型投資者

比較型投資者通常選定一個基準如美國的杜瓊斯指數或香港的恆生指數，然後以之來比較、衡量自己投資組合的表現，目的只有一個，就是要「跑贏大市」。但他這樣執着表現，少不免會忽略仔細分析投資的質素和歷史。Lipper 認為這類投資者自作聰明，其實不理解什麼投資會有甚麼表現，他很少贏大錢，卻往往賠上少少。



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誠信型投資者

誠信型投資者自覺對未來享用本金的人有一份責任感，希望對某些人和慈善機構作出回饋，所以他們會選擇高質素的投資產品，並會很小心地規劃資產增值和收入，分配給不同的受益者。

巨星型投資者

巨星型投資者多是娛樂圈和體育界名人，年紀輕輕便已賺到很多錢。Lipper 見盡不少不善投資，最終散盡家財的例子。他對這類投資者有三個忠告：(一) 要明白走紅的日子不會長久；(二) 要能拒絕旁人就投資事宜出謀獻策；(三) 要明白分散投資的道理，而不是一味投資在自己熟悉的娛樂或體育生意上。

納悶型投資者

納悶型投資者雖然擁有龐大的投資組合，但其實對投資的興趣不大。他的財富通常都是繼承上幾代得來的，只覺得有責任繼續把它管理好。專家的意見他是會聽的，只是熱誠欠奉。由於不想費耗心力，他會專揀大公司和藍籌股等來投資，他組合的表現因而相對穩定，但卻驚喜欠奉。

A. Michael Lipper identifies a few more *dramatis personae* in the world of investment:

The Relative Investor

A relative investor is obsessed with measuring the performance of his portfolio against that of some benchmarks such as the Dow Jones Industrial Average in the US or the Hang Seng Index in Hong Kong. He is concerned with achieving a better return than the benchmark's and by how much. However, his performance orientation often makes him neglect finer analyses of the quality and history of his investment and/or the benchmark's he has chosen.

Lipper thinks that the relative investor is actually fooling himself by failing to understand why his investment performed the way it did. He rarely wins big and mostly suffers small losses.

The Fiduciary Investor

A fiduciary investor holds himself responsible for the future beneficiaries of the capital he is currently investing. He is philanthropically inclined and looks to give back something to people or charities. Thus, he would focus on high-quality investment products and is careful in allocating income and capital appreciation to different groups of beneficiaries.

Star Performers

As the name suggests, star performers are those who have made a fortune when relatively young from their status as showbiz entertainers or professional athletes. Lipper has seen many examples of these star performers squandering their easily acquired fortunes. Lipper's advice to the star performers is: first, understand that their career is tenuous; second, being able to say no (to those busybodies eager to offer investment advice); third, understand the concept of diversification (and not just invest in the show business or sports they are familiar with).

The Bored Investor

Ironically, a bored investor has a substantial portfolio but is not interested in investing. He usually inherits his fortune accumulated in previous generations and is thus obliged to tend to it while it lasts. But he has no real passion in financial matters. He just listens to his advisors perfunctorily. The performance of his portfolio, though stable, bears no surprises because sparing mental effort he would usually go for the top companies and the blue chips.

院長手記

勇於逐夢

從這個學年開始，伍宜孫書院的標誌性設施——二樓的平台花園，正式命名為圓夢臺。有此構思，是因為我擔任崇基學院院長之時，在容拱興教授協助下，建設景色寧靜清幽的未圓湖，及後更成為中大地標之一。我見書院平台花園風景壯麗，面向吐露港，左望青綠的八仙嶺和巨大的觀音像，右看萬家燈火的馬鞍山，遂想到不若取名圓夢臺，與未圓湖互相呼應。

師生及校友若從校園東面的未圓湖出發，沿着校友徑往西走，穿過中央大道，翻過山丘便可抵達圓夢臺。途中欣賞中大的美麗景致，抵達圓夢臺後許下願望。憑着創意、愛心和毅力，相信人人都可實現夢想，做到由未圓至圓夢！

感謝建築學院顧大慶教授協助牌匾位置的選定及設計，中國語言及文學系潘銘基教授和翻譯系鄭藹兒教授在牌匾上以優美的文筆，表達書院的教育使命，鼓勵同學彰顯創新志業和承擔社會責任。

李沛良教授
伍宜孫書院院長



五萬四千人參加本科入學資訊日 Orientation Day Draws 54,000 Visitors

本科入學資訊日於11月5日舉行，吸引近五萬四千人參加，包括中學生、家長和教師。大學於林蔭大道設置展示區，介紹建校五十三年以來的發展。副校長霍泰輝教授在首場聯招申請入學講座中致歡迎辭，為資訊日揭開序幕。全校八個學院及各學系舉辦了近二百多場入學講座或諮詢會，介紹入學資料。部分學系設有小組分享會，由在讀學生介紹在中大多姿多采的學習生活。多個教研設施，包括實驗室、圖書館和模擬法庭，都開放予公眾。九所書院設有講座或展覽攤位，並引領訪客參觀宿舍、多媒體中心、體育及文娛設施，以感受中大獨有的書院文化和特色。

CUHK held its Orientation Day for Undergraduate Admissions on 5 November 2016, drawing 54,000 visitors to the campus, most of them secondary school students, parents and teachers. Exhibition panels were displayed at the Mall to showcase the University's development in the past 53 years. Prof. Fok Tai-fai, Pro-Vice-Chancellor, delivered a welcoming speech at the first session of the JUPAS admission talk. Over 200 admission talks and Q&A sessions were held by eight Faculties and various departments to familiarize members of the public with the University's admission requirements. Some departments arranged sharing sessions hosted by current CUHK students to brief visitors about their experiences. Visits to laboratories, libraries, moot court and other facilities were also organized. The nine Colleges of the University hosted open houses, information sessions and set up booths to give visitors a better understanding of the unique characteristics the University's Colleges.



家庭議會主席石丹理教授(中)頒授「2015/16年度傑出家庭友善僱主」予中大人事處處長利順琮女士(左)及人事經理梁安琪女士(右)
Prof. Shek Tan-lei, Daniel (middle), Chairman of the Family Council presents the 'Distinguished Family-Friendly Employers 2015/16' award to Ms. Corinna Lee (left), Director of Personnel and Ms. Angel Leung (right), Personnel Manager of CUHK





Notes from the Master of Wu Yee Sun College

Stop Where Your Dreams Has Led You

Starting from this academic year, the College podium, an iconic feature of the College, has been named the Terrace of Dreams officially. When I was the Head of Chung Chi College, with the assistance of Prof. **Yung Kung-hing**, I constructed Lake *Ad Excellentiam* (Weiyuan Lake), Weiyuan, literally meaning 'not complete'. Since then Lake *Ad Excellentiam* has become a landmark of CUHK. Facing the Tolo Harbour, the podium enjoys a picturesque view with Pat Sin Leng and an immense statue of Guanyin, the Goddess of Compassion, on the left, and Ma On Shan on the right. So I came up with the idea to name the podium Terrace of Dreams to echo with Lake *Ad Excellentiam*.

Teachers, students and alumni can walk from Lake *Ad Excellentiam* to the Terrace of Dreams along the Caring Alumni EcoCampus Trail which connects the whole CUHK campus. I hope everyone can make their wishes on the terrace and achieve their goals through creativity, love, passion and perseverance. Thus, 'not completed' dreams will be realized.

I am very much thankful to Prof. **Gu Daqing**, School of Architecture, who gave valuable advice on the design and setting of the plaque. I also appreciate the inputs contributed by Prof. **Poon Ming-kay**, Department of Chinese Language and Literature, and Prof. **Olivia O.Y. Kwong**, Department of Translation, on the plaque inscriptions, which thoroughly present the College mission—entrepreneurial spirit with social responsibility.

Prof. Rance P.L. Lee



香港小童群益會八十周年學術會議

The 80th Anniversary Scientific Conference of the Boys' and Girls' Clubs Association of Hong Kong

社會工作學系與香港小童群益會合辦的「香港小童群益會八十周年學術會議」於10月7日及8日舉行，由沈祖堯校長及政務司司長林鄭月娥女士主持開幕儀式。大會邀請眾多本地及海外的知名學者及專業人士，包括2000年諾貝爾經濟學獎得主James Heckman教授，以「培育新一代，攜手創未來」為題各抒見解。為期兩日的會議吸引逾八百名學者、社會工作者及學生參與，反應熱烈。

The 80th Anniversary Scientific Conference of The Boys' and Girls' Clubs Association of Hong Kong (BGCA), co-organized by the Department of Social Work and BGCA, was held on 7 and 8 October 2016. The opening ceremony was officiated by Prof. Joseph Sung, Vice-Chancellor, and Mrs. Carrie Lam, the Chief Secretary of Administration. Distinguished scholars and professionals from Hong Kong and overseas, including Prof. James Heckman, the Nobel laureate of Econometrics in 2000, were invited to deliver speeches and seminars on the theme 'Invest In Our Young For A Brighter Tomorrow'. Over 800 scholars, social workers, and students attended this two-day event.



家庭友善僱主獎勵計劃中大獲三殊榮

Three Awards in Family-Friendly Employers Scheme

中大在民政事務局及家庭議會舉辦的2015-16年家庭友善僱主獎勵計劃中，獲頒「傑出家庭友善僱主」、「家庭友善僱主」和「支持母乳餵哺獎」三個獎項。大學在人事策略及員工福利方面均致力提倡正向及家庭友善工作間，成立「正向工作間及員工發展委員會」及「女性及家庭友善政策小組」等組織，與各部門推動一系列「家庭友善」政策，例如安排授乳時段，於部門設置授乳空間及開設四間中央哺乳室等，並提供醫療福利予同事及其家屬。除了法定假期，大學亦提供領養、喪親及無薪假期。家庭友善僱主獎勵計劃於2011年首辦，旨在嘉許重視家庭友善精神的僱主，表揚和鼓勵他們推行有利於家庭的文化和環境的僱傭措施。

CUHK received three awards in the 2015-16 Family-Friendly Employers Scheme organised by the Home Affairs Bureau and the Family Council. They are the 'Distinguished Family-Friendly Employers', 'Family-Friendly Employers'

and 'Award for Breastfeeding Support'. CUHK shows its care for staff members and their family in both personnel policies and staff benefits. The University established various groups, such as the 'Committee on Positive Workplace and Staff Development' and the 'Task Force on Women and Family-Friendly Policies', to implement a series of family-friendly policies. Lactation breaks, departmental lactating space as well as four central nursing rooms are provided to staff members. CUHK also offers medical protection to staff and their families, and implements additional leaves, such as adoption, bereavement and special leave on a no-pay basis. Launched in 2011, the Family-Friendly Employers Scheme aims to encourage and recognize the implementation of pro-family employment practices and foster a supportive environment which enables staff to balance the responsibilities of their work and families.

雅共賞 / ARTICULATION

江南小景 大千世界

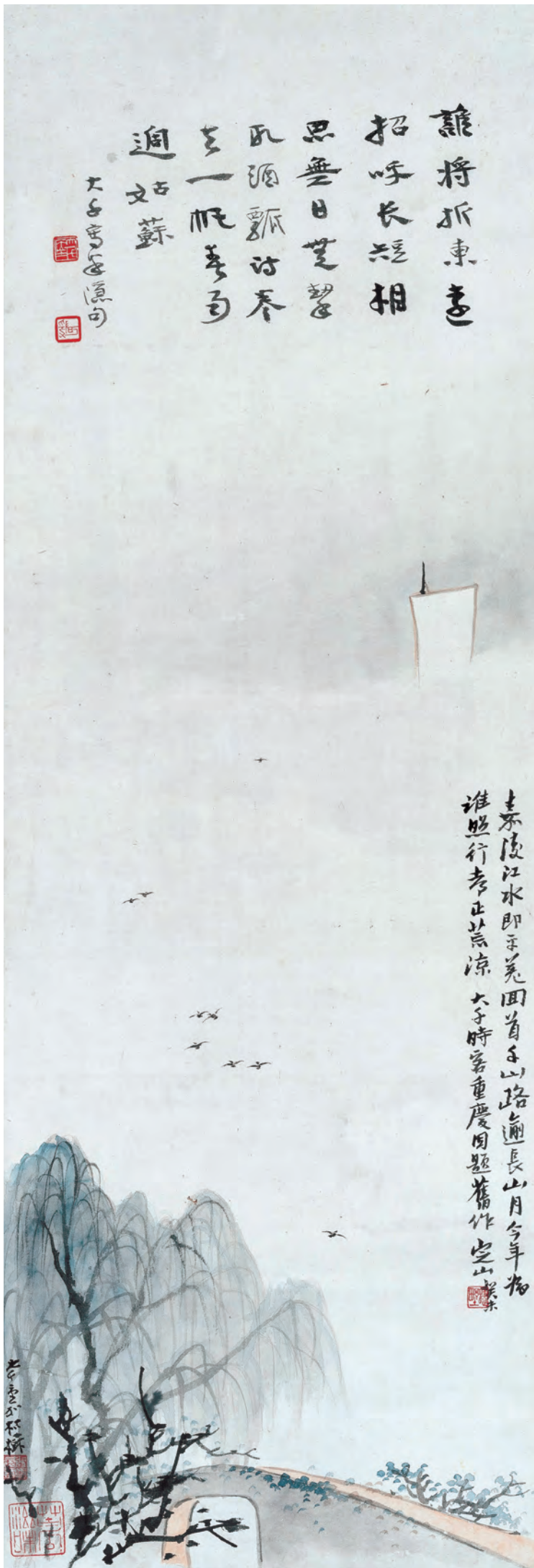
二十世紀享譽盛名的國畫大師張大千（1899–1983）一生傳奇，被喻為「五百年來一大千」：其母孕育他時曾有黑猿入夢，他便自覺是黑猿轉世。因「猿」同「猿」，故改以「爰」取名。張氏年青時曾被土匪綁架，後又因未婚妻病故而短暫出家，法號「大千」。從此「張大千」成為他最為人熟知的名字，加上他鬚鬚、穿袍、策杖，猶如今之古人，更是傳奇。他雖是四川內江人，但早年已於上海、北京闖蕩，聲名鵲起。四十三歲赴敦煌臨摹壁畫三年，藝事精進，轟動藝壇。其後遊歷全球，於日韓歐美印東南亞及香港均留下足跡，晚年定居臺北，與溥心畬（1896–1963）、黃君璧（1898–1991）合譽「渡海三家」。

張大千可謂是書畫全才。山水、花鳥、人物無一不精，亦擅書法、篆刻、詩詞、鑒賞，且善於交際。他的繪畫以學習古人為主，臨摹之作幾欲亂真。中國書畫極重視傳統，因此臨摹古人是學習的必經之路，非但不會被視為抄襲或毫無創意，反而是集大成與學問的展現。張大千對各朝各家之繪畫特色都揣摩透徹，融會貫通，所以能信手沾來，挑戰古人，本文所述的《山水四屏》即是佳例。

畫中江南景色，構圖獨特，設色秀麗，筆墨清雅、人物生動，是張大千1932年夏於浙江嘉興所繪，屬早年佳作。三十一年後，即1963年，恰逢朋友再度出示，張大千頓時如逢故人，因此再補筆施色，並重新題跋。本作顯見他師法古人，又不拘傳統的面貌，尤其是對清初遺民畫家苦瓜和尚石濤（1642–1707）的深入研習。如〈姑蘇帆影〉一屏，前景幾株枯樹和垂柳遮掩江南小橋，中景數行飛雁，遠景只露一道白帆。畫面大量的留白既是雲霧，亦是水天一色，展現春雨江南的朦朧，以及中國繪畫虛實輕重的構圖哲學。畫面左下方鈐蓋「苦瓜滋味」朱文印，說明張氏也認為該畫畫出了石濤的味道，足證他早年用功於石濤的自信。

畫上方題詩「誰將折東遠招呼，長短相思無日無。挈取酒瓢詩卷去，一帆春雨過姑蘇」，不單寫出了離別在即的惆悵，也寫出了委婉優美與詩情畫意，署款「大千」，並鈐蓋「大千居士」、「張爰」二印。左下方可見「大千重加枯樹」字樣，並蓋有「張爰長壽」印，則是1963年重加題染之證，其時張大千已年逾六旬。

此外，這四屏上另有書畫鑒定大師徐邦達（1911–2012）和書畫名家陳定山（1896–1989）題跋，非常難得，從中也見證三人交往的風雅。如〈姑蘇帆影〉就是1943（癸未）年張大千過四川重慶時，陳定山因舊友重逢而在右下方題曰：「大千時客重慶因題舊作，定山癸未」。



〈姑蘇帆影〉‘The Silhouette of Boat Sail in Suzhou’

張大千（1899–1983）
山水四屏
現於文物館展廳二B
「好古同樂」展覽中展出
1932年作，1963年補筆
各89.7 x 30.7 釐米
設色紙本
于鄭麗波女士及鄭大培先生
惠贈以紀念其父母
鄭鶴橋先生及許慕貞女士

Chang Dai-chien (Zhang Daqian, 1899–1983)
Set of Four Landscapes
Currently exhibited in the Spirit of Sharing:
Recent Acquisitions of the Art Museum
exhibition in Gallery II of the Art Museum
1932, retouched on 1963
Each 89.7 x 30.7 cm
Tetrptych, ink and colour on paper
Gift of Leepo Cheng Yu and Ta Pei Cheng
in memory of their parents
Mr. Hok Chow Cheng and Mu Cheng Hsu

A Glimpse into the World of Chang Dai-chien

Chang Dai-chien (1899–1983) is one of the most internationally well-known Chinese artists of the 20th century. Originally named as Chang Yuan (‘Yuan’ means ‘ape’ in Chinese), the legendary artist had always thought of himself as the incarnation of an ape, which his mother had dreamt of when she was heavy with him. Throughout his entire life, Chang had numerous adventurous encounters. He had been kidnapped by the bandits when he was young and became a monk after the death of his fiancée. It was then when Chang obtained his pseudonym ‘Dai-chien’, which referred to ‘the universe with a thousand regions’ in Buddhist belief.

Clad in a long robe with a walking stick held in his hand, the heavily bearded Chang Dai-chien had the appearance and elegance of an ancient scholar. The Sichuanese master spent most of his early years in Shanghai and Beijing where he acquired fame as a young artist. At the age of 43, he launched an expedition to Dunhuang and made meticulous copies of the Buddhist murals in the Mogao and Yulin caves. The experience not only advanced his skills in figurative paintings but also enabled him to take centre stage in the global art scene. Since then, he started to travel extensively to various countries in Asia, Europe, as well as the Americas. He settled in Taipei in his later years and was named one of the ‘Three Masters Crossing the Strait’, alongside Fu Xinyu (1896–1963) and Huang Junbi (1898–1991).

Chang was proficient in almost all genres of Chinese paintings, including landscapes, birds-and-flowers, and figures. He also excelled in calligraphy, seal carving and poetry writing. At the same time, he was a famous connoisseur of fine arts with remarkable networking abilities.

Chang was known for having spent a considerable time and effort to emulate the traditional techniques and styles of preceding artists. His reproduction of ancient paintings had successfully deceived some of the most experienced connoisseurs. Nevertheless, the reproduction of classical Chinese paintings is never associated with the contemporary understanding of ‘forgery’. Artists take pride in completing a careful reproduction of the original piece as the achievement is evidence of the artists’ virtuosity. *The Set of Four Landscapes* by Chang Dai-chien offers an example of how the artist was able to master traditional techniques and styles to eventually find his own voice.

In the *Four Landscapes*, sceneries of Jiangnan (southern Yangtze) are vividly depicted with a unique composition. Dedicated to the artist’s friend as a gift, this set of artwork was created in the summer of 1932 in Zhejiang. After 31 years, in 1963, the paintings were once again presented to Chang, who decided to retouch them with new colours and inscriptions.

The landscape paintings demonstrate the distinguished skills of Chang in emulating the techniques and styles of Shi Tao (1642–1707), a renowned Chinese artist of the early Qing dynasty who was also known as the ‘Monk of Bitter-gourd’. Unfettered by tradition, Chang constantly strived for breakthroughs. His artistic accomplishment was beautifully exemplified in one of the *Four Landscapes*, ‘The Silhouette of Boat Sail in Suzhou’.

In the foreground of the painting, a traditional arch bridge commonly seen on the southern bank of Yangtze is obscured by the branches of barren trees and weeping willows. Halfway up the painting shows a flock of wild geese crossing the sky. From where the water and sky meets emerges the silhouette of a white boat sail. The extensive void in the painting can be interpreted as mist or fog, or the combined hue of the water and clouds, which renders the typical dream-like ambience of Jiangnan veiled in spring drizzles. A red seal in the left bottom corner reads ‘taste of bitter-gourd’, which not only suggests the artist’s allusion to the style of Shi Tao but also shows Chang’s confidence in mastering the techniques of Shi in his early years. A line in the bottom left corner reads ‘barren tree added by Da-chien’ with the artist’s ‘Chang Yuan changshou (longevity)’ seal, indicating the re-touching in 1963 when the artist was already over 60 years old.

The *Set of Four Landscapes* is also graced with colophons of connoisseur Xu Bangda (1911–2012) and renowned painter-calligrapher Chen Dingshan (1896–1989). For the piece shown here, a colophon by Chen along the right border records his reunion with the artist as an old friend in Chongqing during 1943. The theme of friendship resonates with a poem beautifully composed and inscribed by the artist on top of the painting, which depicts the sorrow of parting and memories of a distant friend.





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宣布事項
Announcements

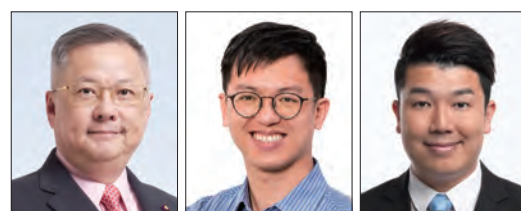
新任校董
New Council Members

- 梁鳳儀博士獲大學校董會推選，依據《香港中文大學條例》規程11第1(m)段指定，出任大學校董，任期三年，由2016年11月1日起生效。梁博士為勤+緣媒體服務集團的聯席創辦人，擁有近四十年媒體業經驗，縱橫金融、電視節目製作、公關、廣告及市場推廣界超過三十年。梁博士曾在香港多家著名公司擔任高級主管職務，包括新鴻基證券有限公司及香港聯合交易所有限公司。



Dr. Anita F.Y. Leung has been nominated by the Council, in accordance with Statute 11.1(m) of The Chinese University of Hong Kong Ordinance, as a Member of the Council for a period of three years with effect from 1 November 2016. Dr. Leung is a Co-founder of Qin Jia Yuan Media Services Company Limited. Dr. Leung has close to 40 years of experience in media, and for over 30 years her career has cut across finance, television production, public relations, advertising and marketing, and has held senior management positions in numerous high-profile companies in Hong Kong, including Sun Hung Kai Company Limited and the Hong Kong Stock Exchange.

- 張宇人議員(左)、何啟明議員(中)及劉國勳議員(右)獲立法會議員依據《香港中文大學條例》規程11第1(1)段及第4段指定，出任大學校董，任期三年，由2016年10月28日起生效。



The Honourable Cheung Yu-yan (left), the Honourable Ho Kai-ming (centre) and the Honourable Lau Kwok-fan (right) have been elected by the Members of the Legislative Council, in accordance with Statute 11.1(1) and 11.4 of The Chinese University of Hong Kong Ordinance, as Members of the Council for a period of three years with effect from 28 October 2016.

- 陳偉儀教授(左)及盧煜明教授(右)獲教務會推選，依據《香港中文大學條例》規程11第1(i)段、第4段及第5段指定，繼鄭振耀教授及李子芬教授出任大學校董，任期均由2016年9月29日起至2019年7月31日止。



Prof. Chan Wai-ye (left) and Prof. Dennis Y.M. Lo (right) have been nominated by the Senate, in accordance with Statute 11.1(i), 11.4 and 11.5 of The Chinese University of Hong Kong Ordinance, succeeding Prof. Jack C.Y. Cheng and Prof. Diana T.F. Lee as Members of the Council for a period from 29 September 2016 to 31 July 2019.

第八十二屆大會典禮特別安排

Arrangement for the Eighty-second Congregation

第八十二屆大會(頒授學位典禮)將於12月1日(星期四)上午10時正在邵逸夫堂舉行，由大學校董會主席梁乃鵬博士主持頒授榮譽博士及博士學位。

The Eighty-second Congregation for the Conferment of Degrees will be held at 10 am on 1 December at the Sir Run Run Shaw Hall. Dr. Norman N.P. Leung, Chairman of the Council, will confer honorary and doctoral degrees.

上課安排

Classes as Usual

典禮當日照常上課。

Classes will be held as scheduled on 1 December.

泊車安排

Parking

12月1日典禮當日，邵逸夫堂對面之停車場、新亞路及中央道車位，皆保留予嘉賓及公務車輛使用。

Parking spaces opposite to the Sir Run Run Shaw Hall, on New Asia Road and Central Avenue will be reserved for guests and official vehicles with special parking labels on 1 December.

「三九天灸療法」保健運動

Winter Natural Moxibustion Campaign

中醫學院中醫教學診所及醫學院中西醫結合醫務中心將聯合推行「三九天灸療法」保健運動，為大家提供敷貼治療。三次治療分別於本年12月22日(星期四)(冬至翌日)、12月30日(星期五)及2017年1月9日(星期一)舉行。報名日期由11月18日(星期五)早上10時開始。名額有限，先到先得。

The School of Chinese Medicine Teaching Clinic and Integrative Medical Centre, Faculty of Medicine, CUHK, will be launching a Winter Natural Moxibustion Campaign. The three treatments will be held at 22 December 2016 (Thursday), 30 December 2016 (Friday), 9 January 2017 (Monday) respectively. The event is open for registration from 10 am on 18 November 2016 (Friday) on a first-come, first-served basis.



	中醫學院中醫教學診所 School of Chinese Medicine Teaching Clinic	中西醫結合醫務中心 Integrative Medical Centre
報名方法 Registration	https://clinic.scm.cuhk.edu.hk/clinic/wnm_index.aspx	
查詢 Enquiry	3943 9454 (天灸專線) / 3943 9933 scmclinic@cuhk.edu.hk	2873 3100 imc.info@cuhk.edu.hk

口談實錄 / VIVA VOCE

Photo by Keith Hiro

Ms. Stephanie Villemagne

工商管理學院副院長及工商管理碩士課程主任
Associate Dean of Graduate Programmes and
Director of MBA Programmes, Faculty of Business Administration

一個成功的MBA課程有甚麼要素？

一個成功的MBA課程，必自成一箇良性循環——優秀的學生和教員團隊，會吸引到企業有興趣參與合作研究計劃和聘用其畢業生，因而又吸引到更多的一流學生及教授，如此循環不息。新的課程往往要花頗長時間及大量資源來打造這個良性循環，但只要它一旦出現，餘下的便只是把品牌管理好。中大的MBA在科目及教授陣容方面已經頗強，只要在幾個骨節點稍作微調，令其品牌更脫穎而出，在國際更受注目便是。

英國脫歐與美國總統選舉的結果對商業教育有甚麼影響？

英國脫歐之路怎麼走，候任美國總統會做得怎樣，我們且拭目以待，但可以說，排他主義和國粹主義必不利商業活動及教育。只有在一個開放的世界，人才、意念及資源自由流動，商業才會蓬勃。國家跟公司和個人一樣，有優點也有缺點，不能學習他人所長，補自己不足，任你有多大本事，故步自封，成就始終有限。很多西方企業的管理人員被派到中國或印度，接觸到新事物，刺激思考，回國後發揮更大。反之，亞洲企業的管理人員也一樣。

你對MBA排名有甚麼看法？

我視之為一個遊戲，是一個必須參與的重要遊戲。不少學生對一所學校感興趣的第一件事是其排名榜上的名次。但不是所有排名榜都具同樣影響力的，因為不少排名榜的準則不是那麼客觀嚴謹。依我看，《金融時報》的排名榜，數據收集方法公開，排名準則客觀，加上嚴謹的審核機制，是眾多排名榜中比較可信及具權威性的，是兵家必爭之地。如其他具份量的學校一樣，我們也重視排名，不過我們不是為排名而排名，而是要一併把課程做好，以能為學生為社會提供價值為目標。

你在著名的INSEAD商學院十年，你怎樣比較INSEAD與中大的MBA？

INSEAD規模很大，有時候大得容不下一點個人色彩。中大的MBA規模比較小，但也正好在教與學方面可以有更多彈性作個人化安排，對學生來說是好事。但我們需要加深與業內人士的合作，令課程更緊貼市場。還有就是INSEAD獨沽商業一味，中大的MBA則是一所綜合型大學學術體系的一部分，很多機會可以利用大學其他方面的專長、資源及優勢。我見到無限可能性。

身為MBA課程主任，首要任務是甚麼？

我首要任務在課程及就業兩方面。首先是確保課程緊貼社會脈搏，保持競爭優勢，照顧到學生及社會的需要，其次是加深與企業的聯繫，加強就業服務，令我們的畢業生找到理想的事業起步點。接著下一步是改革我們的兼讀課程使其更具彈性，以吸引更多背景迥異的學生，這樣我們的學生群便會更多元化，與不同界別及專業的聯繫便會不斷加深。

你想錄取怎樣的MBA學生？

除了GMAT成績之外，我也注重申請人的熱誠和動機，與及他/她為何下這麼大決心唸MBA。我希望每年加入我們的新生，在專業經驗、興趣和理想各方面都做到百花齊放。

中大的MBA課程是香港甚至是亞洲最悠久的，這是一項資產還是負擔？

肯定是一項資產，很少商學院有我們這樣悠久的歷史和輝煌的傳統，但我們切不可安於現狀，必須時時保持警覺，前瞻未來。我們有幸有一個強大的校友網絡，有他們支持學院必可更上層樓。我也衷心感謝前人的貢獻，令學院達至今天的成就，我也先向每一位將與我一起努力的同事道謝。

你適應在中大和香港的生活嗎？

在出任MBA課程主任之前我已經多次來過香港及中國。今年8月我舉家搬入中大校園，沒有適應的問題，雖然有時候要在新界截一部司機會說英語的計程車殊不容易。但生活起居完全不成問題，人們都很友善有禮，而且很多方面還方便得很，香港可能是世界上最有效率的城市。中大校園美極了，山水魚鳥，藍天白雲，我和家人還有很多地方要去探索呢。



What makes a successful MBA programme?

A successful MBA programme runs on a virtuous circle of being able to attract the best students and the best faculty, which would in turn attract corporate interest and give rise to research or employment opportunities with them, as a result of which more high-calibre students and faculty would come. It takes a long time and a lot of resources to build but once it's built the virtuous circle maintains itself. All one needs to do is to grow the brand to ensure the success to continue. CUHK MBA is already very established and strong in its curriculum and faculty. It would take a few tweaks along this circle to make its brand stand out even more and better recognized internationally.

What implications would Brexit and the result of the US presidential election have on business education?

While the way forward of Brexit is still uncertain and we'll see how Mr. Trump enacts his presidency, we can say that a return to exclusionism and populism is not good news for many things, business and business education included. The latter thrives on an open world in which talent, ideas and resources should be allowed to flow freely. Countries, like people and companies, do well in certain things but not so well in others. That's where learning from and interacting with the others comes in. No matter how well you do locally, you wouldn't be truly successful if you don't know how to do business with people from somewhere else. That is why many western companies and their executives find their ventures or postings in, say, China or India, highly rewarding as they always learn new things in their host countries and take away invaluable insights. The converse is true for Asian companies and executives.

How do you view the MBA rankings?

I view it as a game but nonetheless a very important game in which the players have to play along. We know that one of the first things that a prospective student looks at is how a school is ranked. However, not all rankings are equal as some of them rely on subjective elements as their ranking criteria. To me, the *Financial Times* ranking, due to its data collection method, criteria and audit mechanism, is the most objective and therefore the ranking to reckon with. As all serious schools in the market, we take rankings seriously. But we would not just create a programme that is only good for ranking. We would want one that provides good value to the students and to the community as well.

How would you compare the MBA programmes at INSEAD where you spent a decade and at CUHK?

INSEAD is a large institution, so large that sometimes there's little room for individuality, whereas our MBA is smaller and hence there are more ways to personalize the approach in teaching and learning which makes it of more value to the students. However, we would need to work more closely with practitioners to bring our curriculum more in alignment with the latest trends and concerns in the business sectors. Also, unlike INSEAD which offers business education exclusively, our MBA is embedded in the larger academic structure of a comprehensive university. There are many ways to leverage on the other expertise, resources and opportunities of CUHK. I see immense possibilities here.

What are your priorities as MBA director?

Curriculum and career are my top priorities. We have to make sure that our curriculum stay current and competitive and always serve the needs of the students and the society. We have to manage our corporate network, strengthen our career services and make sure that our graduates are placed with the right recruiters. Then we will also introduce more flexibility in our part-time programmes, so as to attract more applicants who will further enrich the diversity of backgrounds among our students and strengthen the ties with various sectors and businesses.

What qualities do you look for in the MBA applicants?

We do not look at GMAT scores exclusively but also an applicant's drive and motivation and why he/she is making a big commitment to take up the MBA challenge. We are also looking to further the diversity in our student body in terms of professional experience, interest and aspiration.

CUHK MBA is the oldest MBA programme in Hong Kong or possibly Asia. Is that an asset or a burden?

It is definitely an asset. Very few business schools are endowed with such a long history and tradition as we are. However, we must not be complacent and we need to be always forward looking. We are fortunate to be able to ride on the backing of a strong and dedicated alumni body. This potent network can facilitate the school to achieve the next level of success. I am grateful to my predecessor and all those who have done such brilliant work to get the CUHK MBA where it is today, and would like to thank in advance those who will be working with me to take the programme to the next level.

How have you been adjusting to life in CUHK and in Hong Kong?

I had visited Hong Kong and China several times before taking up the MBA directorship here. I came with my young family and moved into the CUHK campus in August. We have had no problem at all in adjusting to the life here, except that it's sometimes not easy to get in the New Territories a taxi whose driver speaks English. But it's easy to set up house here and it's efficient to run your errands and get your paperwork done. I have known countries and places that cannot boast the same kind of efficiency. People are friendly and helpful. The campus is lovely, with its verdant environment and fresh air. There are still so many places on campus for us to explore. 📍