

編見

艾略特《荒原》第一句：「四月是最殘忍的一個月，……」

說四月殘忍，無疑是一種詩的表現手法。但我們中為數不少的同事，都應該對即將推行的「中大人事信息系統」感到惶惑。

我們訪問了新系統的幾位項目經理以及不同部門不同崗位的同事，聽聽他們對新系統的看法，發覺原來支持的意見要比疑慮的多。四月，一點也不會殘忍。

很少遺憾的故事會好像今期〈好人好事〉那個，愈看愈讓人感覺得到很多。積極支持中大腦癌研究的陳敏亮，把對亡夫的憶念化成一樁又一樁的善舉。她的愛，恆永充盈；她的故事，振奮人心。為提高腦癌意識的慈善步行「腦前行」，也是她致力推動的活動之一，將於四月二十三日舉行。四月，可一點也不殘忍。

林耀華（圖）領導的是全大學最大的服務單位，今期〈口談實錄〉為你介紹這位到任將近半年的物業管理處處長，並聽聽他會怎樣帶領團隊更上層樓。

Editorially Speaking

'April is the cruelest month, ...' T. S. Eliot thus begins *The Waste Land*.

To character April as cruel or cruelest is no doubt an exercise in poetic licence. But it is probably not far from the truth to say that quite a few of us harbour quite a few doubts about the imminent launching of the CUHK Personnel Information System (CUPIS).

The *Newsletter* talked to the project managers of CUPIS and a few colleagues from different offices and levels of responsibility. As readers will find out, there's actually more support than skepticism in those who will find CUPIS a companion on a daily basis. April will not be so cruel after all.

Few stories of loss would have inspired as much gain as that told in 'Fine Folks Fine Deeds' in these pages. Ms. Jennifer Chen, an ardent supporter of CUHK's brain cancer initiatives, has turned the remembrance of her late husband into philanthropic endeavours one after another. Hers is an uplifting story of love both enduring and encompassing. 'Brain Trekking', a walking campaign to raise fund and awareness of brain cancer supported by Jennifer, will be held on 23 April. April cannot be cruel, after all.

Mr. Edmond Lam (*photo*) heads the largest service unit of CUHK. Read 'Viva Voce' and get to know the Director of Estates Management who's been on board for six months and learn how he will lead his team.



Photo by ISO staff

綠色校園的物業管理 (頁8) Estates Management for a Green Campus (p.8)

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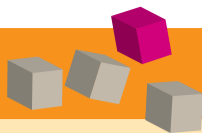
口談實錄 Viva Voce



金錢是否萬能? Money isn't everything?

哈佛大學政治哲學教授邁可·桑德爾於3月11日蒞臨中大，以個人名著《錢買不到的東西：金錢與正義的攻防》為題演講，與全場近一千五百位觀眾互動，獲得熱烈迴響。

Prof. Michael Sandel of Harvard University visited CUHK on 11 March and delivered a talk entitled 'What Money Can't Buy: The Moral Limits of Markets', based on his *New York Times* bestseller, to more than 1,500 audience members.



人事新貌，整裝待發

A New Kid in Town



籌備已久的中大人事信息系統 (CUPIS) 將於4月推出。新系統以一套企業資源計劃系統為本，能為大學提供先進的人力資源及薪津平台，透過自動化與科技功能，提升大學人事管理的效率。

CUPIS項目經理之一、人事處的**陳杰**說：「除了人事處及財務處負責人事資料、薪津及福利的基建外，其他同事也可以利用新系統自己動手處理假期、更新個人及帳戶資料、查檢薪金及報稅表等。」

牽涉面如此廣的系統更新，難免會引起一定程度的不安和疑慮。副秘書長**黃陳慰冰**說得坦白：「在大學服務多年，我當初其實是有點不以為然的。但我明白我們可藉這次機會改進現有成效，何樂而不為？」

不同部門已經為迎接CUPIS下了不少功夫。伍宜孫書院秘書**李珮珊**說：「3月初我們已向同事介紹了CUPIS推出應該注意的事，包括請假、培訓、有關的業務過程審查項目以及時間表。遲些還會向丙類合約同事作簡介，並印備各項作業轉變的撮要供同事查閱。」

香港中西醫結合醫學研究所行政經理**王笑慧**說，她部門的籌備工作包括把批假的流程完善、指派各級主管，並提前完成招聘個案等。

2、3月是特別忙的兩個月，因為不少同事要參加人事處

及資訊科技服務處辦的工作坊。中大出版社業務經理**黃麗芬**認為工作坊有用，而且對新系統多了認識，覺得「很易上手，有如學習新版本的視窗。整體而言，我相當支持這次改變。」

政治及公共行政學系行政助理**江秀華**見到工作坊反應踴躍，甚為感動：「我見到來自各部門的各級同事同心同德，為CUPIS的成功付出時間與心力，我為他們喝采！」

其實早於多月前，籌劃CUPIS的工作已經開展。另一項目經理、資訊科技服務處的**陳承志**說：「過去十五個月，項目團隊日以繼夜，在業務過程審查、收集用戶要求、設計、配置、按規劃製造、數據轉換及測試等投下大量努力。我們也與其他互連系統的擁有單位緊密合作，務求令他們的系統可以和CUPIS一同發揮效能。」

醫學院人事管理及研究行政主管**黃澤虹**認為最大挑戰是確保流程順利：「醫學院檢討了所有流程，訂出內部規則程序以確保推出CUPIS之後各項工作繼續順利進行。」

對**王笑慧**來說，挑戰來自如何令教學人員或新入職的同事可以很快掌握一些較技術性的人事管理工序。

陳杰明白同事的憂慮，但他希望大家能理解在過渡到新運作模式過程中，可能會出現一些不便之處。

野馬馴服了便是一匹良駒。**黃澤虹**說：「學院、學系與各辦事處共同享用同一套數據是一直以來的理想，也會省卻不少處理人事紀錄的資源。」

亞太工商研究所高級營運經理**賴桂芳**把新系統比喻為第一次使用網上銀行服務：「起初的確是老大不願意的，需要一點時間來適應新的作業模式。但一旦上手，以後也不想再到銀行分行了。」

校園規劃及可持續發展處處長**何婉兒**說：「初時不免會不慣，但我認為在現今這個數碼年代，CUPIS是大學應走之路。它的推行會令部門省下不少紙張，這是值得支持的。」

CUPIS其實也開創先河，另一項目經理、IBM的**廖允明**道出：「中大將是全港第一所以雲端技術進行招聘的大專院校。在線招聘既自動又即時，一切所需的文件一索即得，決定與結果也可量化分析。」

中大的人事管理系統即將揭開新的一頁，人事處處長**利順瑛**最近有過一次似曾相識的經驗：「我已很久沒有光顧快餐店。有天忽然想吃漢堡飽，走進一間連鎖快餐店見到原來可以在屏幕前自助點餐，我膽子粗粗決定一試。花了一些時刻，相信也必惹得隊後的人心裏暗暗咒罵，但我最終都能成功點餐，吃到人生首個『自助』漢堡飽！」

From April this year, CUHK will usher in a new system of human resource management in the form of the CUHK Personnel Information System (CUPIS). It is built on an Enterprise Resources Planning System which will provide the University with an advanced HR and payroll system platform to enhance its efficiency of personnel management through automation and technology enablement.

Mr. **Eric Chan**, Project Manager of CUPIS from the Personnel Office (PO), said, 'Apart from the core infrastructure on staff data, payroll and benefits which will be managed by the Personnel Office and Bursary, other university colleagues will also be provided with enhanced employee self-services on making absence requests, updating of personal information, bank account, viewing of monthly salary statement and annual tax return, etc.'

It is understandable that a system switchover of this magnitude would cause a good deal of anxiety and skepticism. Mrs. **Amelia Wong**, Deputy Secretary, was only being frank when she said, 'As a long-serving colleague, I was unreceptive to the change at first. But I can appreciate this is a golden chance for us to revisit what we have been doing all along. If there is a better way of doing it, why not give it a try?'

Various offices have done various things to prepare for CUPIS. Ms. **Sandy Lee**, Secretary of Wu Yee Sun College, said, 'In early March we gave our colleagues a briefing on the launch of CUPIS and highlighted the commonly used functions such as leave application and training enrollment, the relevant Business Process Review items and the key action dates. Another briefing for our Terms C staff will be held soon. A handout summarizing the changes necessitated by CUPIS has been prepared for our colleagues for easy reference.'

Ms. **Winnie Wong**, Administrative Manager of the Hong Kong Institute of Integrative Medicine, said that her office had prepared for CUPIS by tidying up the workflow on leave approval, assigning supervisors and finishing up prospective appointment cases well ahead of the scheduled implementation date.

February and March are a busy time for colleagues from all corners, as many of them have enrolled in the series of workshops and training sessions organized by the PO and the ITSC. Ms. **Angelina Wong**, Business Manager of the Chinese University Press, found these workshops useful and thought the system 'quite user-friendly. You just need to get familiar with it like using a new version of Windows. On the whole, I'm in favour of this change.'

Ms. **S.K. Kong**, Executive Assistant of the Department of Government and Public Administration, was impressed by the evident enthusiasm in the workshops: 'I am thankful as I see many parties devoting their hearts, time and efforts for the success of CUPIS. They deserve a big THANK YOU.'

Indeed, the travail and toil had begun for some colleagues way before the last hundred furlongs of the project. Mr. **Michael Chan**, Project Manager from ITSC, said, 'In the past 15 months, the project team has put in

tremendous effort in work relating to business process review, requirement collection, design, configuration, customization, data conversion and testing. The project team has also worked closely with the owners of inter-connected systems to ensure their systems will work well with CUPIS upon the system's going live.'

Ms. **Nowell Wong**, Head of Personnel Management and Research Administration of the Faculty of Medicine, however, saw a big challenge in ensuring a seamless workflow at first. She said, 'The Faculty of Medicine has been reviewing the new workflows and developing in-house rules and procedures so as to make sure that quality outcomes could be achieved following the launch of CUPIS.'

To Winnie Wong, it is a challenge to familiarize supervisors who are teaching or new staff with some of the finer and more technical points in personnel management.

Eric Chan understood these concerns but appealed to all colleagues for their support and understanding on the possible inconvenience which may happen in the transition to the new operation mode.

But once the horse is tamed, the master would have a most dependable steed. Nowell Wong said, 'It is good that the same set of data can be shared among the departments, the Faculties and the central offices. It would save a lot of manpower resources in maintaining the personnel records.'

Ms. **Wendy Lai**, Senior Operations Manager of the Asia-Pacific Institute of Business, compared it to her experience of switching to e-banking: 'In the beginning, we were all reluctant to change; it will take a while to get used to the new operation mode. However, once you get used to it, you rarely go to the bank branches anymore.'

Ms. **Vivian Ho**, Director of Campus Planning and Sustainability, was optimistic: 'Teething problems are expected but I see CUPIS as a necessary institutional move that we should embrace in this Digital Age. The saving of papers is a welcome by-product of its implementation.'

But CUPIS is more than just catching up and making up. Mr. **Wyman Liu**, Project Manager from IBM, explained, 'CUHK will be the first Hong Kong tertiary institution to harness the values of cloud computing for recruitment. By running the recruitment process online, communication will be automated and instantaneous, whereby CVs, supporting documents, interview notes, and profiles are searchable, and recruitment results quantifiable.'

It is a new chapter in a familiar story, one that is captured very well in the story of Ms. **Corinna Lee**, Director of Personnel, who had not had a burger for a long time: 'Recently, I walked into a fast-food outlet for a burger. I hadn't been there for ages. Instead of placing my orders face-to-face with the counter staff, I found I also had the choice of making up my own burger by touching an LED panel. It was intrepid of me to take up the challenge, and though I did not get all what I wanted in the end and presumably much to the annoyance of those behind me, I got my first burger that way!'



CUPIS 網頁 website:
www.cuhk.edu.hk/cupis

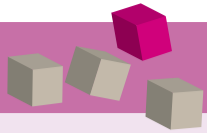
人事信息系統 (CUPIS) 的管理人員及功能範圍 Roles and Responsibilities under CUPIS

管理人員 Roles

院長及系主任 Head/ Chairperson	<ul style="list-style-type: none"> 全權使用及查閱CUPIS的功能和資料 Has access to all functions and data under CUPIS
總管理員 Chief Administrator	<ul style="list-style-type: none"> 委任功能管理員處理各項功能範圍 (見下表) To assign the various functional areas (see below) to functional administrators 查閱CUPIS的資料·僱員薪酬除外 Has access to all data under CUPIS except employee salaries
功能管理員 Functional Administrator	<ul style="list-style-type: none"> 處理功能範圍 (見下表) To handle the functional areas (see below)
直屬上司 Supervisor	<ul style="list-style-type: none"> 批核假期申請及檢視團隊假期日程 To approve leave and view team absence calendar 就試用期及續約事宜提出建議 To make recommendations regarding probation and contract renewal 就其屬下的非教學人員進行績效評核 To conduct performance reviews for non-teaching staff under him/her

功能範圍 Responsibility Areas

假期管理 Absence Management	申請/批核假期並將紀錄存檔 Application, approval and record of leaves
團隊假期日程 Team Absence Calendar	休假紀錄一目了然·方便規劃 Leave records and balances at a glance to facilitate decisions and planning
培訓 Training	批核培訓申請及儲存紀錄 Approval and records of staff training
薪酬及津貼 Payroll	提交支付超時工作及兼職薪津的指示 Submission of payment instructions for overtime and part-time work
招聘 Recruitment	一站式處理刊登廣告·遴選及聘用事宜 One stop from advertising, selection to making offers
員工薪酬支出 模擬及清算 Staff Cost Simulation and Funding Clearance	增聘教職員前確定薪酬支出及清算 Confirming funding availability before committing on staff expenditure and obtaining funding clearance
僱員資料 Employee Information	人事資料一覽無遺 Staff personal and job information at a glance
員工團隊管理 Workforce Administration	授權指定人員為教職員直屬上司及因應需要更新簽證資料 Assigning supervisors for staff and updating visa information if applicable
績效評核 Performance Review	評定及提交非教學人員的績效評核 Scoring and submitting performance rating for non-teaching staff
署任安排 Acting Arrangement	記錄署任資料 Maintaining records of acting appointments



陳敏亮：擦亮雲的銀邊

Living the Legacy of Love: Jennifer Chen

王連大 (Otto Wong) 2008年3月猝逝，妻子**陳敏亮** (Jennifer Chen) 宛如晴天霹靂。兩人鶼鶼情深，守望同行二十載。Otto是資深證券市場從業員，三十歲便成為環球投資銀行所羅門美邦最年輕的亞洲證券研究主管。他運動出色，馬拉松、超級馬拉松、三項鐵人賽等高能量活動是其強項，2003年徒步二百五十公里橫越蒙古沙漠，成為「戈壁長征」冠軍。可是，毫無徵兆，腦部腫瘤自發性迸裂，奪去他三十八歲的生命。

遽逢劇變，人在極度震驚和悲傷下，總會追問為什麼，Jennifer也一樣。但是她沒有任由自己沉溺在苦痛中。丈夫的喪禮過了不久，帶著三個四歲、兩歲和半歲的孩子，她奮自振作，開始計劃回報社會，並以Otto之名遺愛人間。

八年過去了，現在，Jennifer坐在房間角落的沙發，古銅色的面容在透過百葉簾進來的秋陽下泛起柔光，談到丈夫和兒子時，神態溫婉，眼睛發亮。回憶起那哀傷的日子，她仍不忘感恩。

困厄之中 數算恩典

「我是天主教徒，信仰給了我力量。父母親頻頻從澳洲過來探望，在我家十多年的傭人幫了我很大忙。我沒有離開香港，因為這兒是我們的根，我要讓孩子感到安穩，不搬家，不轉校，一家人繼續正常的生活——尤其是Otto這樣突然離世之後。」她也感激上司體諒單親媽媽的難處，讓她選擇在私人證券公司半職工作。

朋友發起為孩子籌募教育基金，Jennifer說：「幸而Otto和我在這方面未雨綢繆，所以經濟不是燃眉之急。」推己及人，她反而想到善用款項幫助受腦腫瘤折磨的人。

Jennifer開始考慮世界各地與癌症及手術後護理有關的機構。她與中大腦腫瘤中心的副主任**陳達明**醫生會面。中心設於威爾斯親王醫院，是香港以至區內的先驅。陳醫生是神經腫瘤科專家，也是中大神經外科榮譽臨床副教授。「我初步已屬意捐助這所研究中心，因為它在公營系統之內，需要資助。我希望幫助負擔不起相關服務的人。」

從心出發 重新出發

隨後的會面發揮了撫平作用。陳醫生檢視Otto的X光片、醫學及臨床解剖檢驗報告，詳細解釋死因。多形性膠質母細胞瘤是一種快速生長的原發腦癌，不易察覺，難以治癒。Jennifer說：「陳醫生細心分析，語帶寬慰。我明白自己其實沒有甚麼可以幫得上Otto的，他的時間到了，就是這樣。這令我抒解下來。」醫者的專業，加上對病人遺屬感受的真摯關注，玉成了日後的捐贈。

「我想用Otto的名義，安排一份精神遺產給孩子，幫助腦腫瘤病人。陳醫生在德州大學安德森癌症中心的神經腫瘤綜合診所有豐富經驗，他希望能把一站式治療的概念帶到香港，以病人為本，提供多管齊下的治療，包括神經外科、放射治療、化療，免卻病人奔波於專科之間的壓力。」



Photo by ISO staff

腦腫瘤病人及其至親在面對絕症的整個過程中，經歷深刻創痛。Jennifer在哀慟期間，得賴心理醫生的輔導，所以她力主腦腫瘤中心設立臨床心理診所，照顧病人及其家人的心理所需。2009年，王連大神經腫瘤綜合診所於腦腫瘤中心成立，集中所有專家，包括一位臨床心理學家，提供服務。

到了2014年3月，經Jennifer捐贈的款項已累積超過八百萬元，中心遂命名為香港中文大學王連大腦腫瘤中心，以表謝意。

Jennifer深信Otto會支持她的做法。「他的父母都是教授，他自小熟悉大學的環境，這也是我選擇中大的另一原因。」六年前，她更資助中心成立王連大神經腫瘤客座教授席，每年1月，客座教授會來港參加中大主辦的研討會BRAIN，向來自世界各地的二百位腦科專家發表主題演說，並教授亞洲地區的專家國際最新的療法。

天上人間 同念同行

藉著和中心協作，Jennifer向病人、其照顧者和家人傳遞了Otto正面積極的精神。「2011年，哈佛的Patrick Wen教授來訪，Otto的母親特來致謝辭。去年，十歲的大兒子Hans代表亡父致謝與會者，今年會由八歲的Xavier接棒，明年Denzel會說開場白。這些都幫助我們

與Otto樂於助人的精神產生連繫，也是他精神長存的見證。」

Jennifer還落力為中心籌款，「腦前行」是國際腦腫瘤聯盟在全球發起的步行活動，旨在喚起公眾對腦腫瘤病人的關注和支持。Jennifer形容這就好像家庭聚會：「環著太平山頂步行三點五公里，只需一小時，人人都做得到。參加者有坐輪椅的，有坐嬰兒車的，有小狗。病人和家人，護理人員，去世的患者的親屬也會用步行來紀念他們。我的孩子和同學是忠實擁護，爸媽也從澳洲過來支持呢，就好像Otto與我們同行一樣。」去年參加人數有四百多，今年的「腦前行」將於4月23日在山頂舉行。

「腦前行」只是Jennifer現在致力推動的慈善活動之一。數年前，她立志以慈善為終身事業。「自從和人大腦腫瘤中心合作後，我開始明白慈善的重要，想再接再厲，多做一點。」她加入了Legacy Advisors，利用專業知識協助機構管理資源，發揮最大的慈善果效。她也參與策劃多個項目，是「書伴我行基金會（香港）」的董事，為匱乏家庭的兒童設置圖書館，培養孩子愛好閱讀。

人們說每朵烏雲都鑲有銀邊。Jennifer和她遇到的不少好人群策群力，把這銀邊擦得更亮。



文/ 資訊處盧惠玉
By Sandra Lo, ISO

The passing away of Otto Wong at the age of 38 in March 2008 was a shock for **Jennifer Chen**, his beloved wife and soulmate for two decades. A veteran of the equity markets, Otto became the youngest ever Asia Head of Equity Research at 30 at global investment bank Salomon Smith Barney. He was also an athlete with forte in extreme events: marathons, ultra-marathons, ironman triathlons; and the top winner of the 2003 Gobi March, a 250-km foot race across the Mongolian desert. But a spontaneous rupture of an unnoticed brain tumour took his life away without any symptoms.

Just like many in misfortune, Jennifer asked why amid deep trauma and grief. But she allowed herself no indulgence. Shortly after her husband's funeral, the mother of three boys at the tender ages of four, two and six months gathered her strength and decided to give back to society and leave a lasting legacy in Otto's name.

Eight years have passed. Jennifer now sits in the corner sofa of the room, her copper-tone complexion bathing in the autumn sun which seeps through the blinds, talks about her husband and kids in fond tenderness with a glow in her eyes, and recalls those sorrowful days in gratitude.

Count One's Blessings

'I gained support from my faith as a Catholic. Dad and mom helped me a lot by coming to Hong Kong from Australia for frequent visits. My long-time domestic helpers made things a lot easier for me. I decided not to move to Australia as Hong Kong was our base. I wanted to maintain the stability for my kids: to stay in the same house, in the same school and live a normal life together—especially after the shock of Otto dying so suddenly.' She also thanks her boss for understanding the challenges of being a single parent and giving her the option of working part-time in a private equity firm.

Jennifer's friends kindly offered to set up an education fund for her children. 'Fortunately Otto and I had planned, so money was not a major immediate concern.' Instead, she was inspired to use the funds donated to help those who had been afflicted with brain tumours.

When Jennifer started shortlisting organizations of cancer and postoperative care around the world, she met Dr. **Danny Chan** of the CUHK Brain Tumour Centre (BTC) at Prince of Wales Hospital, the first of its kind in Hong Kong and the region. Dr. Chan, Associate Director of BTC, is an expert in neuro-oncology and honorary clinical assistant professor at the Division of Neurosurgery, CUHK. 'I initially decided to support it because it's a research centre in the public system where money is needed. I wanted to help people who couldn't afford it.'

Healing from Within

The subsequent meetings with Dr. Chan were therapeutic to Jennifer. He looked at all the x-rays, medical and postmortem reports of Otto and explained in detail the cause of his death—Glioblastoma Multiforme, the most

aggressive of brain tumours, hard to cure even after diagnosis. 'Dr. Chan's words were very comforting. It gave me closure. There was nothing I could have done to help Otto. It was just his time,' says Jennifer. Professional expertise, together with genuine concern for the feelings of the widowed, created a chemistry which facilitated the donation to the research clinic.

'I wanted to leave a legacy to my children in Otto's name that would help people with brain tumours. Dr. Chan had the experience of working in a combined neuro-oncology clinic at the MD Anderson Cancer Center at the University of Texas. He wanted to bring this concept to Hong Kong—a one-stop patient-oriented service that targets brain tumour patients who require multi-modality treatment, i.e., neurosurgery, radiotherapy, chemotherapy. A combined clinic eases the stress of patients from running between appointments with their doctors.'

Brain tumour patients and their beloved have a traumatic time overcoming the whole process of the terminal disease. Jennifer got substantial support from a psychologist during the bereavement period. She strongly advocated setting up a clinical psychology clinic under BTC to deal with the psychosocial impact of the patients and families.

The Otto Wong Combined Neuro-Oncology Clinic was opened as part of the BTC in 2009 which brought all the specialists to one location including access to a clinical psychologist.

In recognition of this and subsequent generous donations raised through Jennifer, over \$8 million in total, the Centre was named the CUHK Otto Wong Brain Tumour Centre in March 2014.



Jennifer believes Otto will endorse what she has been doing. 'His parents were both professors. He was closely associated with universities growing up. That's another reason I picked CUHK.' She also supported the setting up of the Otto Wong Visiting Professorship in Neuro-oncology six years ago. Each January, a visiting professor now comes to Hong Kong for a keynote lecture at the 'BRAIN' symposium hosted by CUHK that is attended by about 200 brain specialists from all over the world. The visiting professor also teaches the Asia-based specialists some of the international best practices.

Walking Side by Side

Collaborating with the BTC connects the positive spirit of Otto with the patients, the caregivers and

the family. 'His mother came and delivered a thank-you speech when Prof. **Patrick Wen** from Harvard visited in 2011. Last year, my eldest son **Hans** gave a short speech at the age of 10 on behalf of his late father to thank the participants—this year it was my 8-year-old, **Xavier Denzel** will be doing the introduction next year. These are all nice things to help us identify with a commitment, a living memory of Otto.'

Jennifer also helps to raise funds for BTC. 'Brain Trekking' is the Hong Kong chapter of the 'Walk Around the World for Brain Tumours' programme organized by the International Brain Tumour Alliance. The aim is to raise public awareness of and support for brain tumour patients. Jennifer describes it as a family gathering. 'The 3.5-km route round the Victoria Peak just takes about an hour to complete. People on wheelchairs, babies in strollers and tots, even puppies, can all join. The patients and the caregivers are there. Families of the deceased walk in remembrance of their loved ones. My kids and their schoolmates are staunch supporters. My parents fly in for it. It's just like Otto is walking together with us.' Last year, over 400 walkers participated. The 2016 event will take place on 23 April at the Peak.

'Brain Trekking' is just one of the many charitable initiatives that Jennifer works on now. A couple of years ago, she decided that philanthropy will be her lifelong career. 'Through my work with BTC, I saw the importance of philanthropy and wanted to explore further.' She then joined the Legacy Advisors Ltd. as director of philanthropic engagement, using her professional knowledge to direct resources to create the highest impact. 'Bring Me a Book' which donates libraries and brings the love of reading to children in the under-served families of Hong Kong, is one of the multiple initiatives Jennifer is involved in.

There's a silver lining to every cloud, thus they say. Jennifer works together with the many fine folks she encounters to make this silver lining shine even brighter. 🌈



再生醫學教育部重點實驗室 MOE Key Laboratory of Regenerative Medicine



中大獲國家教育部批准，與暨南大學聯合成立再生醫學教育部重點實驗室（香港中文大學—暨南大學），建設國家科研合作新平台。實驗室將致力發展人體組織和器官的再生技術，以促進人類健康。

實驗室於2月29日舉行揭幕典禮，由國務院僑辦文化司司長雷振剛先生（左四）、暨南大學校長胡軍教授（左三）、中聯辦教育科技部副巡視員劉志明先生（右三）聯同校長沈祖堯教授（右四）一起主持。

With the approval of the Ministry of Education (MOE), CUHK has joined hands with Jinan University to establish the MOE Key Laboratory of Regenerative Medicine (The Chinese University of Hong Kong—Jinan University). The joint laboratory aims to develop various innovative techniques for regenerating tissues and organs, which will contribute to the betterment of human health.

A plaque-unveiling ceremony of the laboratory was held at CUHK on 29 February. Officiating at the ceremony included Mr. Lei Zhengang (4th left), Director of the Department of Cultural Affairs, Overseas Chinese Affairs Office of the State Council; Prof. Hu Jun (3rd left), President of Jinan University; Mr. Liu Zhiming (3rd right), Deputy Inspector of the Department of Educational, Scientific and Technological Affairs, Liaison Office of the Central People's Government in the HKSAR; and Prof. Joseph J.Y. Sung (4th right), Vice-Chancellor.

嶺南派畫家伍月柳與趙偉仁國畫聯展 Lingnan School Painting Exhibition



嶺藝會會長伍月柳教授（左三）聯同其子、中大醫學院助理院長趙偉仁教授（右二）於3月2至24日假善衡書院陳震夏館地下展覽廊舉行「嶺南意境——伍月柳、趙偉仁教授國畫聯展」。是次展覽作品合共超過五十幅，陳列兩位教授精選作品，以及嶺藝會成員的畫作，更展出早前跟隨伍教授往國內寫生的善衡書院和基督教正生書院學生的畫作，包括來自國外的交換生在伍教授指導下，以水墨描繪中國山水意境的作品，充分呈現國畫藝術的傳承和交流。善衡書院院長辛世文教授（右三）感謝伍教授透過寫生之旅培養學生敏銳的觀測力和創新思維，讓他們體會藝術創作的精粹與樂趣。

Prof. Ng Yuet-lau (3rd left), President of the Ling Ngai Art Association, joined hands with her son Prof. Philip Chiu (2nd right), Assistant Dean, Faculty of Medicine, to organize an art exhibition entitled 'Lingnan Images—Paintings by Prof. Ng Yuet-lau and Prof. Philip Chiu' at the Exhibition Gallery of Chan Chun Ha Hall, S.H. Ho College. The exhibition presents more than 50 pieces of Lingnan School paintings by both professors, as well as those painted by members of Ling Ngai Art Association. It also features the artwork of students from S.H. Ho College and Christian Zheng Sheng College, who have recently participated in a Chinese watercolour study tour with Professor Ng in mainland China, including a Chinese ink painting by a foreign exchange student. Prof. Samuel Sun Sai-ming (3rd right), Master of S.H. Ho College, thanked Professor Ng for teaching students the skills and aesthetics of Chinese art. Through the exhibition of artwork by the artists and the students, the event aims to promote the exchange, appreciation, and learning of Chinese watercolour painting.

「2016 Kinoshita 建築講座」 Thom Mayne Speaks at the 2016 Kinoshita Lecture in Architecture



Kinoshita建築講座今年邀得普利茲克建築獎得主、美國建築師Thom Mayne於2月18日蒞臨中大演講。Thom Mayne為美國洛杉磯著名建築事務所Morphosis Architects創辦人及設計總監，亦為加州大學洛杉磯分校特聘教授。他創立該校NOW研究所並擔任所長，研究城市規劃及設計。是次講座迎來逾六百名師生、校友，以及建築界專業人士到場。

Thom Mayne詳細介紹他四十多年創作生涯中幾個重要項目，包括早年於加州的木盒子小屋到近年於美國及世界各地的獲獎作品，又闡述建築與自然景觀的關係，以及數碼科技在設計環保建築的角色。

The 2016 Kinoshita Lecture was presented by Pritzker Prize winning architect Thom Mayne on 18 February at CUHK. Mayne is the founder and design director of Morphosis Architects in Los Angeles. He is also Distinguished Professor of Architecture at UCLA and founding director of their NOW Institute, an urban planning and design research centre. The lecture has attracted a full house of 600 audience members, including students and teachers, as well as professional architects and CUHK alumni.

The lecture was dedicated to a series of key projects throughout the architect's forty years of practice. From his early timber 'box' house in California, to his recently celebrated public projects in the US and around the world. The presentation highlighted several topics ranging from the relationship between natural landscape and buildings, to the role of digital technologies in designing buildings with a high level of environmental performance.



密碼戰爭

The Code War

最近的一個熱門話題，是蘋果電腦應否應美國聯邦調查局要求協助搜證，破解一部手機的鎖機密碼。議題之所以引起廣泛討論，因為它涉及政治、人權、反恐等問題，而且影響到各個國家地區的電信政策，引起對加密技術的擁有和使用權的爭議。

事件在主流媒體普遍被看成是保障個人私隱和治安執法的角力。但我們得問，執法機關為什麼缺乏破解密碼的能力？它們又如何可以獲得這個能力？當執法機關一旦擁有這個能力後，社會如何能夠適當地制衡這個權力？在一些相關技術被公開後，如何確定它不會落入不法分子手裏？

問題並非本欄以三言兩語可以說得清楚。但有幾點事實讀者是應該知道的：當今保障數碼信息安全最重要的手段是密碼術，它以數論為基礎；密碼術源起於兩次大戰時軍事通信有需要加密，但隨著全球數碼商業的普及，它的民用需求已經不能逆轉；與武裝軍備不同，密碼術的數學知識不是任何一個人可以專享，創造和研發也無需投入龐大資源。

這些特點促使密碼技術在二十年前，被列入《瓦聖納協定》內，與其他常規武器及軍民兩用貨品和技術一同受到出口管制。因此，某些國家的信息技術生產商的产品，若一旦被視為低於安全標準或可能被植入後門，將嚴重影響其銷量和競爭力。加上這個潛在的商業考慮，一件開啟機鎖的事件便變得無比複雜。



There has recently been a widespread debate on whether Apple Computer should accede to the request of FBI to crack a phone lock to help with its investigation. The issues can be seen from the political, human rights and counter-terrorism perspectives, with repercussions on the telecommunications policies of many countries and regions, and raising further questions of the ownership and user's right of encryption technology.

The debate was presented in the media as a tug-of-war between privacy and law enforcement. But one couldn't help to ask: why does law enforcement lack the means to decode? How would they get it? Once they have it, how could this power be properly checked? Once the relevant technology comes into the public domain, what should be done to ensure that it is not appropriated for illegal purposes?

No simple answers could be given to the above questions in this column. Readers, however, should be in possession of the following facts: currently the most important means of ensuring the security of digital messages is cryptography which is based on number theory; it arose during the two world wars when military communications had to be encrypted, and its subsequent spread to global commercial uses is hardly reversible now; unlike conventional weaponry, the mathematical knowledge of cryptography is neither proprietary nor expensive to develop.

That is why cryptographic technology was listed in The Wassenaar Arrangement on Exports for Conventional Arms and Dual-Use Goods and Technologies about 20 years ago. If a manufacturer of communications technology offers a product found to have fallen below the safety standards or have backdoor access planted in it, its sales and competitiveness will be seriously affected, thereby making an already complicated situation even more complicated.

梁光漢 Philip Leung



人蚊持久戰

The Battle Goes On

在香港這般溫暖潮濕的地方，蚊子是一年四季的常客。許多疾病，諸如登革熱、日本腦炎，都由蚊子而起。世界各地正嚴陣以待防範蚊子兵團的最新武器——寨卡病毒，1947年首現於非洲烏干達，近期肆虐南美，威脅全球。

中大醫學院微生物學系系主任**陳基湘**教授（圖）指出，寨卡病毒可在蚊媒（埃及伊蚊或白紋伊蚊）身上繁殖。視乎溫度，受感染的蚊約十天後，便可透過叮咬把病毒傳到人體。

每五位受感染者中約有一人出現發燒、皮疹、紅眼、關節痛等輕微徵狀。儘管尚未百分百證實，但南美最近的疫情顯示，病毒可能引致神經系統問題，或影響胎兒腦部發展。巴西出現了為數驚人的小頭症（初生嬰兒頭部異常細小）病例，相信和感染寨卡病毒有關。

陳教授說：「寨卡病毒的生命周期依賴高密度人群與高密度蚊子（伊蚊類）來維持。國際航班頻繁，旅客很大機會帶病毒回家。若控蚊措施不足，傳染病可能擴散至香港，畢竟我們人口密度本來就高。」

陳教授建議，到爆發疫情的國家旅遊前須三思，如果決意前往，應做足防蚊措施，並持續到抵港後至少兩個星期。



In a warm and humid place like Hong Kong, mosquitoes are a fact of life. Many diseases such as dengue and Japanese Encephalitis come with this fact of life. Now the whole world has been put on alert to the latest addition to the armory of mosquitoes—the Zika virus, first discovered in Uganda in 1947 and now wreaking havoc in South America and threatening the rest of the world.

Prof. **Chan Kay-sheung Paul** (photo), Chairman and Professor (Clinical) of the Department of Microbiology of CUHK, said that the Zika virus can multiply in a mosquito vector (*Aedes aegypti* or *Aedes albopictus*). After a period of about 10 days depending on the temperature, an infected mosquito can pass the virus on to human beings when taking blood from them.

About one in five infected persons would experience mild symptoms including fever, rash, red eyes and joint pain. However, the recent outbreak in South America suggests, albeit unconfirmed yet, that some people may develop neurological problems or the virus may affect the brain development of their fetuses. In Brazil, an alarming number of cases of microcephaly (a birth defect of a shrunken head in the newborns) connected to Zika infection have been reported.

According to Professor Chan, 'The life cycle of the Zika virus is maintained by a high density of human beings and a high density of mosquitoes (the *Aedes* species). In a world connected by frequent flights, it's highly likely that travelers may bring back the virus. If our mosquito control is not good enough, the infection can spread in Hong Kong as we already have a high population density.'

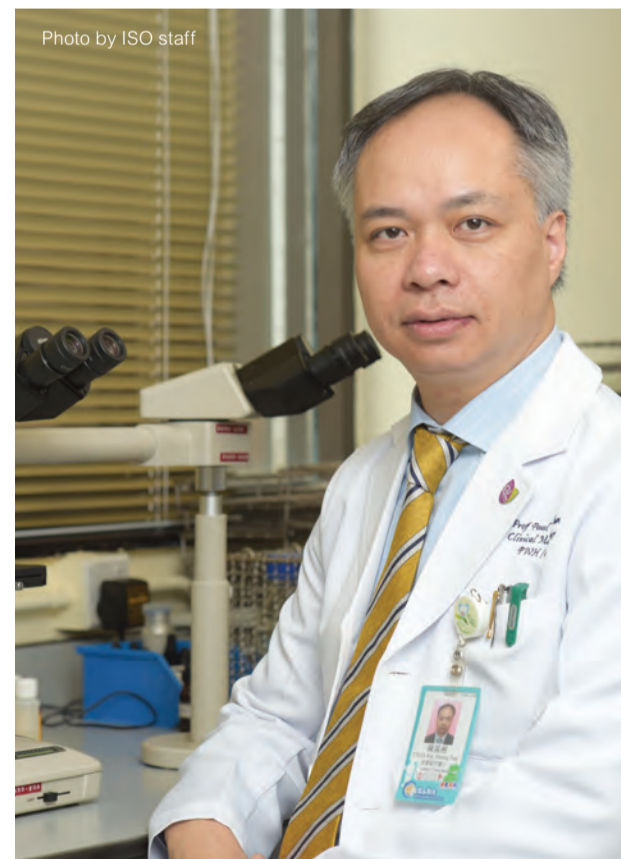


Photo by ISO staff

Professor Chan further advised that people travelling to countries with outbreaks should think twice, and if they decided to go should have proper protection against mosquitoes and continue that for at least two weeks after returning to Hong Kong.

林耀華先生

Mr. Edmond Lam

物業管理處處長
Director of Estates Management

加入中文大學多久了？可以說說此前的工作經驗嗎？

我在去年9月1日到任。此前曾在香港及新加坡的承建商從事了十多年工程項目管理工作，參與不同類型的樓宇建築工程，包括私人屋苑、公屋、居屋，還有酒店、工廠大廈、醫院擴建等。其後我於建造業議會工作了約二十年，負責建造業工人的技能測試及技術培訓事宜，除了策劃課程和測試外，也需兼顧訓練中心和多個戶外訓練場的維修保養、樓宇管理及建設發展等工作。

管理偌大的一個校園，挑戰在哪裏？

物業管理處有超過四百名務實及有幹勁的員工，最大挑戰是如何維繫這個專業團隊，推動員工繼續各司其職，靈活協調互補，發揮團隊精神，為大學建立一個更優美及和諧的綠色校園。物業管理處主要負責校園內建築物的維修保養、園藝、清潔及樓宇管理工作，致力提供符合成本效益及可靠的服務，配合教職員及學生的教研活動。除了校園面積廣闊外，我們負責每項工作的性質亦有不同：維修保養需要經常關顧屋宇設備及建築物構件的情況，並要確保符合相關法例法規的要求；須安排定期檢查等預防保養，在出現問題時也要提供迅速的維修服務。園藝方面涉及校園環境綠化美觀，清潔及樓宇管理的重點則在確保校園整潔衛生。大學在校園不遺餘力推動可持續發展，物業管理處也積極輔助落實節能減廢工作，工作着實不輕。

花了多少時間認識整個校園？每幢建築物都去過了？

中大校園已行了很多遍，但校園內有一百六十多幢建築物，實在不可能在短時間內每幢裏裏外外都看個清楚，只能邊做邊了解個別樓宇的細節。我反而覺得需多用些時間認識我的團隊，較認識校園硬件來得重要。所以上任的頭三個月，我便努力走訪校園各區，與每個組別同事傾談，了解前線員工的工作情況，聆聽他們的意見、困難和需求，雖然未必能採納他們全部的意見，但透過坦誠溝通，亦獲得同事的理解。我鼓勵同事有意見向上級反映，以互相尊重的態度共同建立和諧的工作文化。

怎樣確保前線員工表現達標？

物業管理處獲得ISO9001、ISO14001及OHSAS18001標準的綜合管理系統認證，有既定的內部培訓要求，各組別都會為前線員工安排合適培訓，令他們能與時並進。同事亦可參加外間訓練課程或講座，以了解最新的法例法規。

電腦化自動化如何應用於物業管理？

物業管理處早已採用電腦化中央維修管理系統，那是一個大型數據庫，集工作申請、批核、監察、報告、分析、檢討等功效於一身。收到客戶要求後，同事會將項目輸入電腦，負責維修的同事會到現場視察，按情況輸出工作單執行維修工作，批核後便可展開工作，所用資源及完工紀錄亦需輸入管理系統。管理層可按此檢視進度，了解服務需求，亦可在每月報告中查看各組別完成的工作量，以便更有效運用資源。另外物業管理處亦設有樓宇自動化管理系統，連接大學內設有中央空調的三十多幢建築物，了解大廈內中央空調的運作情況。較新的建築物例如康本國際學術園及鄭裕彤樓，系統連結更加完善，大樓內的升降機、冷氣水塔、照明、消防系統及水泵等的操作，均可一目了然，信息不斷更新，對樓宇管理幫助很大。

公餘有甚麼消遣？

公餘時我會往球場緩步跑及做一些舒展活動，我亦熱愛行山，有一群志同道合的山友，香港的四大名徑——麥理浩徑、衛奕信徑、鳳凰徑和港島徑是我們常到的地方，沿途欣賞山林美景，又可高談闊論，實在是賞心樂事。

How long have you been with CUHK? Your pre-CUHK experience?

I joined CUHK on 1 September 2015. I had spent over 10 years in project management in Hong Kong and Singapore. The building projects I was involved in included private and public housing projects, hotels, factory buildings and hospital extension. I had also worked for the Construction Industry Council for about 20 years, responsible for the skill evaluation and technical training of construction workers. Besides curriculum planning and evaluation, my portfolio also included the repair and maintenance, property management and building development of the training centre and the outdoor training grounds.

What are the challenges in managing such an expansive campus?

The Estates Management Office (EMO) has over 400 dutiful and hardworking staff members. The biggest challenge is how to maintain this professional team, encourage each member to contribute his/her best while collaborating with each other as a team to build a better and greener campus. Our office is mainly responsible for buildings and grounds maintenance, landscaping, housekeeping and building management. We always strive to provide our services in the most cost-effective and reliable ways so as to facilitate the teaching and research activities on campus.

There are as many types of our work as there are trees on campus. Buildings and grounds maintenance requires constant attention to the conditions of the facilities and the structural parts in buildings, as well as knowledge of the relevant laws and regulations. Regular checkups need to be carried out, and speedy attention and solution when a problem is found. Landscaping has a direct bearing on the green outlook of campus. Housekeeping and building management ensure campus hygiene. EMO also supports the University's initiatives on sustainability, particularly in energy consumption and waste reduction.

How much time have you spent on the campus? Been to every building already?

I have covered the campus many times, but it's well-nigh impossible to have a thorough look at each of the over 160 buildings thereon. I think it's more important to spend time to know the teams that take care of the buildings. In the first three months, I visited every part of campus and talked to the EMO colleagues there. I tried to understand how the frontline staff work and listened to their views, difficulties and needs. Although not all of their views can be put in action, I still believe that such exchanges would bring about mutual understanding. I encourage my staff to voice their opinions so that a harmonious work culture can be built through mutual respect.

How do you ensure your frontline staff do their job well?

The EMO has been accredited with the ISO9001, ISO14001 and OHSAS18001 standards of integrated management system. We have well established internal training specifications, and every team will arrange appropriate training for their frontline staff to



Photo by ISO staff

keep them updated on their skills and knowledge. Our staff can also attend talks and courses on the outside to keep abreast of the latest laws and regulations.

How are digitization and automation applied to estates management?

EMO has been using the Centralized Maintenance Management System, a large-scale database that has job request, approval, monitoring, reporting, analysis and review functions all in one. Once a service request is received it will be entered into the system. Our staff will then perform on-site inspection and fill out the appropriate form for approval. Once approval is given, the work can begin, and when it is over the system will record the completion and the resources used. The management can keep track of the progress and understand the service needs. They can also examine the completed workload of each team from the monthly reports for better resource deployment.

The EMO is also equipped with the Building Management System which is connected to over 30 buildings with central air-conditioning. Buildings completed in the last few years such as the Yasumoto International Academic Park and the Cheng Yu Tung Building are even better equipped. The workings of the elevators, air-conditioning cooling tower, lighting, fire service system and water pumps in them can be managed centrally. The constant updating of information is a big help to property management.

How do you spend your spare time?

In my spare time I jog in the stadium and do some stretching exercises. I also love hiking and count myself fortunate to have known some hiking companions. The four famous trails in Hong Kong—the Lantau Trail, the MacLehose Trail, the Wilson Trail and the Hong Kong Trail—are our favourites. We would be treated to the beautiful scenery along the way as well as having interesting conversations among ourselves. 📍

