

## Management Expert Outlines Development of Business Environment



**D**ramatic changes brought about by globalization, development of information technology, and the business environment have led to the creation of a new management paradigm. The successful practices of today will most likely not work in tomorrow's environment.

Changes in the business environment and their implications for enterprises in the 21st century were discussed in a lecture entitled 'Creating a Successful 21st Century Enterprise' delivered by Prof. Jerry Wind, Lauder Professor and professor of marketing at Wharton School of the University of Pennsylvania, on 17th April. Special attention was given to changes including the creation of new

corporate vision, objectives, strategies, and supporting organizational architecture, as well as the emerging new management paradigm in Hong Kong's business community. The lecture was a Li & Fung Lecture on Commerce and Industry organized by the MBA Programmes of the University.

A world famous expert on marketing and management science, Prof. Wind is the founding director of the SEI Centre for Advanced Studies in Management at Wharton School, whose mission is to ensure, through research and development, the quality of management research and education and their relevance to the demands of management practice and society.

## Funding for Two Research Projects

The following research projects proposed by staff of the University have attracted funding from the Hospital Authority:

### The Comparative Impact of Videoconsultation on Neurosurgical Health Services

*Sponsor:* Health Services Research Fund

*Amount awarded:* HK\$802,845

*Investigators:* Prof. Poon Wai-sang, Dr. Samuel P.Y. Kwok

### Adaptation to Renal Failure: The Effects of Health-related Hardiness and Optimism on Quality of Life

*Sponsor:* Health Services Research Fund

*Amount awarded:* HK\$79,900

*Investigator:* Prof. Tsang Hing-pui

## Engineering Student Awarded 1998 Rhodes Scholarship

**A**manda Lee Pui-shan, a final-year student majoring in electronic engineering, has been chosen as Hong Kong Rhodes Scholar for the year 1998. Amanda will be leaving for the UK to read engineering science as a probationer research student at St. Cross College of Oxford University in October.

Amanda has demonstrated herself to be a person of immense intellectual capabilities. She has maintained an outstanding academic record throughout secondary school and university. She received eight A's in the Hong Kong Certificate of Education Examination, and has been awarded seven scholarships during her study at the University.

An energetic young lady with a strong sense of social responsibility, Amanda enjoys interacting with people from different cultures and has actively participated in overseas exchange programmes in Canada, Germany, and Turkey.

After being short-listed in the

first round for further consideration, Amanda went through a competitive selection process, which included two rounds of interviews, a personality profile assessment, and attending a social function with the selection panel.

She is the second Rhodes Scholar nurtured by the University's Department of Electronic Engineering in three years.

*Amanda (middle) with friends at Hampton Court Castle in London*



## New Members of the United College Board of Trustees

**D**r. T.C. Cheng, Prof. C.Y. Lee, Mr. Lui Che-woo, Mr. Tsang Wing-hong, and Mr. S.T. Wong have recently been reelected by the Board of Trustees of United College to its membership for three years from 1st August 1998.

The Board of Trustees also elected two new members, Mr. Charles T.K. Ho and Mr. Robert K.K. Shum, to the board for two years until 31st July 2000.

Managing director of Hong Kong Tobacco Co. and chairman and director of Global China Investments Ltd., Mr. Charles Ho Tsu-kwok is an economic affairs adviser to the Shandong Provincial People's Government, a standing committee member of the China Federation of Industry and Commerce, a member of the Ninth National Committee



*Mr. Charles T.K. Ho*



*Mr. Robert K.K. Shum*

of the Chinese People's Political Consultative Conference, an honorary trustee of Peking University, and a trustee of the University of Foreign Economic Relations and Trade.

Associate director of C.Y. Leung & Company Ltd., Mr. Robert Shum Kai-kee serves concurrently as director of the Causeway Bay Kai-Fong Welfare Association and founding voting member of The University of Hong Kong Foundation for Educational Development and Research. He is also a member of the Chinese Chamber of Commerce, the Hong Kong United Youth Association, The Asia Society (Hong Kong Centre), and the Pacific Asia Museum at Los Angeles.

## New Postgraduate and Certificate Programmes

The University Senate recently approved the introduction of six new programmes in 1998.

- Postgraduate Diploma Programme in Education (Primary)
- Postgraduate Diploma Programme in Applied Geoinformatics (part-time, self-financed)

To be offered by the School of Continuing Studies:

- Diploma Programme in Office Administration and Office Technology
- Diploma Programme in Policing/Security Technology (Distance Education)
- Certificate Programme in Computer Education (Primary School Teachers)
- Certificate Programme in Putonghua (Basic, Intermediate, Advanced)

## Exhibition on Art Criticism

The exhibition 'Art Critics — The Bridge Between Audience and the World of Art' by the International Association of Theatre Critics (Hong Kong) took place at the University Library from 15th to 22nd April. The exhibition gave a general review of the

development of art criticism, which included a general introduction to art criticism, the historical and social background of art criticism, the relationship between art critics, the audience, and the world of art, and photographs of recent Hong Kong drama productions.

## • Profiles •

The Profiles column aims at introducing new members of staff to the campus community. Contributions are voluntary. All new staff members are welcome to contribute their profiles by filling out a form tenable at their unit/departmental offices and returning it to the Editor of the CUHK Newsletter via their unit heads.

### Michael McClellan 麥嘉倫 PhD

Assistant Professor in the Department of Music from 1st August 1996 (Ext. 6493); previously Ph.D. student. Prof. McClellan teaches 18th and 19th century music history and western opera. He also teaches Western music history in the part-time degree programme and partakes in the coordination of the department's concert series.



### Tony Mok Shu-kam 莫樹錦 BMSc, MD, FRCP(C), FHKAM(Med), FHKCP

Assistant Professor in the Department of Clinical Oncology from August 1996 (Tel. 26322166); previously internal medicine and oncology consultant at the Scarborough Grace General Hospital in Toronto, Canada.

Prof. Mok provides clinical teaching to Years 3 and 5 medical students in the oncology rotation. His research interests include the clinical study of novel drugs, the pharmacokinetic study of chemotherapeutic agents, and hepatocellular carcinoma screening.



### Timothy Francis Weiss BA, MA, PhD

Associate Professor in the Department of English from 15th August 1997 (Ext. 7017); previously professor at the University of Kansas, Iowa State University, the University of Illinois at Urbana-Champaign, and the University of Maine.

Prof. Weiss teaches writing and literature. He has published articles on 19th and 20th century literature and on composition and professional communication.



### John Yau Kwok-fung 丘國峰 BAppSci (Materials Science), PhD (Materials Science & Engineering)

Assistant Professor in the Department of Physics from 1st December 1997 (Ext. 6278); previously working at the Australian Research Council.

Prof. Yau teaches materials science and supervises research in materials science.



## Looking at a Self-Perpetuating Cycle

# A Survey of the Effectiveness of the Hong Kong Secondary School System

### Background and Objectives

Quality school education was the focus of the *Education Commission Report Number 7* (1997). The essence of quality school education, according to the report, lies in the 'delivery of educational outcomes which meet the needs and expectation of the community in an efficient, accountable, and cost-effective way'. In line with the emphasis on quality school education, a group of researchers from the Faculty of Education (see box below) conducted a large-scale study of the effectiveness of the Hong Kong secondary school system, which involved not only school administrators and teachers, but also students, parents, business employers, and policy-makers in and connected to the civil service. The primary objectives of the study were to identify the goals expected of the Hong Kong secondary school system, measure its capability in attaining them, study the relationships between learning outcomes and crucial aspects of schooling, and identify those schools and educational practices which can bring about positive learning outcomes.

### Sampling Units and Surveys

Fifty local secondary schools were randomly selected, with the assistance of the Hong Kong Education Department, from high, medium, and low academic performance categories according to a ratio of 15:20:15. From these schools, the responses of 30,000 students, 28,000 parents, 1,500 teachers, and 50 academic masters/mistresses, disciplinary masters/mistresses, and principals were obtained. Other subjects in the study included 850 employers in the business sector selected from lists of the Hong Kong Chamber of Commerce, the Federation of Hong Kong Industries, the Chinese Manufacturers' Association, and the Chinese General Chamber of Commerce, as well as 500 policy-makers chosen from educational policy-related consultative bodies on the Civil and Miscellaneous List compiled by the Government Secretariat.

Between January 1993 and December 1994, the research team conducted four surveys. The first studied the perceptions and expectations of employers and policy-makers of the secondary school system.

The second examined the socio-economic background and academic achievement levels of students studying in Secondaries 1, 2, 4, and 6 of the sample schools. Academic achievement was measured using an achievement test of English, Chinese, and Mathematics, designed by the researchers. The survey also studied the perceptions and expectations of the stakeholders, i.e., the students, parents, teachers, and school administrators.

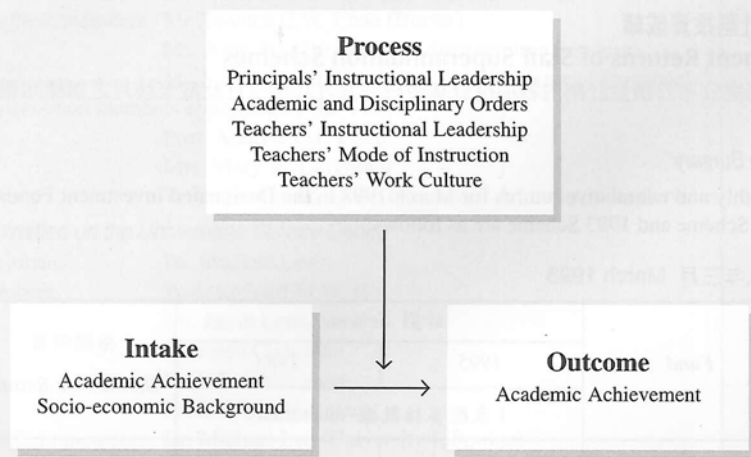
The third survey, on educational processes, examined various organizational features of the sample schools by distributing seven sets of questionnaires to the different groups of personnel in the schools.

The last survey, as a follow-up to the second survey, retested, using another

### Members of the research team

- Prof. Leslie Lo Nai-kwai (*Educational Administration & Policy*)
- Prof. Tsang Wing-kwong (*Educational Administration & Policy*)
- Prof. Chung Choi-man (*Curriculum & Instruction*)
- Prof. Chung Yue-ping (*Educational Administration & Policy*)
- Prof. Cheng Yin-cheong (*Educational Administration & Policy*)
- Mr. Paul Sze Man-man (*Curriculum & Instruction*)
- Prof. Esther Ho Sui-chu (*Educational Administration & Policy*)
- Prof. Ho Man-koon (*Curriculum & Instruction*)

Figure 1 The guiding framework



self-designed test, the students who had then been promoted to the next levels, i.e., Secondaries 2, 3, 5, and 7. The Hong Kong Certificate of Education Examination results of the Secondary 5 students as well as the Advanced Level Examination results of the Secondary 7 students were also obtained to serve as indicators of educational outcomes.

**The Guiding Framework**

The researchers analysed the data collected using an intake-process-outcome model as their guiding framework (Figure 1). Under the framework, students' academic success is the result of the combined influence of their socio-economic background and previous academic performance, as well as educational processes that take place within the school, i.e., principals' and teachers' instructional leadership, academic and disciplinary orders, teachers' mode of instruction and work culture.

**Utilitarian Attitude to Secondary School System**

The general public of Hong Kong holds quite an instrumental and pragmatic view of their secondary school system, according to the findings of the survey on expectations. Academic success, especially language proficiency, is deemed the most important attribute. Other essential attributes include good work habits such as being responsible, independent, and obedient. The attributes considered less essential are social and political consciousness and computational and operative skills.

**Highly Segregated School System**

In the light of the overriding importance given to academic success, the researchers narrowed their analysis to school effects on students' academic achievement. At this point, it is worth noting one distinguishing characteristic of Hong Kong's secondary schools: they are highly segregated in terms of student ability and social class and hence, widely differentiated in their effectiveness in enhancing students' academic achievement.

By applying Douglas Willms' measure of segregation index (1986) on data from the second survey to calculate the ability segregation index of the 50 sample schools (Table 1), the research team found that, compared to the US, Canada, and Singapore, Hong Kong secondary schools are highly segregated in terms of students' academic ability.

The survey also revealed significant class segregation among students, with the segregation index of the socio-economic backgrounds of Secondary 3 students at 0.31, compared to 0.25 for the US and 0.22 for Scotland, two countries with schooling systems which are considered highly segregated in terms of the social class of their students.

**Effects (and Reverse Effects) of 'Banding' on Educational Processes**

To analyse the effects of educational processes on students' academic performance, the research team ran a number of hierarchical linear models on data collected in the third survey. Each

Table 1 Ability segregation index of junior secondary schools in Hong Kong, US, Canada, and Singapore

	Hong Kong		US	Canada	Singapore
	Form 2 students	Form 3 students	Junior-high students	Junior-high students	Junior-secondary students
Composite achievement of English, Chinese, and mathematics	0.6586	0.5504			
Reading			0.2678	0.0916	0.3308
Mathematics			0.0944	0.1797	0.2503

\* The value of the segregation index takes on values ranging from 1 to 0. 1 indicates total segregation, while 0 indicates no segregation at all.

Table 2 Summary of Significant Effects of Educational Processes on Students' Achievement

Independent Variables	Dependent Variables		
	F.2 to F.3 Sample	F.4 to F.5 Sample	HKCEE94
<b>Antecedent Variables</b>			
Students' socio-economic status (individual level)	0.032	0.030	—
Students' socio-economic status (school level)	1.124	0.976	0.920
<b>Educational-Process Variables</b>			
<b>Teachers' Instructional Leadership (perceived by students)</b>			
Framing instructional goals	—	—	-1.363
Communicating instructional goals	-1.350	-1.655	—
Supervision and evaluation instruction	2.261	—	—
Monitoring student progress	—	0.943	1.332
Protecting instructional time	-1.089	—	—
Maintaining high visibility	0.778	—	—
Providing incentives for academic achievement	-1.235	-1.157	—
<b>Teachers' Instructional Leadership (self-reported)</b>			
Communicating instructional goals	-0.840	—	—
Protecting instructional time	—	—	0.587
Promoting students' learning initiatives	—	—	0.856
Providing incentives for students	-0.796	-0.780	-1.042
<b>Teachers' General Attitude Towards Work</b>			
Disillusionment with teaching	-0.565	-0.780	-1.042
Sense of meaningfulness in teaching	-0.453	—	—
<b>Teachers' Sense of Efficacy</b>			
Sense of incompetence in teaching	—	-0.370	—
<b>Teachers' Feeling of Stress in Work</b>			
Psychological syndrome of stress	0.510	0.515	—
Exhaustion and frustration	—	-0.622	—
<b>Principals' Instructional Leadership (perceived by teachers)</b>			
Protecting instructional time	0.581	0.551	—
Promoting Teachers' instructional improvement	-0.970	-0.864	—
Encouraging academic standard	—	—	0.436
Providing incentive for students' learning	0.429	—	—
<b>Principals' Instructional Leadership (self-reported)</b>			
Encouraging participation in decision making	—	—	0.226
Encouraging academic standard	—	0.181	—
<b>Disciplinary Order</b>			
Democratization of student organization	0.225	—	—

model takes students' socio-economic background at both individual and school levels as antecedent variables, an aspect of educational processes as independent variable, and students' academic achievement in 1994 as dependent variables. The statistically significant effects of the educational processes are presented in Table 2.

The findings indicate that while certain educational processes which are directly related to learning yield a positive effect on academic performance, there are also many educational processes (including teachers' communicating instructional goals and providing incentives for students) that exert a negative effect on academic achievement. This runs counter to the usual 'commonsensical' beliefs about learning. The reason the researchers put forward is that there is a self-perpetuating intake-process-outcome system at work within the Hong Kong secondary school system. If these findings are reexamined and hence, reinterpreted in the light of the distinguishing characteristics of the system, they may make more sense.

The high segregation in students' academic ability and socio-economic backgrounds among secondary schools mean that student intakes within individual schools are largely homogenous with respect to these two criteria. School authorities thus organize their educational processes in ways that best accommodate the particular 'band' of students assigned to them. Most of the

educational process variables yielding negative parameters in Table 2 can be interpreted as the result of low-ability student intakes. Take teachers' instructional leadership as an example. Teachers working in classrooms with mostly low-ability students are more likely to spend time providing incentive to the students who are, by definition, not highly motivated. Hence, it is not the teachers' act of 'providing incentive for academic achievement' that have negative effects on the students' achievement, but the students' homogenously low ability and motivation which cause teachers to provide incentive.

**Conclusion**

The study is important in showing that Hong Kong's secondary schools are not free and autonomous in deciding what educational processes to adopt, but are constrained by the quality of their largely homogenous student intake. Student quality has a determining effect on the schools' educational processes, which in turn have a significant impact on the students' academic outcome, which subsequently reinforces the schools' 'banding' and determines the quality of students assigned to them. Things are run in a self-perpetuating cycle of intake-process-output. ○

Piera Chen

# 宣布事項 ANNOUNCEMENTS

## 偉倫講座

### Wei Lun Lecture

美國賓夕法尼亞大學市場學系教授Prof. Paul E. Green本月以偉倫教授身分訪問本校，並於五月五日下午四時假信和樓LT2演講廳主持公開講座，講題為「市場學研究的未來——市場科學或市場工程學？」。歡迎出席。

Prof. Paul E. Green, professor of marketing at Wharton School, University of Pennsylvania, will deliver a public lecture entitled 'Marketing Science or Marketing Engineering: What is the Future for Research in Marketing?' at the University in his capacity as Wei Lun Visiting Professor. The lecture will take place at 4.00 p.m. on 5th May 1998 in Lecture Theatre 2 of the Sino Building. All are welcome.

## 部分大學道正式改為單程行車

### University Avenue to Remain One-Way on Specific Section

行政事務委員會最近決定將部分大學道正式改為單程行車，即時生效。

大學保安委員會去年四至六月，在范克廉樓對開的一段大學道實施單程路試驗計劃，以觀察可否紓緩該地段在繁忙時間之潛在危機，保障道路安全。大學行政事務委員會其後接納保安委員會的建議，延長試驗期至九七年十二月三十一日，以觀察該段路面在正常上課日的交通情況，再決定是否長期實施有關安排。

保安委員會本年初詳細研討試驗計劃實施以來各方的意見，包括各學生會提交的書面意見、個別師生的書面意見及在校內刊物發表的意見、教師協會及職員協會代表與行政事務主任諮詢的會議紀錄，以及中大學生會問卷調查的結果。委員會得悉各學生會及大部分學生均認為有關措施有助改善道路安全，並贊成長期實施單程路安排。委員會亦了解到該項安排對部分駕駛者及部分上行校巴乘客不便，也導致中央道交通流量較昔日為多。

最後，綜合各方意見並經由實地觀察所得，保安委員會確認單程路措施切實紓緩了有關地段的路面安全。在權衡各方意見後，委員會以校園安全為大前提下，認為實施單程路措施是保障道路使用者安全的最簡單及有效方法。

為推行有關單程路措施，校方將在受影響區段設置更清楚及明確的路標和指示牌；保安組也會派員在適當地點包括大學道及中央道繁忙區域，協助疏導交通。

The one-way traffic arrangement on one section of University Avenue will be implemented on a long-term basis with immediate effect. The Administrative Affairs Committee (AAC) made the decision based on on-site observation, feedback from students, staff, and staff associations, and the findings of a survey conducted by the Student Union.

During the trial period beginning April 1997, traffic on University Avenue was observed to be much smoother and more orderly, and presented a much safer and less stressful environment to all road users, despite the inconvenience the arrangement might have caused to some drivers and passengers of uphill buses, and the fact that more traffic has been diverted to Central Avenue. The AAC also noted that the student community support the one-way system for safety considerations.

To complement the one-way system, more road signs will be set up in all affected areas, and security guards will be on duty at strategic spots on both University Avenue and Central Avenue during peak hours to regulate the traffic.

## 圖書館指定參考資料借閱須知

### Course Readings on Reserve at the University Library

教研人員可將課堂所需的指定參考資料，如書籍、手稿、期刊中單篇文章的複印本等存放於圖書館內。詳細資料及電子申請表格已存放在圖書館的網頁 (<http://www.lib.cuhk.edu.hk/uli/uls/rbr.htm>)。

### 借閱指定參考資料

存放於大學圖書館的指定參考資料，可於新翼大堂特藏書庫服務台借取；而存放於分館的指定參考資料則於各館流通處借取。

### 逾期罰款

因指定參考資料為學生的重要讀物，為免延誤其他學生的學習進度，逾期未還者，每項每小時罰款一元，最高罰款額為每項一百元。圖書館會向讀者發出逾期通知書；讀者亦可在流通處申請以電子郵件方式接收逾期通知書。

### 借閱統計

指定參考資料的使用率極高，單是總館的已佔大學圖書館系統流通量的四分之一強。學期完結後，教研人員會收到一份其課程資料使用率的統計報告。

### 意見及查詢

如有任何意見或查詢，請與指定參考部職員(內線八七四零或電郵 [resbk@uli.msmail.cuhk.edu.hk](mailto:resbk@uli.msmail.cuhk.edu.hk))聯絡。

All teaching staff of the University are welcome to place course readings, including books, articles, and handouts, on reserve at the University Library and its branch libraries. Procedures and e-form for submitting reserve requests are available from the library homepage at <http://www.lib.cuhk.edu.hk/uli/uls/rbr.htm>.

Items on reserve may be requested from the Special Collections Counter on the ground floor of the University Library Annex or, for materials kept in branch libraries, from the circulation counter of those libraries. A maximum of three items can be checked out at a time.

Failure to return on time materials that have been placed on reserve will seriously affect other users who need to consult the materials for their course work. A relatively heavy fine of \$1.00 per hour for each overdue item is therefore levied, and the maximum penalty per item is \$100. Overdue notices will be sent. To avoid unnecessary campus-mail delay, users may register for notification by e-mail at the circulation counter.

Teaching staff will be given the circulation statistics of their reserve items at the end of each semester. Suggestions may be directed to reserve books staff at Ext. 8740 or e-mailed to [resbk@uli.msmail.cuhk.edu.hk](mailto:resbk@uli.msmail.cuhk.edu.hk).

## 公積金計劃投資成績

### Investment Returns of Staff Superannuation Schemes

總務處公布公積金計劃內各項投資基金於一九九八年三月及截至該月之累積回報如下：

#### From the Bursary

The monthly and cumulative returns for March 1998 in the Designated Investment Funds of the 1995 Scheme and 1983 Scheme are as follows:

一九九八年三月 March 1998

基金 Fund	計劃 Scheme		指標回報 Benchmark Return
	1995	1983	
(未經審核數據 unaudited)			
增長 Growth	1.71%	1.68%	0.61%
平衡 Balanced	1.66%	1.66%	0.43%
穩定 Stable	1.01%	1.24%	-0.10%
銀行存款 Bank Deposit	0.72%	0.76%	0.50%
	(年息Annualized 8.44%)	(年息Annualized 8.93%)	(年息Annualized 5.89%)

一九九八年一月一日至三月卅一日 1st January to 31st March 1998

基金 Fund	計劃 Scheme		指標回報 Benchmark Return
	1995	1983	
(未經審核數據 unaudited)			
增長 Growth	7.58%	7.61%	10.66%
平衡 Balanced	6.93%	7.80%	8.81%
穩定 Stable	2.08%	4.00%	4.25%
銀行存款 Bank Deposit	2.41%	2.44%	1.87%
	(年息Annualized 9.77%)	(年息Annualized 9.89%)	(年息Annualized 7.58%)

一九九七年七月一日至一九九八年三月卅一日 1st July 1997 to 31st March 1998

基金 Fund	計劃 Scheme		指標回報 Benchmark Return
	1995	1983	
(未經審核數據 unaudited)			
增長 Growth	-11.04%	-15.07%	-14.99%
平衡 Balanced	-6.45%	-6.24%	-8.47%
穩定 Stable	-1.70%	-0.88%	-0.65%
銀行存款 Bank Deposit	6.90%	6.92%	5.89%
	(年息Annualized 9.19%)	(年息Annualized 9.22%)	(年息Annualized 7.85%)

## Committee Membership

Five committees have recently been reconstituted as follows:

### Committee on Sexual Harassment Policy

Chairperson: Prof. H.C. Kuan (appointed by the VC)  
 Members: Mr. Jacob Leung (nominated by AAPC)  
 Prof. Lee Wing-ye, Eliza (CUTA representative)  
 Dr. Memie Kwok (CUSA representative)  
 Ms. Wu Ka-ming (CUHK Student Union representative)  
 Prof. Catherine Tang (Convener of Sexual Harassment Panel)  
 Prof. Lam Mong-chow } Faculty members or staff members of  
 Mrs. Sophie Lau } different genders who are sensitive to  
 Prof. Maria Tam } sexual harassment matters  
 Secretary: Mrs. Amelia Wong

### Nomination Committee for Academic/Professional Visitorships

Chairman: Prof. Ambrose Y.C. King  
 Members: Prof. H.C. Kuan  
 Prof. Joseph C.K. Lee  
 Prof. Leslie N.K. Lo  
 Prof. Andrew T.L. Parkin  
 Prof. Wong Chak-kuen  
 Prof. Leslie Young  
 Prof. Kenneth Young  
 Secretary: Mrs. Sophie Lau

### Management Board of the Hong Kong Centre of Sports Medicine and Sports Science

Chairman: Prof. Joseph C.K. Lee (Dean of Medicine)  
 Members: Mr. Dennis Whitby (Director, Hong Kong Sports Institute)  
 Prof. Chan Kai-ming (Chairman, Senate Committee on Physical Education)  
 Prof. P.C. Leung (Professor of Orthopaedics and Traumatology)  
 Prof. Roy C.M. Chan (Acting Chairman, Department of Sports Science and Physical Education)  
 Miss Hon Kwai-yue (Director, Physical Education Unit)

Member/Secretary: Prof. Chan Kai-ming (Director, Hong Kong Centre of Sports Medicine and Sports Science)

(Term: until 31st December 1999)

#### Executive Committee of the University Guest Houses

Chairman: Dr. Chen Fong-ching (appointed by the VC)

Ex officio members: Mr. Terence C.W. Chan (Bursar)

Ms. Amy Yui (Director of Administrative Services)

Mr. S.S. Tam (representative of the Director of Personnel)

Ad personam members appointed by the VC:

Prof. Andrew C.F. Chan

Mrs. Mary W. Leventhal

Secretary: To be nominated by the Director of Administrative Services

#### Committee on the Universities Service Centre

Chairman: Dr. Michael Lee

Members: Prof. Richard M.W. Ho

Mr. Jacob Leung

Dr. Luen Chih-biau

Prof. Tsui Kai-yuen

Prof. Yeung Yue-man

Ex officio members: Dr. Michael Lee (University Librarian)

Mrs. Mary W. Leventhal (Director, Office of Academic Links)

(International)

Prof. H.C. Kuan (Director, USC)

Member/Secretary: Mrs. Jean Li (Assistant Director, USC) (*ex officio*)

#### 鼻煙壺展覽移師徐氏藝術館

本年初在文物館展出的「御賞壺珍——誦先芬室藏清代宮廷鼻煙壺」展覽，上月廿七日移師徐氏藝術館展出，開幕儀式由該館創辦人徐展堂博士和本校文物館館長高美慶教授主持。該展覽由徐氏藝術館和文物館合辦，展期至七月卅一日。

#### 卅五周年校慶紀念品

為慶祝中大三十五周年校慶，中大紀念品銷售處特推出多款紀念品：

• 中文大學電話卡，每張售六十八港元。此卡設計以四所書院為重點，限量發行三千張。

• 中大紀念瓷碟

• 文件膠袋及膠盒

• 金屬相架

歡迎員生到富爾敦樓地下紀念品銷售處選購。

#### 訃告

本校榮譽文學博士、中國語言學泰斗呂叔湘教授上月九日病逝北京，享年九十四歲。

呂教授畢生獻身語言學和語文教育，成就卓越，並一直關懷本校中國文化研究所的學術發展，多方支持與指導該所各項語文研究。

## Service to the Community and International Organizations

- Prof. Liu Pak-wai, pro-vice-chancellor, has been appointed by the Chief Executive of the HKSAR as a member of the Chief Executive's Commission on Innovation and Technology for one and a half years from 16th March 1998.
- Prof. Ann Mackenzie, professor of nursing, has been appointed by the Chief Executive of the HKSAR as a member of the Health and Medical Development Advisory Committee for three years from 1st March 1998.
- Prof. Daniel T.L. Shek, professor in the Department of Social Work, has been re-appointed by the Chief Secretary for Administration as a member of the Commission on Youth for a year from 1st April 1998.
- Prof. Wong Tze-wai, professor in the Department of Community and Family Medicine, has been appointed by the Secretary for Planning, Environment and Lands as a member of the Air Pollution Control Appeal Board Panel from 1st February 1998 to 31st January 2001. Prof. Wong has also been appointed as a member of the Committee on Research, Education, Publicity and Rehabilitation of the Pneumoconiosis Compensation Fund Board until 31st December 1999. He has recently been admitted Fellow of the Faculty of Public Health Medicine of the Royal Colleges of Physicians of the United Kingdom.
- Prof. P.C. Leung, professor of orthopaedics and traumatology, has been appointed as a member of the Independent Commission Against Corruption Operations Review Committee until 31st December 1998.
- Mr. Hardy S.C. Tsoi, manager of Sir Run Run Shaw Hall, has been appointed as a member of the Advisory Board of Chung Ying Theatre Company. He has also been appointed as an honorary adviser to the Drama Advisory Board of the Provisional Urban Council for two years from 1st April 1998.
- Prof. Chan Wing-wah, professor in the Department of Music, conducted the Hong Kong Japanese Club Choir, the Hong Kong Oratorio Society, and Hong Kong Sinfonietta to perform Beethoven's Symphony No. 9 'Ode to Joy' on 8th March 1998 in the City Hall Concert Hall.
- Dr. Peter Chan, senior lecturer in the Department of Surgery, has been appointed Honorary Professor of Urology of the General Hospital of the People's Liberation Army in Beijing.
- Prof. Lee Sing, associate professor in the Department of Psychiatry, has been invited to join the editorial board of *Health Psychology*, jointly published by the Chinese Mental Health Association and the Chinese Publishing House of Therapeutics and Technology, from 1st January 1998.

(Information in this section is provided by the Information and Public Relations Office. Contributions should be sent direct to that office for registration and verification before publication.)

## CU Press New Book

The following book is available to staff of the University at a 20 per cent discount at the University Bookstore, John Fulton Centre:

High-rise Society: The First 50 Years of the Hong Kong Housing Society

The Hong Kong Housing Society celebrates its 50th anniversary in 1998. During the past 50 years it has provided homes to hundreds of thousands of Hong Kong people. It has also evolved in tandem with the housing needs of a developing society. Innovative architectural designs and planning have created a high-rise society. To meet the demands for quality housing by an ever expanding population and within limited space, housing has had to reach for the skies.

Written by Robin Hutcheon, the book chronicles the achievements of the Housing Society in words and pictures, as well the people who make it possible.

ISBN 962-201-841-6, 131 pages, hardcover, HK\$190



Personalialia 人事動態 · Personalialia 人事動態 · Personalialia 人事動態 · Personalialia 人事動態 · Personalialia 人事動態 · Personalialia 人事動態

Information in this section can only be accessed with **CWEM** password.

若要瀏覽本部分的資料，  
請須輸入**中大校園電子郵件密碼**。

## 七千五百萬元修葺危險斜坡

截至九七年七月底，校內共有十六幅斜坡不合乎安全標準或曾經傾瀉山泥(見圖)，校方已收到政府建築事務監督發出的危險斜坡修葺令，並於去年底取得大學教育資助委員會撥款七千五百三十萬元，開展部分修葺及鞏固工程。

根據修葺令規定，大學須以招標形式，由名列《建築物條例》的註冊認可人士和土力工程顧問公司統籌及負責地形測量和岩土勘探，並擬定防治山泥傾瀉及鞏固斜坡工程的計劃。建議書須提交建築事務監督審批，過程耗時甚久，直至現時為止，校園發展處已甄選了六間顧問公司開始勘探土質及研究工作，每幅危險斜坡由勘探至完成鞏固工程預計需時約兩至三年之久。

### 校方密切注視

校園發展處的簡元信先生強調，政府審查斜坡安全的標準嚴格，除了按精確數據的分析，亦會就曾經傾瀉山泥的斜坡和肉眼認為有問題的斜坡發出危險修葺令。校方一般依據土力工程處發出的斜坡維修指引，一旦發現危險斜坡，便會立刻跟進，清理山泥，加設明渠疏水，並按情況在斜坡面鋪上不同保護層如三合土噴漿或石砌



# 專款修葺·專人巡查

# 確保校園斜坡安全

去年七月一場百年難見的豪雨，使得在花園附近、何善衡工程學大樓東面，以及環迴路近志文樓的斜坡山泥傾瀉，後一處瀉下的山泥更足以滿載數十輛貨車，幸而無人傷亡。今年的雨季已經開始，校園的斜坡安全嗎？鞏固措施又是否足夠呢？

牆，又或是削泥以減少斜坡斜度。另外，校園發展處經常會派員巡查，所以縱使部分斜坡的修葺或鞏固工程尚未展開，員生也不須恐慌。

簡先生又說：「校園內有超過三百個大小斜坡，根據行人流量劃分為兩類：人流多的斜坡(如鄰近范克廉樓、志文樓及明華堂的斜坡)和人流疏落的斜坡(如新教職員宿舍後面的大石坡及鄰近體育中心儲物房的斜坡)。人流多的斜坡會優先處理。」

### 斜坡三百 巡查無間

至於其餘未列入危險名單的斜坡，校園發展處或物業管理處的職員也會經常巡查，檢驗有沒有鬆散的石塊，去水渠道有沒有淤塞或破損，護土牆有否被侵蝕、風化、剝落或滲水等現象。發現問題便立即修葺。

### 維修與鞏固方法

據簡先生解釋，斜坡的安全程度取決於地下水位的低、斜坡土壤的土質特性、日常保養及維修程度。一般修葺及鞏固斜坡的方法包括削平斜坡，加設明渠排水，重新壓實斜坡土壤，以泥釘植入斜坡內三至十米深以抓緊泥土，在斜坡表面種草、砌石牆，鋪網後再噴上三合土漿或加建護土牆等。他引述其中一個例子：「在聯合書院附近一個二十多米高乘一百多米闊的斜坡，我們便植入了近六百顆泥釘達至鞏固效果。」

### 山泥傾瀉警告牌

簡先生更強調，校方會在接獲危險斜坡修葺令的斜坡或護土牆附近懸掛警告牌，以提醒員生此等斜坡有潛在危險，特別是在天氣惡劣時；若天文台已懸掛八號或更高風球，又或已發出山泥傾瀉警告，員生必須遠離此等斜坡。欲查詢此等斜坡的資料，可致電物業管理處(內線六六六六)。

### 延聘土力工程師監察斜坡

為了進一步確保校園斜坡的安全，校園發展處特別增聘一名土力工程師——黃植禧先生，由他專責監察斜坡。黃先生說，他會依據政府的斜坡安全標準，擬定巡查清單，派員巡查校園的斜坡。暫時預計所有斜坡每年最少巡查一次，希望能及早察覺有潛在危險的斜坡，防患於未然，保障員生的安全。○

(陳偉球·蔡世彬)

獲政府撥款修葺的十六幅斜坡



1 新亞書院知行樓東面



2 崇基教職員宿舍 A、B 及 C 座北面



3 崇基學院華連堂及明華堂北面



4 崇基學院第五期重建地盤對面



5 崇基學院牟路思怡圖書館後面



6 保健醫療中心對下



7 崇基路與牟路思怡圖書館之間



8 研究院宿舍與大學道之間



9 大學道南面(研究院宿舍至何善衡夫人宿舍)



10 中央道科學館北面



11 環迴路近志文樓



12 大學道與花園之間



13 士林路以南(聯合苑與十五苑中間)



14 應林堂西南面



15 何善衡工程學大樓東面



16 大學道與中央道之間

## 新設課程

教務會上月中通過開設六項新課程，詳情如下：

- 由一九九八至九九年度起開設學位教師教育文憑(小學)課程
- 由一九九八至九九年度起開設應用地理訊息學學士後文憑課程(兼讀制, 自負盈虧)
- 校外進修學院由一九九八年六月起開設現代辦公室行政及科技文憑課程
- 校外進修學院由一九九八年五月起開設警務/保安技術文憑課程(遙距課程)
- 校外進修學院由一九九八年四月起開設電腦教學(小學老師)證書課程
- 校外進修學院由一九九八年六月起開設普通話證書系列課程

## 本科畢業生 就業情況令人滿意

中大一九九七年度全日制畢業生就業情況令人滿意，就業者高達百分之八十四，繼續升學者佔百分之十二，只有百分之三的畢業生仍在尋覓合適工作。

投身工商界的佔在職畢業生百分之七十二，其次為教育界(百分之十五點五)，與一九九六年度的相若。

他們的平均月薪(不包括佣金或津貼)為一萬三千六百八十港元。月薪中位數為一萬二千六百八十元。

## 藝術與觀眾的橋樑展覽

「藝評者——藝術與觀眾的橋樑」展覽上月十五至廿二日在大學圖書館大堂舉行，展示藝術評論的發展。

展覽由國際演藝評論家協會(香港分會)主辦，內容包括戲劇評論導論、藝評的歷史和社會背景、藝評擔當的角色和定位，以及香港戲劇製作圖片和導賞等。

## 逸夫十周年院慶網球賽

為誌逸夫書院十周年院慶，該院的體育委員會和教職員聯誼會特舉辦「逸夫書院十周年院慶教職員聯誼會盃網球賽」。比賽於三月十四日在逸夫書院網球場舉行，單打及雙打冠軍分別由譚旭浩先生及秦嶺教授與譚旭浩先生奪得。

雙打冠軍秦嶺教授(右)及譚旭浩先生(左)與逸夫教職員聯誼會會長陳竟明教授合照



## 正視電腦「千年蟲」

當人類踏進公元二千年之時，全球電腦用戶都會面對同一危機——電腦系統因未能辨別年份而不能正常運作。

### 成因及影響

以往建造的電腦系統通常用兩位數字代表年份，例如以「98」代表「1998」年，以節省儲存空間及輸入時間。我們日常應用的電腦作業系統、應用軟件、編譯器及資料庫等，很多都採用同樣做法。但在1999年12月31日之後，電腦系統便可能誤將「00」視作1900年；有些電腦系統更因不能辨別2000年是閏年，而無法處理2000年2月29日。這些都會使電腦的計算出錯，嚴重者可導致整個系統停止運作。

這個「千年蟲」問題毫不簡單，除會癱瘓軟件外，更會影響一些內部裝有時間控制器的電子儀器，如個人電腦、工作站、醫療儀器、自動化系統，甚至錄影機、圖文傳真機等。

### 解決方法

這個問題並無簡便快捷的解決方法，你須先檢查電腦硬件(如個人電腦、UNIX工作站等)，使用的軟件包括作業系統(MS DOS, MS Windows, AIX, Solaris, IRIS等)和應用軟件(如SAS, SPSS, Gaussian等)，以及自行開發的軟件，繼而把受「千年蟲」影響的硬件及軟件修正，或以「可過渡二千年」(Y2K-compliant)的產品替代。

為免百密一疏，你最好先列出以下的清單：

- 系統機器種類及型號
- 作業系統及其版本編號
- 磁帶管理系統
- 應用軟件及其版本編號
- 公共/共享軟件、免費軟件及其版本編號
- 自行開發的軟件，包括處理日期部分的程式

其後你應聯絡供應商，了解所使用的軟件和硬件是否屬於「可過渡二千年」的產品。部分軟件可藉更新檔案或升級到「可過渡二千年」的版本來解決「千年蟲」。部分也許要你自行找出和更正會有問題的程式。

### 立即行動

縱使現在距離2000年還有一年多些，但是某些程式因為要處理兩年或之後的日期，而極可能已被「千年蟲」所害。因此，你必須立即行動，擬定「除蟲」計劃。

修改有關日期的程式、購買「可過渡二千年」的軟件及硬件等，須有充裕的資金、人力和時間。為免浪費資源，你應立即停止購買未能過渡二千年的產品；如必須購買，亦應向供應商查詢該產品何時可解決「千年蟲」問題和屆時的更換辦法。

在這方面，電算機服務中心會盡力提供有關的技術資料和協助。你可參考「千年蟲」網頁(<http://www.cuhk.edu.hk/y2k/>)或直接聯絡下列職員：

微機系統及網絡	蘇伯祥先生	內線八八三六
微機應用軟件	張惠萍女士	內線八九二零
UNIX 系統	丘智華女士	內線八八二三
	馮雪儀女士	內線八八三二
研究及教學運算系統的應用軟件(如SAS, IMSL, MATLAB)等	徐耀明先生	內線八八四四
教務處應用軟件	莊永港先生	內線八九一五
	梁志倫先生	內線八九九零
SAP會計應用軟件	鄭惠芳女士	內線八八七二
	杜國豪先生	內線八八四三
新撥款模式系統及入學組	梁美燕女士	內線八八四零
	黃婉芬女士	內線八八七一
人事處系統及薪酬系統	陳承志先生	內線八八零九
	杜國豪先生	內線八八四三

電算機服務中心顏敏標

## 中大通訊 CUHK NEWSLETTER

網址 website <http://www.cuhk.edu.hk/puo/>

- 本刊逢四日及十九日出版。
- 來函或投稿請寄沙田香港中文大學秘書處出版事務處《中大通訊》編輯部(電話 2609 8584, 圖文傳真 2603 6864, 電子郵遞 [pub2@uab.msmail.cuhk.edu.hk](mailto:pub2@uab.msmail.cuhk.edu.hk))。
- 投稿者須附真實姓名、地址及聯絡電話，文章則可用筆名發表。
- 編輯有權刪改及決定是否刊登來稿，不欲稿件被刪者請預先聲明。
- 本刊所載文章只反映作者之觀點和意見，並不代表校方或本刊立場。
- 所有內容未經編者書面准許，不得轉載。
- 本刊每期發行三千八百份，免費供校內教職員索閱，部分郵寄本地教育機構及與大學有關人士。私人索閱，請致函本刊查詢。

- The Newsletter is published on the 4th and 19th of each month.
- All contributions and suggestions should be sent to the Editor, CUHK Newsletter, Publication Office, University Secretariat, The Chinese University of Hong Kong (tel. 2609 8584; fax. 2603 6864; e-mail [pub2@uab.msmail.cuhk.edu.hk](mailto:pub2@uab.msmail.cuhk.edu.hk)).
- Contributions should bear the writer's name and contact telephone number, and may be published under pseudonyms. No anonymous letters will be published.
- The Editor reserves the right to reject contributions and to edit all articles without notice for reasons of clarity, length or grammar. Those who do not want to have their articles amended should indicate clearly in writing.
- The views expressed in the CUHK Newsletter are those of the authors, and are not necessarily those of the University or the Editor.
- No part of this newsletter may be reproduced without the written consent of the Editor.
- This publication has a circulation of 3,800 and is primarily intended for staff members of CUHK. Copies are also sent to local educational institutions and individuals associated with the University. Those who wish to be included on the mailing list please contact the Newsletter direct.

截稿日期		
Deadlines for Contributions		
期數	出版日期	截稿日期
Issue no.	Issue date	Deadline for contributions
127	19.5.98	4.5.98
128	4.6.98	19.5.98
129	19.6.98	3.6.98
暑期特刊	19.8.98	3.8.98
Summer Supplement		
130	4.9.98	18.8.98
131	19.9.98	2.9.98
132	4.10.98	17.9.98
133	19.10.98	29.9.98
134	4.11.98	19.10.98
135	19.11.98	2.11.98
136	4.12.98	17.11.98
137	19.12.98	2.12.98

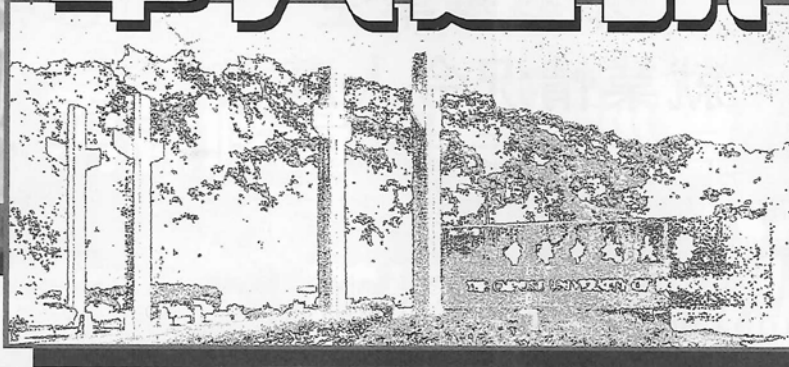
香港中文大學出版事務處出版

編輯：梁其汝 助理編輯：蔡世彬 李琪 陳偉珠 製作：梅潔媚

Published by the Publication Office, The Chinese University of Hong Kong  
Editor: Amy K.Y. Leung Assistant Editors: Piera Chen, Lawrence Choi Graphic Designer: May Mui

印刷：鮑思高印刷有限公司

Printing: Don Bosco Printing Co. Ltd.



## 下世紀的成功企業

工商管理碩士課程上月十七日假灣仔會議展覽中心四零一室舉行利豐工商業講座，由美國賓夕法尼亞大學市場學講座教授Prof. Jerry Wind主講「創造二十一世紀成功企業」。

Prof. Wind是知名的市場及管理學專家，也是賓大SEI管理研究所的創所主任。該所透過研究致力提升管理學的研究及教育素質，以配合社會的發展和改善管理實務。

Prof. Wind在講座上討論企業應如何面對商業環境的改變以及如何利用因轉變而衍生的機會，並分析新的管理典範對香港商業社會的影響。Prof. Wind論及的課題還包括如何針對細分市場，開創新穎的度身訂造產品及服務，研製整體的、互動的和針對性的市場訊息系統，善用創新的電子分銷技術和訂價策略。



## 又一中大學生當選羅德學人

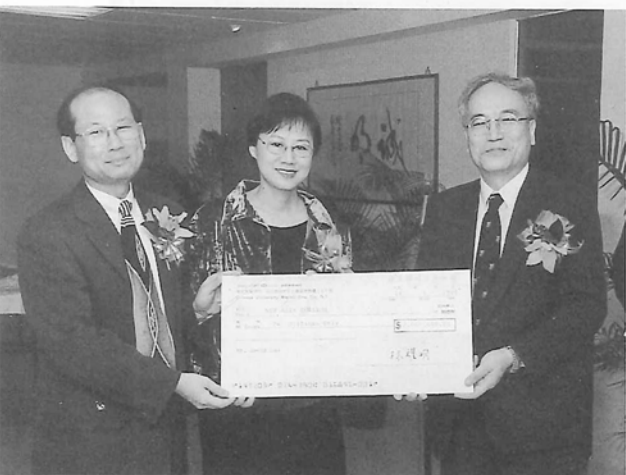
電子工程學系應屆畢業班學生李佩珊當選一九九八年度香港區羅德學人，也是該系三年內第二位得獎者。



李佩珊的學術表現出色，深得教師讚賞，曾贏取七項獎學金。她於一九九四年以交換生身分到加拿大卑斯省大學修業一年，其後復參加暑期交換計劃，分別到土耳其和德國實習及進修德文。她將於今年十月到牛津大學聖十字學院深造，開展其博士生之研究工作。

羅德獎學金是根據已故施素·羅德爵士的遺願而於一九零二年設立，頒予各地優秀年青學人，由一九八五年起增設香港區名額，每年一名。電子工程學系畢業生王澤基曾於一九九六年獲此獎項。

## 新亞林耀明夫人堂揭幕



林耀明先生(左)、林夫人張麗瓊女士(中)捐資新亞書院成立「林耀明夫人教育基金」，梁秉中院長(右)代表院方接受支票。

新亞書院上月十四日舉行樂群館林耀明夫人堂揭幕儀式，由林耀明先生伉儷與新亞書院院長梁秉中教授主持，出席嘉賓包括大學輔導長郭少棠教授、新亞校董陳德恆先生、麥松威教授、金聖華教授等。

林耀明先生為本港著名商人，經營珠寶、五金、機械等業務，生意遍及香港、內地、台灣等地。林先生歷任仁濟醫院總理、國際獅子會腎病教育中心及研究基金副主席等公職。九三年起更出任新亞書院校董，關心校務，每年皆捐助學生活動經費，今年慨捐二百萬港元成立「林耀明夫人教育基金」，繼續大力支持新亞學生活動。

## 聯合書院新校董

聯合書院校董會最近委任何柱國先生及岑啓基先生為校董會新成員，任期分別由一九九八年三月廿一日至二零零零年七月卅一日及由一九九八年三月廿八日至二零零零年七月卅一日。

何柱國先生為香港煙草有限公司董事總經理及泛華投資集團主席兼董事，亦為中航興業有限公司非執行董事。九七年獲山東省人民政府聘任為經濟諮詢顧問，並歷任中國工商聯合會常委及中國人民政治協商會議第九屆全國委員會委員、北京大學榮譽受託人、對外經濟貿易大學校董兼客座教授，以及雲南大學客座教授。

岑啓基先生為梁振英測量師行助理董事，並擔任銅鑼灣街坊福利促進會董、香港大學教研發展基金創會遴選委員、美國南加州大學校友總會理事及美國南加州大學(香港)校友會秘書長。岑先生同時亦為中華總商會、香港青年聯會、亞洲協會(香港分會)及美國太平洋亞洲博物館等組織之會員。

另，聯合書院五位校董鄭棟材博士、李卓予教授、呂志和先生、曾永康先生和黃紹曾先生最近獲選連任，任期均為三年，由一九九八年八月一日至二零零一年七月卅一日。



何柱國先生



岑啓基先生

## 亞洲翻譯研討會

約二百名來自香港、內地、台灣、日本、南韓、馬來西亞、泰國及澳洲的翻譯專才和學者，上月出席本校翻譯研究中心和台灣輔仁大學翻譯及傳譯學研究所合辦的首個亞洲翻譯學術研討會，討論亞洲各國翻譯的傳統和當代發展，以推動區內的本土翻譯研究並促進國際合作。

會上發表的論文將收入翻譯研究中心主任孔慧怡博士主編的《翻譯研究論叢》系列，並在台灣出版；該系列的簡化字版則由北京大學出版社出版。

研討會名為「亞洲翻譯傳統與現代動向」，於四月十至十二日在輔仁大學利馬竇大樓B1國際會議廳舉行。



## 校友對高等教育的意見

根據一項調查顯示，中大校友最關注大學生的語文程度，其次是大學修業年期和各教育階段的銜接問題。

該項調查於去年十二月進行，由中大評議會常務委員會主持，收集校友對香港特別行政區行政長官首份施政報告有關高等教育問題的意見。問卷隨《中大校友》第十二期發出，共收回一千四百七十三份，回覆率約百分之四點四。

調查工作小組召集人殷巧兒女士說，

回覆者認為大學生的語文問題最值得重視，而對提高大學生語文能力的方法則意見不一。他們也認為大學科課程一般修業四年最為合適；各教育階段的銜接以六年小學、三年初中、三年高中、四年大學最可取。

評議會上月十九日在銅鑼灣香港世界貿易中心會舉行公開座談會，公布調查結果，並讓關注該課題的社會人士發表意見。