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透視文化管理學士課程

Cultural Management?
Not a Contradiction in Terms at All!

據 本屆中學文憑試放榜後的「大學聯合招生辦法」（「聯招」）改選結果統計顯示，以首三志願（Band A）計算，競爭最激烈的五個中大課程（見附表）中，位列第二的文化管理今年初次上榜。文化管理成為考生熱門志願，是否反映千禧一代對文化藝術的追求？到底文化管理是一門怎樣的學科？何以大受歡迎？

文化為公

文化管理文學士課程主任張展鴻教授稱，文化管理牽涉不同知識層面，當中最重要莫過於「公共性」的概念：「人類社會由階級分明的皇權社會過渡至開放的公民社會，不論是財產、空間都朝公眾參與和管理的方向發展。循此脈絡理解，文化管理就是將藝術由小圈子推廣至更廣闊的公眾層面，讓更多人了解和參與。」

中大的文化管理文學士課程於2012年設立，是一門跨學科課程，涵蓋商業、藝術、音樂、歷史和人類學等學科。張教授指：「同學會在商學院讀兩科管理和市場學入門課程，此外便是文化管理的核心科目。課程共分三大方向：博物館和文化遺產管理、藝術史和藝術欣賞，以及藝術節目的管理和推動，全由專研該範圍的老師任教。」

緊扣社會

課程既為回應本港社會發展文化的需要而誕生，內容自是緊扣社會。文化不只是課本上的知識，還寄存於社會，故同學需要走出課室，在社會觀摩實習。張教授說，課程會為同學提供實習機會，更會安排文化交流。過往，文化管理的同學便曾往北京中央音樂學院和光州等地交流，觀摩藝術家的培訓，參觀外國的表演場地和了解藝術和社區的有機結合。

文化中介人

文化管理三年級生湯詠斯中學唸文科，當年在中大開放日剛好看到文化管理的介紹。課程結合文化和管理的嶄新配搭，使她在中四時便決意報讀：「這科給我的第一印象是它既有文科的成分，也有商科的元素，文商兼修，似乎比較『安全』。」

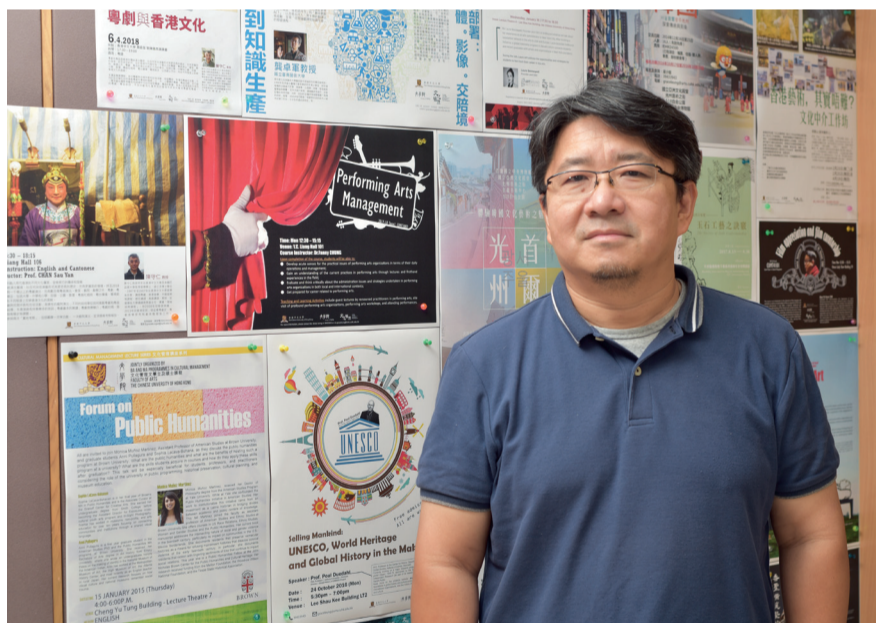
經過兩年學習，詠斯對文化管理有更深體悟。她形容，文化管理是將藝術家和觀眾連繫起來，幫助別人實現夢想的行業。文化管理人經常被稱作「橋樑」、「中介人」，居中介紹文化給不同的人。

與張教授一樣，詠斯指出文化管理要緊扣社會。她強調，文化管理的課程可以提供不同文化理論的知識，但重要的是到社會實地觀察、實踐和印證所學。「觀察不同機構的文化運作，是有趣的經驗，也可和本身知識扣緊。」在中大的兩年多，她積極參與和籌劃校內外大大小小的文化活動，包括博群文化導賞計劃、「光·影·香港夜」和「HKwalls街頭藝術節」等。

「身經百戰」的她，提及一次在新藝潮博覽會帶領導賞的經驗，令她嘗到文化管理人會面對的挑戰。「那是一個藝術展，剛巧藝術家也在場。作為導賞員，我們要事先和他交流。然而藝術家卻堅持不想我們多解說，只希望觀眾自己感受。」在那次導賞，她需要平衡藝術家的要求和觀眾的期望，而這正是文化管理人擔當中介角色的挑戰和趣味所在。

藝術立身 其樂無窮

在香港從事文化工作，不少人覺得是為理想「犧牲」。詠斯坦言，家人曾建議她選擇其他普遍認為是更有「錢」途的學科；但她卻認為興趣是首要，只要是興趣所在，自然會甘之如飴。在中大，她從文化管理的學習和實習中得到無限滿足，足以證明她當年選擇正確：「在一次大館展覽的後期，我對一件展品的介紹已可長達五分鐘，觀眾對詳盡的講解無不瞠目結舌。但其實這是建基於和同事與藝術家的交流，以及觀眾的反應。這是一個人和藝術、人與人的互動過程，當中的溝通和交流已是非常寶貴的經驗。」



▲ 張展鴻教授 Prof. Sidney C.H. Cheung

課程 Programme	申請人數 Number of Applicants	學額 Intake Quota	競爭人數 Competition Ratio
健康與體育運動科學 P.E., Exercise Science and Health	559	20	27.95
文化管理 Cultural Management	546	23	23.74
通識教育 Liberal Studies	235	10	23.50
日本研究 Japanese Studies	456	24	19.00
藝術 Fine Arts	325	20	16.25

▲ 以Band A計算，2018年「聯招」改選後競爭最激烈的五個中大課程 The five most competitive CUHK programmes in terms of Band A applicants after JUPAS programme choice modifications



According to some statistics on programme choice modifications released after this year's Hong Kong Diploma of Secondary Education Examination (HKDSE) results had been announced, Cultural Management made it to the five most competitive CUHK programmes (see table) for the first time and ranked second. Are there so many arts and culture aficionados among the millennial HKDSE candidates? What is cultural management all about, and why is it being so much sought after?

Culture as Public Property

Prof. **Sidney C.H. Cheung**, director of CUHK's Bachelor of Arts (BA) Programme in Cultural Management, said the study of cultural management is not confined to one realm of knowledge but is underpinned by the notion of 'publicness'. 'As human society evolved from a monarchical society with clear class distinctions to an open civil society, space and institutions such as finance have been opening up for public participation and management. Viewed this way, cultural management's mission is to emancipate art from being a mere coterie interest and promote it to the public.'

Established in 2012, the University's BA Programme in Cultural Management is an interdisciplinary discipline that encompasses commerce, fine arts, music, history and anthropology among other subjects. Professor Cheung explained, 'Students are to take two introductory courses in management and marketing at the Faculty of Business Administration, then the remainder is devoted to the core subjects in cultural management. The curriculum comprises the management of museums and cultural heritage, art

history and appreciation, and the management and promotion of arts and cultural events. Each area is taught by well-qualified teachers.'

Keeping Pace with Society

That the curriculum was born out of Hong Kong's need to develop culture means that its content ties closely into society. Culture is not just knowledge in textbooks; rather it consists in the throbbing processes in society which require students to walk out of the classroom, roll up their sleeves and engage in them up close and personal. Professor Cheung added that the programme would furnish students with ample internship and cultural exchange opportunities. In the past, Cultural Management majors had gone to the Central Conservatory of Music in Beijing and Gwangju for cultural exchanges, where they got to observe the artists' nurturing and tour around the performing arts venues to understand how art and society can relate organically to each other.

Cultural Agency

Amy Tong, a Year 3 student in Cultural Management, was in the arts stream in high school. She was introduced to the programme on the University's Orientation Day. Its novel combination of culture and management made her, then a Form 4 student, determined to get into the programme. 'The first impression I had was that this programme has a good mix of arts and business elements. Straddling the two fields made it look "safer" on the career path.'



▲ 湯詠斯同學(左)於「HKwalls街頭藝術節」實習
Amy Tong (left) undertakes an internship with HKwalls Festival

After two years of study, Amy has gained a deeper understanding of the subject. She described cultural management as an enterprise that bridges the artist and the audience, and a labour of love that makes people's dream come true. Cultural managers are frequently hailed as a 'bridge' or 'mediator', as they bring arts and culture to bear on all walks of life.

Same as Professor Cheung, Amy emphasized that it is a must for Cultural Management students to be in the world. While the programme can equip one with all sorts of cultural theories, one has to go into society to observe, practise and verify what one has learnt. 'It is interesting to observe the workings of different cultural organizations. We can also compare them to what is laid down in the books.' During her two years at CUHK, Amy earnestly participated in and organized various arts and cultural activities on and off campus, including I-CARE Hong Kong Cultural Tours Project, Lumieres Hong Kong Festival and HKwalls Festival, to name just a few.

She recalled a tour guiding experience at Art Next Expo, which opened her eyes to the difficulties a cultural manager may come across. 'It was an art expo where the artist was present. As a tour guide, I had to talk with him and learn of his views ahead. However, the artist insisted that he did not want me to elaborate much, but rather let the audience experience the work for itself.' During the tour, she had to perform a fine balancing act between the artist's reticence and the audience's hunger for information, and therein lies the fun and challenges a cultural manager would encounter as a cultural mediator.

Cultural Management as Vocation

In Hong Kong, pursuing a career in arts and culture is deemed by many to be noble but doomed. Amy admitted her family had suggested her to choose other programmes with more lucrative prospects. Yet she insists that interest should always come first, and that with interest, happiness would never be a question. The immense satisfaction Amy wore on her face proves it is a right decision: 'Towards the end of an exhibition at Tai Kwun, my explanation for an artwork could easily last for as long as five minutes, at which the audience was all amazed. But my thorough knowledge was indeed founded on my conversations with colleagues and artists, as well as audience's responses. The precious interactions between man and art and between curator and audience are what goes beyond money.'

Reported by Amy L.,
with interviews conducted by Christine H.

學習範疇 Core Subject Areas

1 博物館和文化遺產管理 Management of Museums and Cultural Heritage

← 參觀朝鮮半島傳統民宅「韓屋」
Visit to a hanok, a traditional Korean home

2 藝術史和藝術欣賞 Art History and Appreciation

← 在光州參觀藝術展覽
Visit to an art exhibition during the Gwangju cultural exchange tour

3 藝術節目管理和推動 Management and Promotion of Arts and Cultural Events

← 於薄扶林村實習·參與當地文化保育
Internship in a conservation programme at Pokfulam Village



砌造一個標誌 Building a Logo



剛過去的10月17日是中大五十五歲生日，校慶活動將貫徹一整年至明年10月。為校慶特設的標誌將在未來十二個月出現在校內相關活動與刊物中，成為中大師生的生活一部分。

標誌出自本地建築設計師葉小卡之手。他在中大曾先後習藝術與建築，現為香港設計師協會主席。

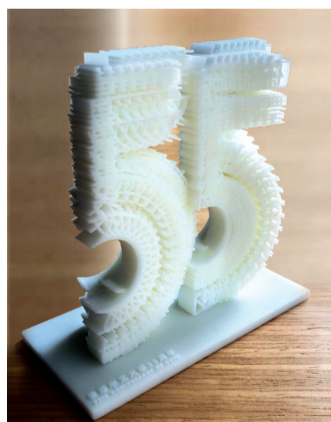
校訓「博文約禮」是他設計標誌的切入點。「中大五十五年來累積了博學於文、約之以禮的善因，為每個學生結了善果。我希望透過標誌設計，讓學生、校友思考中大教育的真義，在瞬息萬變的數碼時代永保追求真善美的初心。」

標誌由中文校訓結合周年數字而成，看似千頭萬緒，實則製作邏輯很簡單：直書的「博文」二字向左、向下，再沿半圓軌跡重複疊加，形成第一個雙層「5」字。再以同一規則複製「約禮」則生成第二個「5」字。

四個中文字由於筆畫有多寡、結構有疏密，以致重疊生成的「5」字紋理不一，或像蕾絲、或像鋸齒、或像鐵軌，大大豐富了視覺效果，巧妙地利用和展現中國文字的藝術內涵。

如此巧思源自葉小卡的建築背景：「多宏大的建築物都是由零碎的物料建造起來。建築師的角色就是思考怎樣將大量的小型物料拼接在一起，組合成想要的形狀。」

以建築思維砌造標誌也令整體設計增添現代感。「我希望帶出的觀感是，雖然中大立足傳統，但並不代表守舊，而是承古傳今，將寶貴的中國文化智慧應用在現代科技世界裏。」葉小卡說。



▲ 3-D打印機製作的立體標誌
The logo rendered in a 3-D format using a 3-D printer

一般的平面標誌圖在使用時，不外放大與縮小的分別，但由於此周年標誌以建築軟件製作，能輕易立體化，可以用3-D打印機製成座件，用作校慶紀念品或活動獎項；甚至製成大型雕塑，供人欣賞、拍照。

當用在平面出版物時，葉小卡提示需注意顏色的搭配。金色和銀色是標誌的首選色，而燙金和燙銀最能突顯細節的質感。白色背景建議搭配金色標誌，而黑色背景則與銀色標誌最相襯。

五十五周年校慶籌備委員會主席、副校長（行政）吳樹培先生說：「為展示大學過去五十五年的成就和對社會的建樹，連串慶祝活動即將陸續登場。歡迎校內各部門廣泛使用標誌於各類通訊，以收最大宣傳之效，讓更多中大人參與慶賀。」

17 October was a big day for CUHK, which turned 55 on that day. Celebrations for the University's 55th anniversary are going to take place throughout the year till next October. In the coming 12 months, the logo specially designed for the anniversary will show its face in various University events and publications and play a part in the lives of CUHK members.

The anniversary logo was designed by local architect and designer **Karr Yip**, a CUHK alumnus who read Fine Arts and subsequently Architectural Studies. He is now the chairman of the Hong Kong Designers Association.

The University's motto, 'Through learning and temperance to virtue', provides an entry point for the design of the logo. 'In the past 55 years, CUHK has sowed the seeds of learning and temperance, whose wonderful fruits are borne in each and every one of its students. With the logo, I hope to prompt students and alumni to contemplate on the essence of CUHK education, and to persist in the quest for the good in the fast-changing digital era.'

Made up of the Chinese motto and anniversary numerals, the complex-looking logo belies its simple design logic: the first double-layered '5' is generated through repeating the two Chinese characters (博文) that stand for 'learning'. The vertically-oriented characters repeat themselves first from right to left, then downwards and in a semi-circular manner. The second '5' denoting the other term 'temperance' in Chinese (約禮) is produced in the same manner.

As the four constitutive Chinese characters vary in their number of strokes and morphology, the '5's formed with their repetitions boast an intriguing kaleidoscopic texture. One may say they are like laces, serrations or even iron tracks. Yielding a strong visual effect, this design cunningly mobilizes and makes manifest the aesthetics of Chinese script.

Such an ingenious conception boils down to Karr's background in architecture. 'However grand it may be, a building is ultimately made up of piecemeal materials. It is the task of an architect to think about how to mix and

match a large amount of small objects, and compose them into the shape he wants.'

Building a logo in an architectural way also gifts the whole design with a touch of modernity. 'The message I want to bring out is although CUHK is rooted firmly in its tradition, it is by no means conservative. Rather, it distils the cherished wisdom of Chinese culture into the modern, technologically advanced world.'

For a two-dimensional logo image, one can only enlarge or minimize it. What's so special about this anniversary logo is that it is created by an architectural software that enables the easy production of a concrete three-dimensional (3-D) model. The logo can be rendered in a 3-D format using a 3-D printer, which should aptly serve as an anniversary memento or prize. It can even be reproduced as a large-scale sculpture for aesthetic appreciation or photo taking.

When the logo is used on 2-D publications, Karr reminds us to attend to its colour combinations. Gold and silver are the logo's preferred colours, and hot stamping foils in the said colours would give accent to its nuanced textures. A gold logo is perfect for a white background, while its silver peer would serve a black background well.

Vice-President (Administration) and Chairman of the 55th Anniversary Celebration Organizing Committee, Mr. **Eric Ng** said, 'To showcase the achievements of CUHK and its contributions to society in the past 55 years, a wide spectrum of activities has been planned. All units are welcome to use the logo in their correspondences to help publicize the anniversary and to encourage all CUHK members to join in the celebrations.'

Christine N.



光榮作別燦爛人生

Grand Finale to a Great Journey

中大第三任校長(1987-1996)高錕教授於9月23日離世，享年八十四歲。公祭及告別儀式於10月7日及8日於香港殯儀館舉行。

10月7日，數以千計市民前往香港殯儀館向這位開創光纖傳訊科技並因此獲頒諾貝爾物理學獎的「光纖之父」作最後致敬。

高錕夫人黃美芸女士表示：「我非常感謝各界在這段悲傷時刻給予我們關懷及支持。」她未來會秉承高教授的遺願，透過高錕慈善基金推動社會對腦退化症的認識，並為腦退化症患者及其家屬提供服務。

10月8日，超過四百五十人出席告別儀式，包括特區行政長官林鄭月娥女士、政府部門首長、學術界及各界領袖、同事、學生以及一眾親友。林鄭月娥女士更與段崇智校長及其他人士為高教授扶靈。

段崇智校長致悼辭時形容高錕教授「研思精微，見解精闢，推動了全球的科研創新；他同時慧眼高瞻，胸襟廣闊，成就了偉大的教育事業」。前校長兼高錕慈善基金董事沈祖堯教授提到光纖科技在醫學內窺鏡上的應用，指出高教授的研究對人類造福廣遠。此外，高錕教授的表親金通旦醫生和中大信息工程學系陳亮光教授在憶述與故人的情誼時，不約而同回味他那動聽瀟灑的口哨聲。中大合唱團獻唱高教授鍾愛的《月亮代表我的心》，更令整個告別儀式添上溫馨情意。



Professor Sir Charles Kao, the third Vice-Chancellor of CUHK (1987-1996), passed away on 23 September at the age of 84. His wake and funeral were held at the Hong Kong Funeral Home on 7 October and 8 October, respectively.

Thousands of people gathered at the Hong Kong Funeral Home on 7 October to pay their last respects to the 'Father of Fibre Optics', whose pioneering work in the development and application of fibre optics in the area of communications had won him a Nobel Prize in Physics.

Lady Gwen Kao delivered her message of thanks: 'I am very grateful and appreciative for the care and concern shown to the family during this sad time.' She will carry out the last wishes of Professor Kao by raising the awareness of Alzheimer's disease in the society and by supporting the patients and their families through the Charles K. Kao Foundation for Alzheimer's Disease.

The funeral on 8 October was attended by over 450 government officials, leaders of the education and other sectors, colleagues, students, relatives and friends,

among them was Mrs. Carrie Lam, Chief Executive of HKSAR, who was also one of the pall bearers alongside Prof. Rocky S. Tuan, Vice-Chancellor and President of CUHK, and others.

Professor Tuan described Professor Kao in his eulogy as 'a meticulous and insightful scientist whose accomplishments have inspired technological innovations throughout the world' and also 'a far-sighted and broad-minded thinker who left an indelible mark on higher education'.

Referring to the application of fibre optics in endoscopy, Prof. Joseph Sung, former Vice-Chancellor and a governor of Charles K. Kao Foundation for Alzheimer's Disease, described Professor Kao's invention as a lasting contribution to humankind. Dr. Tony King, Professor Kao's third cousin, and Prof. Chen Lian-kuan of the Department of Information Engineering both fondly recalled Professor Kao's brisk whistle in their speeches. The CUHK Chorus then presented the late professor's favourite song, *The Moon Represents My Heart*, as an endearing ending note to the funeral.



重點科研單位獲正名國家重點實驗室 State Key Laboratory Status Affirmed



中大五所國家重點實驗室夥伴實驗室於9月20日獲正名為國家重點實驗室，有助日後與內地不同科研單位加強合作。五所實驗室從事的研究範疇為轉化腫瘤學、農業生物技術、藥用植物應用、合成化學以及消化疾病。段崇智校長表示，對國家科技部予以中大的肯定和支持深感榮幸，中大將會繼續與內地不同科研單位緊密合作，在教育、科研及產業化三方面繼續發展，貢獻國家。

Five Partner State Key Laboratories of CUHK, with specialties on translational oncology, agrobiotechnology, bioactivities and clinical applications of medicinal plants, synthetic chemistry, and digestive disease, were retitled State Key Laboratories on 20 September to offer them more flexibility to collaborate with different mainland research and development institutions. Vice-Chancellor Prof. Rocky S. Tuan was glad to see CUHK receiving such support and recognition from the Ministry of Science and Technology. CUHK will continue to collaborate closely with mainland research institutes and contribute to the national advancement of education, scientific research and knowledge transfer.

締結人工智能學術聯盟

Global AI Academic Alliance Established

段崇智校長日前代表大學出席在上海舉行的2018世界人工智能大會。會上，中大與麻省理工學院、悉尼大學、清華大學等全球十五所高等院校，以及人工智能企業商湯科技共同成立「全球高校人工智能學術聯盟」。聯盟透過跨學科、跨地域合作建立學術交流平台，並培訓人才，以推動人工智能技術長遠發展。大會由國家發展和改革委員會、科學技術部、工業和信息化部和中國科學院等多個部門合辦，雲集全球人工智能領域的學者和政商界精英，就技術及未來發展交流討論。

Vice-Chancellor Prof. Rocky S. Tuan recently attended the 2018 World Artificial Intelligence Conference in Shanghai. At the conference, CUHK joined hands with 15 universities around the world, including MIT, the University of Sydney, Tsinghua University as well as SenseTime, the world's leading AI company, to establish the Global AI Academic Alliance. The alliance was founded to boost cross-disciplinary exchanges and promote international collaboration on AI technology, constructing mechanisms and platforms to provide opportunities for AI study, talent training and research developments. The conference was co-organized by a number of institutions such as the National Development and Reform Commission, the Ministry of Science and Technology, the Ministry of Industry and Information Technology and the Chinese Academy of Sciences. It brought together the world's most influential AI scientists, academicians, entrepreneurs and government officials and initiated high-level dialogues on leading AI technologies and prospects of the AI industry.





中大與史丹福合辦留學課程 CUHK Hosts Stanford University's Bing Overseas Studies Program in Hong Kong

中大與史丹福大學Bing海外留學計劃將於2019年秋季起合辦香港課程，成為該計劃繼日本京都後亞洲第二家合作院校。史丹福大學資深教學副教務長Harry Elam教授（左）到訪中大，與段崇智校長聯袂出席簽約儀式。首批約二十名史丹福大學學生預計將於2019年9月入學，他們可以特別選讀與中國相關的課程，包括中國文化、中國營商環境等，史丹福大學訪問學者亦來中大授課，任教企業文化等課程。

CUHK will host the Stanford University's Bing Overseas Studies Program (BOSP) in Hong Kong from fall 2019, becoming the second partner of the programme in Asia following Kyoto, Japan. Prof. Harry Elam (left), Senior Vice Provost for Education of Stanford University, visited CUHK and joined Vice-Chancellor Prof. Rocky S. Tuan in an Agreement Signing Ceremony. The programme is expected to receive its first cohort of around 20 Stanford students in September 2019. The Stanford students will be able to enroll in courses related to mainland China such as Chinese Culture, Business Environment in China, etc. Visiting Stanford academics will also teach courses such as Organizational Culture in CUHK.



巾幗領袖分享 Dialogue with Women CEOs



商學院2018-19年度「與傑出領袖對話」暨師友計劃首輪活動於9月28日假花旗大樓舉行，由城中三位女性金融服務企業要員——花旗集團香港及澳門區行長伍燕儀女士（右二）、滙豐香港區行政總裁施穎茵女士（左二）及渣打銀行（香港）行政總裁禰惠儀女士（右）——擔任主講嘉賓，並由商學院副院長（本科課程）及市場學實務副教授王家徹（左）主持，議題包括競爭和談判、鍛煉和習慣，以及性別和角色差異等，吸引逾百位中學校長、師生出席。該活動由商學院學生負責協調和聯絡工作。

The inaugural Dialogue with Women CEOs 2018-19 was hosted at Citi Tower featuring three panelists — Ms. Angel Ng (2nd right), CEO, Citi Hong Kong & Macau; Ms. Diana Cesar (2nd left), Chief Executive, Hong Kong, HSBC; and Ms. Mary Huen (right), CEO, Standard Chartered Hong Kong. The panel was moderated by Prof. Andy Wong (left), Associate Dean (Undergraduate Studies) and Associate Professor of Practice in Marketing of CUHK Business School, and discussed competition and negotiation, exercise and habits, gender and role differences. Over 100 secondary school principals, teachers-in-charge and students attended the event. CUHK Business School students took part in coordination and communication of the event.

植物細胞研究有望提升農作物質量 New Insight into Improving Crop Quality

生命科學學院卓敏生命科學教授姜里文教授（中）帶領的科研團隊，最近在植物細胞機理的研究中取得重大突破。早年姜教授的團隊發現植物特有的「FREE1」蛋白可以調控植物細胞液泡的蛋白轉運、液泡形成和自噬等功能，好讓蛋白位處適當位置、防禦外來病菌。最近，研究團隊首次發現一個廣泛存在於如水稻、玉米和大豆等植物的BRA1蛋白，可調控FREE1聚集多少來控制多囊泡體生成和膜蛋白液泡運輸，以及膜蛋白的降解速度。有關研究為提高農作物的質量提供新線索，研究成果已於國際權威期刊《自然通訊》發表。

A team of researchers led by Prof. Jiang Liwen (centre), Choh-Ming Li Professor of Life Sciences, has recently made a major breakthrough in their research on plant cell mechanism. The research team identified a plant-specific protein, FREE1, in a previous study and its functions of regulating vacuolar protein transport, vacuole biogenesis and vacuole-autophagosome-mediated degradation. The team recently identified a plant-specific protein BRA1 (BRo1-domain protein as FREE1 suppressor) which regulates FREE1 and in turn regulates multivesicular body biogenesis and the vacuole degradation of the endocytosed plasma membrane proteins. The findings have provided new insight into improving crop quality and have been published in *Nature Communications*.

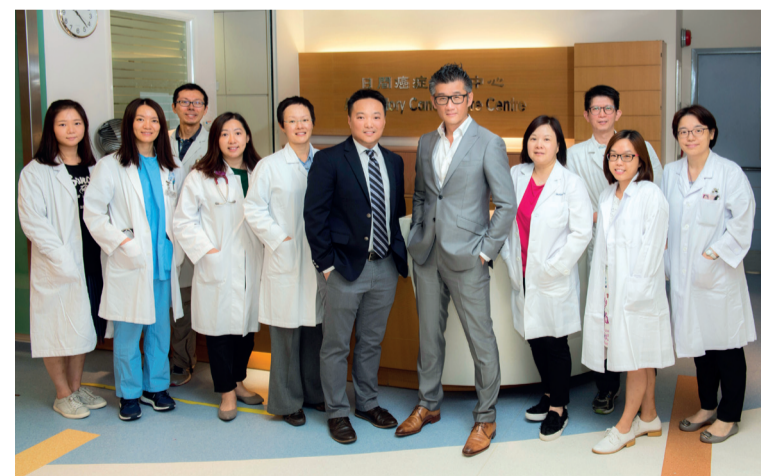


細胞及分子生物學課程十周年研討會 Harvesting the Fruits of a Decade

為慶祝成立十周年，理學院生命科學學院細胞及分子生物學課程於9月22日在康本國際學術園舉行專題研討會，由加州大學戴維斯分校柳波教授及澳門大學葛偉教授就個人研究成果發表主題演講。研討會亦邀得該課程六位正在本地或海外大學從事研究工作的畢業生分享各自在分子生物學、生物技術學、生物醫學及計算生物學領域的新動向。

The Cell and Molecular Biology Programme at the School of Life Sciences of the Faculty of Science celebrated its 10th anniversary with a daylong symposium in the Yasumoto International Academic Park. The symposium featured keynote lectures by Prof. Liu Bo of the University of California, Davis and Prof. Ge Wei of the University of Macau on their major discoveries. Six alumni of the programme who are now pursuing a research career locally or overseas also gave talks on the recent advances in their research in molecular biology, biotechnology, biomedical sciences and computational biology.

腫瘤學系獲選「傑出癌症關顧團隊」 Multidisciplinary Team Nominated for Excellent Cancer Care



腫瘤學系近日獲國際肺癌研究協會基金會頒發「傑出癌症關顧團隊」獎項，以表彰其跨學科團隊對肺癌病人的高質素治療護理。這個獎項是由全球的癌症病人提名醫護團隊參選，今次於「亞洲及其他地區」組別中獲獎的中大醫學院肺癌團隊，由腫瘤學系臨床助理教授龍浩鋒醫生（中）領導，十三名成員包括腫瘤科醫生、護士、研究助理及藥劑師等。

A cancer team from the Department of Clinical Oncology has recently received the Cancer Care Team Award from the International Association for the Study of Lung Cancer (IASLC) Foundation, recognizing its multidisciplinary team for providing outstanding care for lung cancer patients. Nominations for the Award were made by patients from all over the world. The team led by Dr. Herbert Ho-fung Loong (centre), Assistant Professor (Clinical) of the department, excelled in the 'Asia & Rest of World' category. His team consists of 13 members including oncologists, nurses, research assistants and pharmacists.

中大（深圳）與史丹福合辦創科論壇 The First Stanford-CUHKSZ Technology Innovation Forum

香港中文大學（深圳）與史丹福大學於9月10日至18日期間，合辦以創新工匠文化為主題的首屆科技創新論壇，邀請多位世界知名學者舉行講座和學術研討會，同場還舉行了兩校合作的「創新作坊」開幕儀式。中大（深圳）理工學院執行院長崔曙光教授指出，工匠精神不僅是指用心設計或者創作，也包含盡力促成有意義的美事，並且對社會產生正面影響。

CUHK (SZ) and Stanford University co-organized the first Annual Stanford-CUHKSZ Technology Innovation Forum themed Innovative Craftsmanship Culture from 10 to 18 September. World-class academicians hosted lecture series and academic seminars in the forum. The inauguration ceremony of Maker Lab, a key innovation project between the two universities, was held. 'The innovative craftsmanship culture is not only about design or creation, but also creating meaningful things and positive impacts on society,' said Prof. Cui Shuguang, Executive Dean of the School of Science and Engineering of CUHK (SZ).

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宣布事項 / ANNOUNCEMENTS



高錕教授紀念展覽

In memory of Professor Sir Charles Kao

為紀念第三任校長、「光纖之父」高錕教授，中大正舉辦高錕教授紀念展覽及開設悼念網頁。展覽展出其獎牌、勳章、證書、課堂手稿以及生平照片等。場內同時設置弔唁區，供各界人士留言悼念。

CUHK is now launching a special exhibition and website in memory of Professor Sir Charles K. Kao. The exhibition will show items belonging to Professor Kao including medals, certificates, handwritten lecture notes and photos, etc. A place for condolence is also set up for the public to sign in, record their messages of condolence and pay their last respects to Professor Kao.

日期 Date	即日起至2018年10月24日 From now until 24 October 2018	
開放時間 Opening hours	星期一至五 Mondays to Fridays	9:00 am – 8:00 pm
	星期六 Saturdays	9:00 am – 6:00 pm
	星期日 Sundays	1:00 pm – 6:00 pm
地點 Venue	大學展覽廳 University Gallery	

代碼世界：網站及數碼內容開發論壇

House of Codes: A Forum on Development of Websites and Digital Contents

為促進校內各部門的數碼資訊交流，資訊處與資訊科技服務處將合辦論壇，探討網站及數碼內容的開發。來自該兩個部門的同事以及從事數碼行銷的講者將會分享管理網站及數碼內容的寶貴心得。報名現已開始，先到先得，額滿即止。活動以廣東話進行。

To strengthen the digital information exchanges among CUHK units, a forum focusing on the development of websites and digital contents will be co-presented by the Information Services Office (ISO) and the Information Technology Services Centre (ITSC). Colleagues from the two offices, as well as a guest speaker from a digital agency, will share their valuable experience in managing websites and digital contents. Registration is open now on a first-come, first-served basis. The forum will be conducted in Cantonese.

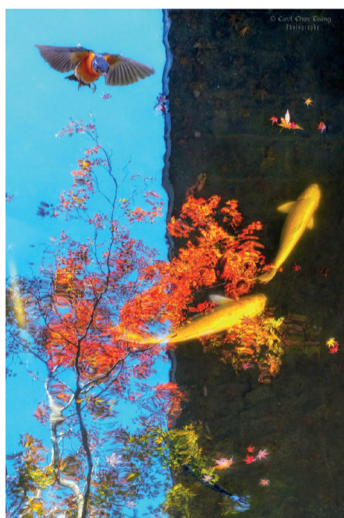
日期 Date	6.12.2018 (星期四 Thursday)	
時間 Time	8:45 am – 12:45 pm	
對象 Audience	中大職員，特別是網站管理員及網頁編輯 CUHK staff, especially those who manage websites and digital contents	
地點 Venue	李兆基樓5號演講廳 LT5, Lee Shau Kee Building	
報名 Registration	http://bit.ly/cuhkwebforum2018	

「快樂鳥，青葱林」曾陳桂梅視覺藝術展

'Happy Birds, Forest Green' Visual Arts Exhibition

展覽展出曾陳桂梅校友(1980/崇基社工)以飛鳥和自然風景為題材之攝影作品。曾陳桂梅為澳洲皇家墨爾本理工大學純藝術碩士及英國皇家攝影學會院士，於2001年起屢次舉辦個人創作展覽。是次展覽同時為「崇基學生發展綜合大樓」的興建計劃籌款。

The exhibition features Mrs. Carol Tsang's photos of birds and the natural scenery. Instead of giving a documentary record, the artist creates her own visual language combining photography and post-processing to express the impression and inspiration that nature brings to her. Mrs. Carol Tsang (1980/Social Work) has obtained a Master's degree in Fine Art at RMIT Australia and is the Associate of the Royal Photographic Society of Great Britain. The exhibits are donated for the fundraising campaign of 'Chung Chi Student Development Complex'.



日期 Date	15.10.2018 – 9.11.2018	
開放時間 Opening hours	星期一至五 Mondays to Fridays	9:00 am – 5:00 pm
	星期六 Saturdays	9:00 am – 1:00 pm
	星期日及公眾假期休息 Sundays and public holidays closed	
地點 Venue	崇基學院行政樓大堂展覽廳 Lobby Gallery, Chung Chi College Administration Building	

博群大講堂 2018—組裝未來：一個物理博士的社會實驗

University Lecture on Civility 2018—Assembling the Future: A Social Innovator's Intriguing Project

博群大講堂邀請了「開源生態計劃」創辦人兼執行總監Dr. Marcin Jakubowski舉行演講。他於2003年創辦「開源生態計劃」，以開放原始碼方式發布工具與機械的製造藍圖，然後透過共享與協作，讓各界能夠實惠地製作符合自己需要的器材，達至自助自主、自給自足。他將與聽眾分享如何推動該計劃，以助現代人應變資源短缺、重掌生活自主的經驗。

Dr. Marcin Jakubowski, founder and executive Director of Open Source Ecology, is invited to be the keynote speaker of the University Lecture on Civility. He established Open Source Ecology in 2003, an open platform that allows the public to have free access to blueprints of different industrial machines which are easily fabricated at low costs. He will share with the audience his personal experience of driving Open Source Ecology to tackle the paucity of resources and to take control over our own lives.



日期 Date	24.10.2018 (星期三 Wednesday)	
時間 Time	6:30 – 8:30 pm	
地點 Venue	李兆基樓6號演講廳 LT6, Lee Shau Kee Building	

聯合書院到訪傑出學人講座

United College Distinguished Visiting Scholar Lectures

聯合書院2018至2019年度「到訪傑出學人」講座邀請了劍橋大學公共衛生及基層醫療學系、腫瘤學系的癌症流行病學講座教授保祿·費羅，於11月初演講兩場。

Prof. Paul Pharoah, Professor of Cancer Epidemiology, Department of Public Health and Primary Care and Department of Oncology, University of Cambridge, will visit United College from 4 to 11 November as the College's Distinguished Visiting Scholar in 2018–19. During his visit, Professor Pharoah will deliver two public lectures.

題目 Topics	為甚麼癌症會在一些家族中流行? Understanding why cancer tends to run in families?	癌症基因測試—市民大眾準備好? Are we ready for genetic testing in population?
日期 Date / 時間 Time	6.11.2018 (星期二 Tuesday) 4.30 pm	8.11.2018 (星期四 Thursday) 4.30 pm
地點 Venue	康本國際學術園地下劉佐德演講廳 Lau Chor Tak Lecture Theatre, Yasumoto International Academic Park	
查詢 Enquiry	3943 7598 (林偉源先生 Mr. George Lam) 3943 7455 (楊頌妍小姐 Ms. Amy Yeung)	
留座網址 Registration	https://cloud.itsc.cuhk.edu.hk/webform/view.php?id=340232	

阮兆輝教授主講「靚靚逐夢」

Cantonese Opera Master's Public Lecture

中大中國音樂研究中心將與音樂系合辦公開講座，題為「靚靚逐夢」，由粵劇名伶、「中國戲曲欣賞」通識課程講師阮兆輝教授主講，內容涵蓋他在大學授課的體會、日後推廣粵劇的取向，以及他對粵劇的微願。

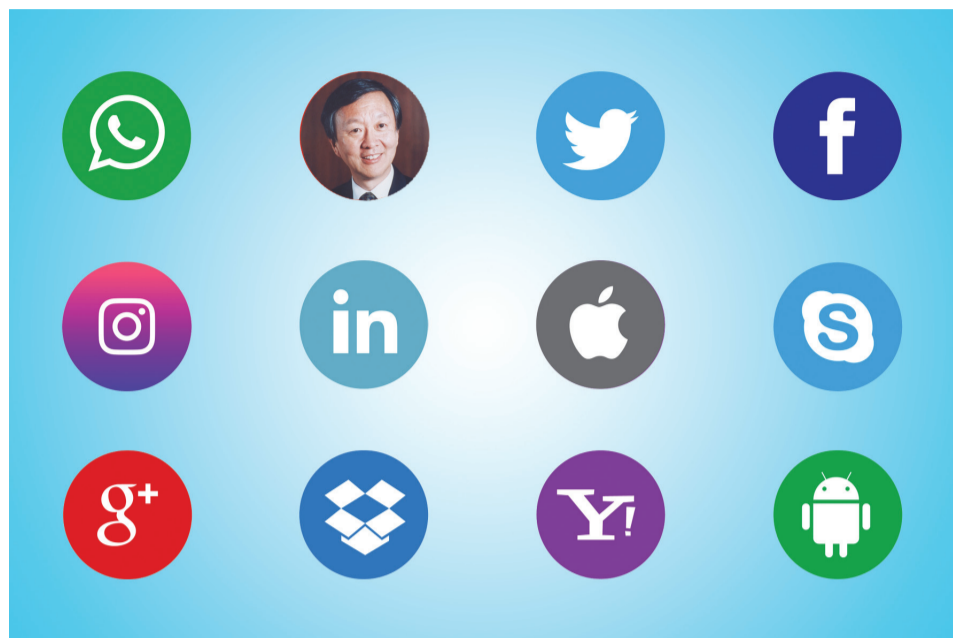
The Centre for Chinese Music Studies and the Department of Music co-organize a public lecture by Prof. Yuen Siu-fai, the Cantonese opera master who teaches the General Education course 'The Appreciation of Chinese Opera'. He will talk on his experience in teaching in the University, the promotion of Cantonese opera, and his vision for this traditional arts.

日期 Date	12.11.2018 (星期一 Monday)
時間 Time	2:00 – 3:30 pm
地點 Venue	何添樓B6室 Room B6, Ho Tim Building



科學行政總裁

The Scientist as Executive



大抵自古希臘數學家阿基米德開始，科學發現便被浪漫化成天才的頓悟。其實科學發展很少是由充滿戲劇性的突破來推進，反而少為人留意的外行人如生意人和行政人員，貢獻可能更不可抹殺。

剛過身的高錕教授，其劃時代的光纖理論已是家傳戶曉，但少有人提及他於1982至1985年間出任國際電話電報公司 (ITT) 特別為他量身而設的科學行政總裁一職。

在其自傳《潮平岸闊》中，高教授回憶自己當時如何看待這個新挑戰：「……我不能天馬行空，為所欲為，而是要繪畫出科學和科技將要帶領我們前往的一個合乎情理的未來世界。我首先要了解目前阻礙科學和科技進步的絆腳石是甚麼，然後估計是否可以把這些石頭移走。」

統領科研的科學家便如一位商業策略師，不斷作出成本效益分析和可行性評估等。身為管理層一員的他，人事部署也是優先的處理事項。高教授出任ITT科學行政總裁，旋即招聘了兩名年輕有為的學者，組成三人團隊開始研究基礎問題。他也很快成立了一個集十間大學及研究機構的精英的研究小組，匯聚各家所長，善用現有資源。

能夠縱觀全局，高教授更能比其他先看到科技對市場甚至世界造成的影響。他在 *A Choice Fulfilled* (1991) 一開頭便這樣解釋科技：「科技的最大貢獻，也許在於能以合理的價格，生產配合個人需要的產品。」

Scientific discoveries are often given a spin in the form of the 'eureka' moment. Well, nothing can be farthest from the truth. Not only are scientific advances not made in leaps and bounds, but they come about with a little help from other dramatis personae such as, alas, businessmen and executives.

The groundbreaking work in optical fibres of the late Professor Sir Charles Kao is by now household. But few have paid attention to the three-year period of 1982–1985 when he was appointed Executive Scientist of International Telephone & Telegraph Co. (ITT), a new post specifically created for him by ITT.

In his memoir *A Time and A Tide*, Professor Kao recalls how he viewed his new task: 'The major challenge was to paint a rational picture of the future forces that would propel science and technology forward. I had to first understand the obstacles that were deterring the progress of science and technology, and to estimate whether the progressive removal of the limits set by such obstacles could be done.'

A scientist in an executive position should act like a business strategist doing cost-benefit analyses and feasibility estimates. As a prudent manager, personnel matters too should be top of his do-list. One of the first things Professor Kao did as executive scientist at ITT was to recruit two brilliant young men to form a team of three and directed their effort towards answering some fundamental questions. Another was to set up a team of experts from 10 universities and institutes in related areas so as to tap their expertise and leverage on available resources.

From the vantage point of a top executive, Professor Kao was able to see before everyone else the impact of technology on the market and the world. He concludes, at the beginning of his 1991 book *A Choice Fulfilled*: 'Perhaps the most significant factor that technology has brought to us is the means for products to be tailored to meet and satisfy individual needs at affordable prices.'

T.C.



流離與安身

An Itinerant's Homecoming



Source: Trailer, International Film Festival Rotterdam 2018
<https://www.youtube.com/watch?v=tnyvYRX4qjc>

每位異鄉人都找尋心之所繫，西北民歌歌手張尕慤也不例外。今年初，以他為主角的音樂紀錄片《黃河尕謠》於鹿特丹國際電影節首映，隨後在上海、釜山等國際電影節上映。得悉中大於九月中舉辦放映會，筆者當然不會錯過此機會。

尕慤說話時有點口吃，但天生一副好嗓子，唱歌時行雲流水，從小跟着大人在甘肅的廟會表演。後來他到浙江升讀大學，發現自己與城市生活格格不入，唱民歌成為他找尋自我的方式。退學後，他帶著錄音筆跟西北民間藝人學習三弦、冬不拉等樂器，把收集得來的民間音樂融入自己的創作，於內地不同城市巡迴演出。

《黃河尕謠》不純粹是尕慤的民歌之旅，也關乎一位八十後青年的迷失。影片中，尕慤在燈紅酒綠酒吧演出總是顯得有點落寞，只有回到黃土高原嗅一嗅泥土味，在山野與陌生老奶奶對唱，他才笑得開懷。畢業於中大民族音樂學博士課程的臧藝兵教授指出，民歌獨特之處在於歌曲與民間文化的關係。換言之，西北民歌是尕慤通往兒時回憶的心靈慰藉。

是次放映會屬於中大中國研究服務中心及當代中國文化研究中心合辦的「回望——紀錄片觀摩系列」，自2016年1月起，主辦單位每個月都精選一齣中國紀錄片供中大師生及公眾人士觀賞，更邀請導演與觀眾交流，冀透過影像與對話幫助觀眾了解當代中國發展。

今次《黃河尕謠》導演張楠和製片人張勇皆有赴會。張楠坦言自己與尕慤籍貫一樣，年齡相近，對尕慤的飄泊流離很有共鳴，有感而發：「做人難免遇上失落與孤獨，但會讓我們心靈愈來愈富足。」

All itinerants look for their *sine quibus non*, so does the northwestern folksinger **Zhang Gasong**. The music documentary *Stammering Ballad* featuring him was premiered in the International Film Festival Rotterdam early this year, followed by other film festivals in Shanghai and Busan. When I heard of the on-campus screening in mid-September, I swiftly grasped the chance.

Gasong stutters a bit, but he has a good voice and sings fluently. In childhood, he performed with adults at temple fairs in Gansu. After he was admitted to a Zhejiang university, he discovered he could not stand the city life. Folk song singing became a way for self-discovery. He ended up an itinerant folksinger after quitting the university: bringing an audio recorder to learn northwestern musical instruments such as sanxian and tambura, incorporating folksy elements into his musical pieces, and performing folk songs in different Chinese cities.

Stammering Ballad is not merely about Gasong's folk song journey, but also the disorientation of the post-80s. In the documentary, he looks disoriented in nightclub performances. Only when he smells the soil on the Loess Plateau and sings duet with an old woman on the hill can he resume his hearty smile. Prof. **Zang Yibing**, with a PhD in ethnomusicology from CUHK, points out that the key of folk song lies in the relation between songs and folk culture. In other words, folk songs connect Gasong to his childhood where he finds comfort and solace.

The screening was co-organized by CUHK's Universities Service Centre of China Studies and the Research Centre for Contemporary Chinese Culture as part of their monthly documentary screening series, *Reminiscence*. To help the audience understand the development of contemporary China, the organizers have been offering monthly Chinese documentary screenings to the CUHK community and the public since January 2016. Dialogue with the director is usually arranged after the screening.

This time, both the director **Zhang Nan** and the producer **Zhang Yong** attended the screening. Zhang Nan revealed his similarities with Gasong in terms of birthplace and age. He was empathetic to Gasong's itinerant life and said, 'Disorientation and loneliness are inevitable, but they will enrich our inner selves.'

J. Lau

口談實錄 / VIVA VOCE

區結成醫生 Dr. Derrick Au

中大生命倫理學中心總監

Director of the CUHK Centre for Bioethics

區醫生在公營醫療系統行醫三十多年，退休前任醫管局質素及安全總監，在2017年3月加入中大生命倫理學中心，積極推動大眾關注生命倫理議題，發展研究項目，並聯繫各地相關機構交流研討。

Dr. Au has served in the public healthcare system for over three decades. He worked as director of Quality and Safety before his retirement from the Hospital Authority. After joining the CUHK Centre for Bioethics in March 2017, he has been helping the general public understand bioethical issues, developing research projects and engaging in dialogue with organizations worldwide.

可否略談倫理與醫療的關係？

兩者可說是唇齒相依。有些課題就在日常身邊，例如照顧一位有吞嚥困難的腦退化病人，小心緩慢餵食，須冒病人噎到的風險；用餵食管輸營養表面上很安全，代價卻可能要約束長者以免拔掉餵食管，但這又是否病人期望的生活質素？

中大生命倫理學中心關注哪些議題？

社會日漸老齡化，長者及晚期照顧是重點之一；中心也關注方興未艾的生物科技，基因組編輯可去除有問題的基因，幹細胞研究有助研發新療法，但同時會衍生倫理問題，我們希望協助大眾從多角度探討相關議題。

生命倫理學上的爭議不易定論，上過生命倫理課的學生會減少困惑，還是更加困惑？

生命倫理學着重理性分析，不是由權威人士一錘定音，需要各方一同尋求共識。我在醫療管理學碩士課程任教生命倫理課，學生不少是醫生、護士、物理治療師等醫護人員，他們本身也很成熟，相信不會愈討論愈困惑。

學生比較熱衷討論哪些議題？

主要是晚期照顧及兒童病人權益等倫理議題。我會提點學生留意容易被忽略的倫理議題，留意不同觀點的合理性。例如鄧桂思的女兒希望捐肝救母，但未達器官捐贈年齡，隨即有下調捐贈年齡的輿論，但這可能與立法保障兒童免於被迫捐贈器官的原意相矛盾。

當末期病人拒絕維生治療，其意願與家屬的訴求互相矛盾時，如何理解「病人最佳利益」？

搶救過程有可能會令病人相當痛苦，醫生須判斷這等痛苦能否令病人得益，並認真考慮病人意願。如果病人、家人和醫護團隊就晚期照顧安排預先好好溝通，會很有幫助。

香港的醫療制度如何可持續發展？

很多人以為政府長遠投放更多醫療資源便可，其實關鍵也在於醫療水平和醫護人員的專業操守。「濫檢查、濫診治」不單對病人構成身心負擔，也浪費資源。

你在辦公室掛起「慎始」的字畫。《禮記·經解》的「君子慎始」對你有何啟迪？

傳統中國書法重中鋒，運筆要沉穩，但萬青力教授此作自然發揮，不在乎墨色深淺，我喜愛其中不受規條所囿的精神。「慎始」並非只是時間的起點，也是內心的起點，這未必算是特別的啟迪，但也是一點體會。



How does ethics relate to medicine?

Very closely. Some issues are right around the corner. Taking care of dementia patients with swallowing difficulty, for instance, could leave you in a dilemma. No matter how slow the feeding is, there will always be the risk of choking. Tube feeding seems to be safer, but it's at the cost of restraining the elderly's movement. Is it the quality of life they expect?

What are the foci of the Centre?

With an increasingly ageing population, care of the elderly and end-of-life patients is one of the foci. It also takes note of the burgeoning biotechnology. Genome editing helps remove defective genes. Stem cell research catalyzes innovative therapies. But there may be moral implications. We hope to assist the public to explore the issues from various perspectives.

Bioethics addresses a range of controversial topics. Are bioethics students less or more perplexed after discussions?

Bioethics is very much about logical reasoning. Instead of leaving the final say to the professionals, different stakeholders should communicate to reach a consensus. I teach bioethics in the master's programme in Health Services Management. Many students are healthcare workers like doctors, nurses and physiotherapists. They're quite mature. I trust they won't get more perplexed as they explore the issues.

What kind of topics engage your students?

Mainly ethical issues such as end-of-life care and children's rights. I'll remind my students of issues easily neglected and the reasoning behind different perspectives. Take Tang Kwai-sze's case as an example. Tang's daughter, who was below the minimum legal age of organ donation, intended to donate part of her liver to save her mother. The public view wavered towards lowering the bar of legal age. But it may be contradictory to the legislative intent of protecting children from being forced to donate organs.

What are end-of-life patients' best interests, when their will of rejecting life-sustaining treatments is contested by their families?

Resuscitation process can be very painful. Doctors need to judge whether the process benefits their patients and take their will into account. It'd be helpful if the patients, their families and the healthcare team can communicate on advance care planning beforehand.

How can the healthcare system in Hong Kong be sustainable?

Many think that the government's long-term allocation of medical resources can address the need. Actually the key lies in healthcare standard and the code of conduct of healthcare professionals. Unnecessary screenings and overdiagnoses not only make the patients suffer, but also waste resources.

A piece of calligraphy *Shenchi* (literally 'cautious of the beginning') is mounted in your office. What does it mean to you?

Centred and calm brushwork is significant in Chinese calligraphy. I like Prof. Wan Qingli's carefree spirit in his natural brushstrokes. I think what one should be cautious about is not only the beginning of time but also the beginning of one's inner self. It's just my own interpretation, which may not be a revelation. 🖌️

J. Lau