

# 惜別高錕校長伉儷

Bidding Farewell to  
Prof. and Mrs. Charles K. Kao



中文大學校刊 特刊  
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Cover: Prof. and Mrs. Kao (photo by Michael Leung)

# 簡介

## Introduction



**高**錕教授出長香港中文大學近九載，於一九九六年七月卅一日榮休。

高教授在上海出生，早年就讀於本港聖約瑟書院，畢業後負笈英國，進倫敦大學修讀電機工程學，先後獲理學士（一九五七年）及哲學博士（一九六五年）學位。曾於英國、德國和美國之著名電訊工程機構及研究實驗室擔任發展工程師、首席研究工程師、首席科學家等職。高教授出任中大校長前，主理美國國際電話電訊公司先進科技中心之研究工作。

高教授是研究光導纖維通訊的先驅，獲國際公認為光纖通訊科技之始創人。他曾發表這方面的研究論文逾百篇，編撰專書數種。他推動科技和教育事業的出色表現，以及在光纖科技的重大成就，給他帶來無數獎譽。

高教授為多個國際重要專業學院／學會之院士或會員，包括美國國家工程學院、台灣中央研究院、瑞典皇家工程學院、美國電機及電子工程師學會、英國電機工程師學會、英國皇家工程學院、英國皇家藝術學會、中國科學院等。

高教授對中大之重要貢獻不囿於校長任內。早於一九七零年本校初設電子學系之時，他已受聘為該系教授，且獲委為系主任。他在任四年間，發展電子學課程不遺餘力，更成為本校首任電子學講座教授。校方於一九八五年授予高錕教授榮譽理學博士銜，表揚他的科研成就及促進高等教育的卓績。

高錕教授於一九八七年十月出任中文大學校長，多年來領導大學穩步發展，成就有目共睹。期間本校因應不斷轉變的社會需求而調整擴充本科及研究院課程，並改善教學質素；又設立新的研究所，促進跨學科研究；更密切與國際學術中心的聯繫，加強與工商界的合作。隨著教研水準之日漸提高，中大不單吸引到大量優秀學生入讀，更成功汲納傑出學者加入本校教研行列。



為配合大學之急速擴展，高教授致力更新管理架構，以提高行政效率，改善服務質素。他引進校政分權管理的模式，下放更多決策權至各學院及學系；又推行新的資源分配制度，建立內部監察機制，使各級主管更重視管理質量及責任之承擔。

高教授領導大學取得驕人成績，大學校董會深表讚賞與銘感，且接受大學教務會之推薦，於高錕校長卸任之際，聘任其為工程學榮譽講座教授。校董會並接受行政與計劃委員會之推薦，將科學館北座命名為「高錕樓」和設立「高錕基金」，以發展學術研究，促進國際聯繫及學生活動。

高錕教授之夫人為黃美芸女士，有一子一女。 □

**A**fter almost nine years as vice-chancellor of The Chinese University of Hong Kong, Prof. Charles K. Kao retired on 31st July 1996.

Born in Shanghai, Prof. Kao received his secondary education at St. Joseph's College in Hong Kong before going to the University of London to study electrical engineering. After obtaining the degrees of B.Sc. in 1957 and Ph.D. in 1965, Prof. Kao began his professional career as development engineer, principal research engineer and chief scientist in leading telecommunications laboratories in England, Germany, and the United States. He was director of research at the Corporate Advanced Technology Center of the International Telephone and Telegraph Corporation before he became vice-chancellor of the University in October 1987.



A pioneer in the field of optical fibre communication and regarded worldwide as the father of this modern technology, Prof. Kao has published and presented well over 100 papers on the subject. He has edited and authored several major texts on optical fibres and has written a book on high technology. He is currently a member of the National Academy of Engineering (USA), foreign member of the Royal Swedish Academy of Engineering Sciences IVA (Sweden), overseas academician of the Chinese Academy of Sciences, and fellow of the Academia Sinica in Taiwan, the Institute of Electrical and Electronics Engineers (USA), the Institute of Electrical Engineers (UK), the Royal Academy of Engineering (UK), and the Royal Society of Arts (UK). His distinguished contribution to the promotion of science and technology has won him numerous international honours and awards.

Prof. Kao's association with The Chinese University dates back to 1970 when he was appointed reader and chairman of the then newly established Department of Electronics. In the ensuing four years, he was instrumental in developing academic programmes in electronics and became the first professor of the department. In recognition of his outstanding achievements in scientific research and his contribution to tertiary education, the University conferred on him an honorary degree of Doctor of Science in 1985.

As vice-chancellor of the University since October 1987, Prof. Kao has made substantial contributions to the University's growth and development. The scope and content of the University's academic programmes have been expanded and enhanced in response to the new and changing needs of the community. New research institutes



一九八七年五月，高錕教授以候任校長身分訪港，在歡迎會上講話。旁為其夫人高黃美芸女士及馬臨教授。Prof. Kao at a welcoming party on his visit to Hong Kong as vice-chancellor-designate in May 1987. On his left are Mrs. Gwen Kao and Prof. Ma Lin.

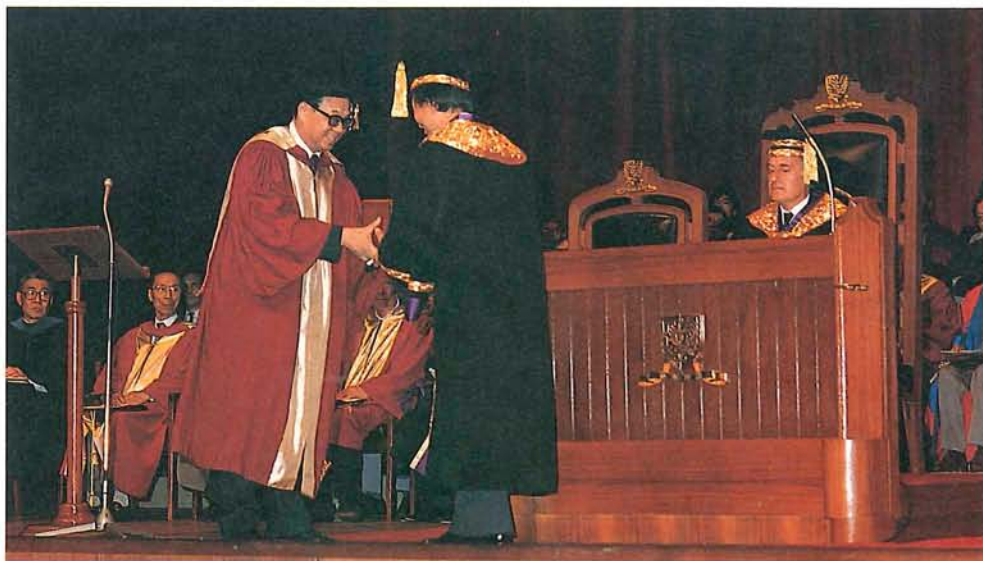


have been established to promote inter-disciplinary research. Major efforts have also been made to strengthen academic linkages with centres of excellence worldwide and to enhance liaison with commerce and industry. The University has been able to attract a large proportion of the most outstanding students into its study programmes and recruit prominent scholars to join its teaching and research teams.

Prof. Kao has also revamped the management system of the University to cope with its rapid expansion and meet the demand for higher efficiency. Many of the University functions have been decentralized to the faculties and departments, and new resource allocation and internal audit mechanisms have been introduced. There has been a greater emphasis on accountability and quality control in University administration.

To give recognition to his tremendous contribution to the University, the University Council appointed Prof. Kao as honorary professor of engineering upon his retirement from vice-chancellorship. The Council also decided to name the north block of the Science Centre as Charles Kuen Kao Building and to establish a 'Charles Kuen Kao Fund' for promoting academic and research programmes, international linkages, and student activities.

Prof. Kao was married to Madam Gwen May-wan Wong in 1959. They have a son and a daughter. □



高錕校長就職（一九八七年十月十五日邵逸夫堂）

Installation of Prof. Kao as the new vice-chancellor of the University on 15th October 1987 at Sir Run Run Shaw Hall.

# 高錕校長任內所獲榮譽

## Honours Bestowed upon Prof. Kao during His Vice-Chancellorship

榮譽 Honour	頒授機構 Awarder	年份 Year
日本電腦及電訊科技獎 Japanese Computer and Communications Prize	日本電腦及電訊科技促進基金會 Foundation for Computer and Communication Promotion, Japan	1987
海外會員 Foreign Membership (IVA)	瑞典皇家工程學院 Royal Swedish Academy of Engineering Sciences	1988
法拉第獎章 Faraday Medal	英國電機工程師學會 Institute of Electrical Engineers, UK	1989
新材料國際獎 International Prize for New Materials	美國物理學會 American Physical Society	1989
會員 Fellowship (FEng)	英國工程學會 The Fellowship of Engineering, UK	1989
會員 Membership (NAE)	美國國家工程學院 National Academy of Engineering, USA	1990
榮譽理學博士 Honorary Degree of Doctor of Science	英國薩撒斯大學 University of Sussex, UK	1990
榮譽博士 Degree of Honorary Doctor	日本創價大學 Soka University, Japan	1991
百年紀念院士 Centenary Fellowship	英國泰晤士理工學院（現名格林尼治大學） Thames Polytechnic (renamed University of Greenwich), UK	1992
金章獎 Gold Medal	國際光學工程協會 International Society for Optical Engineering	1992
院士 Fellowship	台灣中央研究院 Academia Sinica, Taiwan	1992



英帝國司令勳章 Commander of the Order of the British Empire (CBE)	英女皇 The Queen of the British Empire	1993
榮譽理學博士 Honorary Degree of Doctor of Science	英國達勒姆大學 University of Durham, UK	1994
以高教授及其合作者之姓氏命名 新實驗大樓 The naming of a laboratory after Prof. Kao and his former colleague as the 'Kao & Hockham Laboratory'	英國北方電訊貝爾北方研究所（哈洛市） Bell-Northern Research of Northern Telecom, Harlow, UK	1995
名譽教授 Honorary Professor	北京大學 Peking University, China	1995
名譽教授 Honorary Professor	清華大學 Tsinghua University, China	1995
傑出工程成就金章 Gold Medal for Engineering Excellence	世界工程組織協會 The World Federation of Engineering Organizations	1995
第一服務榮譽博士 Doctor of the University (the first degree of service)	澳洲格里斐思大學 Griffith University, Australia	1995
日本國際獎（資訊、電腦及 電訊系統） Japan Prize (Information, Computer and Communication Systems)	日本國際科學技術財團 The Science and Technology Foundation of Japan	1996
名譽教授 Honorary Professor	上海交通大學 Shanghai Jiaotong University	1996
名譽教授 Honorary Professor	上海復旦大學 Fudan University, Shanghai	1996
外籍院士 Overseas Academician	中國科學院 The Chinese Academy of Sciences	1996
以高教授之名字命名小行星 （國際編號 3463） The naming of minor planet (3463) after Prof. Kao as 'Kaokuen'	中國科學院紫金山天文台 The Purple Mountain Observatory of the Chinese Academy of Sciences	1996
菲臘親皇獎章 Prince Philip Medal	英國皇家工程學院 The Royal Academy of Engineering, UK	1996



一九九二年四月，高錕教授獲英國泰晤士理工學院（現名格林威治大學）頒授百年紀念院士榮銜。該院院長 Norbert Singer 博士親自來港將證書及院士袍授予高教授。

Prof. Kao receiving the honour of Centenary Fellow of Thames Polytechnic (now renamed Greenwich University) from polytechnic director Norbert Singer in April 1992

高錕教授（右二）及佐治·鶴金博士（右一）主持以他倆姓氏命名之英國北方電訊貝爾北方研究公司的新實驗大樓揭幕禮。

Prof. Charles Kao (right 2) and Dr. George Hockham (right 1) at the opening of the Kao & Hockham laboratory at Bell-Northern Research of Northern Telecom in the UK, 1995





高教授在東京領受日本國際科學技術財團頒發之一九九六年度日本國際獎。  
 Prof. Kao receiving the 1996 Japan Prize from the president of the Science and Technology Foundation of Japan



### 「高錕星」

中國科學院紫金山天文台提出命名申報，並獲國際小行星中心和國際小行星命名委員會通過，將該台於一九八一年十二月三日發現的國際編號三四六三號小行星命名為「高錕星」，以表彰高教授在光纖通訊研究領域的傑出貢獻。

命名典禮於九六年七月廿四日下午在香港恒生銀行總行大廈博愛堂舉行，由國際天文學聯合會太陽系新天體命名委員會委員、紫金山天文台的張家祥教授宣讀國際命名公報，並由中國科學院常務副院長路甬祥先生頒授命名證書及銅匾予高教授。出席典禮者尚包括本校校董會主席利國偉爵士、新華社香港分社副社長張浚生先生、新華集團董事總經理蔡冠深先生、香港理工大學副校長梁天培教授、紫金山天文台副台長戴新先生及三四六三號小行星發現者代表。



紫金山天文台汪琦副教授代表小行星發現者贈予高教授「高錕星」照片一幀。

Associate professor Wang Qi of the Purple Mountain Observatory presenting to Prof. Kao a photo of the minor planet that has been named after Prof. Kao as 'Kaokuen'

# 任內大學重要發展

## Major Developments of the University

### 1987-96

#### **A** 學術 ademic

- 實施靈活學分制及全面檢討本科課程。  
Flexible credit-unit system introduced and undergraduate curriculum overhauled.
- 成立兩個新學院——工程學院（一九九一）及教育學院（一九九一）。  
Two faculties established — Engineering (1991) and Education (1991).
- 增設多項本科課程：日本研究、法律、護理學、藥劑學、訊息工程學、機械及自動化工程學、食品及營養科學、環境科學、小學教育、體育運動科學、建築學等。  
Many new undergraduate programmes introduced: Japanese studies, law, nursing, pharmacy, information engineering, mechanical and automation engineering, food and nutritional sciences, environmental science, primary education, physical education and sports science, architecture, etc.
- 增設多項研究院課程。  
Many new postgraduate programmes launched.
- 以「學系」為基本教學單位，取代以往的「學務委員會」。  
The 'Department' replaced the 'Board of Studies' as the basic academic unit.
- 實施有效審核制度以保障教學質素。  
Quality assurance emphasized in teaching and learning.
- 重視提高中、英語文能力，於一九九五年成立語文自學中心。  
Language proficiency stressed — Independent Learning Centre set up in 1995 to help students improve language abilities.
- 與卓越學術中心簽訂合作協議，加強學術聯繫與交流。  
Numerous new collaboration agreements signed with international centres of excellence to boost academic exchange.



一九九一年十月，高錕教授、地政司班禮士先生（中）及建築學系主任李燦輝教授（右）一同出席建築學系成立典禮，並主持切燒豬儀式。

Prof. Kao cutting a roast suckling pig with Mr. Graham Barnes, Secretary for Planning, Environment and Lands (middle), and Prof. Tunney Lee (right) at the inauguration ceremony of the Architecture Department in October 1991



## R 研究 esearch

- 成立新研究所——香港生物科技研究院（一九八八）、亞太工商研究所（一九九零）、香港亞太研究所（一九九零）、香港癌症研究所（一九九零）、人文學科研究所（一九九一）、數學研究所（一九九三）、香港教育研究所（一九九三）。

New research institutes established: Hong Kong Institute of Biotechnology (1988), Asia-Pacific Institute of Business (1990), Hong Kong Institute of Asia-Pacific Studies (1990), Hong Kong Cancer Institute (1990), Research Institute for the Humanities (1991), Institute of Mathematical Sciences (1993), Hong Kong Institute of Educational Research (1993).

- 重組研究委員會，下設七個學科小組，由研究事務處提供支援服務。  
A new Research Committee constituted, which is supported by a new Research Administration Office.
- 實施校內研究評核，賴以獎勵卓越表現。  
Internal research assessment mechanism introduced.
- 競取政府研究資助局之甄選撥款，成績優異。  
Outstanding results in bidding for earmarked research grants from the Research Grants Council of Hong Kong.



高校長與中國社會科學院常務副院長汝信先生分別代表兩機構簽署學術交流備忘錄（一九九二年九月，北京）

A memorandum on academic exchange being signed between CUHK vice-chancellor Prof. Charles Kao and Mr. Ru Xin of the Chinese Academy of Social Sciences (September 1992, Beijing)

## A 行政 dministration

- 中央行政改組，成立多個新部門，包括學術交流處、校友事務處、內部審核處、研究事務處等。  
University Administration reorganized with many new offices: Academic Links, Alumni Affairs, Internal Audit, Research Administration, etc.
- 實施校政分權管理，下放權責至各學院及學系，並重整大學內部資源分配，採用「單項形式」財政撥款預算及新的會計制度。  
Decentralization of authority and responsibility to the faculties and departments and the introduction of new resource allocation mechanisms: one-line budget and a new accounting system.
- 採用新的人事政策——精簡教職員招聘程序，靈活執行聘任條件，實行長職僱用及晉升新措施及長假新安排，通過教師新職稱。  
New personnel policies — recruitment procedure streamlined, new substantiation and promotion controls, new long-leave arrangements, new academic titles scheme.

## C 校園電腦化 Campus Computerization

- 圖書館、學術及行政部門的局域網絡接駁至校園基幹網絡，通過基幹網絡可連接世界各地系統。  
Library, academic and administrative units linked by campus backbone network, which is linked to the world.
- 改善設備——圖書館系統、會計系統、人事記錄系統、電話系統等。  
Upgrading of facilities: library system, accounting system, personnel records system, telephone system.
- 推行辦公室自動化。  
Automation of offices.

## G 大學擴充 Growth in Size

- 學生人數由一九八七年七千餘名增至一九九六年近一萬三千名。  
Student enrolment from over 7,000 in 1987 to around 13,000 in 1996.
- 教職員人數自一九八七年之二千五百零六（教師六百一十）名增至一九九六年之四千一百零九（教師九百五十二）名。  
Staff strength from 2,506 (610 teachers) in 1987 to 4,109 (952 teachers) in 1996.
- 興建多幢新樓宇及添置新設施。  
The construction of numerous new buildings and new facilities.
- 成立第四所成員書院——逸夫書院（一九八八年正式取錄學生）。  
Fourth constituent college — Shaw College — admitted its first batch of students in 1988.

## S 特別事項 Special Events

- 慶祝建校三十周年（一九九三）。  
30th anniversary celebrations (1993).
- 成立大學評議會（一九九三）。  
University Convocation established (1993).
- 通過實行新的僱員公積金計劃（一九九五）。  
New superannuation scheme for staff members put in place (1995).





高錕校長九二年九月率團訪問京滬之主要學術機構。在京期間與國內政府官員會面。左起：閔建蜀教授、高錕教授、江澤民先生及魯平先生。  
Meeting with leaders of the Chinese government during a visit to Beijing and Shanghai in September 1992 (from left: Prof. Mun Kin-chok, Prof. Kao, Mr. Jiang Zemin and Mr. Lu Ping)

高校長在大學評議會首次會員大會上講話。  
Prof. Kao at the first meeting of the CUHK Convocation (September 1993)



高教授與王福元先生主持王福元樓奠基典禮。  
Prof. Kao and Mr. Wong Foo Yuan at the foundation stone laying ceremony of the Wong Foo Yuan Building

**An  
interview  
with  
Prof.  
Charles  
K. Kao**

**on the eve  
of his  
retirement**

■ *Chinese University Bulletin*

□ *Prof. Charles Kao*

■ **Different vice-chancellors have different roles to play as the University grows from infancy to maturity. In your installation speech, you said the founding vice-chancellor, Dr. Choh-ming Li, breathed life into the University and created a soul for it, and that Prof. Ma Lin 'had the steady hand to put solidarity and substance into the system'. What do you consider to be your unique role?**

□ My role has been to create space for people to grow. What I have done essentially is create situations where people would like to take on responsibilities. This has enabled the University to grow as a whole: everybody is contributing what they should because they feel it is their responsibility and the environment allows them to do so. The founding vice-chancellor put The Chinese University together; the second vice-chancellor gave it a good system. When the University no longer needed any hand-holding, I created the space at the right time for talent within the University to perform as it should, thus taking the University to a new level of development. We have by now built up a lot of strength and the options open are many.

■ **When you compare the University you knew nine years ago with the University as it is now, what are the developments that have brought you the greatest satisfaction?**

□ The rapid expansion of the tertiary education sector and the increased government funding that came with it have allowed us to do a lot of things to become a top university. The most satisfying change I have perceived is that we now have a scholarly atmosphere on campus — something you can find only in the best universities. You can feel it — people are pursuing important things because they believe such things are important. When I compare The Chinese University with other tertiary institutions, I find that our growth has been opportune and desirable. We are really



creating an institution that can rival the best in the world. We may not yet be among the top — time is needed to get there, but steps in the right direction have been taken. Our international standing has already improved tremendously. This has given me the greatest satisfaction.

■ **What then do you consider to be the greatest challenge over the last nine years?**

- The greatest challenge, almost an intractable one, is to deal with the transition from elitist education to a popular approach. The first degree and its value is changing, and the challenge is to orient the University in such a way that it can produce a gradation of graduates who can serve different sectors of the community. On the one



hand, we still try to get the best students and maintain the highest possible standards for those who want to pursue a scholarly career and engage in research. On the other, we need to train up more individuals to serve the community — the aim of the popular approach being to give more young people the opportunity of tertiary education so that they can emerge from it more confident and competent.

This challenge is brought about by social changes. Jobs that used to be filled by secondary school students now require university graduates, albeit not necessarily those with an elitist education. Hong Kong needs better educated people and they have to be trained in the universities.

At The Chinese University, we try to tackle the problem by introducing a flexible credit unit system. It is a compromise because we have to rely on the secondary schools to provide a certain amount of education to qualify students for credit-unit exemption. We also have to shorten students' time for adaptation to the rigours of a university education. The result is a compromised degree, although we can legitimately award it since the recipients have been sufficiently equipped to perform the roles expected of them by the community. Effectively there will be more qualified people to serve society's needs.

But the challenge is still there; the elitist system is basically different from the popular approach. We haven't really solved the problem. In fact our education system is far from being geared towards future demands, and the problem will remain for a long time. It is also a worldwide problem. Universities will have to change; the elitist system will have to undergo a significant metamorphosis.

■ **You are not only the executive head of the University but also an engineer par excellence, a telecommunications expert, an outstanding scientist and researcher, as evidenced by the numerous prestigious awards you have received over these years. What has been the impact of such personal achievements and standing on your work?**

□ Perhaps by setting a personal example of pursuing excellence, I have motivated others in the University to do their best. The fact that I have been preaching excellence and have personal achievements behind me makes my job easier and more credible. I always believe that credibility and respect has to be earned. I have earned it and I feel glad. It conveys a message that things can be done and can be done well. My reputation might also have helped attract some very good people to the University — it might have influenced their decision to join this university and not another one.

■ **When you first joined the University, there were only two universities in Hong Kong. Now as you leave, there are six. What are your views about this? What are the pitfalls that the University should beware of at this stage of its growth?**

□ It's essential that we have an environment with more than two universities. Previously there wasn't much competition — university staff had only one other university to choose from. With more universities there are more job openings and as a result, competition is much keener than before. There is a lot of action in the tertiary education scene, which is good for Hong Kong and for the University.

When universities are expanding at such a rate, however, we have to pay particular attention to the quality of education. We have to tackle the problem of teaching students with very different capabilities. The University Grants Committee recently held a Teaching and Learning Quality Process Review to re-sensitize people to the importance of teaching. I am most happy to find from the exercise that members of this university have the right attitude towards teaching and that we have a strong culture of good teaching here, something which must have been in existence before my tenure. It emerged clearly during the review.



■ Can you tell us your plans after retirement from the University?

- Technology is one of my speciality areas and I shall return to the technology field after my retirement. I'll travel quite a lot in the coming few months but will eventually set up my own company to provide services related to value-added technology-transfer in the emerging markets in southeast Asia. I'll return to Hong Kong in September to take part in the preparation of a technology week, which is to be organized by the Industry Department in the first week of January 1997. I am the chairman of the organizing committee of this function. This function is important in demonstrating Hong Kong's technological capability. I expect to remain busy but after retirement, I will manage my time on my own terms and hopefully be able to strike a better balance between work and leisure. So far it has been tilted too much towards work.

■ What would you like to say to your colleagues and students on the eve of your departure?

- Everyone has a responsibility to oneself and to others. Do your utmost to fulfil that responsibility. □



高校長頒獎予校長盃教職員運動錦標賽總冠軍(九零年度)文學院隊。Prof. Kao presenting the Vice-Chancellor's Cup to the winning team of the VC's Cup staff tournament in April 1991



高校長於一九九四至九五年度新生入學典禮後與學生合照。Prof. Kao poses shoulder to shoulder with students on the first day of the 1994-95 academic year

高錕教授與前任校長馬臨教授(中)及候任校長李國章教授(左)應邀出席聯合書院創校四十周年院慶活動——「聚賢夜」。(一九九六年五月三日)

Prof. Kao with predecessor Prof. Ma Lin (middle) and successor Prof. Arthur K.C. Li (left) at the 40th anniversary banquet of United College held on 3rd May 1996



高校長於第九屆兩大划艇賽中與各隊員合照。(照片由《明報》提供)

A beaming bunch: Prof. Kao with the victorious CUHK men and women rowing teams at the Ninth Intersivarsity Rowing Championship held in September 1995  
(Photo by courtesy of *Ming Pao Daily News*)





## 大學校董會主席利國偉爵士演辭 (一九九六年度第三次校董會會議)

### Valedictory Address by Sir Quo-wei Lee, Council Chairman at a council meeting held on 10th June 1996

高校長、各位校董、各位同事：

這是高錕校長在任內最後一次出席校董會會議。大家與高校長共事多年，難免感到依依不捨。

九年前，科研成就蜚聲國際，譽稱「光纖之父」的高錕教授，毅然來到中大出任校長。在香港主權回歸的過渡期間，作為一所擁有一萬三千學生、四千員工，每年開支預算達二十多億港元的現代化大學的校長，可謂任重道遠。

記得高校長上任後致全校師生的第一封公開信中清楚列出中大的使命：

「在未來幾年的關鍵年月裏，大學的目標和發展方向是很明顯的。香港中文大學是一所中、英雙語並重的綜合大學。這所大學的使命是（一）不斷培養更多達到世界一流水準的大學畢業生及研究生；（二）成為香港的一個知識力量泉源，為社會服務；以及（三）為

香港創造有利條件，培育人才，並促進工商業的發展。」

九年來，中大在高校長的悉心領導下，日益壯大成長，教育學院與工程學院相繼成立，連同原有的五間學院，為本科及研究生提供更多與更充實的課程，配合轉變中的社會需要。期內大學也增設了七所新研究所，以加強校內及友校間之跨學科研究工作。

同時，大學的管理制度也全面革新與重組，校內實施分權管理，把更多權責下放至各學院，並於近年推行單項撥款計劃，強調各單位必須承擔責任與保證質素。

可以說，高校長多年前為自己 and 為中大定下的工作目標已經一一實現，無論是發展校務，或是提高中大在海內外的學術地位，都取得了美滿成績。我想提出以下幾項統計數字，讓大家更具體地了解中大在高校長任內所取得的成就：

- (一) 在學生宿舍方面，中大提供宿位三千九百八十二個，數目為本港院校之冠；居第二位者提供二千五百八十二個。
- (二) 去年聯合招生，有九千四百五十七名申請人以中大為第一選擇，佔全部申請人的三分之一，在七所大學中居首位；第二位者有六千零五十八人。
- (三) 全港大學獲研究資助局評為「卓越」的研究項目共廿七項，中大佔其十二項，居於首位；而居次位者有七項。
- (四) 一九九五至九六年度，本地大學畢業生獲政府聘任為政務主任者共廿六人，其中中大佔十五人，名列第一。

高校長為人謙謙藹藹，光華內蘊，一派儒者風範，充分表現其德行修養的高深。老子有言：「上德若谷」、「廣德若不足」，正是高校長的最佳寫照。因此，高校長在社會上能夠廣結人緣，深受各方的支持，帶領中大邁向成功。今後，高校長為自己定立了更高的目標，為中國與本港的科技發展，以及為促進科技轉移，建立更鞏固和更深厚的基礎。我深信高校長日後仍會為本校、香港、中國，以及亞太地區，貢獻他的專長。我希望他與高夫人經常回來與我們聚舊。

最後，我謹代表校董會與大學全體同人向高校長敬致衷心的謝意，並祝高校長伉儷來日事事如意，身心康樂。□

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Prof. Kao, fellow members of the University Council, colleagues,

This is the last council meeting Prof. Charles K. Kao is attending as vice-chancellor of the University. Having worked with him for so many years, we cannot but feel a great sense of loss over his retirement.

Nine years ago, Prof. Kao, the world famous 'father of fibre optics' made a decision to come to Hong Kong to head The Chinese University. To be the vice-chancellor of a modern university with 13,000 students, 4,000 staff members, and an annual budget of over HK\$2,000 million is indeed a tall order, particularly so during a period of socio-political transition in Hong Kong. We still remember how Prof. Kao delineated the lofty goals he set for the University in his first open letter to staff and students:

The objectives and directions of this university for the next few crucial years can clearly be summarized as follows:

The Chinese University of Hong Kong is a bilingual, comprehensive university. Its missions are (1) to produce graduates, in increasing numbers, with first and higher degrees of a quality comparable to the best in the world; (2) to serve as a knowledge pool for Hong Kong; and (3) to build selected infrastructures for Hong Kong in order to facilitate the growth of intellect, commerce and industry.



Over the last nine years, under Prof. Kao's able leadership, The Chinese University has improved and expanded in all directions. Two new faculties — education and engineering — have been set up, and together with five other faculties, they provide a wide range of undergraduate and postgraduate courses that have been designed to meet the changing social needs. Seven new research institutes have been established or reconstituted to promote interdisciplinary research, internally and inter-institutionally.

At the same time, University administration has been overhauled and reorganized. More authority as well as responsibility has been decentralized to the faculties and departments; one-line budget procedures which emphasize accountability and quality assurance have also been introduced.

We can say the goals that Prof. Kao set for himself and the University have been accomplished one after the other. The substantial progress made in the University's overall development and in improving its academic standing locally and internationally is largely due to Prof. Kao. I would like to quote some figures to illustrate the significant contributions that Prof. Kao has made to make this university the best among local tertiary institutions:

- (i) CU provides the largest number of student hostel places — 3,982, while the second largest number is 2,582.
- (ii) Last year, CU had the largest number of JUPAS applicants (9,457) choosing it as their first choice, which represented one-third of all the applicants, while the second largest number was 6,058.
- (iii) Out of 27 research projects rated as excellent by the Research Grants Council, 12 are CU projects. No other tertiary institution has produced more than seven 'excellent' research projects.
- (iv) In 1995-96, 15 CU graduates were recruited as administrative officers by the Hong Kong Government out of a batch of 26 local graduates recruited that year.

Our vice-chancellor is also a low-profile gentleman imbued with classical Confucian virtues. Lao Zi said in *Dao De Jing* that 'the highest virtue is like the valley' and 'ample virtue seems defective'. These are apt descriptions of Prof. Kao. And because of these qualities he has been able to win friends from all quarters and muster support from all sides, and lead the University to its present success. In the years to come, Prof. Kao has set an even higher goal for himself, and that is to establish a firmer and stronger base for the technological development of Hong Kong and China, and the promotion of technological transfer. I am sure Prof. Kao will continue to contribute his expertise to this university, to Hong Kong, to China, and to the Asia-Pacific region. I look forward to frequent reunions with Prof. and Mrs. Kao on their visits to Hong Kong.

To conclude, may I on behalf of the Council and staff members of the University express our sincere thanks to Prof. and Mrs. Kao, and wish them good health and all the best. □



# 高錕校長答辭

## Reply by Prof. Charles K. Kao

利爵士、各位校董、各位同事：

非常感謝利爵士剛才一番嘉勉的說話。能夠在這麼不平凡的時期，有幸為這所不平凡的大學服務，我感到十分光榮。我出任校長九年，連在電子系任教的四年算在一起，則我有三分之一的工作生命是在中文大學渡過的。能伴隨這所大學成長，我很欣慰。今天的中大，已是一所高質素的國際學府。

我和內子十分欣賞校園內多姿多彩的生活，也慶幸有緣成為這個生氣洋溢，友善和諧的大家庭中的一分子。現代人時常強調效率、速度、新意念及轉變，我們卻欣賞歷久不渝的友情、交誼、珍貴的傳統，以及所有能帶來溫馨回憶的事物。

中文大學常以其特有使命和與眾不同的學術與文化傳統為榮。這所現代化綜合大學將在現有的根基上繼續發展，並對香港、中國，以至全世界作出貢獻。我很高興大學選聘李國章教授為新校長，帶領大學跨進二十一世紀。香港快將成為中國一個特別行政區，中大在李教授的領導下，必能應付新時代的挑戰與要求，持續地為人類社會謀求更大的福祉。

主席先生，各位校董，希望你們鼎力支持李國章教授，帶領香港中文大學繼續前進。我深信，你們的高瞻遠矚和明智指導，可確保中大茁茁成長，維持其重要國際學府的地位，在維護自主與學術自由的同時，亦竭盡其對社會的責任。

各位過去的支持和鼓勵，我和內子銘感於中。各位剛才通過加諸我的榮譽，使我和中大有永久的聯繫，實在非常多謝。我盼望日後與大家保持聯絡，時相聚首。

謝謝各位。 □

Sir Quo-wei, members of the Council, colleagues:

I am very grateful to Sir Quo-wei for his very generous and kind words. I have always considered it my honour and privilege to have served this great university during such exciting times. In fact, one-third of my career has been dedicated to The Chinese University, counting my

four years as a teacher in the Department of Electronics and the last nine years as vice-chancellor. I have witnessed how this university has prospered and grown into a mature and quality-assured institution with a truly international outlook. My wife and I have enjoyed the many-faceted life on campus and we are pleased to have been part of such a vivacious and friendly community. At an age when too much emphasis is placed on efficiency, speed, new ideas and changes, we appreciate time-honoured friendship, collegiality, valuable traditions, and things that will bring back fond memories.

The Chinese University has always been proud of its unique mission and distinctive intellectual and cultural traditions. A firm foundation has already been laid for the University to continue to develop as a comprehensive modern university to serve Hong Kong, China, and the global community. I am delighted that Prof. Arthur Li has been chosen to lead the University into the twenty-first century. His leadership will enable the University to continue to meet the challenges and the demands of a new epoch for Hong Kong as the Special Administrative Region of China, and to respond to the present and future needs of humankind.

Mr. Chairman and members of the Council, may I exhort you to continue to give your greatest support to Prof. Li and to The Chinese University as a whole. With your far-sighted and able guidance, I am sure this university will grow from strength to strength. It will continue to be an important and leading institution which emphasizes academic freedom and institutional autonomy, and at the same time, accountability to society.

Finally, my wife and I are forever indebted to you for your unfailing support over these years. We are particularly grateful for the honours the Council has bestowed on us which will provide us with a valuable link and an association with the University in the years ahead. We look forward to a continuing relationship whenever our paths may cross.

Thank you. □



## 校友歡送校長伉儷晚會 Alumni Bid Adieu to the Kaos

中文大學校友會聯會六月三十日假文華酒店舉行晚會，歡送即將榮休的高錕校長。

是晚盛會聚集了五十至九十年代的校友二百多人，候任校長李國章伉儷亦應邀出席。

晚會由洪朝豐先生任司儀，程序簡單，但節目豐富。先由中大校友會聯會會

長李劍雄先生及晚會籌委會召集人香樹輝先生分別致辭，隨放映了約長十分鐘的「高錕在任實錄」影帶，然後晚宴正式開始。

席間，許冠文先生應邀作祝酒前談話，幽默地解釋何謂光纖，惹起哄堂笑聲；素有「光纖之父」稱譽的高錕教授也連忙把他的解釋筆錄下來。

餐後餘興節目包括粵曲演唱「榮休頌」，洪朝豐演唱梅派京劇《蘇三起解》之「起解」，以及崇基弦樂四重奏。校友更邀請高教授上台表演其拿手曲目「Around the World I Search for You」。抽獎完畢，更即興舉行唱校歌競賽，最終由新亞校友奪得冠軍。

這次歡送會充滿了敘舊的氣氛，場面溫馨感人，予出席者留下了難忘的印象。 □

The Federation of Alumni Associations of The Chinese University

of Hong Kong held a farewell party for vice-chancellor Prof. Charles K. Kao and Mrs. Gwen Kao on 30th June 1996 at the Mandarin Oriental. Guests included vice-chancellor-de-

signate, Prof. Arthur K.C. Li and Mrs. Li, and over 200 CUHK graduates of classes of the 50s to the 90s.

Head of the alumni association, Mr. K.H. Lee, and convener of the party's organizing committee, Mr. S.F. Heung each gave a speech which were followed by the showing of a 10-minute video of Prof. Kao's years in office.





The event took the form of a reunion and there was much remembering of things past. The sumptuous dinner was accompanied by a lively programme, which included Cantonese opera, performances by the Chung Chi String

Quartet, and the highlight of the evening — Prof. Kao's rendition of 'Around the World I Search for You'.

An extempore college anthem singing contest, won by New Asia alumni, completed the evening. □



晚會司儀及籌委與高校長伉儷及嘉賓合照。

後排左起：洪朝豐、齊禧慶、俞靄敏、葉潔馨、張敏儀、殷巧兒、許冠文伉儷、許曉暉、袁偉權

前排左起：李劍雄伉儷、高校長伉儷、香樹輝伉儷  
The master of ceremony (left 1) and members of the organizing committee posing with Prof. and Mrs. Kao



高校長應邀演唱其拿手曲目，高夫人在旁欣賞。

Prof. Kao performing his *pièce de résistance* 'Around the World I Search for you' under Mrs. Kao's tender gaze

校友代表上台祝酒  
Alumni representatives on  
stage toasting the Kaos



即興唱校歌競賽  
右圖：崇基校友一馬當先  
下圖：新亞校友奪得冠軍  
Closing act of the farewell  
party — an extempore  
college anthem singing  
contest, initiated by Chung  
Chi (right) and won by  
New Asia (below)





## 熱心校友活動的校長

### 香港中文大學校友會聯會會長 李劍雄先生致辭

中大校友會聯會獲母校支持，成立至今已十八年。聯會得歷屆會長、幹事、各屬會多年來苦心經營，本著凝匯力量，服務社會，團結一致的精神，推展會務。我謹向各位前輩校友，以及一直支持聯會活動的校友致以感謝。

高錕校長在任九年，對母校發展貢獻良多，對校友事務極為關注。他在一九九三年母校慶祝三十周年校慶時，推動正式成立中大評議會，為發展中大校友活動立下重要里程碑。此外，高校長更經常撥出資源，發展校友事務。今日母校已設置了先進的電腦儲存系統，處理校友最新通訊及其他資料，方便聯絡工作；校友事務處亦於九四年中率先出版雜誌形式的校友季刊《中大校友》。我們更喜悉最近母校撥出中大信用卡的部分收入，資助《中大校友》的出版經費，以及贊助校友事務處的活動項目，繼續加強與校友的聯繫。

中大校友會聯會和評議會今年除了安排經常性的社交活動外，聯會特別主辦了「中大校友同樂日」，出席校友偕同親友達一千

八百人。評議會也在五月安排了籌款活動，順利為聯會的教育發展有限公司籌得五十二萬元，幫助中大校友實現在國內辦學的心願。上述種種活動，如果沒有母校和校友事務處的鼎力支持和協助，一定不會達到這樣理想的成績。

高校長將於今年七月榮休。我謹代表全體校友，對高校長出長中大期間，發展教學、研究、科技、校園建設等所作種種努力，特別是對校友活動的鼓勵和支持，表示深切謝意。臨別依依，我們謹祝高校長和高夫人身體健康，生活愉快。 □



中大校友會聯會會長李劍雄（中）與晚會籌委會主席香樹輝（左）代表校友致送紀念品予高錕校長。Chair of Federation of Alumni Associations, Mr. K.H. Lee (middle) and chair of the dinner party's organizing committee, Mr. S.F. Heung (left) presenting a souvenir to Prof. Kao on behalf of CUHK alumni



# 獨留巧思傳千古 轉益多師是汝師

## 歡送晚會籌委會召集人香樹輝先生致辭

提起「高錕」這名字，第一個聯想便是光纖。他在三十三歲的時候，發表論文，開啓了全世界對光導纖維的研究，一舉成名天下知。三十年後，我們看到了光纖對大眾日常生活的巨大影響（最普通者如電話），不由得想起李白詩：「大鵬一日同風起，扶搖直上九萬里……宣父猶能畏後生，丈夫未可輕年少。」中大學生多少年，豈不應以校長為鑑，以登世界科技殿堂為志，超越校長成就為榮。

高校長在科技上的成就，可謂「獨留巧思傳千古」（李商隱詩），但這是他出任校長以前的事，與中大似無多大關係。而高校長九年來努力推動校務，建立新院系，提升母校聲譽，發展校友網絡，則令中大學生和校友有更切身感受。幾年來與高校長交往，了解他的謙厚性格。他在國際科技界地位超然，猶能發揮「轉益多師是汝師」（杜甫詩）的學習精神，足以為我們後輩的模範。

一篇短文，引用三位詩人的詩句，在文學院老師和校友面前，未免有班門弄斧之嫌。校長夫人黃美芸女士是寫詩能手，她在九二年《南華早報》情人節徵詩比賽獲得冠軍。她的情詩是這樣的：

*M*idst oily slicks and cable drums  
He eyes me as the factory bums.  
And sends to me by a sleight of hand  
Secret notes. I nonchalantly stand  
... with colleagues in a canteen line.  
We thought our blushes went unseen;  
Unknowingly grows love pristine  
... soon spied by all, shy Valentine!

Gwen Kao, 1992

一九六零年，兩位年青工程師同在英國一家工廠工作，是廠內唯一的一對華人，剛巧是一男一女，於是男的大膽主動追求，女的半推半就，在「華倫泰」暗中撮合下，成就一段美滿姻緣。原始的激情開花成美果，男的心有所安，遂能在一

九六六年發表轟天動地的論文。如今我們以光纖傳音訊，互聯網上以 e-mail 談情，再也不須變戲法地秘密傳字條，皆拜工廠飯堂定情所賜也！

分手在即，我們校友能說甚麼呢？Parting is such sweet sorrow! 謹祝高校長榮休後，與夫人安享幸福時光！ □



## 高錕校長伉儷惜別餐會 Farewell Dinner for Prof. and Mrs. Kao

中文大學於七月廿四日假富麗華酒店翡翠廳為高錕校長伉儷舉行惜別餐會，筵開三十八席，參加者逾四百人。

高校長退休在即，大學高層、教職同人、畢業生、校友等均藉此聚會感謝他多年來對大學發展的重大貢獻，並祝願高校長伉儷退休後身心康泰。大學校董會主席利國偉爵士、中大應屆畢業生梁敏芳女士、校友會聯會會長李劍雄先生、逸夫書院院長楊汝萬教授、博文講座教授楊振寧教授等先後致辭，利爵士更代表大學同人致送紀念品予高錕校長。□

The Chinese University of Hong Kong held a farewell banquet for vice-chancellor Prof. Charles K. Kao and Mrs. Gwen Kao in the Jade Ballroom of Hotel Furama Kempinski on 24th July. Attending the banquet were some 400 guests, including Council members, staff, students, and alumni of the University. They took the opportunity to thank Prof. Kao for his enormous contribution to the University over the years and wish him and Mrs. Kao good health and happiness. Sir Quo-wei Lee, chairman of the University Council, Miss Agnes Leung, BBA graduate 1995-96, Mr. Lee Kim-hung, chairman of the CUHK Federation of Alumni Associations, Prof. Yeung Yue-man, head of Shaw College, and Prof. C.N. Yang, Distinguished Professor-at-large, made speeches in praise of Prof. Kao at the banquet, and a souvenir from University members was presented to Prof. and Mrs. Kao by Sir Quo-wei. □





音樂系學生表演  
A performance by CU  
music students

教職員演唱粵曲《吐露  
繁星耀高錕》  
Staff members singing in  
praise of Prof. Kao



利國偉爵士代表大學同人致送紀念品予高校長  
A souvenir from University members being presented to Prof. and Mrs. Kao by Sir Quo-wei



惜別餐會結束  
Banquet coming to a  
close



## 利國偉爵士講辭

### Address by Sir Quo-wei Lee

各位嘉賓、各位朋友、各位校友、各位同學、各位同事：

高錕校長還有一個星期就要榮休了。今晚我們懷著依依不捨的心情來與高校長和高夫人話別。大家一方面要感謝高校長在過去九年辛勞工作，對大學作出傑出的貢獻，同時也藉這次難得的聚會，向他倆致以誠摯的祝願。各位友好、嘉賓和同事在百忙中撥出寶貴時間，出席餐會，足見大家對高校長伉儷的真誠敬意。

溫恭謙和的高校長總是給人一份「上德若谷」，「為政不用多言」的感覺。他為大學訂下了宏大的目標，並為其長遠發展創造了良好條件。高校長多年來默默耕耘，任內中大學生人數倍增，新房舍相繼落成。今日的中大無論在學生人數、校園面積，或是獲資助經費總額、科研成就等各方面，均居前列地位。中大能建立穩固的地位，取得優良的國際聲譽，高校長實在居功至偉。

高校長一直提倡追求卓越，鼓勵中大的教師與國際優秀人材合作從事科研與切磋教學心得。他協助校董會籌措為數可觀的學術基金，以供設立講座，延攬人材，和獎勵科研。今天，中大的校園瀰漫著一股追尋卓越，確保優質教育的良好風氣。高校長在促進教研所表現出的鍥而不捨的精神，委實令人欽佩。

高校長在科研學術的成就獨遐邇盡知，今日更是名鑲太空，響徹雲霄。中國科學院紫金山天文台剛於今午正式把一顆由中國發現的小行星命名為「高錕星」，以表揚高校長在資訊科技，尤其是光纖通訊科技應用方面的革命性貢獻。他為人類開創了資訊新紀元，對改善民生，促進知識傳送，建立了永恆的功績。我謹代表大學校董會全體同人及今晚出席的各位友好嘉賓，向高校長及高夫人致最衷心的祝賀。

最後，我們希望高校長與高夫人今後與大學保持密切聯繫，並祝願高校長伉儷身心康泰，生活愉快！□

Dear guests, colleagues, alumni, students, and friends,

Prof. Kao is going to retire in a week's time. I am delighted to see here tonight the many friends, guests and colleagues who have gathered to thank him for his dedicated service and remarkable contributions to the University in the past nine years, and to bid him and Mrs. Kao a warm farewell.

While Prof. Kao has always been modest and unassuming, he has set a high ideal for the University and created an environment conducive to its growth



and prosperity. In the course of his vice-chancellorship, the number of students in the University has almost doubled and many new buildings have been completed. Today, on the eve of his retirement, CUHK is a leading institution not only in terms of student numbers but also in recurrent funding, campus size, as well as research achievements. With his quiet perseverance, Prof. Kao has earned The Chinese University a very high international reputation, of which we are all proud.



Prof. Kao has always exhorted the University's teachers to team up with the best teaching and research talent in the world, and this is consistent with his emphasis on excellence. He has helped the University Council raise sizeable donations for launching prestigious lecture series, recruiting talent, and encouraging research and development. Members of the University are now imbued with a spirit to strive for the best, and to maintain a high quality of education. Prof. Kao's contributions and unflagging efforts in these areas are truly admirable.

An eminent and dedicated scientist in his own right, Prof. Kao has just earned another honour of the highest standing. Earlier this afternoon, the Purple Mountain Observatory of the Chinese Academy of Sciences named a minor planet discovered by Chinese astronomers after Prof. Kao, in recognition of his exceptional contributions to information technology, especially in fibre optic communication and its application. His discovery has inaugurated the information age, and has contributed towards the improvement of the quality of life and the dissemination of knowledge. May I, on behalf of all the members of the University Council as well as the friends and guests present here tonight, convey our sincere congratulations to Prof. Kao for this deserving honour that has been bestowed upon him.

We look forward to continuing our close ties with Prof. and Mrs. Kao in the years to come and wish them good health and all the best. □

## 應屆畢業生梁敏芳女士致辭摘錄

### A Vote of Thanks from Students

「高校長在接受一份英文報章訪問時曾經說過：『我的工作  
是創造空間，讓人成長。』」

「剛進中大唸書不久，便發  
覺它的很多獨特的優點。譬如實  
施彈性學分制，為我們提供了選  
擇和自決的空間，讓我們學習繪  
畫自己的大學生活藍圖。又例如

面對轉制的壓力時，它仍堅持『通識教育』的灌輸。這些都反映出中大靈活、富  
生命力的特性。」

「大學四年級時，我參加了學生交換計劃，……放洋一年，突然明白到『未  
見廬山真面目，只緣身在此山中』的道理。當我從一個較抽離的角度去看中大的  
轉變時，便發覺它其實是一所步伐很快的大學，與外國不少歷史悠久基業穩固  
的學府形成強烈的對比。就如學制的轉變，學生人數的激增，新學系、新建築  
物的落成，乃至專上院校間的資源競爭，在在反映出中大過去數年所經歷的風  
浪。而期間領導中大在劇變中不斷地發展的舵手，便是高校長。在此，我代表  
其他同學多謝高校長在風浪中創造了充裕的空間讓我們成長。」□



Miss Agnes Leung, BBA graduate 1995-96,  
representing CUHK students to thank the retiring  
vice-chancellor



## 楊汝萬教授演辭摘錄

### Extracts from the Address by Prof. Yeung Yue-man



逸夫書院院長楊汝萬教授代表大學教職員致辭，讚揚高校長促進教研，發展大學的功績。

On this very special and memorable occasion, I have the honour of saying a few words on behalf of the teaching and administrative staff of the University. ...

I wish to say something about Charles as a person and what he has contributed to the University. These can be summed up by two acronyms — LAP and SPACE.

LAP describes Charles as a person. 'L' stands for his boyish good looks. For a person who

is about to retire, Charles looks surprisingly young. I have yet to find out how he can work so hard and stay so young-looking. His full head of black hair draws much envy from a person like myself who has so little up there.

'A' represents his cascade of awards, to use the Governor's phrase earlier this week, which have brought much fame and glory to the University. These honours have culminated in the recent Japan Prize and the naming of a star as 'Kaokuen' this afternoon. He has been collecting awards almost as regularly and routinely as we collect our salary. Charles has put the University on the academic map of the world and we have all been basking in the reflected pride from his awards and prizes. It is difficult to find another scientist who has achieved more.

'P' refers to Charles' personality. Surprisingly, for somebody who has spent so much of his life in the West, Charles to my mind personifies the typical Chinese scholar, in the sense that he is modest and willing to listen. His two character traits that I find most striking are his forgiveness and generosity. He has the forgiveness of the Buddha and the generosity of Henry Ford, to avoid any comparison with well-known local personalities. His self-control is also impressive as I have never seen him lose his temper, no matter how heavy the pressure.

Moving on to what he has done for the University, I think the acronym

SPACE will do the trick. Those in the AAPC or who work closely with Charles would know that all these years Charles has created space for individuals as well as for departments and faculties at the University.

'S' is first and foremost associated with students. During Charles' tenure as vice-chancellor, the University saw a remarkable increase in student numbers. Although a territory-wide development, this is a significant change. Charles has always had students close to his heart in many of his decisions and policies. His recent decision to donate his Japan Prize money and his consultancy earnings to set up a foundation bears testimony to his love for students.

'P' calls to mind the physical transformation of the campus — the construction of many buildings and facilities. The Shaw campus came into being during Charles' tenure. 'P' also stands for the setting up of the Personnel Office — a precursor to administrative revamping, and forward planning — which replaced the former annual reporting by individual units.

'A' stands for administrative restructuring and decentralization, as seen in the reorganization of the Registry and the Secretariat, and most recently in the one-line budget. Charles has brought with him his vast experience in the industrial sector to streamline and modernize university administration. 'A' also stands for academic links, whose value for this university Charles strongly believes in.

'C' is associated with many things — credit unit system, CUWO, and college harmony. A significant development during Charles' tenure is the implementation of the flexible credit unit system when it became clear that we had to shorten our curriculum. Every successful man, as the saying goes, has a woman behind him. Charles has been extremely fortunate in this respect in having been supported in every way by Gwen. Gwen was instrumental in uniting women on campus by organizing many exciting activities through CUWO. Gwen's good tastes have been reflected in the physical transformation of the VC's office, their own residence and in many other ways. During Charles' time, and certainly in the last two and a half years when I serve as head of Shaw College, I feel that the cooperation and comradeship among the colleges have never been better.

Finally, 'E' is equated with excellence and efficiency — in research, teaching and administration. Charles has enhanced the research profile of the University by greater emphasis on competitiveness and accountability. Thanks to Charles' vision and support, we have now a very strong and supportive research environment.

Thus, through LAP SPACE we remember Charles as a person and his many achievements and breakthroughs during his tenure as VC of this university. LAP SPACE is reminiscent of the laptop computer, a product of advanced technology and therefore a fitting analogy to the 'father of fibre optics'. ... □



## 楊振寧教授致辭

Address by Prof. C.N.  
Yang

### 參加「高銀星」命名典禮有感

童年的我，生活在安徽合肥——一個非常落後閉塞的地方，沒有見世面的機會。暑天的夜晚，不下雨的時候，母親和我常常把藤牀搬到院子中乘涼。新月的夜空，漫天星斗，億萬顆閃爍的星星，既美麗又神秘，那是我第一次見到外面的世界。

三十年後的我，生活在美國普林斯頓。沒有月亮的夜晚，我和孩子望著天空，一同唱著 Twinkle twinkle little star, how I wonder what you are。億萬顆星星仍然在不斷閃爍，仍然既美麗又神秘。

今天以後，我知道每次我和小孫女看夜空的時候，看著仍然閃爍的繁星，既美麗又神秘，我將會告訴她，其中一顆是「高銀星」。我還會對她說，就在那剎那，數不清的光纖，正在傳遞著數不盡的 bits，把人類世界推進高速資訊的新紀元。□



### After the Naming of a Star as 'Kaokuen'

As a little boy, I lived in Hefei, Anhui, a very backward and unenlightened place, without chances of seeing the outside world. On summer nights when it did not rain, my mother and I often moved our rattan bed to the courtyard to cool off. On moonless nights, we looked up at millions and millions of glittering stars, beautiful and mysterious. For me that was the first time I had seen the great wide world outside.

Thirty years later, I was living in Princeton, New Jersey. During moonless nights, my son and I often looked up at the sky and sang 'Twinkle twinkle little star, how I wonder what you are'. Millions and millions of stars were still glittering, beautiful and mysterious.

After today I know every time I look at the sky with my little granddaughter, admiring the glittering stars, beautiful and mysterious, I shall tell her that one of them is called 'Kaokuen'. I shall also tell her that, at that very moment, countless optical fibres are transmitting countless bits, pushing mankind into a century of high speed information. □







香港中文大學  
The Chinese University of Hong Kong