

Chinese University 中文大學校刊

# BULLETIN

特刊 Special Supplement

中文大學校長

沈祖堯教授

# Prof. Joseph J.Y. Sung

Vice-Chancellor of CUHK  
(2010–2017)

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 Leader  
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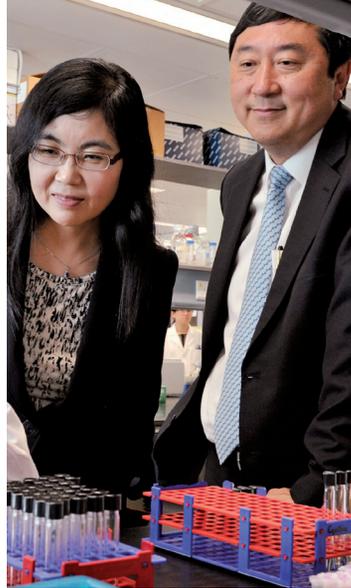
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# 前言 Foreword

沈祖堯教授於2010年7月1日獲委任為香港中文大學第七任校長，至2017年12月31日卸任。

沈教授1985年加入中大教學醫院威爾斯親王醫院擔任醫生，1992年出任醫學院內科學系講師，1998年晉升為內科及藥物治療學講座教授，此後歷任內科及藥物治療學系系主任，醫學院副院長（先後分掌臨床事務及常務），2008年12月因在預防及早期診斷與消化系統相關的癌症方面貢獻傑出，獲委任為莫慶堯醫學講座教授。2008年出任逸夫書院院長。

身為醫生，他仁心仁術，曾獲香港醫院管理局傑出員工及團隊獎，更因無私抗疫而被《時代》雜誌譽為「亞洲英雄」。身為教授，他對學生循循善誘，曾獲中大校長模範教學獎。身為學者，他著作豐碩，在國際期刊發表論文接近七百篇。身為書院院長，他關注學生全人發展，為當時最年輕的成員書院塑造「臻善存德，居高懷仁」的精神面貌。

掌領大學七載，沈校長沒有放下上述任何一個身分。他堅持在醫院診症，繼續推廣腸癌篩查計劃，惠澤廣大市民。他依舊不時講課，親切的身影益發頻密地出現在學生群中，觀球賽，賞音樂，遠足夜話，修橋築校，以身教潛移默化。乘着社交平台的發達，生活點滴之影像，反思勉勵之語，如化雨春風，吹拂四處，聯繫人心。在科研路上，他未曾稍息，仍與隊友不斷探究，並鼓勵大學同仁在各範疇努力突破。作為高等學府舵手，他領導大學平穩過渡至2012年的新學制，為學生締造更豐富多樣的學習，更充實的共同體驗，更與時並進的志業和創新思維；並以穩健的步伐邁向金禧，懷抱明確遠景踏入學府精壯之年。

美好的仗確已打過，但當跑的路，在近年愛上跑步且愈跑愈勇的沈教授心目中，應當還沒有跑完。踏進2018年，他從校長之位退下，立意專注杏壇與杏林，回歸實驗室。《中文大學校刊》特編撰本刊，以誌這位不懈教研的仁醫良師在校長任內之成，惟我們深信這只是沈教授豐盛人生內的一章；他將持續發揮領袖的實力與魅力，以多重身分在不同領域發熱發光。



**P**rof. Joseph J.Y. Sung served as the seventh Vice-Chancellor of CUHK from 1 July 2010 to 31 December 2017.

Professor Sung joined the Prince of Wales Hospital, CUHK's teaching hospital, in 1985 as Medical Officer. He later joined the then Department of Medicine of CUHK as Lecturer in 1992, and was promoted to Professor of Medicine and Therapeutics in 1998. He had been the chairman of the Department of Medicine and Therapeutics, and the associate dean of the Faculty of Medicine with clinical and general affairs portfolios. In December 2008, Professor Sung was appointed Mok Hing Yiu Professor of Medicine in recognition of his significant contributions to the prevention and early diagnosis of gastrointestinal cancers. He became the Head of Shaw College in 2008.

As a doctor, Professor Sung has been decorated with awards such as the Outstanding Staff and Team Awards from the Hospital Authority. His leading his medical team in the fight against SARS won him the accolade 'Asian Hero' bestowed by the *Time* magazine. As a professor, his teaching has won him the Vice-Chancellor's Exemplary Teaching Award. As a scholar and a prolific researcher, he has published close to 700 articles in international journals. As a College Head, he was most concerned with the whole-person development of the students and fashioned the college spirit of 'Excellence with a Soul; Leadership with a Heart' for the then youngest member of the CUHK college system.

During his seven years at the helm of CUHK, Professor Sung had not neglected any of the above roles. He continued his medical service at the hospital and

promoted colorectal cancer screening which benefits the community at large. He gave lectures to students and mingled with them on many more occasions—watching football, listening to music, hiking, nighttime chats, and voluntary work that took them to faraway places. He set the example for and impacted those around him. Savvy in social media, he spoke to a larger audience, bonded with and impacted more people by means of images, words and thoughts from his daily life. On the knowledge fronts, he kept up his collaborations with colleagues and partners, directing them to untravelled grounds as well as encouraging other members of the University to make inroads in their paths of discovery. As the chief officer of a higher education institution, he steered the University through the transition to a new normative curriculum in 2012 and paved the way for more learning opportunities and valuable experiences for the students, imparting aspirations and innovative thinking. Under his leadership, the University embraced its golden jubilee and strode into its next half-century with clear vision and determination.

Professor Sung has fought a good fight, but he should not have finished his course, particularly now that his newfound love for running has kept him going from strength to strength. Stepping down from the vice-chancellorship in 2018, he has returned to the clinic, the classroom and the lab. This supplement of the *Chinese University Bulletin* takes a look at what he has achieved during his term of office. But we believe that it is only one chapter in his long and illustrious annals of leading and serving. There are surely many more chapters to be written about his contributions and impact in other areas and capacities.

# 就職 Installation

沈祖堯教授在2010年7月1日接替劉遵義教授出任中大第七任校長，就職典禮在同年12月16日第六十八屆大會舉行。

**Prof. Joseph J.Y. Sung succeeded Prof. Lawrence J. Lau on 1 July 2010 as the seventh Vice-Chancellor of CUHK. He was installed at the University's 68th Congregation held on 16 December in the same year.**



沈祖堯教授之簡介 (摘錄)  
Introduction of  
Prof. Joseph J.Y. Sung (excerpt)



「一個也不能失」是醫者濟世的終極情懷；「一個也不能少」是教育家向社會許下的無私承諾。沈祖堯教授二十五年來即本着這兩種理念，懸壺救世，提攜後學，成就斐然。在醫學界，他被選為亞洲英雄，在大學教學，他被選為最佳老師，他的研究成果，屢獲殊榮。今天，他秉承這種崇高的理念，出掌香港中文大學第七任校長，為大學將快踏入五十周年的新發展，為香港即將實行大學三改四的新學制，掀開嶄新的一頁，肩負重任。良醫為良相，活國而活人。他的履新，讓我們歡欣；他的新猷，教我們期待；他的貢獻，我們會充滿信心。

.....

今沈教授出掌香港中文大學，天空又呈現另一番新氣象。吐露霞輝掩映，紫鳳騰翔沖霄。古人說十年樹木，百年樹人。沙田耕耘翻新，樹木而校園綠化，樹人而人才薈萃。在沈教授的領導下，我們立足當下，放眼神州，瞻望未來，為高等教育建立國際平台，為二十一世紀的社會栽培新一代的主人翁。沈校長今天就職，校園師生同僚，社會各界人士，都額手稱慶。沈校長常以聖經八福音自勉，以為虛心的人、清心的人是有福的。沈校長以醫者之德、學人之智、基督徒之愛、教育家之視野，為中文大學奠下新的一塊里程碑，這是中大之福，我們為此感到由衷的興奮，我們對中文大學明日的新發展，抱有無比的信心。

Professor Sung has been a member of the University for more than half of its life. He understands the University and its unique traditions; he cherishes its distinctive spirit and values. Those of us who know his passion for excellent teaching, his care for students, for whole person education, his dedication to the sciences and the humanities, know that the University is in good hands. For all its international distinction and openness to global exchange of every kind, this University, perhaps more than any other in Hong Kong, arose out of the local Chinese community and culture. It has special connections with, and responsibilities for, Chinese values, culture and language. Professor Sung is committed to preserving and nurturing this precious heritage. At the same time, he understands that Hong Kong's destiny is to be an international city, modern and global in its outlook and outreach. The University too must be modern and global in its outlook and outreach. Professor Sung understands, as have his predecessors, that the University must hold these responsibilities to tradition and modernity, to the local and the global, in a creative balance. Here too we know we are in good hands.

.....

Professor Sung was recognized in 2003 as an excellent teacher, winning the Vice-Chancellor's Exemplary Teaching Award. In describing his philosophy of teaching he made a simple but profound statement: 'We teach by our acts, not by our words.' Perhaps nothing characterizes him better, as a physician battling with a deadly virus; as a researcher seeking ways to cure painful and previously incurable ulcers, or to screen for unsuspected cancers; or as a leader in academic life, standing before us, as he does today, as an exemplary member of our community. What we see is a man who balances professional practice, research, teaching and service to his University.



—張洪年教授撰寫



— Authored by Prof. David Parker

沈祖堯教授在就職典禮上發表演說，  
闡述其大學教育的願景——從心出  
發，培育年輕的靈魂。

**In his installation address,  
Prof. Joseph J.Y. Sung outlined his  
vision for university education with  
a soul.**





## 沈祖堯教授講辭

### Address by Prof. Joseph J.Y. Sung

SBS, MB BS, PhD, MD, FRCP (London), FRCP (Edinburgh), FRCP (Glasgow), FRACP, FAGA, FACG, FHKCP, FHKAM (Medicine)

**獲**委任為香港中文大學第七任校長，我感到無比榮幸，又感到兢兢業業。創辦這所大學的，是一群以弘揚中國文化與思想為己任的學者，他們以無比的熱情教育年輕人成為成熟和負責任的成人。這些前輩先賢指出，要令我們的國家和世界變得更進步更美好，科學與技術固然重要，但人文學科也不可或缺。他們憑着這些信念，在六十多年前為這所大學奠下穩固的根基。

中文大學在歷任校長的英明領導下，成為亞洲頂尖的研究型綜合大學。我們引以為傲的雙語雙文化傳統、融會東西文化的深厚人文主義精神、堅定推行的通識和全人教育，以及藉着書院提供的獨特生活教育和關顧，在過去近半個世紀令我們屹立於世界一流學府之林。但是，我們今天面對前所未有的挑戰。

全球的大學教育正在急遽改變。世界各國埋首於追逐經濟發展；推動學者做研究的是資源，而非對知識的好奇；大學重視排名，而忽略培育年輕的靈魂的使命；教師的回報主要取決於他們的「生產力」，而非學養，凡此種種，都令危機悄然出現。如果這個趨勢持續，世界各國就只會製造出汲汲於利的成品和個人，而不是有主見、尊重見解不同於己者、能洞察別人的需要，以及有悲天憫人心腸的負責任公民。同時，想像力和創造力、科學研究的人文內涵，以及慎思明辨的能力將逐漸喪失。教育的價值也會湮沒。

I stand before you greatly honoured and with humility to be appointed as the seventh Vice-Chancellor and President of The Chinese University of Hong Kong. This University was founded by scholars who embraced Chinese culture and philosophy, who had great passion to educate young men and women to become mature and responsible adults, who pointed out that we need humanities as much as science and technology to make our country and our world a better place. And with these commitments they laid solid foundations for our University over 60 years ago.

Under the capable leadership of my predecessors, The Chinese University of Hong Kong has become one of the top comprehensive research universities in Asia. Our cherished traditions in bilingualism and biculturalism, our heritage of profound humanitarianism, blending Eastern and Western cultures, our commitment to general education and whole-person development and our unique non-formal education and pastoral care through our Colleges has put us on the global map of higher education in the past 50 years. But today we are facing unprecedented challenges.

Radical changes are occurring in university education worldwide. A silent crisis has started when nations thirst for economic growth, researchers are driven by the search for resources more than curiosity, universities look up to rankings more than nurturing young souls, and professors are rewarded primarily by their 'productivity' rather than their scholarship. If this trend continues, nations all over the world will only be producing revenue-generating products and individuals, rather than responsible citizens; responsible citizens who can think for themselves, respect those who are different and understand others' sufferings and needs. On the other hand, the imaginative and creative capability, the humanistic aspects of scientific research, and the capacity for rigorous critical thinking will diminish. The value of education will be lost.

奧爾科特說過：「教育是把思想從靈魂解放出來，與外界事物聯繫，並返觀自省，從而洞察其真實和形態。」當國家高談經濟發展之際，大家不要忘記在世界上最富裕的國家仍然有飢民和病人；當全世界的目光都放在發展科學、生產食物和延長壽命之時，請牢記「西方最大的疾病不是肺癆或者麻瘋，而是愛的貧瘠」（德蘭修女）。在中大這所綜合大學，科技與人文齊頭並進，符合世界的需要。我們將繼續捍衛人文價值、培養學生敏於體察別人的需要和苦難，以及教導他們欣賞藝術和音樂。

泰戈爾提醒我們，「單單獲得知識和挪取他人的意念，是無法令心靈得到真正的自由；心靈的真正自由，乃源於形成自己的判斷標準，萌生自己的想法。」蘇格拉底說：「未經反省的人生，是不值得人活的。」今天的教育重視資訊與技能，不重視追求真理和創造力。學生花太多時間記誦事實，而不是對既有概念反思批判。不懂得反思自省會令目標含糊，信念不堅定，最終迷失方向。訓練學生慎思明辨是高等教育的重要職責，而我們持之以恆的是：歷久彌新的通識教育傳統，書院無微不至的關顧，以及對思想和信仰兼容並蓄的開放精神。

尼赫魯說過：「和平是……不能分割的，自由亦然。現在，繁榮以至災難也是一樣，因為這個世界已畛域難分，無法再劃分為互相隔絕的部分。」我們比起以前更須依靠素未謀面的人，這些人也要依靠我們。我們需要解決的問題——經濟的、環保的、宗教的和政治的——無論就其範圍和性質而言，都是牽涉全球的。我們漸漸明白，我們全都是世界公民，不但應致

Bronson Alcott said, 'Education is that process by which thought is opened out of the soul, and, associated with outward things, is reflected back upon itself, and thus made conscious of its reality and shape'. When the nations talk about economic growth, we must not forget there are still hunger and sickness in even the wealthiest countries in the world. When the world focuses on scientific advancement, food production and prolonged longevity, we should be reminded that 'the most common disease is not tuberculosis or leprosy, but the hunger for love' (Mother Teresa). As a comprehensive University, our balance of science and technology against humanities meets the demand in this world. In our University we will continue to uphold human values, to cultivate sensitivity to people's need and suffering, to educate for appreciation of the arts and music.

Tagore reminded us that 'Our mind does not gain true freedom by acquiring materials for knowledge and possessing other people's ideas but by forming its own standards of judgment and producing its own thoughts'. Socrates proclaimed that 'the unexamined life is not worth living for a human being'. Today's education puts more emphasis on information and skill, less on pursuit of truth and creativity. Too much time is spent on retaining facts rather than critiquing concepts. A lack of training in self-reflection and examination leads to unclarity about goals, wavering of opinions and ends up with loss of direction. Training of a critical mind is a crucial role of higher education. It is embraced in our time-honoured tradition in general education, in our belief in college pastoral care and in our openness to all ideologies and beliefs.

Jawaharlal Nehru said, 'Peace is ... indivisible, so is freedom, so is prosperity now, and so also is disaster in this One World that can no longer be split into isolated fragments.' More than ever, we depend on people we have never met and they also depend on us. The problems we need to solve—economic, environmental, religious and political—are global in their scope and nature. We gradually come to realize that we are all citizens of the world. We need to embrace our Chinese culture on the one hand, but also need to know the challenges of different ethnic groups and other nations. The University's commitment to research and teaching collaborations with other world-renowned institutions, in provision of student and



力發揚中國文化，還要了解其他民族和國家面對的挑戰。中文大學致力與其他世界知名學府攜手，開展教學與研究的合作，以及學術交流和交換學生，並透過我們的書院提倡社會服務，令本校師生以及大家都明白自己是地球村一員。我們致力保護環境，也是在履行世界一分子應盡的責任。我們應當學習回應世界的需要，而非在象牙塔內畫地自限。

保存人文精神、培養創新和批判思維，以及造就世界公民，是我們的指導原則，我們會繼續憑着這些原則來教育學生，並帶領大學邁進下一個五十年及更長遠的未來。如果老師缺乏熱誠、奉獻精神和使命感，我們就無法達成這些使命；如果沒有政府、慈善家和校友的信賴和支持，我們就難以實現這些夢想；更重要的是，如果沒有不斷探索知識、永遠渴求真理和不屈不撓力爭上游的勤奮學生，我們就不能保持這些大學教育的理想。

主席先生，我自醫學院畢業後便加入中文大學，既當醫生，也從事研究和教學。當了醫生二十五年，我知道醫學既是科學又是藝術；從事學術研究二十五年，我學會一方面維持獨立判斷，一方面與同事羣策羣力；為人師表二十五年，我深深體會到教育需要從心出發，也要進入靈魂深處。我承諾竭盡所能，以熱忱和堅持不懈的精神，在今後的日子服務大學。校長一職，任重而道遠。知道我前面的挑戰，不比我以往的少。前面的責任，比以往更重更大。但錢穆先生的辭，給我無限鼓勵。「艱險我奮進，困乏我多情。千斤擔子兩肩挑，趁青春（我想我還剩下一點），結隊向前行。珍重珍重，這是我中大精神。」

academic exchange, the promotion of social services through our Colleges, will help our faculty and students, as well as others, to cultivate the ability to see ourselves as members of a global village. Our commitment to environmental protection is another endeavour to fulfil our global responsibility. We should learn to respond to the need of the world instead of building in our ivory tower.

Based on these pillars of preserving the humanities, cultivating innovation and critical thinking, and realization of world citizenship, we will be educating our students and leading CUHK into the next 50 years and beyond. This mission cannot be accomplished without the dedication of our teachers who are passionate in their teaching and research, not seeing it as a job, but a vocation. These dreams cannot be fulfilled without the support of our government, philanthropists and alumni, in giving their trust and their support to the University. Most importantly, the true spirit of a university education cannot be continued without the hard work of our students to keep their minds inquisitive to knowledge, their thirst for truth unquenched and their desire to excel invincible.

Mr. Chairman, after I graduated from medical school I joined the Chinese University as a physician, a researcher and a teacher. Working as a medical doctor for 25 years, I have learned that medicine is both a science and an art. Working as an academic researcher for 25 years, I have been trained to think critically while working with my colleagues as a team. Working as a teacher for 25 years, I have come to realize that education requires a heart and a soul. I pledge to give my best skills, my passion and my perseverance to serve this University in the years to come. The vice-chancellorship of CUHK is a lofty one. I know that what lies ahead is more challenging than what I have experienced so far. And my responsibilities would be unprecedented. But I am much encouraged by the words of Prof. Ch'ien Mu. He said, 'It is such uncouth environment that prompts me to struggle for excellence, and the state of deprivation only encourages my affections for others to flow. Be it a load of a thousand stones, I bear it upon my own shoulders. Let us, in our youth (I hope there's still a little bit of it left in me), join together and progress towards the future. Take care! Take care! This is the spirit of CUHK!'

# 建樹 Achievements

沈祖堯教授領導中文大學七載，迭有建樹，大學在其任內鵬程日進，現於本節撮述其著者。

**Prof. Joseph J.Y. Sung's dedicated effort during his seven years of vice-chancellorship has led the University to make new strides on all fronts. Major achievements, by no means exhaustive, are listed in the following pages.**





## 管治與行政 Governance and Administration



### 順利過渡至四年學制

領導四年學制學士課程籌劃專責小組統籌「3+3+4」過渡安排，課程、行政支援、書院事務、宿舍管理、新生入學、雙軌年、資源運用、中大學生信息系統，以及學生支援和發展等範疇協調有度

### 擘劃願景，制訂目標

統領大學同仁群策群力，檢討內省，審慎展望未來的挑戰與機遇，擬就《香港中文大學策略計劃2016-2020》，為達成大學的企望和目標，詳訂全盤計劃

### Smooth Transition to the Four-year Academic Structure

Led the Task Force to Prepare for a Four-year Normative Curriculum to coordinate the major areas of responsibilities regarding the preparations for the '3+3+4' transition: curriculum, administration and support, College matters and hostel arrangements, admission, double cohort, resources, CUSIS (CU's integrated student information system) and student support and development

### Promulgation of *CUHK Strategic Plan 2016-2020*

Led the University's administrators and academic leaders to engage themselves in a concerted exercise of self-reflection, culminating in the articulation of plans to embrace challenges and opportunities, and to fulfil their aspirations for CUHK's future development

# 教學發展推陳出新 Enhancing Teaching and Learning

## 擴充學院陣容

- 2010年8月，理學院轄下之生物化學系和生物學系合併，成立生命科學學院
- 2017年9月，成立全港首個生物醫學工程學系



## 訂立健全課程架構

2012至13年開始推行的四年制本科課程，着重跨學科知識、核心課程（中文、英文、通識教育、體育和資訊科技）、總結課程和海外交流實習經驗。

## 推出嶄新本科課程

- 由2010至11年度至2017至18年度，因應全球發展與社會需要，推出新本科課程超過二十項，包括本港獨有的生物醫學工程學課程和性別研究社會科學課程，其餘涵蓋數學及數學教育、數學與信息工程學、運動科學與健康教育、幼兒教育、社區健康、老年學、生物醫學、自然科學、能源工程學、能源與環境工程、地球系統科學、城市研究、當代中國研究、全球研究、全球傳播、文化管理、環球經濟與金融、金融科技學、工商管理及法律博士雙學位課程等
- 嶄新副修課程十多項，包括本港獨有的考古學和創業與創新副修課程
- 推出醫學院的環球醫學領袖培訓專修組別和理學院的科研星耀專修範圍
- 與英國倫敦大學國王學院潘迪生法律學院合作，籌辦於2018至19年度推出法學士及法律博士雙學位課程，為本港首個同類型課程

## New School and Department

- Established the School of Life Sciences in August 2010 by merging the Biochemistry and Biology Departments under the Faculty of Science
- Launched Hong Kong's first Department of Biomedical Engineering in September 2017

## Developing a Robust Undergraduate Curriculum Framework

The four-year curriculum implemented in 2012–13 was developed with an emphasis on cross-disciplinary knowledge, general education, a University Core (English, Chinese, General Education, Physical Education and Information Technology), a capstone course and enriched overseas experiences.

## New Undergraduate Programmes

- In view of global development and societal needs, more than 20 new undergraduate programmes were launched from 2010–11 to 2017–18, including Bachelor of Engineering in Biomedical Engineering, Bachelor of Social Science in Gender Studies, which are unique in Hong Kong. Other new programmes covered the disciplines of Mathematics and Mathematics Education, Mathematics and Information Engineering, Exercise Science and Health Education, Early Childhood Education, Community Health Practice, Gerontology, Biomedical Sciences, Natural Sciences, Energy Engineering, Energy and Environmental Engineering, Earth System Science, Urban Studies, Contemporary China Studies, Global Studies, Global Communication, Cultural Management, Global Economics and Finance, Financial Technology, and the new hybrid of Business Administration and Juris Doctor Double Degree Programme
- More than 10 minor programmes were introduced, including Archaeology and the university-wide Entrepreneurship and Innovation Programme which are unique in Hong Kong
- Launched the Global Physician-Leadership Stream in the Faculty of Medicine, and the Science, Technology And Research Stream (STARS) in the Faculty of Science for students with strong ability and interest to gain wider exposure and research experience during their undergraduate studies
- Collaborated with the Dickson Poon School of Law at King's College London to offer Hong Kong's first Dual LLB-JD Programme commencing 2018–19



### 鞏固通識教育基礎

- 配合四年學制，加強大學通識教育，於2012至13年度推行通識教育基礎課程，以閱讀古典和同儕討論為特色，為學生締造共通學習經驗
- 基礎課程獲美國通識及自由教育課程協會頒發2015年通識教育優化模範課程獎，通識教育團隊則榮獲2016教資會傑出教學獎

### 電子教學跨疆越界

- 2013年與Coursera結成合作夥伴，提供大型公開網上課程供全球人士免費修讀，首期推出五項課程，其後迭有增修
- 主導催生本港首個支援線上學習的一站式雲端平台「知識與教育交流平台」，匯集各種線上學習工具應用程式及教育資源，供市民登記使用
- 2016年成立電子學習創新科技中心，提供專業設施、技術支援和培訓，協助教師應用電子科技教學

### 充實全人教育

2011年推出I•CARE博群計劃，以「博思明志，群育新民」為號，開拓學習和服務機會，增廣視野知識，喚醒學生的世界公民意識和公民責任感，提升文化審美能力。

### Reinforcing Foundation in General Education

- Riding on the reversion to a four-year curriculum, the General Education Foundation (GEF) Programme comprising the courses 'In Dialogue with Humanity' and 'In Dialogue with Nature' was launched in 2012–13 to create a common learning experience for all CUHK students
- The GEF received the 2015 Exemplary Program Award for Improving General Education from the Association for General and Liberal Studies. The General Education Team was awarded the 2016 UGC Teaching Award

### Promoting e-Learning Across Borders

- Joined Coursera as a partner in 2013 to offer Massive Open Online Courses for free to world learners, with the first phase of five courses covering areas of finance, information theory, classics of Chinese humanities, Chinese opera art and data analysis
- Initiated the development and launch of KEEP (Knowledge & Education Exchange Platform), a cloud-based e-learning platform where subscribers can access a full array of online educational applications and resources
- The Centre for eLearning Innovation and Technology (ELITE) was set up in 2016 to provide professional facilities, technical support and training to teachers, enabling them to adopt e-learning strategies

### Fulfilling Whole Person Development

The I•CARE Programme was launched in 2011 with the motto 'Inspiration through reflection, renewal through civility' to inculcate the sense of global citizenship and civic responsibility among the students, to enhance their learning and servicing experience, and to develop their capacity for culture and aesthetics.



## 香港中文大學 (深圳)

- 於2014年3月在中外教育合作框架下成立，以深圳大學為合作夥伴，首批本科生於同年9月入學
- 以為深圳、珠三角以至全國提供世界級的大學教育為目標，承襲中大的辦學理念和學術體制，並以向內地新一代的學生灌輸其教育理想和道德概念為己任

## The Chinese University of Hong Kong, Shenzhen

- Established in March 2014 with Shenzhen University as a partner under the Sino-foreign collaborations framework for education, CUHK (SZ) admitted its first cohort of students in September in the same year
- Aiming at providing world-class education to students in Shenzhen, the PRD region and China as a whole, CUHK (SZ) inherits the educational philosophy and academic structure of CUHK to promote its educational ideals and moral values to new generations of mainland students

## 質素核證再見佳績

大學教育資助委員會 (教資會) 質素保證局於2015年對中大進行第二輪質素核證，對大學各方發展讚賞有加：

- 活動參照國際基準，教學和研究成果卓越，聯繫遍及全球，值得自豪
- 質素保證架構有效運用國家和國際基準及質素提升程序，體現了對卓越水平的追求
- 通過博群計劃的架構，促進學生全人發展，並將之定作常規模式，行之有效

## Another Splendid Report Card

CUHK fared well in the second Quality Audit committed by the Quality Assurance Council of the University Grants Committee (UGC) in 2015 and was commended on several aspects:

- Benchmarking its activities internationally and is justly proud of its achievements in teaching, research and international outreach
- Establishment of quality assurance frameworks underpinned by effective use of national and international benchmarking and quality enhancement processes that are relevant to its aspirations to meet standards of excellence
- Adoption of a successful formalized approach to whole-person development through the I•CARE framework

## 學術規劃建議 2016–2019

大學於2015年2月遞交之學術規劃建議獲得教資會好評：

- 建議書是管理高層凝聚眾志，深思熟慮，領導有方的成果
- 緊密配合大學的策略規劃，財政預算周全有度，且充分考慮到訪委員會、課程檢討及校外檢討的意見

## Academic Planning Proposal (ADP) 2016–2019

The ADP submitted by the University to the UGC in February 2015 won favourable comments:

- The submission demonstrated strong, cohesive and reflective leadership capability of the senior management
- It was well integrated with budgetary planning and supported by inputs from visiting committees, programme reviews and external reviews



# 推動研究不遺餘力 Pushing the Frontiers of Research

## 擴充研究機構陣容

### New Research Institutes and Units

多所研究所於沈校長任內成立，研究範圍遍及環境、醫學、科技。

New research institutes covering areas of environment, medicine and technology were established during Professor Sung's vice-chancellorship.

環境、能源及可持續發展研究所	Institute of Environment, Energy and Sustainability
深圳研究院	Shenzhen Research Institute
香港中文大學賽馬會老年學研究所	CUHK Jockey Club Institute of Ageing
香港中西醫結合醫學研究所	Hong Kong Institute of Integrative Medicine
大腦與認知研究所	Brain and Mind Institute
香港中文大學天石機器人研究所	CUHK T Stone Robotics Institute

## 國際研究合作

### International Research Collaborations

在沈校長積極推動下，中文大學與多所國際知名學府建立了穩固的研究合作關係。

CUHK has established strong collaborations with internationally renowned institutions under the facilitation of Professor Sung.

與牛津大學成立CCOUC災害與人道救援研究所	Established the Collaborating Centre for Oxford University and CUHK for Disaster and Medical Humanitarian Response
成立香港中文大學－荷蘭烏得勒支大學語言、認知及大腦聯合研究中心	Established CUHK-Utrecht University Joint Centre for Language, Mind and Brain
與倫敦帝國學院結盟推動創新醫療科技發展	Collaboration with Imperial College London on healthcare innovation and biomedical robotics
與美國貝勒醫學院設立醫學遺傳學中心	Established CUHK-Baylor College of Medicine Joint Center for Medical Genetics
成立香港中文大學－南安普頓大學幹細胞及再生醫學聯合實驗室	Established CUHK-University of Southampton Joint Laboratory for Stem Cell and Regenerative Medicine
與多倫多大學及烏特勒支大學就公共衛生、城市規劃及人口遷移等課題組成三方合作夥伴	Tripartite collaboration with the University of Toronto and Utrecht University in public health, cities and migration

與澳洲悉尼大學設立中西醫結合醫學大數據實驗室	Established Analytic and Clinical Cooperative Laboratory for Integrative Medicine (ACCLAIM) with the University of Sydney
與南韓大邱慶北科學技術院及瑞士蘇黎世聯邦理工學院成立創新醫學科技聯合研究中心	Established the Joint Research Laboratory on Innovative Nanotechnology for Medicine and Healthcare with the Daegu Gyeongbuk Institute of Science and Technology, South Korea and the Swiss Federal Institute of Technology Zurich, Switzerland
加盟德國慕尼黑大學「LMU-中國學術網」為核心合作夥伴	Joined Ludwig-Maximilians University of Munich's China Academic Network (LMU-ChAN) as an Anchor Partner
成立環球卓越醫學聯盟	Established the Global Alliance of Medical Excellence (GAME)
成立劍橋大學-香港中文大學雙語研究聯合實驗室	Established University of Cambridge-CUHK Joint Laboratory for Bilingualism
成立香港中文大學-荷蘭烏得勒支大學醫學院呼吸道病毒感染聯合研究實驗室	Established CUHK-University Medical Center Utrecht Joint Research Laboratory of Respiratory Virus and Immunobiology
與澳洲蒙納士大學結盟發展醫學教育及研究	Established an alliance with Monash University in medical education and research

## 國家重點實驗室

### State Key Laboratory (SKL)

消化疾病研究國家重點實驗室（香港中文大學夥伴實驗室）於2014年獲中國科學技術部批准成立，是為大學的第五所國家重點實驗室。

The University's fifth SKL, the State Key Laboratory of Digestive Disease (Partner Laboratory in The Chinese University of Hong Kong) was established with the approval of the Ministry of Science and Technology in China.

## 教育部重點實驗室

### Ministry of Education (MoE) Key Laboratories

高可信軟件技術教育部重點實驗室（香港中文大學分實驗室）	MoE Key Research Laboratory of High Confidence Software Technologies (CUHK Sub-lab)
再生醫學教育部重點實驗室（香港中文大學-暨南大學）	MoE Key Laboratory of Regenerative Medicine (CUHK-Jinan University)



## 其他聯合研究單位 Other Joint Research Units

香港中文大學醫學院—國立台灣大學醫學院聯合臨床研究中心	CUHK–National Taiwan University Collaborative Clinical Research Centre
香港中文大學—中山大學歷史人類學研究中心	The Chinese University of Hong Kong–Sun Yat-sen University Centre for Historical Anthropology
中國科學院上海藥物研究所與香港中文大學促進中藥全球化聯合實驗室	The Joint Research Laboratory for Promoting Globalization of Traditional Chinese Medicines between Shanghai Institute of Materia Medica, Chinese Academy of Sciences and CUHK
香港中文大學—華大基因跨組學創新研究院	CUHK–BGI Innovation Institute of Trans-omics
香港中文大學與浙江大學肝病及消化病聯合研究中心	CUHK–Zhejiang University Joint Research Centre of Liver and Digestive Diseases
香港中文大學—中國科學院廣州生物醫藥與健康研究院幹細胞與再生醫學聯合實驗室	The Chinese University of Hong Kong (CUHK)–Guangzhou Institutes of Biomedicine and Health, Chinese Academy of Sciences (GIBH) Joint Research Laboratory on Stem Cell and Regenerative Medicine
汕頭大學—香港中文大學聯合基督教研究中心	Shantou University–The Chinese University of Hong Kong Joint Centre for Christian Studies
香港中文大學—北京航空航天大學醫學工程聯合研究中心	The Chinese University of Hong Kong–Beihang University (BUAA) Joint Research Centre on Medical Engineering
香港中文大學—英屬哥倫比亞大學國際護理領導發展中心	The Chinese University of Hong Kong–University of British Columbia International Centre on Nursing Leadership
香港中文大學—北京大學—台灣聯合大學系統語言與人類複雜系統研究中心	CUHK–PKU–UST Joint Research Centre for Language and Human Complexity
中國社會科學院—香港中文大學中國考古聯合研究基地	CASS–CUHK Chinese Archaeology Joint Research Base
香港中文大學—上海交通大學糖尿病基因組與精準醫療聯合研究中心	CUHK–SJTU Joint Research Centre in Diabetes Genomics and Precision Medicine
香港中文大學—上海交通大學醫療機器人聯合研究中心	The Chinese University of Hong Kong (CUHK)–Shanghai Jiao Tong University (SJTU) Joint Research Centre on Medical Robotics
香港中文大學—北京語言大學漢語語言學與應用語言學聯合研究中心	CUHK–Beijing Language and Culture University Joint Research Centre for Chinese Linguistics and Applied Linguistics

## 策略性研究領域

在2016–2020年的策略計劃中，選定中國研究、轉化醫學、資訊與自動化科技和環境與持續發展四個學術領域，調配充足資源協助其開展研究。

## 卓越學科領域

在教資會第六及第七輪的卓越學科領域計劃中，兩個由中大研究人員領導的項目獲選，獲得可觀撥款：

- 細胞器生物合成及功能研究中心
- 植物與環境互作基因組研究中心：可持續農業與糧食安全

## 2014年研究評審工作

在教資會「2014年研究評審工作」中，中大表現出眾，於電機及電子工程、工程學、建造環境和法律等評審組別中，獲評四星級（世界領先）的研究活動比例冠絕同儕。在整體表現上，獲評四星級和三星級（國際卓越）的研究活動分別為百分之十四及百分之三十六，均比本港院校整體平均為佳。

## 申請研究金成績驕人

中大在2017至2018年度的優配研究金和傑出青年學者計劃中，獲得最大宗的撥款，較上年度增加一成，達一億六千二百萬千港元，佔研究資助局批款總額四分之一以上。

## Strategic Areas of Research

To maximize impact and benefit to society, four distinguished fields of academic enquiry have been adopted in the University's *Strategic Plan 2016–2020* for focused research investments: China Studies, Translational Biomedicine, Information and Automation Technology, and Environment and Sustainability.

## Areas of Excellence Projects

Two research projects led by CUHK researchers were selected by the UGC as Areas of Excellence Projects in the sixth and seventh rounds of funding exercises:

- Centre for Organelle Biogenesis and Function
- Centre for Genomic Studies on Plant-Environment Interaction for Sustainable Agriculture and Food Security

## Research Assessment Exercise (RAE) 2014

In UGC's RAE 2014, CUHK achieved promising results with the highest proportion of world leading (top category of 4\*) research activities in areas of electrical and electronic engineering, engineering, built environment, and law. The overall percentage of 'world leading' and 'international excellence' (3\*) research activities are 14% and 36%, respectively, both above the sector-wide average.

## Overwhelming Success in Securing Research Fund

CUHK received the largest share of funding from the 2017–2018 General Research Fund and Early Career Scheme, compared with other local universities. The total amount of grants stood at HK\$162 million, representing a 10% increase from the previous year and more than a quarter of the fund total.



## 擴闊學生國際經驗 Going Global for Students



- 中大給學生提供的學習交流機會平穩增長，往外交流和來中大交流的人次在2016至17年已達7,347和3,318
- 中大現有278個交流夥伴，分布於34個國家/地區
- 2017年錄取非本地生約六百人，來自澳門、台灣及世界各地，包括印度、印尼、哈薩克斯坦、吉爾吉斯斯坦、馬來西亞、南韓、斯里蘭卡、泰國、法國、意大利、俄羅斯、英國、加拿大、汶萊、哥倫比亞、埃及、愛沙尼亞、摩洛哥、塔吉克斯坦、土耳其、土庫曼斯坦及中國的三十一個省市
- Exchange study opportunities offered by CUHK have been on steady increase and the numbers of incoming and outgoing exchanges recorded in 2016–17 were 7,347 and 3,318, respectively
- CUHK now has 278 exchange partners in 34 countries/regions
- About 600 non-local students were recruited in 2017 from Macau, Taiwan, and all over the world including India, Indonesia, Kazakhstan, Kyrgyzstan, Malaysia, South Korea, Sri Lanka, Thailand, France, Italy, Russia, United Kingdom, Canada, Brunei Darussalam, Colombia, Egypt, Estonia, Morocco, Tajikistan, Turkey and Turkmenistan and 31 provinces and municipalities in mainland China



# 開拓醫護新領域 Pioneering Solutions in Health Care



## 香港中文大學醫院

在2014年成立的中大醫院：

- 由大學全資擁有，建築面積七萬八千平方米，配備五百張病床
- 為本港首間非牟利私營醫院，收費親民兼具透明度，提供以病人為本的優秀醫護服務
- 將充當大學臨床研究、醫護教育與培訓的基地，提升中大醫學院的教研水平

## 積極完善醫療服務

### Enhancing Medical Services

多所不同專科的治療、教育和研究中心在沈校長任內成立，為社區健康提供更強支援。

A number of treatment, education and research centres for various specialties were established during Professor Sung's vice-chancellorship to better serve the needs of the community.

## CUHK Medical Centre

The CUHK Medical Centre established in 2014 will

- have a floor area of 78,000 m<sup>2</sup> and a provision of 500 beds, and will be wholly owned by CUHK
- be the territories' first non-profit-making and self-financed private hospital to offer innovative and patient-centred quality healthcare services at affordable prices under a transparent pricing structure
- serve as a key base for clinical research, healthcare education and training to enable transfer of research and innovation, and raise the teaching standards of the University's Faculty of Medicine



青少年泌尿治療中心

Youth Urological Treatment Centre

香港中文大學威爾斯親王醫院利國偉心血管治療中心

CUHK-PWH Lee Quo Wei Cardiovascular Intervention Centre

香港中文大學余宇康余雷覺雲腹膜透析研究中心

CUHK Carol and Richard Yu Peritoneal Dialysis Research Centre

利榮傑高等眼科培訓及教育中心

Lee Wing Kit Advanced Ophthalmic Training and Education Centre

香港中文大學公共衛生及基層醫療研究所 (深圳)

CUHK Centre of Public Health and Primary Care (Shenzhen)

何善衡泌尿中心

S.H. Ho Urology Centre

周毓浩創新醫學技術中心

Chow Yuk Ho Technology Centre for Innovative Medicine

周佩芳認知障礙預防研究中心

Therese Pei Fong Chow Research Centre for Prevention of Dementia



## 校園發展 Campus Development

### 教研設施

- 為配合實施三三四學制的驟增需求而規劃的教研設施陸續竣工：

位於39區的羅桂祥綜合生物醫學大樓於2012年啓用，為生物醫學學院和藥劑學院的基地。其後相繼落成啓用的有教學酒店暨鄭裕彤樓、伍何曼原大樓、龐萬倫學生中心、圖書館新翼大樓及進學園、敬文書院、建築學院大樓（綜合教育大樓）、康本國際學術園及伍宜孫書院

- 研究生宿舍二及三座於2016年年底奠基

### 守護永續校園

- 藉推行「綠色辦公室計劃」、「綠色學生組織計劃」等，提高大學員生節能意識
- 於2012年訂立五年內減少人均用電量8%的中期目標，提早在2015年達標
- 在環境局及機電工程署舉辦的2016全港節能比賽中，贏得總冠軍、專上教育院校組別和跨組別的創意節能措施最高獎項
- 建造工程設計均融合環保考量，校園十五棟新建築物獲得「建築環保評估法」認證（包括圖書館擴建項目和敬文書院之白金級認證），另康本國際學術園和伍何曼原樓贏得MIPIM亞洲2013大獎的「最佳都市活化項目」金獎，綜合教學大樓獲得FUTURARC「環保設計先鋒大獎」2013
- 於2011年與南京大學、中央大學成立兩岸三地綠色大學聯盟，攜手促進社會可持續發展
- 透過香港中文大學賽馬會地球保源行動於2013年成立「賽馬會氣候變化博物館」，動員公眾保護環境，維繫地球永續生態

### New Teaching and Learning Facilities

- Construction projects to cater for the increased demand for learning facilities and students amenities in 2012 and beyond were completed in time:

Lo Kwee-Seong Integrated Biomedical Sciences Building opened in Area 39 to house the School of Biomedical Sciences and the School of Pharmacy, followed by the completion and opening of the Teaching Hotel and Cheng Yu Tung Building, Wu Ho Man Yuen Building, Pommerenke Student Centre, the Library Extension and Learning Garden, C.W. Chu College, the School of Architecture Building (AIT), Yasumoto International Academic Park and Wu Yee Sun College

- The foundation stone was laid in late 2016 for Postgraduate Hostels 2 & 3

### Sustaining a Sustainable Campus

- Enhanced environmental awareness of all University members by rolling out the 'Green Office' and 'Energy Conservation Incentive Scheme'
- Fulfilled ahead of time in 2015 the five-year mid-term target set in 2012 to reduce the University's electricity consumption (per capita) by 8%
- Won the overall champion, the top award in the post-secondary education institution category and the cross-category Most Innovative Energy Saving Measures Award in the 2016 Energy Saving Championship Scheme organized by the Environment Bureau and the Electrical and Mechanical Services Department
- Embedded green measures in all capital designs, resulting in 15 campus buildings receiving the Hong Kong Building Environmental Assessment Method (BEAM) certifications (including two Platinum ratings for the Library Extension and C.W. Chu College), on top of an MIPIM Gold Award for Yasumoto International Academic Park and the FUTURARC Green Leadership Award 2013 for An Integrated Teaching Building
- Launched the Cross-strait Green University Consortium with Nanking University and Central University in 2011 to promote sustainable development in community
- Established the Jockey Club Museum of Climate Change in 2013 as an initiative of CUHK Jockey Club Initiative Gaia to promote community engagement in environmental conservation and sustainability



## 籌款佳績 Engaging Massive Community Support



沈校長為大學發展不遺餘力，贏得社會各界厚愛支持，在任期間，大學籌得款項逾三十八億港元，惠澤教研及學生的全人發展。

- 較為大宗者包括賽馬會慈善信託基金成立以來的最大單筆捐款十三億港元，用於興建中大醫院；該基金另一筆一億三千七百萬元捐款，供建造研究生宿舍用；以及李達三博士捐贈一億元支持中醫藥的研究和發展，另一億元成立獎學金
- 在教資會第五（2010年6月1日至2011年3月15日）及第六輪（2012年8月1日至2014年7月31日）的等額配對基金計劃中，中大均成功達到分別為二億二千萬元及六億港元的配對額上限

During Professor Sung's vice-chancellorship, a total of more than HK\$3.8 billion was raised to support the University's teaching, research and students' whole-person development.

- Major donations included HK\$1.3 billion from the Hong Kong Jockey Club Charities Trust, the largest single donation in its history, for the establishment of the CUHK Medical Centre; another HK\$137 million from the Trust for the construction of postgraduate halls; HK\$100 million from Dr. Li Dak Sum in support of the research and development of Chinese medicine in Hong Kong, and another HK\$100 million for setting up scholarships
- In the Fifth (1 June 2010 to 15 March 2011) and the Sixth (1 August 2012 to 31 July 2014) UGC Matching Grant Schemes, CUHK succeeded to match in full the funding ceilings of HK\$220 million and HK\$600 million, respectively

**沈**祖堯校長是中文大學的莫慶堯醫學講座教授，在醫療服務及醫學研究上貢獻良多，曾獲多項香港和國際獎項。身為一校之長，他在日理萬機之餘，仍努力不懈，孜孜於科研，為人類健康謀求福祉。他與團隊在胃腸病學的研究成果，先後奪得多項國家教育部所頒的高等學校科學研究優秀成果（科學技術）獎，計有：

**P**rof. Joseph J.Y. Sung, Mok Hing Yiu Professor of Medicine, is a renowned gastroenterologist whose tremendous contributions to healthcare service and medical research have won him an array of honours and awards in Hong Kong and abroad. His unswerving dedication to scientific research continued after he assumed the vice-chancellorship of CUHK. The remarkable research findings made by him and his teammates won numerous Higher Education Outstanding Scientific Research Output Awards by the Ministry of Education, People's Republic of China.



2010  
自然科學一等獎  
Scientific and Technological  
Progress Award  
Class 1



2011  
科技進步獎二等獎  
Technological  
Advancement Award  
Class 2



2012  
科技進步獎一等獎  
Technological  
Advancement Award  
Class 1



2014  
自然科學獎一等獎  
Scientific and Technological  
Progress Award  
Class 1

另獲國務院頒發兩獎：

On top of the above are two awards by the State Council, People's Republic of China:

國家自然科學獎二等獎  
State Natural Science Award  
Class 2



國家科技進步獎（創新團隊）  
State Scientific and Technological  
Progress Award (Innovation Team)

2016年，沈教授獲世界大學聯盟十八所成員院校的校長推選，成為聯盟的合作委員會主席。

In 2016, Professor Sung took the helm of the Worldwide Universities Network (WUN) as Chair of its Partnership Board, a role elected from among the presidents of 18 member universities.

# 榮譽與獎項

## Honours and Awards



此外，他更以個人名義獲頒以下殊榮：  
Other honours bestowed upon him include:

**2011**

中國工程院院士  
Academician of Chinese Academy of  
Engineering (CAE),  
People's Republic of China



何梁何利基金科學與技術進步獎  
Ho Leung Ho Lee Advancement Prize,  
The Ho Leung Ho Lee Foundation,  
People's Republic of China

**2012**

國際歐亞科學院院士  
Academician of International Eurasian  
Academy of Sciences (IEAS)

**2013**

世界胃腸病學組織及基金 Master of the World Gastroenterology Organisation Award  
Master of the World Gastroenterology Organisation (WGO) Award,  
World Gastroenterology Organisation & WGO Foundation



世界華商投資基金會世界傑出華人獎  
World Outstanding Chinese Award,  
World Chinese Business Investment  
Foundation

**2014**

富布賴特香港傑出學者獎  
Fulbright Hong Kong Distinguished  
Scholar Award

**2015**

香港內科醫學院榮譽院士  
Honorary Fellow,  
Hong Kong College of Physicians

**2017**

國際Herbert Falk大獎  
International Herbert Falk Award  
Falk Foundation e.V. Freiburg



# 校長，再見！ Farewell, Vice-Chancellor!



沈祖堯教授卸任校長，大學同仁同感依依不捨。在任內的最後一月，他與大學師生、員工、校友和領導層，以不同形式敘舊道別。

**Professor Sung's last calendar month as the Vice-Chancellor was marked with events organized by members of CUHK—staff, teachers and students, alumni and the senior management—who gathered to bid him a fond farewell.**





02.12.2017

「中國文藝大師湯顯祖作品之夜」暨感謝晚宴  
Appreciation Dinner cum  
Chinese Cultural Night Featuring Tang Xianzu's Masterpieces



在邵逸夫堂舉辦的晚宴，邀請多位善長、友好、校友，連同教職員共一百六十多人出席。

沈教授致辭時表示：「回顧出任中大校長的七年間，我十分榮幸能夠認識在座各位捐款人及校友，並與大家一同見證中大的成長及變化。中大創校五十多年，經歷不少挑戰，今晚的晚宴是特別為所有為中大出心出力的捐款人而設，是在座各位成就了今天的中大，令大學能夠在教學、科研及社會服務等領域上持續發展，肩負培育未來社會棟樑的重任。」

The dinner held at Sir Run Run Shaw Hall in recognition of the unwavering contributions from supporters of CUHK was attended by over 160 major benefactors, friends, alumni, faculty members and staff.

Professor Sung expressed his gratitude to the benefactors in his welcoming remarks. 'In the past seven years, I have been privileged to get to know all our supporters sitting here, and to witness the rapid development of the University together. The growth of CUHK in the past 50 or so years was not without challenges, and we are truly grateful for the unfailing support from our benefactors, which enables the University to increase its strength and competitiveness in teaching, research and community service, and nurture our students to become the future pillars of society.'

19.12.2017

香港中文大學校友聯會  
感謝沈祖堯校長晚宴

Farewell Dinner  
hosted by the Federation of  
Alumni Associations (FAA) of  
CUHK

晚宴給沈教授帶來幾個溫暖的驚喜：饒宗頤教授的墨寶「杏林春暖」；聯會上為沈教授主權成立的「博群計劃」籌得的捐款三十一萬元，還有張宏毅校友及「東院道官小一位慈愛老師基金」分別捐出港幣三十萬元和二十萬元，支持沈教授的癌症醫學研究。

The dinner was sprinkled with pleasant surprises for Professor Sung: a souvenir calligraphy penned by Prof. Jao Tsung-I, a donation of HK\$310,000 from FAA for the I•CARE Programme whose launch was facilitated by Professor Sung, a donation of HK\$300,000 from alumnus Mr. Cheung Wang-ngai Joseph and HK\$200,000 from a foundation fund set up by 'A Loving Teacher of Eastern Hospital Road Government Primary School', both for the cancer research led by Professor Sung.



20.12.2017

校董會主席設歡送宴

Thank You Dinner hosted by  
Chairman of the Council

校董會主席梁乃鵬博士致送大學校徽模型予沈教授留念，並感謝他帶領中大順利過渡四年學制，促進中大國際化，籌建中大（深圳）、中文大學醫院，以及勾畫並推行《策略規劃2016-2020》。

Dr. Norman N.P. Leung, Chairman of the Council, presented a replica of the CUHK emblem to Professor Sung, and thanked him for leading the University in the reversion to the four-year normative curriculum, enhancing its globalization, establishing CUHK (SZ) and CUHK Medical Centre, and developing and implementing *Strategic Plan 2016-2020*.



**21.12.2017**

**與學生聖誕聯歡**

**Christmas Party  
with Students**

約一百四十位來自各學院和學生會的學生代表，以及曾參與各項比賽獲勝的學生在漢園歡聚。

About 140 student representatives from Faculties, the student union and champion teams gathered at the Vice-Chancellor's Lodge for a memorable festive celebration.



逾四百名中大職員在沈校長任內最後一個工作天晚上出席「祖堯約定你」歡送晚宴。副校長（行政）及秘書長吳樹培先生於晚宴上感謝沈校長在任期間，帶領中大創立多個里程碑，跨越無數挑戰。

Over 400 CUHK staff members gathered to wave goodbye to the Vice-Chancellor on his last day of office. Mr. Eric Ng, Vice-President (Administration) and University Secretary of CUHK, thanked Professor Sung for leading CUHK to set various milestones and by meeting many challenges during his tenure as Vice-Chancellor and President.



**29.12.2017**

**「祖堯約定你」  
歡送晚宴**

**Staff Dinner with  
Professor Sung**



## 話別 Parting Message

在2017年11月16日舉行的第八十三屆大會（頒授學位典禮）上，沈祖堯教授最後一次以校長身分向畢業生講話，殷殷互勉，言辭懇切。

**Prof. Joseph J.Y. Sung spoke to the graduates in the capacity of Vice-Chancellor for the last time at the 83rd Congregation for the Conferment of Degrees on 16 November 2017. His farewell message was one of sincere encouragement, both for the students and himself.**

今天你們畢業了，今天也是我畢業了。……從2010年上任至今，我經歷了各種挑戰，包括大學學制改革、人事更替、學術競爭、校園爭議，以至社會動盪，走到今天總算是一個段落。回想我們一起在百萬大道上觀看世界盃決賽，在烽火台烙下不少難忘片段，我感受良多。

臨別依依，來到這一天，你學到些甚麼？我學到些甚麼？

你應該學到：看問題的方法多於一種。站在森林裏，我們不應以偏概全，只着眼於一棵樹而忘記整片樹林。

我學到了：有許多意見和忠告我應該聽取。我應該集思廣益，憑良心下決定。

世事不能單看表面，科學範式、政治爭議、道德問題，以至人際關係等都可循多方面了解、詮釋。大家應該安坐、深呼吸、冷靜下來才下結論。

Today is your graduation day and my graduation day as well ... Since 2010 when I took office, I have taken on a number of challenges, such as the curriculum reform, personnel turnover, academic upgrading, campus controversies and social unrest. A period ends here. The things I did with you under the water towers and on the University Mall such as watching the World Cup final together will always live in my heart.

At the end of this journey, let us ask ourselves: What have you learned? What have I learned?

You should have learned: there are more than one way to view things. Standing in a forest, one should not just see one single tree and miss the rest of the forest.

I have learned: there are many opinions that I should listen to and advice that I should heed. After listening from all sides, I can follow my conscience to arrive at a decision.

Things are usually not as simple as they appear. Whether it be a scientific paradigm, a political debate, an ethical issue or just an interpersonal relationship, there are often many ways to read, to interpret and to establish a view. Before you jump to a conclusion, you should sit down, take a deep breath, 'tie your shoes' before you settle on a resolution.

## 第八十三屆大會（頒授學位典禮）

### 83rd Congregation for the Conferment of Degrees

校長沈祖堯教授致辭（摘錄）

Speech by Prof. Joseph J.Y. Sung, Vice-Chancellor and President (excerpt)



我也學懂了耐心聆聽，包容別人。身為校長，我常提醒自己，異見中也可以有真知，背後或有一段故事。縱使大家意見分歧，爭持不下，我總得下個決定。這就是良心、道德、操守發揮其力量的時刻。領袖下決定不能討好所有的人，只能撫躬自問無愧於心。

……

你可能學到：必須把握每個機會。

我學到了：時候一到，我便應該放手前行。

對你們這些年輕、熱心的朋友，這個世界充滿困難和機會。你們的前路絕非通衢大道，成功之路也非坦途，但走過險阻之後就是玫瑰園。你們有充裕的時間和力量實踐理想。每個難關都是機遇，是禍是福在乎你如何自處。馬克·吐溫說：「二十年後，使你失望的不是你做過的事情，而是你沒做過的事情。所以，解開帆索，從安全的港灣裏揚帆出海吧，乘着信風破浪去。」珍惜每個學習的機會，充實自己，達成理想。

我正在學習一旦離開崗位便不應戀棧，要放下向前走。我順應改變才可以有新作為。

最後，祝各位同學前途多姿多彩，每天過得飽飽滿滿，不枉此生。

I have also learned to be patient, to listen carefully, and to be inclusive instead of exclusive. In the Vice-Chancellor's shoes, I have to constantly remind myself that even if people's views are contrary to mine, there is often some truth, there might be a story behind them. And when views are divided, consensus cannot be reached, and there is no way to keep

everyone happy, a decision has still to be made. At that moment, it calls for one's conscience, values and integrity. I fully realize that there is no way a leader can gain applause from all around him in every decision he makes. At the end of the day, you have to be able to look into the mirror and say, 'I have given my best shot.'

…

You may have learned: every opportunity in life is to be seized.

I have learned: when the time comes, I should let go and move on.

Young and enthusiastic people like you should see the world filled with challenges and opportunities. Your path may be dodgy and the road to success is often bumpy, but that is usually the way to the rose garden. You have plenty of time and energy to find your way to fulfillment. Every crisis comes with an opportunity. It all depends on how you handle it. Mark Twain said, 'Twenty years from now, you will be more disappointed by the things you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbor. Catch the trade wind in your sail.' Seize every opportunity to learn, to improve yourselves and to reach for the stars.

I am learning that when it's time to leave your responsibility and position of authority, you should drop everything and move forward. Only if I let go of what I am will I become what I might be.

Finally, let me wish every one of you a rewarding and fulfilling life, one that's worth celebrating.



# 懇談 Hearty Talk

2017年11月，沈祖堯教授於校長辦公室接受本刊訪問，暢談在任七年點滴與感受。

**Prof. Joseph J.Y. Sung gave an interview to the *Bulletin* in November 2017, in which he reviewed happenings big and small and feelings bitter and sweet during the past seven years.**

## 掌領校政七年，中大在各方面都迭有進展，當中最令你欣慰的是甚麼？

過去七年工作涉及多方面，難以一言蔽之。叫我寢寐不忘的也許就是成立了博群計劃。博群旨在促進學生的全人發展，幫助他們在成長階段尋找方向和價值觀，也希望學生透過這個計劃深入了解社會課題。聽說博群自從2011年啓動後，不但在中大校園，也吸引了香港其他大學，內地以至海外的學生透過互聯網或其他途徑參與，這是值得欣喜的。

## 最艱巨的挑戰是甚麼？

這幾年香港經歷不少風雨動蕩，面對不少衝擊，而大學往往位於衝擊的前方。這於我是大考驗，因為我本身對政治或社會問題研究不深。希望在面對一些抉擇或處理重要事件的時候，我沒有做錯決定。

## 在瞬息萬變的全球大趨勢和高等教育氣候當中，中大過去數年可有與時並進？

我們不忘保存傳統和價值，但同時勇於求變，例如提供網上學習的環境，鼓勵同學自發學習，並把學習空間擴展到課室以外。新近成立的生物醫學工程學系，是典型的跨學科例子，對醫療特別是老人醫護將大有貢獻。我們也研究氣候變化和人類健康的關係，推進大數據在金融物流的應用。去年我們推出全港首個創業創新課程，希望給所有同學，無論讀醫學、法律、教育也好，灌輸一點創業概念。以上種種都是因應新時代的發展和需要而作出的嘗試。

## CUHK has made great strides in many aspects under your leadership in the past seven years. What are you most happy with?

It's difficult to choose from such a wide array of work. But if I have to name but one, the establishment of the I•CARE programme is what I cherish most dearly. The programme aims at enhancing students' whole-person development by helping them to identify their goals and establish their values, and by engaging them in exploring social issues. I have been told that since its launch in 2011, I•CARE had gone beyond the CUHK campus to reach students from other universities in Hong Kong, the mainland and overseas, who participate in its events through the Internet and various channels.

## What is the toughest challenge?

In times of unrest and instability, like the past few years in Hong Kong, a university is usually subject to much pressure. This is a great trial to me as my understanding of political or social issues is limited. I hope I haven't made any wrong decisions when facing grim choices at critical moments.

## Do you think CUHK has kept abreast of the fast-changing global trends and the rapid development of higher education?

CUHK embraces changes and promptly responds to developments and needs in the new era, without forsaking its traditions and core values. Examples are plenty. We provide an e-learning environment which encourages students to be more self-initiated in learning and extend learning beyond the classroom. We promote cross-disciplinary learning which answers societal needs; the newly established Department of Biomedical Engineering which will contribute to medical and in particular geriatric care is a typical example. We embark on forefront research on the relationship between climate change and human health, and the application of big data to finance and logistics. Last year, we offered Hong Kong's first university-wide induction programme in entrepreneurship and innovation, which is open to undergraduate students of all disciplines ranging from medicine, law to education.

**你不時以Harry Lewis的話提醒大學不要忘了首要使命，中大在過去數年可有偏離正軌？**

Harry Lewis在*Excellence Without a Soul*一書指出，即使世界頂尖學府如哈佛，也受到市場價值觀推動，而在收生、開辦科目、市場推廣以至畢業合格分數上，做了很多不是真正以教育為出發點的工作。在高等教育全球化的大環境裏，很多外來因素如國際排名、爭取研究資金等，的確會影響大學的發展方向，香港亦如是。很欣慰過去幾年中大仍在緊守其核心價值和建校宗旨，在幾項重要傳統上，沒有倒退，反將之發揚光大，例如通識教育廣受國際和本港賞譽，書院由四所擴充至九所，且各有特色。

**你上任不久就提出不要被大學排名牽着鼻子走，到現在仍堅持此說嗎？**

我仍然堅持這觀點。這些排名機構各自用本身的一把尺量度全球以千計各有特色不同專業的大學。但是排名準則五花八門，不可能亦步亦趨。盲目緊追，只會漸漸失去自己獨特之處。據我所知，有些大學為了追求排名，無所不用其極，這是絕不可以接受的。我一向認為只要把我們最好的精力、人才和資源投放在研究和教學上，排名就不應該差到哪裏去。而且我相信，世上的最佳學府不會參考排名機構的準則來決定開辦哪些課程或推動哪些研究領域。中大也不應如此。

**你覺得自己把大學帶領進一個怎樣的時期？**

我相信中大在過去幾年確實是國際化了。無論在收生或是與外國學校的教研合作，都比前廣泛和深入。例如研究人口遷徙，社會科學院教授和美、加、歐、亞國家緊密合作。在研究氣候變化方面，我們跟英國和澳洲的大學合作無間，還有跟國內和南美國家研究農業技術。這些涉及全球的課題，不能單靠一地之力為之，國際合作非常重要，而且也有利提升中大的國際地位和知名度。

**From time to time, you quote Harry Lewis to remind the University not to forget its prime mission. So has CUHK gone astray in the past few years?**

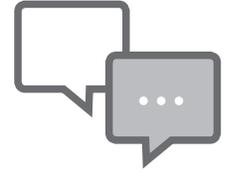
In his book *Excellence Without a Soul*, Harry Lewis mentions how top universities like Harvard have been driven by market values to divert their focus from education, as reflected in the admission criteria, programme offers, marketing approach and grade inflation. Within the context of higher education globalization, many external factors such as international rankings, competitive research funding schemes, etc., do have great bearing on a university's direction. The same applies to Hong Kong. It is gratifying to see that CUHK has been holding on to its core values and objectives, without abandoning its precious traditions. To the contrary, we build on the past and pace ourselves steadily for excellence. Our implementation of general education has been widely recognized and accoladed locally and internationally. Our college system has strengthened, with the number of Colleges increased from four to nine, each unique in its own way.

**Shortly after you assumed office, you've made it clear that a university shouldn't be driven by rankings. Do you still hold to this?**

Yes, I do. There are numerous ranking agencies, each applying its own set of criteria to evaluate institutions diverse in strengths and disciplines. It is dangerous to follow the ranking criteria blindly at all cost in order to rank high, because that would mean diluting an institution's characteristics. According to my knowledge, some universities would use whatever means necessary for a better position. It is absolutely unacceptable. After all, there is no measure for a university to fit into all sets of ranking criteria, so why bother to follow? I believe that so far as we deploy the best of our energy, talent and resources to teaching, learning and research, we will never rank low. I'm also sure that the best institutions in the world will not rest their academic and research decisions on ranking criteria. CUHK shouldn't do that either.

**What significant changes have you brought to the University?**

I believe CUHK has indeed become more internationalized, both in terms of breadth and depth, in areas like student intake and institutional collaboration. Take the research on population migration as an example, our social science professors are working closely with their peers in the US, Canada, Europe and Asia. We are also continuously working with UK and Australian universities on climate change research, and mainland and South American experts on agricultural technology. International collaboration is indispensable in dealing with global issues. It also helps elevating CUHK to the international arena.



### 中大最優秀、最獨特的是甚麼？

中大最優秀是其人文精神，有理想，敢於堅持自己的想法，不隨波逐流。不單是現在的師生，不少畢業多年的校友也仍然保持這種精神，對中國文化、香港的文化、中國語文，都有執着。還有，中大人凝聚力強，重感情，無論哪個年份畢業的校友，都對大學事務殷切關注。我到海外訪問，天南地北，總有大批校友來會面，令我嚐到四海一家的親切感覺。

### 你會怎樣形容自己的領導作風？

我比較喜歡接近群眾，透過接觸，了解學生和員工的想法和需要，所以到現在我還保留一些教學工作。最近我又和職員協會的同事一起行山，很喜歡這種大家同舟共車、同桌吃飯的感覺。上任首年我便舉辦教職員中秋節聯歡會，短短的兩小時，大家都很享受。每次有人走過來跟我拍照，雖然我多半不知道對方是誰，仍然很樂意奉陪，那怕他只是「集郵」也無妨。

我也相信自己是一個頗樂意聆聽群眾的領袖，而且會因應他們的要求，在能力範圍內，加以改進。同學渴望學期中的溫習週和員工要求的改良評審準則便是一些例子。

### What would you consider the best and unique quality of CUHK?

I would say it's the humanistic spirit. We dare to uphold our vision and be different. This quality can be found in our current teachers and students, and also in our veteran alumni. They are persistent in their pursuit of preserving and promoting Chinese culture, the culture of Hong Kong and the Chinese language. The CUHK community is a coherent entity, loving and caring. Our alumni always show genuine concern for university affairs. I have been greeted by alumni from all parts of the world during my overseas visits, making me feel warmly at home on foreign soils.

### How would you describe your leadership style?

I like to mingle with the crowd, to understand the thoughts and needs of students and staff through direct contact. That is why I have been keeping part of my teaching load during my vice-chancellorship. Not long ago I went hiking with the staff association members again. I love the feeling of being on the same boat, in the same bus and sharing the same meal with my fellow colleagues. Back in my first year of service, I initiated the Mid-Autumn Festival Celebration, meeting staff in a two-hour gathering with entertainment, food and games, which everybody enjoyed. I have been 'hunted' for selfies by numerous people, the majority of whom I cannot name. But I am most willing to entertain their requests if that makes them happy.

I think I'm also a listening leader who would take action to address people's concerns and make improvement to the best of my ability. The implementation of the mid-term 'reading week' and the enhancement of the appraisal system were my responses to requests from students and staff, respectively.





你曾在網誌說這幾年來，最大的滿足和挫敗都和學生有關，可以引申一下嗎？

學生在我心目中總是校務的最重要一環。如果一所大學和其老師不是以學生為最主要的服務對象，也就失去了靈魂了。

我甫上任已要接過民主女神像落戶中大這個燙手山芋。隨後數年比較平靜，和學生關係比較順暢，到了最後一兩年又出現了分歧。在百萬大道看世界盃賽事，或約個別學生飯聚，這些時刻都值得珍惜，也給我很大滿足感。我盼望自己不單是他們的老師，還是他們的朋友。有些學生會幹事或教務會上的學生會代表，在畢業後仍和我保持聯絡，於我也是可貴的收穫。然而，2017年初因為我對一些政治議題和社會爭拗的看法可能跟一小部分學生不一樣，我的言談或網誌就招致學生激烈的批評。我感到痛心無奈。但我不是要做一個只會討人喜歡的老師，面對大是大非，我需要表白我的看法和立場，不能含糊其詞輕易妥協。

2014年10月，你和馬斐森教授汗流浹背一同到金鐘探望集會學生，那是否你和學生最接近的一刻？

10月2號晚上，佔中運動開始不久，氣氛已非常緊張。大批群眾聚集在金鐘一帶，

**You said in your blog that your greatest satisfaction and frustrations come from the students. Can you elaborate on it?**

Students will always be my first priority. A university will be losing its focus if it doesn't put students first.

Shortly after I assumed office, there was a hot potato for me—the arrival of the Statue of the Goddess of Democracy on campus. Then came several years of harmony with the students, until in recent years when our views differed over some issues. I cherish the moments of watching the World Cup final with students on the University Mall, or chatting with them over the dinner table. I hope that I am not only their teacher but also their friend, and I'm glad that some student union officers still keep in contact with me after graduation. Regrettably, in early 2017 I was criticized harshly by students after I expressed views on some political issues and social disputes not to their liking. It pains me but I have to accept the bitter truth that I am not going to be a teacher to please everybody. When it comes to right or wrong, there is no compromise. I must make my stance clear without being wishy-washy.

**We still remember the visit you and Prof. Peter Mathieson paid to rallying students in Admiralty in October 2014. Did you feel that was the closest moment with students?**

That was the evening of 2 October, shortly after the Occupy Central Movement had started and tension was heightening with a massive number of people gathering in Admiralty. Both Professor Mathieson and I received calls from students, telling us that the situation was escalating, physical confrontation was foreseeable and our presences were pleaded for to pacify the crowd. After receiving a call from Professor Mathieson, we decided to make a trip to Admiralty to send



當天晚上，我和馬校長分別收到一些學生來電，認為形勢緊急，預感將會爆發衝突，希望我們到場呼籲群眾冷靜。馬校長致電給我後，我倆本想着慰問學生領袖，決定走一趟。到了現場，只見群情洶湧。我們說了一番話，主要是希望大家冷靜，坐在談判桌旁與政府溝通。對於我們此舉，有人贊同，也有人覺得不適合。當日的群眾當中有我們的學生，在那樣的環境，學生向我們求援，如果我因為種種原因而沒有到現場盡老師的本分作出呼籲，一旦有人不幸受傷流血的話，我想我必會終生遺憾。驅使我那天踏出那一步的原因，並不是因為既定的政治立場，或個人看法。現在回看，我仍是問心無愧。再做一次，我還是會到場勸他們冷靜下來。

**最近你就校園港獨橫額事件發出聲明後，有學生認為校長已離棄了他們，不再是他們的同路人了。這是否就是你說的挫敗或心痛的地方？**

其實我沒有改變，我一貫的立場和價值觀就是：我是一個中國人，或香港的中國人。這個身分的課題其實在多年前一篇題為〈我的中國心〉的網誌已曾提及。我並不是變了，離開了學生，因某種利益或原因改變了方向和立場。我仍然覺得我們不能夠否認自己的民族身分和位置。香港是中國的一部分，這是基本法明陳的，學校應該遵從憲法和基本法的論述。有些學生因此對我展開抨擊，我當然不會開心，但是也只能求問心無愧吧。

**你經常發表網誌和更新面書，可否談談在這些社交平台上的得與失？**

我進入這些社交平台是希望能夠感受年輕一輩或學生的脈搏。要知道他們的喜與惡，一定要進入他們的世界和他們溝通。每一則貼文都是我親自寫的，沒有專人給我管理，否則那便失卻意義了。得的是交了很多朋友，多了解他們的想法。失的是要面對網上平台可能出現的一切，包括批評謾罵甚至惡意中傷。所以我也學曉了在網上平台低調和謹慎一點。卸任校長，回歸醫學院後，可能還要更低調。

our regards to the student leaders. We found an agitated crowd upon arrival. And we both urged the students to calm down and communicate with the Government through negotiation. Our act had won support and criticisms. We were most concerned about the safety of our students. When they sought our help, it was our responsibility as teachers to be there to give advice. If for various reasons we did not, and if unfortunately the situation ran uncontrolled resulting in bloodshed and casualties, I will definitely regret it for the rest of my life. It was neither political stance nor personal views that drove me there. Looking back, I have nothing to regret. If the same thing happened again, I will definitely react in the same way.

**After you made a statement on the banner of Hong Kong independence hung on campus, some students said the Vice-Chancellor has forsaken them and ceased to be their comrade. Is it where your frustration and pain lie?**

I haven't changed at all. As I said in a blog article titled *My Chinese Heart* several years ago, I see myself as a Chinese, or a Hong Kong Chinese. I still think so today. I haven't changed my stance or turned away from my students for the sake of personal interest or other causes. It's just that I insist that we cannot deny our national identity or status. As stipulated in the Basic Law, Hong Kong is part of China. Schools should abide by the constitutional declaration and the Basic Law. I do feel bad when students attack me on this. But well, all I can say is I have given my best shot and there's no regret.

**You are a frequent blogger and Facebooker. What are your gain and loss on these social media platforms?**



I want to communicate with the young generation and students to feel how they feel, and to understand their likes and dislikes. The social media platforms seem to be most fit for the purpose. I write every post myself because it will be meaningless if my account is managed by others. I've made a lot of friends and come to know more about how they see things. That's my gain. On the other hand, I have

to face everything that can possibly appear on the online platforms, including criticisms, abuses and vicious attacks. That is my loss. As a result, I have learned to become more cautious and low-profile. I will be even more low-profile after I step down and return to the Faculty of Medicine.

## 喜歡「祖堯BB」這個稱號嗎？

一開始是不大喜歡的，為甚麼叫我祖堯？只有母親才會這樣叫我的。學生叫我作「BB」，好像欠了一份尊重？後來從另一個角度看，現在的年輕人就是用這樣的方式表達親切感的，並非一定有輕蔑之意，便不覺得被冒犯了，反而有點喜歡。不過，現在他們卻又沒有這樣稱呼我了。

## 在個人層面，出任校長這幾年間有甚麼改變？

首先是讓我更多機會認識中國文化。我本已忘了如何拿起毛筆寫字。到國內大學訪問，往往被要求簽名或題字，於是由學習簽名開始，寫着寫着，愈發感到有意思。對書法的內容，如蘇東坡的詩詞，孫中山、林則徐等近代人的雋語，都會深入思想一下，無形中令我對中國的文化感受深了。

還有是寫作。念理科的人講求事實證據，醫生是很少寫自己的感受的。做校長之前，比較少寫抒發感情的文章。但遇上要準備講辭，或應邀出書，會促使自己回顧一些往事，讓我對自己更多反省。

另外一個有目共睹的改變是體重減了三十多四十磅，起因有點偶然。佔中運動過後好一段日子，我因壓力頗大，胃口很差，只吃麥皮，一下子瘦了十磅左右。醫學院的朋友便開始給我很多建議，配合運動控制飲食，減體重而又能保持健康。到了2016年年終，大學公關處建議我在卸任之前隨校隊參與渣打馬拉松，為了順利完成十公里，不失禮於人前，我開始練跑。發覺原來體重減輕後跑步也輕鬆得多，跑着跑着，體重再跌。本來年紀漸大，身體多處出現問題，好像膝蓋、心臟和血壓開始退化。開始做運動後，才發覺衰退過程是可以減慢下來，甚至輕微逆轉的。原來我還不是太老，那真是很大的鼓勵，也加強了自信心。早上六點起床，從科學園跑往大埔，沒甚麼人，很寧靜，是沉思的好機會。我會想想工作的方向，或如何解決一些難題。

## Do you like the nickname 'Baby Jao Yiu'?

At the beginning—no. Why do they call me Jao Yiu? Only my mother calls me by that name. And isn't it disrespectful for students to call me 'baby'? But then I saw it from another angle. Young people nowadays are expressing endearment but not contempt by calling somebody 'baby'. Then instead of feeling offended, I ended up liking it. It's funny that now they don't call me by this nickname anymore.



## On the personal front, what changes have you experienced during your vice-chancellorship?

Firstly, I've got more exposure to Chinese culture. It's a common practice to sign or write an apothegm in Chinese when visiting mainland universities. I have long forgotten how to use the Chinese brush, so I started by practising my signature with brush and ink. The more I practised, the more I found it meaningful. I started to pay attention

to what I wrote, be it lines by Su Shi, and words of wisdom by Sun Yat-sen and Lin Zexu. Gradually I began to have deeper feelings for Chinese culture.

Then it's about writing. The study of science is evidence-based, so doctors seldom write about what they feel. Before I became Vice-Chancellor, I didn't express myself much through writing. Then there were frequent requests for speech or even books, which prompted me to look back to my past and reflect more on myself.

One visible change is that I have lost close to 40 pounds. It all started unplanned. After the Occupy Central Movement, I had lost my appetite for quite some time and always took oatmeal over proper meals, which resulted in a loss of about 10 pounds. Friends who noticed this change advised me to do some exercise to avoid muscle loss, and taught me how to remain healthy on a weight loss diet. Next, I registered myself for the Standard Chartered Hong Kong Marathon 2017 to run with the CUHK team, my first and last chance before I step down. In order to accomplish the 10-km mission, I started my training and was happy to find that running was much easier than I thought with some pounds gone. My weight dropped further with more running, and I was surprised to find that the conditions of my knees, heart and blood pressure began to improve. Exercise has slowed down my ageing, or even rejuvenated me slightly. I am not that old after all. That's really encouraging and confidence boosting. My morning jog at 6 a.m. from Science Park to Tai Po is a passage of solitude and tranquillity. I can make use of these quiet moments to plan my direction and think about solutions for problems.



### 最難忘的中大人是哪位？

有好幾位。過去幾年有幸較深入認識了饒宗頤老師。饒公每次見到我，總會親切地緊捏我的手問：我力氣是否還是很大？這位百歲老人除了是學術泰斗，還有非凡的風骨。他的書畫價值不菲，但他不會以此牟利。我們每有請求，他總是不吝嗇墨寶。他的為學做人令我欽佩。認識他是我在任期間的寶貴收穫。

有數位老師，雖然在事業上並非扶搖直上的「明日之星」，但用心教學，課餘還邀請學生聚在家中夜話，在草地上漫談……。在今時今日的大學環境裏，他們全情投入，把青春、時間都奉獻教學，令我感動。

### 最捨不得校園哪處地方？

漢園，除了地方之大之美在港難覓之外，最特別是能俯瞰整個中文大學校園，遠眺吐露港，而且可以看到日出。很多個早上，上班之前，我在院子裏默想，為大學為學生祈禱。在秋季尤其舒服，可以坐下來喝杯茶，靜思自己的工作，或請師生朋友來談談天。我喜歡的漢園不是房子內部，而是室外的花園。室內太大了，很多地方我還沒有走遍呢。



### Whom at CUHK do you find most unforgettable?

There are quite a few. I have been fortunate enough to acquaint myself more closely with the late Prof. Jao Tsung-I in recent years. Whenever Professor Jao saw me, he would grip my hand tightly and asked, 'Am I still strong?' The century-old sinologist is an academic guru of high morality. His paintings and calligraphy are invaluable but he never made profits out of them. Our requests for painting and calligraphy were all generously entertained. I admire both his academic achievement and conduct. My encounter with him is a treasurable reward during my vice-chancellorship.

There are several teachers who win my admiration. They would invite students home after lesson to engage in academic dialogue deep into the night, or have free talks on the campus lawn. They may not be 'rising stars' on the career ladder, but their selfless devotion to teaching impresses and moves me deeply.

### Which spot of CUHK will you miss most?

The Vice-Chancellor's Lodge. Such a big and beautiful house is a luxury in Hong Kong. But the true value lies in its command of a panoramic view of the CUHK campus, overlooking Tolo Harbour, and its being an ideal spot for watching sunrise. I used to meditate in the garden and pray for my students in the

early morning before going to the office. It's particularly relaxing in fall when I can review my work over a cup of tea, or invite teachers, students and friends to come over. It's the exterior of the Lodge that I like, not the interior which is too big for me to thoroughly explore.

### 五十八之年可是大學領導人的黃金時期，為何會萌生去意？

因為我還是很喜歡醫學工作，其實過去七年多，我在醫學院的工作並沒有完全停頓下來。我希望趁體力精神還好，在退休前還可略盡綿力，多做點研究，治療更多病人。這是我的初心和熱情所在。一所大學不要讓同一人長期領導在同一個框框內發展，需要有不同的思想、氛圍和風格。五至十年是一個適當的交棒時期，劍橋牛津校長的任期就是定在七年。我是基督徒，七年也是聖經裏的安息周期。

### 希望學生和教職員記得你是位怎樣的校長？

沒甚麼架子，真誠，關心學生。溝通貴乎真誠，我把自己打開，讓對方知道沈祖堯便是這樣的一個人，很多時候對方也會這樣。這樣的溝通是最有價值的。

### 退任後有甚麼長期計劃？

那就是真正的退休了。可能用多點時間去學習烹飪。一杯酒，美食一碟，就會聚集很多好友。正如《三國演義》卷首說的：一壺濁酒喜相逢，古今多少事，都付笑談中。那將是人生最快樂的時刻。

### Fifty-eight is considered the golden age of a university leader. Why did you think about leaving?

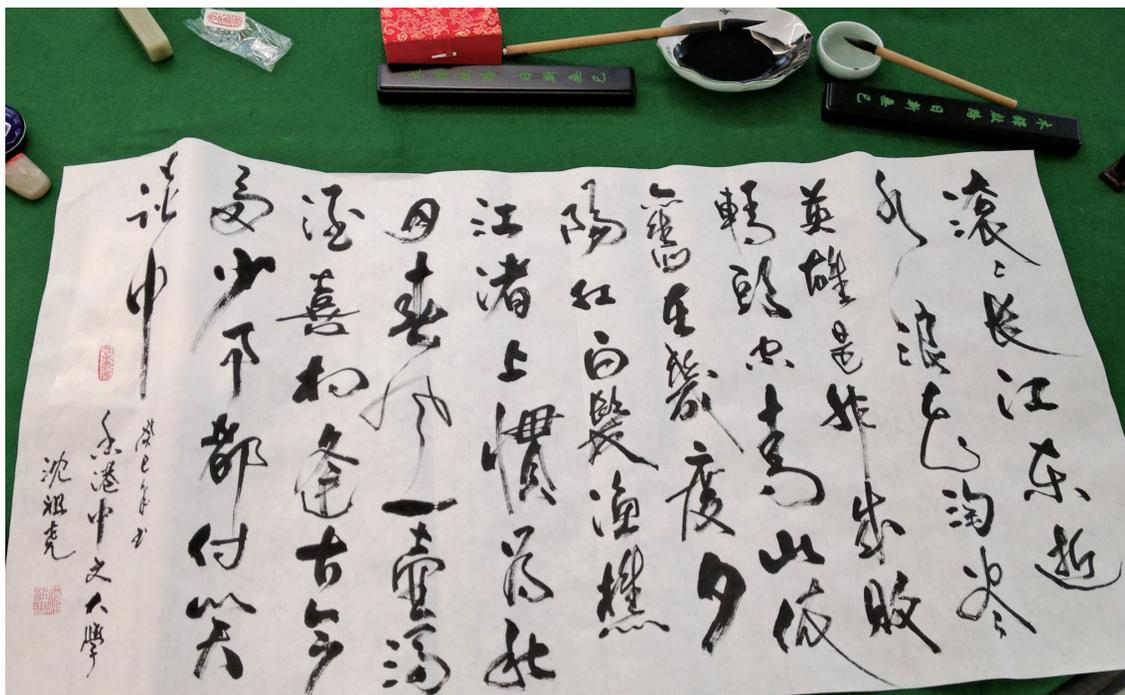
The reason is I'm still in love with working in the medical field. My work at the medical school has not come to a full halt during the past seven years or so. I wish to contribute more, while I'm still physically fit, to research and attend to more patients. A university needs leaders with different thinking and styles in order to advance and break through. Five to 10 years will make a perfect term. I know heads of Cambridge and Oxford are appointed on a seven-year term. As a Christian I also abide to the seven-year Sabbatical cycle.

### How would you like to be remembered by students and staff?

I hope they remember me as a cordial teacher who has genuine concerns for students. Sincerity is the key to communication. I open myself like a book so people can easily read what kind of person Joseph Sung is. Very often, people will do the same in return. This is the kind of communication I treasure most.

### What is your long-term plan after resigning from vice-chancellorship?

That will be real retirement. I may spend my time to learn cooking. Good wine with good food will draw good company. As the Ming poet Yang Shen says, 'How nice it is to gather happily over a bottle of crude wine and chat freely about the past and the present.' That will be the most pleasurable moment of life.





## 對學生、對教職員有何贈言？

衷心感謝教職員，特別是各位副校長、院長等領導層同事的協力齊心。他們給我的支持和信任十分重要。我主力看大方向，細節都要靠他們，例如賬目，我很怕數字，幸而大學的財務處和人事處的同事辦事嚴謹，可以全盤信任。透過這個優秀團隊，我才可以有效推動大學事務。

也感謝中大校董、校友和所有支持中大的人士。在艱難時候的一個電郵，一個電話慰問，或對博群計劃的捐獻，我都銘感於心。

還有感激同學，我們有開心的時候，也有不快的日子，在這段日子裏大家都成長了。你們給我不少啟發，我在你們身上看見年輕人的純真、熱誠，應做便做的衝勁，是我們這些凡事顧慮的成年人有所不及的。我希望同學多用不同角度看事物。如蘇東坡所說：橫看成嶺側成峰，遠近高低各不同。前校董會主席利國偉先生常常提醒我們：話到口中留半句，理從是處讓三分。批評別人很容易，反省則難。與人爭辯，即便自己對了，也不要把人逼進牆角，要留有轉圜的餘地。這都是我願意與同學共享的人生哲理。

謝謝大家為我的校長生涯留下那麼多美好難忘的回憶。過去七年，我學到許多，也活得很充實很有意義。能夠在這樣的時代，竭盡所能領導中大，並為所有中大人服務，是我畢生最大的榮耀。

## What would you like to say to the students and staff?

I would like to give my sincere thanks to all staff, especially the Pro-Vice-Chancellors, Deans and colleagues in senior management. Without their concerted effort, support and trust, I would not have achieved what I have done. I usually look at the big picture and give directions. It's my teammates who hammer out the details to perfection. I'm weak with numbers. Fortunately, the efficient and reliable bursary and personnel teams have saved me from those tedious tasks.

My gratitude also goes to the University Council, the alumni and ardent supporters of CUHK. An e-mail or a telephone call during hard times, a donation to I•CARE ... every act, big or small, has left a deep impact on my heart.

And there are the students. We have shared happy and unhappy moments through which we have all grown to be better. You have inspired me a lot by your innocence and passion, and the daring pursuit of what you think is right—a few things you have taught jaded adults like me. I wish students would try to observe from different angles and you will see things anew. As Su Shi says, 'Viewing from the front, you see the mountain ranges; from the side, you see only the peak. It depends on distance and elevation.' I would also like to share with students my favourite quote from the late Sir Q.W. Lee, former Council Chairman of CUHK—'Even with harsh words on the tip of the tongue, leave some unspoken. Even with the argument won, leave your opponent a door open.' It's easier to be critical than reflective. Don't corner your opponent to the dead end even if you have won the debate. These are life wisdoms which I would like to share with my students.

Let me thank everybody for giving me so many happy memories during my office as Vice-Chancellor and President. The past seven years have been so enriching. To be able to lead CUHK and serve everyone here is an honour of a lifetime.



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一書在手，感覺踏實。然而，為減少大量印刷對環境造成的損害，請與朋友分享本冊，或上網 ([www.iso.cuhk.edu.hk/english/publications/bulletin/](http://www.iso.cuhk.edu.hk/english/publications/bulletin/)) 閱覽。謝謝您愛護環境。  
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