

A Profile of New Students 1994

The average age of newly-admitted undergraduates has grown steadily from 18.3 in 1989 to 19.4 in 1994, and a large percentage of the students continue to be from families of limited means. These are some of the findings of a recent survey on the University's new students in 1994-95.

The survey was conducted by the University's Office of Student Affairs. Of the 2,802 new entrants, 2,733 completed and returned questionnaires, giving a high response rate of 97.5 per cent.

The increase in the average age of students is due mainly to more admissions at the form 7 level. The more mature student population also includes some who could not enter the University in their

first attempt.

Close to eight per cent of the students come from families with a monthly household income below HK\$6,000. The median family income of HK\$13,411 per month represents a meagre 0.6 per cent increase over that of last year, and the average household size is 4.8. All these figures explain the substantial increase in the number of students applying for government and University assistance this year.

Taking their fathers' educational attainment as the benchmark, about 85 per cent of the new entrants are first-generation tertiary students in their families. As few as seven per cent of their mothers have received any tertiary

education.

A case for strengthening language training of CUHK students is borne by the figures denoting self-assessment in abilities — 23.5 per cent of the students surveyed indicated inadequacy in spoken English, and 72.3 per cent in Mandarin.

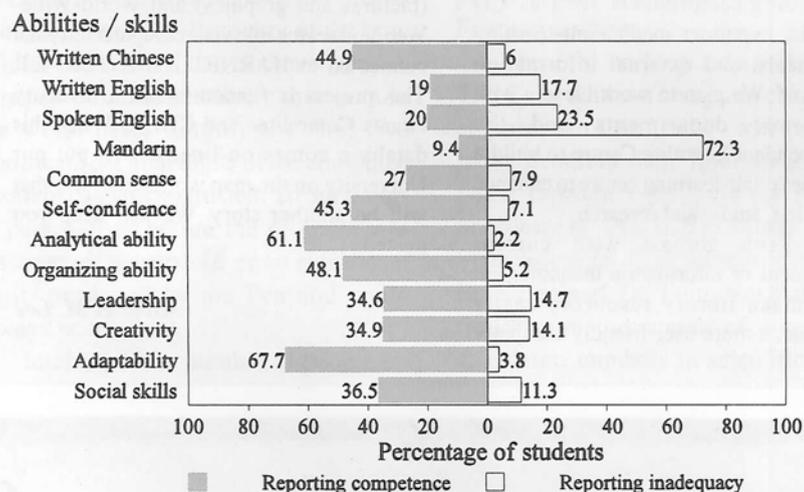
While the majority of respondents indicated confidence in adapting to University life, many anticipated difficulties in three areas in particular: meeting course requirements (44.9 per cent), adapting to the University's teaching method (38.9 per cent), and understanding reading materials in English (28.4 per cent).

The respondents also indicated their four most preferred areas of employment to be administration/management (39.6 per cent), teaching (33.4 per cent), research (17.1 per cent), and computer (15.0 per cent). Those pursuing courses in professional disciplines like accountancy, computer science, electronics, medicine, and social work naturally opted for careers that correspond with their training.

Art Historian Portrays Poetic Painting in China and Japan

Prof. James Cahill, Emeritus Professor of Art History at the University of California in Berkeley, visited United College from 18th March to 1st April as the second Distinguished Visiting Scholar of United College in 1994-95. During his stay, Prof. Cahill delivered a series of four lectures on the theme of 'The Lyric Journey: Poetic Painting in China and Japan'. The lectures traced the development of poetic painting in the Sung and Ming dynasties in China and the Edo period in Japan. Moderators of the four lectures included Prof. John Jamieson, director of the Chinese Language Centre, Prof. Kao May-ching, curator of the Art Gallery, and Dr. Stanley Baker from the Fine Arts Department of the University of Hong Kong.

Self-assessment of abilities and skills



Donation of Books by Australian Consul General

The Australian Consul General, Dr. Jocelyn Chey (left 3), accompanied by Mr. Brian Cummins, the Consul for Public Affairs (left 5), visited the University on 27th March to present a gift of

Australian books to the vice-chancellor, Prof. Charles K. Kao (left 4), who received the donation on behalf of the University. Also present at the ceremony were Dr. Michael Lee, the University librarian (left 6), Dr. K.K. Tam, chairman of the English Department (left 1), and Prof. Andrew Parkin, professor of English (left 2).

The presentation was followed by a tour of the University library conducted by Dr. Lee.



Budding Scholars from Tsing Hua Visit United College

A delegation of five undergraduates from Tsing Hua University in Beijing accompanied by their academic advisers visited United College from 26th March to 2nd April under the sixth Budding Scholars Exchange Programme. During their stay, the delegation visited the Tuen Mun District Board, the Land Development Corporation, different government departments, and other tertiary institutions to gather information for a research on 'Urban Construction and Modernization in China'. They presented their findings at a public seminar held on 30th March in the Hall of Adam Schall Residence.

As the second part of the exchange programme, a United College delegation consisting of nine undergraduate students

of the college and two academic advisers — Mr. K. H. Wong, the college dean of students, and Dr. Irene Chow of the Management Department — will pay a



return visit to Tsing Hua University in May 1995. They will spend a week in Beijing and make a public presentation on the topic 'The Civil Service System and Human Resources Management'.

Comments from Senior Administration

From the University Librarian

Let me begin by stating the *raison d'être* of an academic library. Simply stated, the mission and goals of a university library are, in logical order:

- to support study, teaching, and research related to all academic programmes;
- to assimilate, organize, and preserve human knowledge and intellectual heritage in varied forms and systems;
- to provide library resources and facilities for the administration and development of all units of the university community;
- to cooperate and network with other libraries and information centres for the universal development and advancement of education.

We are committed to develop our library into an intellectual centre where students and faculty members will come to 'check things out', other than just a comfortable place to study and learn in. We have over 1.2 million books and bound volumes of periodicals, and more than 8,500 current journal titles, and our library system is equipped with networking and multimedia computer technologies which extend our capabilities and international linkages dramatically.

Our library system is a very complex organization with several branch libraries, each with their special historical background and special subject collections. The hilly terrain of the campus and the randomly spread out academic faculties and units have

created many hurdles for access to library materials; the management and delivery of library services have also been handicapped by such geographical divisions. We are working on overcoming these hurdles and handicaps.

We are also trying to fine-tune the Subject Oriented Library Scheme which was first

implemented in 1993, making adjustments based on users' requests. Enhancements for

Plans to Improve the Library System

easy access and document delivery are provided on-campus and off-campus to make it more convenient for users. The following steps will be taken to further improve services and communication:

1. Provide more orientation sessions, computer skills workshops, and library research seminars for faculty and students.
2. Develop subject specialists among librarians and enhance reference services in support of study and research.
3. Strengthen outreach programmes for faculty members and students, and gauge users' needs and expectations through surveys and electronic mail communication.
4. Provide training, re-education and motivation for all library staff to acquire new knowledge and skills, and to keep up with technological changes. Through counselling and seminars, staff will be taught how to handle stress, problematic encounters and difficult situations, and improve public relations.

Making the library user-friendly requires not just a team of friendly staff, but also easily accessible services, collections, library catalogues and computer systems. Plans are being developed in these areas, and improvements shall be visible within a year. Projects in the pipeline include:

1. Renovation of library buildings and relocation of offices to make all materials accessible to the handicapped, newcomers as well as researchers. We plan to rearrange our public service units and shelving areas so that more space and staff will be provided exactly where readers will need them.
2. Construction of a user-education room

and a seminar room for hands-on experience, user instruction, and library orientation. In this age of information explosion, users need a higher level of computer literacy and bibliographic knowledge to find what they need. Both novice users and experienced researchers will need continuous education in order to keep up with changes.

3. Development of a multimedia, non-book learning resource centre where users will find all types of information and bibliographic resources through new technological products such as CD ROMs, hypertext media, self-learning materials, and external information systems. We plan to work closely with academic departments and the Independent Learning Centre to build a magnetic self-learning centre to enhance teaching, study, and research.

To keep abreast with current development of information technologies, and to make library resources easily searchable, a more user-friendly computer

system will be introduced by the end of 1995, gradually replacing the current DOBIS/E system. With the installation of the new integrated system, many other features and modules will be implemented in 1996.

Local and international databases shall be accessible though all on-line public terminals in central and branch libraries. The next step will be to extend such access to in-office and in-hostel terminals, making our campus a 'virtual library' regardless of location and region.

New technologies have brought about many changes and expectations. The University Library System is ready to face the challenge to make complementary changes. We will work with parties inside and outside the University to find new resources and approaches for study, teaching and research for our potential users.

In addition to plans outlined above, the University Library System is at present sponsoring two innovative projects. One is the First Search service which offers free search and record printing of 50 popular and special databases all over the world. If this experiment is well received in the first two months, we will continue and expand the service. A comment from a faculty member said it all: 'I found the First Search very useful. In fact, I think it is indispensable for my teaching and research. I use it almost every day. I hope more people will try it and that it will receive more publicity.'

The second project, which is equally innovative and significant, is the development and production of a Hong Kong newspaper database. The database will cover daily Chinese and English local papers, in full text complete with images (pictures and graphics) and World-Wide-Web, and searchable via a computer terminal connected to HARNET and INTERNET. This project is funded by the University Grants Committee and CUHK. When this database comes on-line, it will put our University on the map worldwide. But that will be another story. We will keep you posted.

Michael M. Lee

Beware of Theft!

The Security Unit Alerts

A spate of theft cases have occurred on the campus recently, and the same modus operandi of the thieves has been repeated successively. More often than not, theft reports subsequent to the crime consist of recollections of dubious 'visitors' posing to look for particular offices and people; these 'visitors' go on to knock and enter unattended offices before stealing small, valuable items. Such cases have been reported in the University Administration Building, Li Dak Sum Building, and

the Siu-Loong Pao Building.

Libraries, and unattended school bags therein containing wallets, have also been popular targets of thefts.

The Security Unit has appealed to everyone on the campus to take good care of their belongings, to lock their doors and drawers upon leaving their offices, and to report immediately the presence of any seemingly *persona non grata*, thereby enabling security guards to act quickly in intercepting them and ascertaining their identity. A little care could go a long way.

I Have Been One Acquainted with the Night

Sketches of a Poetic Evening



Prof. Andrew Parkin

HOW TO PATCH UP A BUGGING PROBLEM



involved in helping it rectify the problem, both within and without the company. Included in the latter category is Dr. Peter Tang of the Department of Mathematics at CUHK, whose current research interests focus on numerical analysis, including computer arithmetic, signal and image processing, and wavelets.

Dr. Tang joined the University in

Microsoft Corp. is having problems with its long-awaited Windows 95 operating system. But such hiccups are not new to the computer world. For instance, Intel, the world's largest microprocessor chip company, has had problems with the Pentium — its flagship for the future. Prof. Nicely of Virginia, USA, discovered a discrepancy in the results given by the Pentium when dividing 4,195,835 by 3,145,727.

Intel stated that the probability of encountering a wrong division is extremely low — only once in 27,000 years for an average user, and the problem has been fixed for Pentium chips produced since the discovery of the bug. While 'probability' can be controversial, it is proven mathematically that even in the worst case, roughly the first five significant decimal digits of the computed quotient can still be trusted. To put things in perspective, before the problem was discovered, the first 16 or so significant digits produced by the Pentium could always be trusted.

Intel has had a number of people in-

August 1994 as a visiting lecturer. He is a researcher at Argonne National Laboratory, a US Department of Energy supported institution in Chicago. Born in Hong Kong, he went to the University of Hawaii for undergraduate studies in computer science and obtained his Ph.D. from the University of California in Berkeley. As a graduate student, through his work, publications and adviser, he met people at Intel who were, to quote Dr. Tang, 'interested in improving some of their technology using more up-to-date research.' Dr. Tang has subsequently been consulted by Intel for various projects, the latest being a solution to the Pentium problem.

This July Dr. Tang and a collaborator, Tim Cole, who is a computer chip design engineer in California, will present a paper detailing their findings (the 'fast patch formula') vis-à-vis the Pentium problem at the IEEE International Symposium on Computer Arithmetic in Bath, England. Dr. Tang so explains their finding: on the screen of a scientific calculator, numbers in scientific format

always look like X.XXXX... times an exponent of ten to the power of something. The first X is non-zero, that is, in the range 1 to 9 while the other Xs range from 0 to 9. On the Pentium, numbers are represented in base 2, and the binary digits (bits) can only be 0 or 1. So a number looks like '1.XXXX...' because the first digit being non-zero forces it to be '1' always. Not all numerator-denominator pairs would yield wrong results on the Pentium. If you take the first five bits of the denominator in the form '1.XXXX...', you can find 16 possible patterns because each X can have two possibilities (0 or 1), two such Xs together give four possibilities and so on. Out of these 16 possible patterns, only five particular patterns can ever, if indeed they do, cause the division to fail. Consequently, if the denominator belongs to the other 11 patterns, it is safe to use the Pentium division. For denominators belonging to one of those five 'dangerous' patterns, one can prove that 15/16 times that denominator produces a number belonging to one of the 11 safe patterns. Consequently, dividing 15/16 times the numerator by 15/16 times the denominator is a safe act. On an average of five times out of 16, therefore, you use this alternative division to get round the bug. Is this the best we can do? Well, not quite.

'While the above "patch" is workable, it is too conservative,' Dr. Tang continues. It is like always avoiding the Lion Rock Tunnel when travelling from CUHK to Kowloon Tong during office hours because the Tunnel *may* have a traffic jam. Just as the alternative to the Lion Rock Tunnel is very slow if there is no jam in the first place, the alternative division described above is also very slow

(for technical reasons related to the operating systems) if there is no problem in the first place. 'That the denominator belongs to one of those five dangerous zones does not mean that you *will definitely* have a problem; just as the Lion Rock Tunnel is not always jammed during office hours.' Dr. Tang and Tim Cole have proved that, in order for the Pentium division to fail, the denominators have to be more special than just belong to one of those five zones — the six bits following the leading five *must* all be '1'. This means that you only need to use the alternative division on an average of five out of 1,024 times — an improvement of 64 times on the original solution. It is this finding that Dr. Tang and Cole will present in Bath this July. 'If you incorporate the 64 times improvement, the performance penalty is almost unnoticeable,' he said, the 'penalty' referring to the fact that the alternative division is a fair bit slower than a straightforward division.

Dr. Tang feels that it is only 'eternal vigilance' which can help stave off such bugs in the future. Losses that companies like Intel and various users face through bugs like this are inestimable, for, 'the damage of confidence...of customers and potential customers...cannot be calculated on paper.' In this day and age, as society's dependence on sophisticated software and hardware in fields as divergent as medicine and financial markets continues to but increase, the emphasis on more foolproof control and testing mechanisms and systems cannot be over-emphasized, nor can be the importance of research, which adds many dimensions to the creation, implementation and usage of such mechanisms and systems. □

Shalini Bahadur

On the foggy spring evening of 29th March, Chinese and English poets and poetry enthusiasts gathered for three hours of poetry in the Shaw College lecture theatre. The occasion was the third annual Tolo Lights.

It was Prof. Andrew Parkin of the English Department who came up with the idea of having regular poetry readings in the University. When he first arrived in Hong Kong, he was invited by some local English-speaking poets to contribute his works to an anthology of English poetry from Hong Kong they were compiling. According to Prof. Parkin, *Vs. - 12 H.K. Poets* was the first anthology of English poetry from the territory, or at least the first for many years. The compilers of the anthology also held a series of poetry readings entitled 'Post 97 — Partners in Rhyme' in Lan Kwai Fong in which Prof. Parkin took part. These activities inspired him to plan something similar in the University, especially since he discovered,

to his pleasant surprise, that there were quite a number of poets among the CUHK staff. It would be an opportunity for them to read their material and perhaps bring poetry to the uninitiated corners of the University. He said, 'I thought since we're bilingual at CUHK, we should get Chinese and English writers together. Shaw College had just built a new lecture theatre, so I requested to use the theatre for a bilingual poetry evening.' Mr. K. F. Chor of the Dean of Students' Office at Shaw College came up with an apt name for the occasion. Hence, the first Tolo Lights on 1st March 1993.

Prof. Parkin said the criterion for invitation is that the poets' works have to be published in one form or another, and in the case of student participants, to have 'gained some kind of recognition such as winning a prize at a poetry competition.'

This year 18 poets read. With the exception of Dr. Wong Wai-leung who read a Shakespearean sonnet in English and Dr.

P. K. Leung who read 'Bird Street', an English translation of one of his Chinese poems, all the English poets were expatriates living or working in Hong Kong. The Chinese part featured local writers and as visiting poet of the evening, renowned Taiwanese poet Shang Qin (商禽).

The forms used varied from free verse to the strictly metrical. The subjects addressed were also diverse, often creating interesting juxtapositions: an imagist poem describing a water-lily by Dr. Michele Chase of the ELT Unit side by side with a poem by a student who waxed lyrical about dracula. The event was rounded off by 'Song Cycle for a Bereaved Mother' written in English by Wu Ningkun (巫寧坤), a Chinese teaching in America who read at last year's Tolo Lights, set to music and performed by a singer and pianist.

At the end of the evening, the fog seemed to have lifted. As poets and audience left the theatre, the lights of Tolo Harbour were seen, distant yet distinct.

The poets were, in order of appearance:

Madeleine Slavick
Wong Leung-wo (王良和)
Kwan Mung-Nan (關夢南)
Robert Allinson
Lau Chun-wai (劉俊偉)
Li Yuen-mei (李婉薇)
Barbara Baker
Tu Chia-chi (杜家祜)
Wong Wai-leung (黃維樑)
Andrew Parkin
P. K. Leung (梁秉鈞)
Maureen Corner
Lee Ching-yeung (李清揚)
John Dent-Young
Gloria Chan (陳中熹)
Michele Chase
Lawrence Wong (王國彬)
Shang Qin (商禽) □

Piera Chen

中大出版社新書

New Publications of the University Press

• **Public Sector Reform in Hong Kong**
 Edited by Jane C.Y. Lee and Anthony B.L. Cheung, *Public Sector Reform in Hong Kong: Key Concepts, Progress-to-Date and Future Direction* is a collection of ten essays on public sector reform in Hong Kong.

The papers address different issues related to public reform. Four of them examine financial management, new public management, and political considerations; three study reform initiatives at the government departmental level; and another three provide comparative perspectives.

Public sector reform which came belatedly to Hong Kong in 1989 rings loud of prevalent western reform trends. There has been very little discussion among the local community over the government's public reform programme. This book therefore is breaking new ground by raising fundamental issues for further debate.

336 pages, paperback, HK\$150



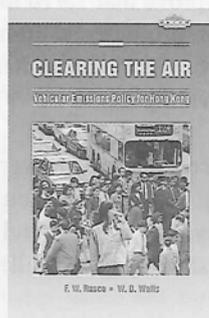
• **Clearing the Air: Vehicular Emissions Policy for Hong Kong**

Coauthored by F.W. Rusco and W.D. Walls, the book is the first publicly available economic analysis of air pollution in Hong Kong.

Findings of the study show that the air quality in Hong Kong compares well to most industrialized cities in the world, especially in relation to the concentration of pollutants attributable to motor vehicles. There are however two exceptions: heavily congested urban corridors and tunnels and carparks. The book points to goods vehicles as the main culprit of pollution.

The findings of this study have a most important bearing on the formulation of policies on pollution abatement.

122 pages, paperback, HK\$90



• 《青年法律常識手冊》

本書由中大學生事務處主任周陳文琬女士主編，目的是為青年人及學生提供一些基本的法律知識，以加強他們對現行制度及其存在意義的了解。香港的法律卷帙浩繁，本書選擇與青年人日常生活及工作有密切關係的法例，以淺白文字介紹，對較難理解的概念則用實例說明。書中論及的法律範疇計有香港法制、《基本法》、社團、公安、合約、誹謗、版權、勞工、租務和消費者權益。此外，有五個附錄供讀者參考，包括香港人權法案條例、法律援助署審理範圍及收費、《基本法》內關於居民的基本權利和義務的闡釋、保障消費者的法例及消費者委員會諮詢中心等。書末附法律詞彙的中、英文索引。

二百零六頁，平裝本，港幣六十八元



• 《甲骨文通檢第三冊：天文氣象篇》

本書是《甲骨文通檢》一書之第三分冊，分為天文及氣象兩個部分。書中收錄的資料來自《甲骨文合集》，小屯南地、英國、法國、日本東京大學、天理大學、加拿大、懷特氏等收藏之甲骨，以及周原出土甲骨等所有已發表之甲骨文字。對於研究商代天文氣象、古文字學和考古學有極大幫助。

本書主編饒宗頤教授在書中對卜辭天象名詞作了進一步重要考釋，包括探溯古代廿八宿星名的起源，把商代天文氣象研究推向一個更新的領域。

五百四十八頁，精裝本，港幣四百八十元



大學同人在富爾敦樓大學書店購買上述書籍，可獲八折優待。

Service to the Community and International Organizations

- Dr. Lam Kin-che, senior lecturer in geography, has been appointed by HE the Governor to the Appeal Board Panels under the Noise Control Ordinance and the Air Pollution Control Ordinance for three years from 1st February 1995.
- Dr. Richard Ho Man-wui, lecturer in Chinese language and literature, has been reappointed by HE the Governor as an adjudicator of the Immigration Tribunal for two years from 1st March 1995.
- Prof. P. C. Leung of the Department of Orthopaedics and Traumatology has been nominated by the University to serve as its representative on the Hospital Authority's Regional Advisory Committee of the New Territories for one year from 1st April 1995.
- Prof. David Gwilt of the Music Department has been appointed by the Associated Board of the Royal Schools of Music to be their consultant in Hong Kong from March 1995.
- Dr. Cheng Yin-cheong, senior lecturer in educational administration and policy, has been appointed as a member of the Editorial Advisory Board of the *International Journal of Educational Management* of UK from 1995.

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

《香港證券業參考手冊》(第二版)

Manual of the Hong Kong Securities Industry (Second Edition)

《香港證券業參考手冊》第二版已由亞太工商研究所及香港聯合交易所聯合出版。

該書由 Dr. Robert Terpstra 主編，作者均為財務學學者或證券專業人員。他們從不同角度提供有關資料，讓讀者更深入及廣泛地了解香港證券業。

該書除簡介金融市場的功能及運作外，更陳述香港證券市場的監管架構和有關法例及規則，並指導讀者如何理解財務報表及運用財務分析工具，是報考證券業考試者的必讀刊物。

該書中文譯本末輯錄了詳細的財務及證券中英詞彙，定價港幣三百九十元，在辰衡、香港圖書中心及商務等書店有售。查詢請電中大出版社（內線六五零八）。

Edited by Dr. Robert H. Terpstra and written by various academics and financial professionals, the comprehensive *Manual of the Hong Kong Securities Industry* (Second Edition) is useful to people engaged or interested in the financial markets of Hong Kong. It is also required reading for students sitting for the Securities Industry Examinations — qualifying examinations for those who wish to register as securities brokers and brokers' representatives.

The manual consists of three sections: the first describes the economic functions and the operation of financial markets; the second describes the regulatory

framework of the securities industry as well as the rules and regulations of the trade; and the third explains fundamental accounting concepts and tools for financial analysis.

The book is jointly published by the Hong Kong Stock Exchange and the Asia-Pacific Institute of Business of CUHK.

413 pages, hardcover, HK\$390



宣布事項 ANNOUNCEMENTS

教職員及配偶國粵語課程 Mandarin and Cantonese Courses for Staff and Spouses

新雅中國語文研習所於五月三十日至八月八日在方樹泉樓再度為本校教職員及其配偶舉辦下列國、粵語課程，上課時間暫定星期二及四下午二時三十分至四時十五分。

- (一) 供外籍教職員及其配偶選修之初級國語課程。
- (二) 供外籍教職員及其配偶選修之初級粵語課程。
- (三) 供粵籍教職員及其配偶選修之初級國語課程。
- (四) 供非粵籍教職員及其配偶選修之初級粵語課程。

以上課程每班名額八人，按報名先後取錄，少於四人不開班。全期學費港幣三千四百九十元，聘任期不少於兩年之本校全職教職員及其配偶，如未獲其他語言學習津貼，可獲大學津貼學費四成。

有意就學者請於五月十九日前與該研習所聯絡（內線六七二七）。

The New Asia Yale-in-China Chinese Language Centre will again offer Mandarin and Cantonese Courses to the University's staff and their spouses from 30th May to 8th August 1995.

The following courses have been tentatively scheduled every Tuesday and Thursday from 2.30 p.m. to 4.15 p.m. at the Fong Shu Chuen Building:

- (1) Beginner's course in Mandarin for foreigners;
- (2) Beginner's course in Cantonese for foreigners;
- (3) Beginner's course in Mandarin

for non-Mandarin speakers of Chinese origin;

- (4) Beginner's course in Cantonese for non-Cantonese speakers of Chinese origin.

The size of each class will be limited to eight students and the minimum number of students to form a class is four. Enrolment will be on a first-come-first-served basis.

Basic tuition fee for each course is HK\$3,490. The University will subsidize 40 per cent of the tuition fee for all full-time academic and administrative staff as well as their spouses who are expected to be with the University for at least two years, and who are not receiving a language study from any other source. For enrolment, please contact the Chinese Language Centre at Ext. 6727 before 19th May 1995.

New Safety Regulation for Electrical Products

Under the new Plugs and Adaptors (Safety) Regulation which came into effect on 23rd March, adaptors without safety shutters or with socket ratings that exceed the plug pin rating are considered faulty. Two-pinned plugs, except those for shavers, are also banned. The Buildings Office is prepared to provide replacement service at a charge to those units currently using sub-standard plugs and adaptors. For enquiries, please contact the Maintenance Office at Ext. 6667 or the Buildings Services Clerk-of-Works at Ext. 6665.

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

若要瀏覽本部分的資料，
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中大通訊 CUHK NEWSLETTER

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7. 本刊每期發行三千六百份，免費供校內教職員索閱，部分郵寄本地教育機構及與大學有關人士。私人索閱，請致函本刊查詢。

1. The Newsletter is published on the 4th and 19th of each month.
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3. Contributions should bear the writer's name and contact telephone number, and may be published under pseudonyms. No anonymous letters will be published.
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(No publication in July and August. A special supplement will be published on 19th August for Personalia and Announcements.)

香港中文大學出版事務處出版

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黃瑞良的管理藝術



「如何決定攻守進退，避重就輕，將有限資源化為無限能量，為公司爭取最大收益，是我最感興趣又花最多時間鑽研的範疇。」

黃瑞良〈商而優則管〉

新任中大出版社社長黃瑞良先生既當過廣告創作人，也曾任大機構主管，如何領導該社，自然胸有成竹。

管理哲學

黃瑞良先生說：「我的經驗是，香港人的學習和工作能力很高，只待時機來臨便會展示他們的潛能。若工作講求創意，主管須給予下屬高度自由，發揮

他們的創作力。」

但中大是公營機構，出版社員工努力工作的回報不能與廣告業或傳播媒介的相比。「是的，這兒不能以提升待遇作為主要獎勵。所以，精神上的滿足是很重要的。在工作過程中，我會提出一些意見，讓員工精益求精，改善製成品；並要令他們明白，取得優異成績對於他們的事業發展是有利的。」黃先生爽直回答。

當然，製成品受讚賞或獲獎譽，員工得到工作滿足感之餘，出版社的聲譽亦得以提高。

黃瑞良先生小傳

- 香港大學文學士、史丹福大學工商管理碩士。
- 七零至七四年間歷任遠東/美靈/李奧貝納廣告公司高級中文撰稿員/創作總監。
- 七四年與友人合創嘉璜廣告有限公司並任董事總經理至七七年。
- 七九年取得工管碩士後曾先後出任頂霸廣告公司東南亞區市務總監，香港電視企業國際有限公司集團經理，香港電視廣播有限公司國際事務及公共關係總監，快圖美有限公司總經理，《信報》董事總經理，《時代周刊》亞洲區總經理，以及傳藝學校校長/電視廣播國際有限公司助理總經理。
- 一九九五年一月起出任中大出版社社長。
- 著有《從MBA到管理人》、《在商言商》及《商而優則管》。

出版社的使命

黃先生表示，大學出版社是學術推廣的先行部隊，協助校內教師發表其研究成果，對象是知識層次較高的讀者。另一方面，大學常給社會人士喻之為象牙塔，「故大學出版社的另一使命，是衝出『象牙塔』，服務社會，服務普羅大眾，填補知識空隙。本社會出版一些有價值但冷門的素材如太極拳和蕈菌等，而《洋相》更令我們知道這類書籍的市場潛力很大，有待開發。」

談起工作，黃先生滔滔不絕，續說：「中大出版社亦服務校內其他部門，協助它們出版著作、對外刊物，甚或構思和製作展覽板等。」

他的使命

中大出版社現仍不足的地方是甚麼呢？黃先生略一思索後說：「每位前任社長皆履行了他們的使命，作出貢獻，為出版社打好基礎。單以去年為例，便已出版讀物七十餘種，雖無法與牛津大學出版社相比，但已勝過許多大學的出版社。」

「歷任社長各有長短處，但都給時間限制了他們的貢獻。我希望在拓展海外市場和改革組織結構兩方面著手，令中大出版社有更好的發展。」

他透露，有些美國書商多次洽購該社的書籍版權，在彼邦印行，亦有書商欲將《China Review》製成光碟發售。他打算加強與海外大學出版社的合作，達成互惠互利和傳揚知識的目的。

該社結構主要分為四部分：編輯部、視聽製作部、製作部和推廣部。黃先生會聘請一個有會計底子的人主掌財務和存貨管理，以加強監管內部資源的調配，並讓現時兼負該等職務的推廣部同事放輕擔子，專注本職，收分工合作之效。

學術為先

黃先生稱，該社現在仍未能達至自負盈虧的目標，而絕大部分大學的出版社皆需校方資助，因為有些學術書籍根本不可能收回成本。以一些關於甲骨文的書籍為例，那些甲骨文須手寫並逐字貼版，所花的人力物力比一般學術書籍還要高，普羅讀者更不能與之相提並論。它們縱然暢銷，銷量亦通常不逾五百本。

他上任之初，高錕校長和金耀基副校長先後向他表達同一信息：毫不懷疑他的賺錢能力，但中大出版社的首要任

務是推廣學術研究和知識。

故他的最大願望是在學術和自負盈虧兩個目標中取得平衡：出版工作依然以學術為重，另設法增加出版社的收入。

他心目中的財源有三，全可符合學術為先，服務社會的宗旨，並且盡量利用該社（影視製作）和大學（龐大教研隊伍）現有的資源。第一是加強為其他機構出版具教育性質的影視產品，如為政府製作向中小學生介紹赤鱘角機場核心工程的影帶。第二是為公營和私營機構製作特定的訓練教材，內容由本校相關教職員撰寫。第三是出版教科書。中大出版社過去一些書籍（如《Hong Kong Taxation》）出版後，備受教師歡迎，列為大專生的參考書，今後會自定計劃，邀請學者撰寫，暫以工商管理和中港社會經濟的書籍為主。

出版計劃

除了恆常和上列的出版計劃外，該社未來的出版工作尚包括：（一）把銷路較好的書籍重新包裝，或出版另一語言版本，適應市場需求；（二）與海外大學的出版社互相代理書籍。

黃先生補充說，第二項以推廣該社有關中國的書籍為主，因該方面的作品有海外市場，而國內出版的同類書籍以中文為主，英文的不多，且文字水準參差，有些內容洋人較難領悟。

中大出版社於一九七七年正式成立，黃先生是十八年來第四任社長，我們期待出版社在新社長領導之下，能把有限資源化為無限能量，以協助大學闡揚及傳播知識，達成其促進民智與文化之宗旨。

蔡世彬

出版社≠出版事務處

不少校內人士都弄不清中大出版社和中大出版事務處的分別；該寄給出版社的文件往往錯寄出版事務處，反之亦然。

「出版社」是獨立大部門，現任社長麾下職員約卅五名，他們的主要職責為出版學術著作，以及其他符合大學宗旨的普及讀物、錄音帶和錄影帶。

「出版事務處」則是隸屬秘書處的小單位，也正是《中大通訊》的根據地，職員不逾十人，主要負責編印大學刊物，除《中大通訊》外，尚有

《香港中文大學年報》（前稱《校長報告書》）、《香港中文大學概況》、《中文大學校刊》、《講座教授就職演講專輯》和《偉倫訪問教授講座專輯》。出版事務處又協助教務處學務組製作《香港中文大學學生手冊》。

出版社位於崇基校園許讓成樓，出版事務處則位於校本部大學行政樓。兩部門工作並無重疊之處，也無從屬關係。

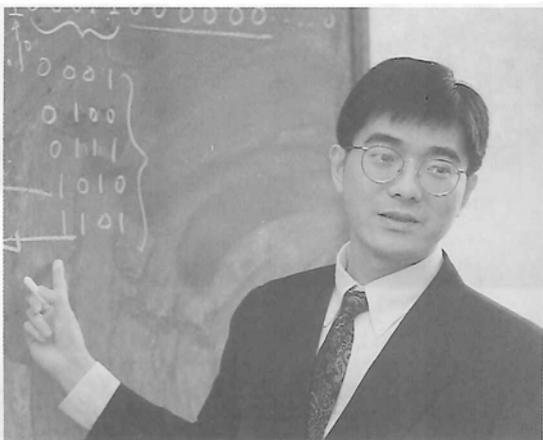
下次郵遞校內信件時，記著不要弄錯。

錙銖必計

數學系鄧平德博士最近應美國Intel公司之邀，提供專家意見，以解決其產品Pentium在運算除數時所出現的問題。

Intel為著名之電腦晶片製造商，去年十月Pentium被發現有瑕疵而導致除數計算錯誤後，曾引起很大轟動。該公司一方面為用戶免費更換晶片，另一方面要為未便立刻更換晶片的用戶，提供有效之檢證辦法，確保計算無誤。

鄧博士連同其他專家，已成功設計一項檢驗程式，用以查核Pentium晶片計算除數的準確性。用戶一旦發現有出錯



可能，便可及時用軟件替代晶片作運算。有關鄧博士此項發現，請參閱本期英文專頁。

紀大衛教授獲委音樂顧問

音樂系紀大衛教授最近獲英國皇家音樂學院聯合委員會委任為該會在香港

的音樂及教育顧問。

皇家音樂學院稱讚紀教授為出色的演奏家、指揮家、作曲家和作家，且經常在電台推介音樂。他在一九七零年移居本港前，曾擔任該院主考官。

紀大衛夫人莫樹鈴女士亦獲委任同等職位。

他們表示：「我們十分樂意協助英國皇家音樂學院聯合委員會在香港的推廣工作，繼續為香港的音樂教育，略盡綿力。」



提高警覺·小心財物

保安組呼籲同人提高警覺，小心財物，並協助截查可疑人物。

保安組主任馬金順先生表示，校園最近發生多宗盜竊案，作案手法類同，似是同一人所為。

馬先生說，由於中大校園開放，不良分子往往喬裝送貨工人或訪客，或作學生裝扮，伺機進入圖書館或繁忙之辦公樓宇如兆龍樓、李達三樓和大學行政樓，逐戶敲門，遭查詢時佯作尋人，提供虛假資料過關。遇房內無人時，即迅速搜掠貴重財物逸去。

馬先生稱，若同人發現樓宇內有陌

生人徘徊，最佳應變方法是借口協助，查察其意圖。倘有懷疑，即留意其動向，緊記其外貌，並致電保安組(內線七九九九及七九九八，或二六零三五二二)求助。若時間充裕，校警可及時截獲疑犯。另一方面，同人離房時，亦應把房門上鎖。

據保安組調查所得，圖書館失竊案之一般情況為：學生將錢包放置在書包內或書桌上，便離席如廁或尋書，甚或外出午餐，折返時財物已不翼而飛。馬先生忠告：「最佳的預防措施是攜同貴重財物離席。」



主場之利

中大教職員網球隊於一月廿三日與科大教職員網球隊在本校作友誼賽，結果主隊以六比三勝客隊。中大代表為(左起)李活雄博士、梁怡教授、譚兆祥博士、麥繼強教授(隊長)、譚旭浩先生和劉永松先生。

燈火璀璨處

第三屆「吐露燈」詩歌朗誦會舉行前的一天，我在夜裡做了兩個很有趣的夢。第一個夢裡，我在一個擠滿了人的小房間內，坐在我前面的人手裡拿著厚厚一疊紙，上面密密麻麻寫滿字。我心裡嘀咕，他把手上的作品朗誦的話，那可不得了。這時有一群人從外面擠進來，一面擠一面紛紛抱怨說：「這麼小的房間，搞甚麼朗誦會！」「不是在大講堂朗誦的嗎？」「改了地方嘛！大講堂早給別人捷足先登借用了。」

我嚇了一跳，這是沒有可能的事。但實實在在，這小房間不是大講堂。我拚命擠出去，走進黑夜裡，接著一驚而醒。

我翻過身去，沒多久便睡著，很快做了另一個夢。夢裡，承印《吐露燈》詩選的印刷商把書送

來，我一看，不是我的書，馬上打電話去，對方承認弄錯了，但要過兩天才可以把我的書送到。這當然不可以，詩選得要配合明天的朗誦會出版。那傢伙一聲對不起便把電話掛斷。我氣得一下子醒了過來。

這大概就是工作壓力了，倒是有趣得很，平常只知道七手八腳的忙，從來不在乎甚麼壓力。籌備一次「吐露燈」詩歌朗誦會，工作量不錯是大得驚人，但因為心中所好，故此也甘之如飴。我寫詩差不多二十年，作品發表了不少，但充其量，我只算是個在繆思女神的神殿旁擺地攤的小販，這點自知之明我是有的。如今有這麼一個機會給我奔走，把寫詩與愛詩的朋友請來聚首一堂，也算是報答了女神沒有把我趕走的恩德。

第一屆「吐露燈」我不過是想

「吐露燈」後記

「搞搞新意思」，所以和姜道安教授一拍即合；第二屆是欲罷不能，而且這個朗誦會確實有潛力發展為書院生活裡一項有特色的文化活動。到今屆，我們找到香港大學比較文學系的梁秉鈞博士、浸會大學的陳永明博士與嶺南學院的黃國彬博士合作，朗誦會更有了一個明確的方向與組織。透過梁秉鈞博士的聯絡，我們邀請到有名的現代詩詩人商禽從台灣來港參加朗誦會。我雖久仰商禽的大名，但他的作品我從來沒有仔細讀過，這一次把他的詩一讀，真是相見恨晚。商禽好詩好酒，詩我在他面前醜不敢獻，酒卻和他喝了個不亦樂乎。他說不大喜歡朗誦，也一直謙說不懂朗誦，但他當晚的誦讀，特別是「樹中之樹」，卻令我回味至今。

說句老實話，大學裡的工作鮮

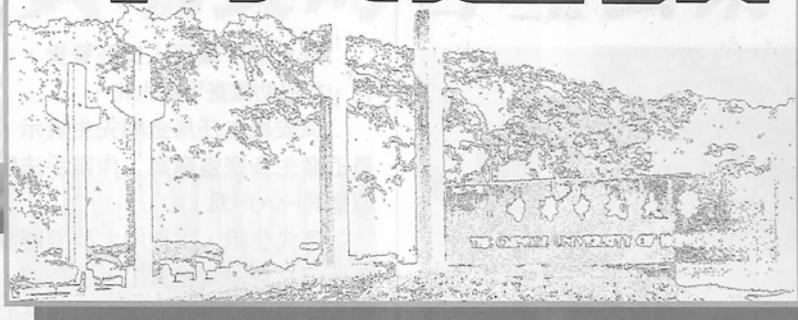
有可以使人做出樂趣來的，我有點誤打誤撞的卻找到一個新的天地。

「吐露燈」會照耀下去，而且如楊汝萬院長在九四年詩選的序言所說，我們希望「吐露燈」越照越遠，越照越燦爛，不但照亮書院以至大學的校園，也為繆思的神殿增添華彩。

在此我謹向書院的工作人員致萬分謝意，他們的熱誠及投入令我感動。還有中文系的鄧仕樑先生和王晉江博士、英文系的譚國根博士與音樂系的陳永華博士，對他們的支持，我衷心感激。

左冠輝

(編者按：有關「吐露燈」詩歌朗誦會的其他報導，請參閱本期英文專頁。)



九四新生平均年齡較大 自覺語文能力有待改善

大學近年收錄之新生，年齡趨向較大。九四至九五年度新生之平均年齡為十九點四歲，比上年度大零點四歲，比九零年度更大一點一歲，四年來一直上升。這種趨勢，主要是由於近年錄取中七生的人數增加；且新生之中，亦包括了一些非首次申請入學者。此外，本年度為十六年來第三次出現一年級女生之平均年齡比男生大：女生為十九點六歲，男生為十九點四歲。

以上數據，來自學生事務處一年一度的新生狀況調查。九四年度註冊之全日一年級新生共二千八百零二人，回應調查者二千七百三十三人，回應率達百分之九十七點五。

調查結果顯示，就經濟背景而言，家庭收入較低者仍然佔新生之大多數。本年度新生家庭月中位數為一萬三千四百一十一元，比上年度微增百分之零點六。而家庭每月總收入低於六千元者佔百分之七點八。此種情況，足以說明何以本年度申請政府及大學資助的學生

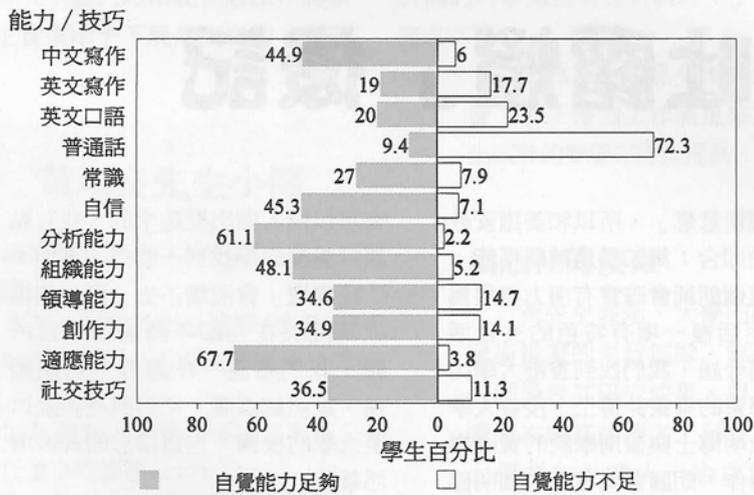
人數大幅增加。調查結果又顯示，如果以父輩的教育程度為基準，有八成半新生為其家庭中第一代得以接受大學教育者。新生母親之中具專上學歷者只佔百分之七。

至於語言能力之自我評估，自覺英語口語能力不足的新生佔百分之廿三點五，而對運用普通話缺乏信心者更佔百分之七十二點三；這說明大學加強學生語言訓練的措施實屬必要。

是次調查的內容，尚包括新生的一些心理特點及他們對大學生活的期望。大部分回應者表示有信心適應大學生活之餘，亦預料要面對不少挑戰，包括來自課程的要求、適應大學的教學方法，以及理解英文教材的困難等。

至於畢業後的職業選擇，最為一般新生垂青的四類行業依次為行政/管理、教學、研究，以及電腦。而攻讀專門學科如會計、醫科及社會工作的新生，則往往選擇與他們所學有關的專業。

新生自我評估各項能力/技巧



港京學術交流

北京清華大學師生團於三月廿七日至四月二日再度訪問聯合書院，參加該院「第六屆萌芽學者學術交流計劃」。

訪問團一行八人，在該校學生處處長劉裕品副教授帶領下，以「中國城市建設與現代化」為題開展專題研究，並於上月三十日與聯合師生舉行研討會，共同切磋，氣氛熱鬧。

此外，訪問團亦獲安排參觀屯門區

議會、土地發展有限公司、香港地下鐵路公司、新機場工程統籌處及其他大學。

聯合書院的萌芽學者學術交流團，將於五月底報聘清華，並以「公務員制度及人力資源管理」為題主持研討會。

清華大學師生去年也曾參加聯合書院的萌芽學者學術交流計劃，亦為該校八十年來首次參加的本科生學術交流計劃。

高居翰教授訪問聯合

柏克萊加州大學藝術史榮休教授高居翰教授於三月下旬訪問聯合書院，出任該院到訪傑出學人。

高教授在密西根大學取得中國藝術史博士學位後，獻身東方藝術，曾任華盛頓 Freer Gallery of Art 館長十年，其後在柏克萊加州大學任教藝術史直至退休。高教授八二年出版之著作《十七世紀中國畫的風格與性質》獲哈佛大學嘉譽為當年最佳藝術史書。

訪問期間，高教授以宋、明、日本江戶詩意畫為題，在校園及萬豪酒店舉



行四項公開講座，反應熱烈。中國語文研習所所長簡慕善教授、文物館館長高美慶教授及港大藝術系 Dr. Stanley Baker 分別應邀出任講座主持人。

物理系校友獲獎

華人物理學會最近授予本校物理系校友孫緯武教授一九九五年度物理研究優秀青年獎，表揚他在重力理論的傑出貢獻。

孫教授分別於七八及八零年獲本校理學士學位和哲學碩士學位，八五年獲加州理工學院哲學博士學位，現任聖路易華盛頓大學副教授。

華人物理學會讚揚孫教授設計了新的計算方法，可以精確地解決黑洞對碰的動力問題，開創黑洞物理的研究新方向。

華人物理學會由各地華裔物理學者組成，宗旨為促進華裔物理學者的學術發展，和與世界各地學術界之交流。該會每年從各地華裔青年物理學者中選拔成就最傑出者，授予物理研究優秀青年獎。該獎項之評審為朱經武教授、李政道教授、沈呂九教授、顏東茂教授和楊振寧教授。

孫教授經常回母校與物理系教師合作研究，且準備明年初來校半年擔任客座教席和參與物理系研究工作。

澳洲贈書

澳洲駐香港總領事梅卓琳博士上月廿七日代表該國政府送贈一批澳洲書籍予中大，由高銀校長接收。

