

編見

飯堂和校巴士出現的長龍，與邵逸夫堂出現的開學典禮行列一樣，都說明暑假結束，新學年正式開始。

雖說暑假漫長，大學其實是全年無休。你看多少學生從外地實習服務回來，興奮談着今夏所見所感。各種迎新活動，都由校方與學生組織在暑假早作安排。和聲書院的大型籌款活動，在7、8月更是籌備得如火如荼。飯堂趁機維修洗灶，設計新餐單；老師也忙於規劃新課程，更新教學內容。在中大唸書、做研究、教書、參與行政，一路走來升任副校長的潘偉賢教授，對這種作息節奏應知之甚詳。今期《通訊》有其專訪。

學校領導層的聘任，是大眾關注所在。教育學院關譽綱教授對中學校長的選聘向有研究，本期「洞明集」請得她簡述一下箇中巧妙。

Editorially Speaking

The lines inside cafeterias and at the bus-stops, like the procession at the Inauguration Ceremony, are signs that summer is over and a new academic year has begun.

The summer holidays may seem long to some, but business went on as usual on campus. Students after service and internships abroad are back, excitedly relating their summer experiences. Orientation activities were being planned and prepared by the University and student organizations. The large fundraising event reached the height of its preparation in July and August at Lee Woo Sing College. Canteens made use of the break to fix and clean, and design new menus. Teachers, too, were busy developing new courses and renewing the curriculum. Prof. Poon Wai-yin, who has been student, researcher, teacher and administrator at CUHK should be familiar with the campus's seasonal rhythms. She talks to the *Newsletter* in this issue.

The hiring of educational leaders is the concern of all members in society. Prof. Paula Kwan of the Faculty of Education will discuss her research on the eligibility and hiring of secondary school principals in the column 'In Plain View'.



從數學系學生到副校長 (頁8)
From math student to
Pro-Vice-Chancellor (p.8)

Photo by ISO staff

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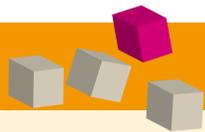
口談實錄 Viva Voce



籌籌款 跳跳舞 Shall we dance?

一眾社會名人為慈善在「九五之尊」籌款晚會粉墨登場：林海涵先生（左一）、李麗娟女士（左三）、簡福齡夫人（左五）、黃宜弘博士（左八）、唐尤淑圻女士（右八）、陳羅寶靈女士（右六）、曾玉芳女士（右四）及彭韻僖女士（右二）。（頁2）

A host of celebrities took to the stage at the fundraiser 'An Evening with the Best of the Best': Mr. Andrew H.H. Lam (1st left), Ms. Shelley Lee (3rd left), Mrs. Stella Kan (5th left), Dr. Philip Wong (8th left), Mrs. Susan Tang (8th right), Mrs. Pauline Chan (6th right), Ms. Elly Tsang (4th right) and Ms. Melissa Pang (2nd right). (p.2)



秋之奏鳴曲 Autumn Sonata

踏入9月，悠長的暑假結束。校園彷彿又蘇醒活躍起來。

With the end of the summer break, the CUHK campus sprang to life again from a long period of quiescence in September.

愛心月餅慶中秋 Mid-autumn Festival Visit



在9月5日，中大與基督教香港信義會馬鞍山長者地區中心及縱橫社會責任網絡，合辦「中大愛心月餅慶中秋」活動。校長沈祖堯、副校長許敬文及協理副校長馮通，以及一百位「中大·關懷服務團」義工，與長者共度中秋佳節。

沈校長除了在地區中心與一百位長者玩遊戲及大展歌喉外，還帶領「中大·關懷服務團」探訪居住於馬鞍山的長者，送上印有「中大CUHK」字樣的「愛心月餅」及福袋。

On 5 September, CUHK co-organised the 'Visiting the Elderly with CUHK Mooncake Event' with the Evangelical Lutheran Church of Hong Kong's Ma On Shan District Elderly Community Centre and Strategic CSR Network. Prof. Joseph J.Y. Sung, CUHK Vice-Chancellor; Prof. Michael Hui, Pro-Vice-Chancellor; and Prof. Fung Tung, Associate Vice-President, joined 100 volunteers from the CUHK-Care Service team to celebrate the festive season with the elderly.

During his visit to the community centre, Professor Sung played games and sang songs with over 100 seniors. After that, he led the volunteers from the CUHK-Care Service team in visits to senior residents in Ma On Shan and delivered 'CUHK Mooncakes' and gift bags to them.

「九五之尊」籌款之夜 An Evening with the Best of the Best



當天晚上，和聲書院假香港會議展覽中心舉辦的「九五之尊籌款之夜」，筵開共一百二十八席，邀得超過二十位政商名人擔任表演嘉賓，為中大籌募教育經費，籌得一千六百萬元善款。

是次晚宴節目豐富，表演嘉賓由六歲到八十八歲，包括書院贊助人李和聲博士與馮康醫生的京胡演出，書院院監會主席梁鳳儀博士（左圖左）演出的《帝女花》，院監會前成員黃宜弘博士與一眾社會賢達表演社交舞，沈祖堯校長與和聲書院合唱團合唱《獅子山下》等。

In the evening of the same day, Lee Woo Sing College held a fundraiser called 'An Evening with the Best of the Best' at Hong Kong Convention and Exhibition Centre. Aimed at raising fund for CUHK, it was a large scale singing and dancing performance with over 20 renowned celebrities of Hong Kong as its performers. The event was attended by more than 1500 guests and attracted HK\$1.6 million in donations.

The event featured a large variety of performance items. Aged from 6 to 88, the performers included College patron Dr. Lee Woo-sing, who played the *Jinghu* with Dr. Fung Hong; Dr. Anita Leung (left in left photo), chairman of the College's Committee of Overseers, who performed Cantonese Opera; Dr. Philip Wong, former member of the College's Committee of Overseers, who performed ballroom dancing with a host of celebrities; and Prof. Joseph J.Y. Sung, who sang *Below the Lion Rock* with the Woo Sing Choir.



本科生入學典禮 Inauguration Ceremony

到了9月7日，中大舉行本科生入學典禮，沈校長致辭時引用孔子的說話：「志於道，據於德，依於仁，游於藝。」勉勵新生要多閱讀經典和討論時事以尋找正確之道，尊重別人以獲得他人尊重，多參與社區活動以服務弱勢社群，並最少學習一種中國藝術。

另外，2009年醫科畢業生、2010年羅德學人鄭華哲醫生也在典禮演講，向新生談到當年獲獎學金往美國當交換生，接觸了美術政治等學科，開闊了他的視野。他認為在中大唸書，各種機會多的是，而且往往是出人意表的。機會出現的時候，別因為它不似預期而抗拒。提出勇氣擁抱未知，必有所得着。

On 7 September, CUHK held the Inauguration Ceremony for Undergraduates. In his welcoming speech, Prof. Joseph J.Y. Sung shared his views on university education with the young men and women by quoting Confucius: 'I set my heart on the Way, base myself on Virtue, lean upon Benevolence for support and take my recreation in the Arts.' He urged them to find their way of justice by reading the classics and discussing contemporary issues, earn the respect of others by respecting them, serve the underprivileged by taking part in community service programmes, and enjoy the arts by taking up at least one Chinese art.

Dr. Timothy Cheng, a 2009 medical graduate and 2010 Rhode Scholar, shared with the freshmen his experience as an exchange student on scholarship when he was an undergraduate, and how the studies in fine arts and political science courses in the US broadened his vision. He assured the new students that opportunities are abundant at CUHK, and they always come about unexpectedly. One should take courage to embrace opportunities and should not shun them because they look strange and different.

2015年的中大新生 New Students of the 2015 Intake

中 大今年共錄取二千六百八十一名聯招生，99.7%為Band A考生。

由香港特區政府民政事務局長頒發的首屆「多元卓越獎學金」，每年全額資助約二十名在體育、藝術、社會服務等非學業方面表現卓越的中學生入讀學士課程。2015學年全港共有二十一人獲獎，當中九人是中大新生。

中大今年藉非聯招計劃錄取了逾五百名非本地本科新生，都是在國際或當地認可考試中成績優異之輩，包括在IB、SAT、大馬高級學校文憑及台灣學測中考獲滿分的考生。這些非本地生除來自內地三十一個省市、澳門及台灣外，還有來自澳洲、比利時、德國、印度、印尼、日本、韓國、吉爾吉斯、馬來西亞、尼泊爾、葡萄牙、俄羅斯、史瓦濟蘭、泰國、美國等地。

透過內地全國統一招生計劃錄取的內地高考生，高考成绩在所屬省市皆名列前茅，位列全省前0.01%。今年也錄取了十四名少數民族考生，令中大校園的文化面貌更多元。

此外，中大今年透過「運動員獎學金」共錄取了二十六名聯招及非聯招本地學生，當中八人是香港隊代表，分別在田徑、網球、游泳、排球、手球及籃球等運動有傑出表現。



Through the Joint University Programmes Admission System (JUPAS), CUHK admitted 2,681 students who sat the Hong Kong Diploma of Secondary Education (HKDSE) examination. Ninety-nine point seven per cent of them were Band A students.

The HKSAR Home Affairs Bureau launches for the first time the 'Multi-faceted Excellence Scholarship' this year. Through the scholarship scheme, around 20 local undergraduate students each year are awarded full-tuition fee scholarships by the government to study a bachelor's degree in recognition of their achievements in non-academic areas such as sports, arts and/or community service. Nine out of the 21 scholarship recipients are admitted to CUHK.

The University has admitted over 500 non-local students of high calibre through the Non-JUPAS admissions scheme. Many of them, including top scorers of IB, SAT, Taiwan GSAT and Malaysia STPM, achieved outstanding results in international/locally recognized examinations. Among non-local students, besides those recruited from 31 mainland provinces and municipalities, Macau, and Taiwan, many others are from countries around the globe, including Australia, Belgium, Germany, India, Indonesia, Japan, Korea, Kyrgyzstan, Malaysia, Nepal, Portugal, Russia, Swaziland, Thailand, United States, etc.

As for the mainland students admitted via the Unified Colleges and Universities Enrollment System, they are ranked top 0.01% in their provinces/municipalities. Fourteen students of different ethnic minorities also join the CUHK community, broadening diversity and multiculturalism on our campus.

This year, 26 JUPAS and non-JUPAS students who have outstanding achievements in sports, including athletics, tennis, swimming, volleyball, handball and basketball, were admitted to CUHK through the Sports Scholarship Scheme. Eight of them are members of Hong Kong national squads.

以最佳五科成績中位數計算，收生最高分的五個課程/專修範圍：

Top five programmes/streams in terms of the median admission scores of the best five subjects are:

- 醫學 (環球醫學領袖培訓專修)
Medicine (Global Physician Stream)
- 環球商業學
Global Business Studies
- 藥劑學
Pharmacy
- 醫學
Medicine
- 計量金融學及風險管理科學
Quantitative Finance and Risk Management Science

本地生 Local Students

• 黃澤鉅 Wong Chak-kui



今屆最年輕文憑試考生為年僅十五歲的黃澤鉅，應考七科中成績全達5級或以上。醉心科學的他主修化學。

At 15, Wong Chak-kui is the youngest HKDSE candidate territory-wide. He scored 5 or above in all seven subjects he sat. He is admitted to the Faculty of Science to study chemistry.

• 楊雅詩 Alice Yeung

楊雅詩曾參與中大醫學院舉辦的暑期臨床實習計劃，加深了對醫學的認識。她於中學文憑試考獲六科5**佳績，選擇在中大修讀醫學(環球醫學領袖培訓專修)。

By joining the Summer Clinical Attachment Programme organized by the Faculty of Medicine, Alice Yeung broadened her perspectives on medical sciences. Alice attained excellent results with 5** in six subjects in the HKDSE. She is admitted to the MBChB (Global Physician-Leadership Stream).



• 鍾凱霖 Chung Hoi-lam



獲民政事務局頒發首屆「多元卓越獎學金」的鍾凱霖入讀藝術系，她在多藝術比賽中屢獲殊榮，包括日本世界青少年兒童繪畫比賽、歐洲青少年蒙馬特繪畫比賽等。

A recipient of 'Multi-faceted Excellence Scholarship' awarded by the Home Affairs Bureau, Chung Hoi-lam is admitted to the Department of Fine Arts. She has brought home many awards in various arts competitions, including the Annual World Children's Picture Contest, and the Small Montmartre of Bitola.

• 黃日及黃旭 Wong Yat and Wong Yuk

年僅十四歲的黃日(左)是今年中大錄取最年輕的學生，他與十六歲的哥哥黃旭(右)，憑科學及數學領域上的天賦，以及公開試之優異成績，雙雙透過非聯招計劃獲中大錄取，分別入讀理論物理精研和工程學。



At 14, Wong Yat (left) is the youngest student admitted by CUHK this year. He and his elder brother Wong Yuk (right), aged 16, have been admitted to CUHK via the Non-JUPAS admissions scheme with their outstanding achievements in science and mathematics areas. They are studying physics (enrichment stream in theoretical physics) and engineering, respectively.

非本地生 Non-local Students

• 畢雪滢 Bi Xueying

來自內蒙古自治區的牙克石市的畢雪滢，是該市理科第一名。入讀專業會計學的她很喜歡香港這個充滿活力的大都會。

Bi Xueying is from Yakeshi, a northern city of the Mongolian Autonomous Region. She is the top scorer of the science stream in her city. Impressed by the vibrancy and diversity of Hong Kong, she chose to study professional accountancy here.



• 陳思涵 Chen Sihan



在安徽省英語單科考獲滿分的理科生陳思涵，在高中時參加語言學競賽獲國家一等獎，精於語言邏輯。他在中大修讀理學課程。

Chen Sihan obtained a full mark in the English subject in Anhui. He excelled in linguistic logics and was awarded the first-class national award in linguistics. He is now studying science at CUHK.

• 許耀元 Hsu Yao-yuan

在台灣學科能力測驗考獲滿分的許耀元，獲頒獎學金入讀環球經濟與金融學。

Hsu Yao-yuan got full marks in Taiwan's General Scholastic Ability Test and was offered a scholarship from CUHK to study Global Economics and Finance.



• Coralie Elisabeth Herrmann



來自德國的Coralie入讀工商管理學士綜合課程，她性格活潑好動，希望透過參加不同類型的課外活動及學會，認識新朋友及發展個人潛能。

A student of the Integrated Bachelor of Business Administration programme, Coralie from Germany is an active person who looks forward to meeting new friends and exploring her potentials through joining various extra-curricular activities and societies at CUHK.

• Radhika Narang

來自印度的Radhika，獲得獎學金入讀工商管理學士綜合課程。

Radhika has won a scholarship to study the Integrated Bachelor of Business Administration programme.



• 杜薈敏 Toh Huey Ming

來自馬來西亞的杜薈敏，考獲大馬高級學校文憑試滿分，獲獎學金入讀保險、金融與精算學/計量金融學。



Scoring full marks in the Malaysian STPM examination, Toh Huey Ming from Malaysia was granted a scholarship to study Insurance, Financial and Actuarial Quantitative Finance. 📖



誰願掌舵？——校長的升任與勝任

Who Will Take Charge? School Principals' Promotability and Eligibility

校長荒是大趨勢，美國、澳洲、新西蘭、英國、香港均然。香港中學校長人選多來自副校長，而中大教育行政與政策學系副主任關譽綱教授2009年以全港803位中學副校長為對象的問卷調查顯示，331位回應者當中，對升任校長不感興趣的竟佔71%。一項對小學副校長的類似調查也得出72%之數。

關譽綱教授兼具工商管理與教育的訓練，曾任職商界。2000年前後，本港教育改革浪潮既急且激，教育統籌委員會1997年發表的《七號報告書》，帶出質素指標、過程指標、產出指標等商業概念，激發她探索商業理論如何放諸教育，校長的招聘和繼任是研究重點之一。

行政管理先於教學？

關教授追本溯源，探討僱主對校長人選的要求。2012年，她向全港資助及直資中學發出問卷，獲得四成即200間學校的93位校監回應。結果顯示遴選校長準則主要有四，依次為：「管理通用技能」、「溝通和表達能力」、「知識與經驗」，以及「宗教價值取向」。當中唯一直接跟教與學有關、且能用客觀機制評審的，是「知識與經驗」。關教授說：「這意味辦學團體視校長的角色為行政多於教育。改革頻繁，學校外需定期接受評估，內需說服同僚支持新政，對領導層的溝通和表達能力自然要求更高。」

由2004年起，新任校長必須「持證上崗」。修讀75小時的擬任校長課程是獲得資格認證的一大條件。管理學上，自審能否符合聘用條件是求職的決定因素。關教授遂向在2012年之前四年在中大完成此課程的全體學員發出問卷。這批中學副校長公務繁重，仍願意費時勞心進修，理應對升任校長有所期望。他們是如何自評對此職的勝任能力呢？

你的期望 我的掂量

受訪者利用六度量表，評價他們認為前述四項遴選要求在僱用團體心目中的重要性。該152位直資和資助中學的教師所列的輕重次序，與校監所列的完全吻合，足見這些準申請人能準確了解學校要求。

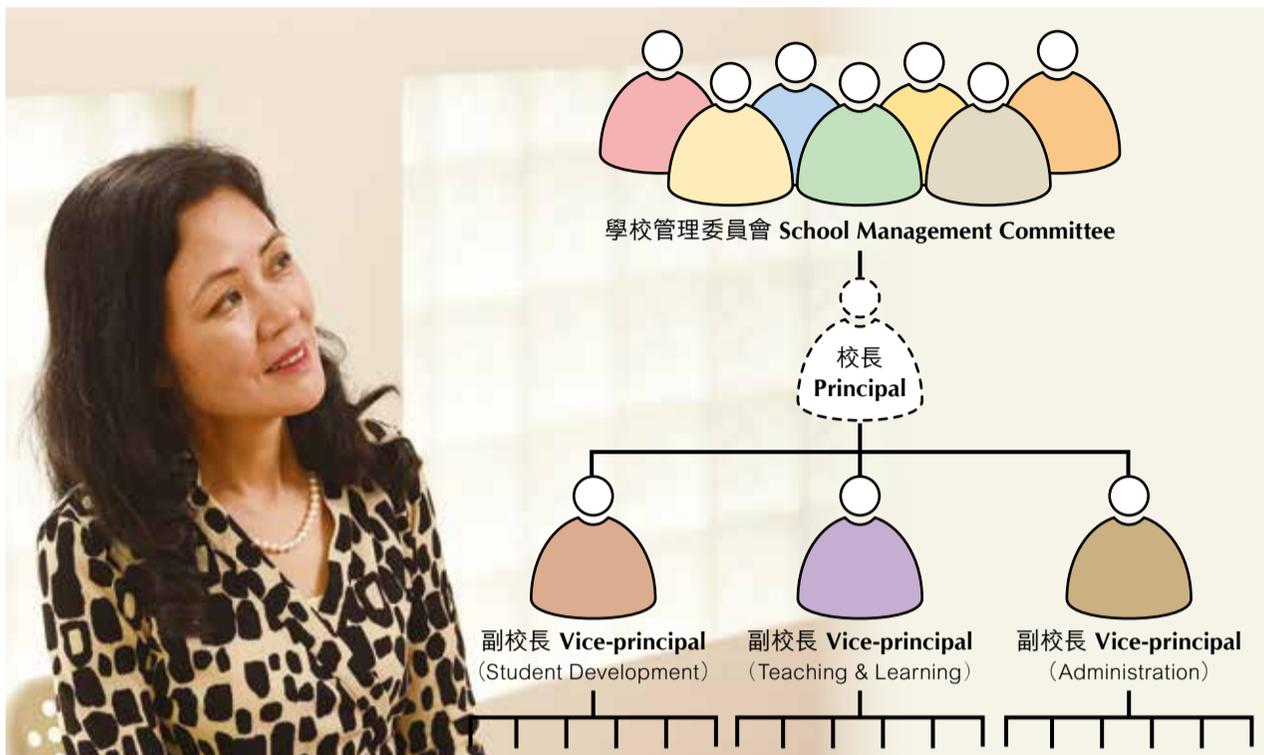
關教授繼而發現受訪者對四項遴選要求中的三項，都有信心能符合且超越僱用機構的期望，唯一沒有信心的是「宗教價值取向」。

關教授有此分析：「遴選小組可能選擇對辦學團體較熟悉或有相關經驗的求職者。背景近似，有利傳承，聘用認識的、有口碑的人選，可降低風險。」這可能是導致校長職位申請人短缺的原因；考慮到本身的宗教背景或不利申請，求職意欲便減退。

和諧傳承牢不可破？

「保守的聘用準則有助安穩與傳承，卻無法帶來新視野和氣象。香港學校生態日趨複雜多元，要求的是迅速應變，而不單是維持現象。學校不應再局限在熟悉的範疇中物色人選，而應多着眼於才幹。」受訪校監之中只有31.7%的職業與教育相關，關教授建議當局加深他們對學校面臨的挑戰的了解，從而更有效地履行遴選的職責。

關教授另一項研究發現，儘管副校長多需負責人事管理，但原來他們並不看重「員工管理及資源管理」，甚至厭惡。她分析：「副校長上要對校長負責，下要推動老師實施改革，成了夾心人，卻無多大實權，而且容易被視作要求教師順服，破壞職場和諧的人士。如欲成功推行改革，必須犧牲和同僚的工作關係。這會令人對升任校長卻步。」



A shortage of candidates for school principal positions is a universal headache for school management bodies. In Hong Kong, principals are drawn from a pool of applicants predominately comprising incumbent vice-principals. According to a questionnaire survey conducted in 2009 by Prof. Paula Kwan, vice-chairperson of the Department of Educational Administration and Policy, of the 331 respondents from 803 local secondary vice-principals, 71% were not interested in becoming a school principal. A similar survey on primary school vice-principals recorded a 72% 'no interest' rate.

Professor Kwan was trained in the fields of business management and education, and worked in the commercial sector. She became curious about how business theories could be applied to education reading the *Education Commission Report No.7* published in 1997, which introduced business concepts like 'quality indicators', 'process indicators' and 'output indicators'. Education reforms were frequent and fierce in Hong Kong in the years around 2000. Professor Kwan's research interests include school principal recruitment and succession.

Administrator vs Educator

In 2012, Professor Kwan sent questionnaires to all aided and Direct Subsidy Scheme (DSS) secondary schools in Hong Kong. Responses were collected from 93 supervisors from 200 schools, which made up 40% of the school total. The survey results showed that the four major selection criteria, in order of priority, are: 'generic managerial skills', 'communication and presentation skills', 'knowledge and experience', and 'religious value orientation'. It is worth noting that only 'knowledge and experience' bears direct relevance to teaching and learning, and can be assessed using an objective mechanism. Professor Kwan explained, 'It suggests that school sponsoring bodies expect the school principal to take on an administrative role more than an educational one. Frequent reforms pose challenges to schools both externally and internally. Ongoing school reviews means an urgent need to solicit staff support for new policies. All these add up to an increasing emphasis on the communication and presentation skills of school leaders.'

Effective from 2004, aspiring principals have to attain the Certificate for Principals (CfP) before they can be considered for appointment. One of the CfP requirements is the satisfactory completion of a 75-hour academic course. In the field of business management, the concept of anticipated fit is a significant factor in job application. How do aspiring principals perceive their ability to match the selection criteria? Professor Kwan conducted another survey by sending questionnaires to all secondary school participants who, over the four years before 2012, had completed

the CfP programme organized by CUHK. This target population is considered to earnestly aspire to principalship as they are willing to devote time to the demanding programme despite heavy school schedules.

Expectations vs Considerations

The respondents were required to rate their perceived importance to the school hiring bodies of the attributes adopted in selecting principals. The order of importance set by the 152 teachers from aided and DSS secondary schools were found to tally with the expectations of the hiring boards, suggesting that these potential candidates have a strong grasp of the schools' requirements. Professor Kwan went on to discover that the respondents are generally confident of meeting and exceeding the school supervisors' expectations, except 'religious value orientation'.

'The selection panel may tend to select applicants who are familiar with or experienced in working with the school sponsoring bodies. When talking about continuity in school ethos and values, they believe that a known candidate with a similar background to theirs is more reliable,' analysed Professor Kwan. From the applicants' perspective, the realization that their religious background may lower the chance of success may deter them from applying. This may account for the shortage of principalship applicants.

Harmony vs Changes

'The adoption of a set of conservative selection criteria contributes to stability and the preservation of tradition, but not for introducing new vision and a fresh culture. Beyond maintaining the status quo, schools must act promptly and responsively to changes brought about by diversity in education. They should hire the right person for the job, instead of restricting their choices to candidates in the known network.' Finding that only 31.7% of the surveyed supervisors came from education-related fields, Professor Kwan suggested enhancing their understanding of educational issues so that they could discharge their selection duties more effectively.

Professor Kwan's other research project reveals that vice-principals, though most are responsible for personnel matter, do not regard 'staff and resources management' highly or even abhor these duties. She explained, 'The vice-principal is sandwiched between the principal and the teachers. Despite having limited authority, he/she is supposed to help mobilize colleagues, sometimes demanding compliance, during the implementation of reforms. In the eyes of their peers, vice-principals are the ones disturbing workplace harmony. To be a successful implementer, one has to sacrifice good work relationships. This serves as another deterrent to the desire for promotion to school principalship.'

「勞工、流動與發展」國際研討會 International Conference on 'Labour, Mobility and Development'



中大社會學系珠三角社會研究中心、中國研究服務中心，以及中山大學社會學與人類學學院社會學與社會工作系於6月5至7日合辦「勞工、流動與發展：珠三角及中國其他地區」國際研討會。

本次會議邀請了六位主題演講嘉賓：加州大學柏克萊分校社會學系教授 Thomas B. Gold、多倫多大學社會學系教授方偉晶、中國社會科學院社會學研究所社會心理學研究室主任王俊秀、香港浸會大學社會學系教授齊傑、中山大學社會學與人類學學院教授蔡禾，以及中大社會學系教授蔡玉萍。研討會吸引逾百名學者參加，發表論文共四十篇。

The Pearl River Delta Social Research Centre of the Department of Sociology co-organised the international conference 'Labour, Mobility and Development in PRD and Beyond' with the Department of Sociology and Social Work of the Sun Yat-sen University and the Universities Service Centre for China Studies, CUHK from 5 to 7 June.

A number of distinguished scholars delivered keynote speeches at the conference. They were Prof. Thomas B. Gold from the University of California, Berkeley; Prof. Eric Fong from the University of Toronto; Prof. Wang Junxiu from the Department of Social Psychology, Institute of Sociology, Chinese Academy of Social Sciences; Prof. Jack Barbalet from the Department of Sociology at Hong Kong Baptist University; Prof. Cai He from the School of Sociology and Anthropology at Sun Yat-sen University; and Prof. Choi Yuk-ping Susanne from the CUHK Department of Sociology. The conference attracted over 100 participants. A total of 40 papers were presented.

工程學院夏令營 Engineering Summer Camp

「中大工程學院夏令營」於7月22至24日舉行，來自三十多所本地中學的六十多位學生參與，入住晨興書院宿舍，體驗大學校園生活。

為期三天的夏令營以「學習工程知識、激發創意思維」為題，活動包括機械編程工作坊、參觀實驗室、工程學課程講座、校園生態遊、與工程教授對話、參觀科學園及傑出校友分享會等。學生每兩人為一組，運用於營內所學的編程知識和設計技巧，親自製作機械自動車，在營期最後一天，參與速度及造型設計比賽。

A three-day 'CUHK Engineering Summer Camp 2015' drew over 60 students from over 30 local secondary schools from 22 to 24 July. By staying in a student hostel at Morningside College, the participants got a taste of university life on CUHK campus.

The camp was aimed at empowering students through a series of engineering-related activities, including workshops on engineering design and programming, a lab tour, a programme information session, an eco-campus tour, dialogue sessions with engineering teachers, a visit to the Hong Kong Science Park, and sharing sessions by outstanding alumni. Divided into groups of two, the participants used the programming and design skills they acquired from the workshops to build mechanical and automatic cars for a competition on the last day of the camp.



商學院義工探訪護老院 Business School Alumni Visit Care Home for the Elderly



商學院校友及企業事務辦公室在8月22日帶領二十五位商學院校友義工，到訪位於西貢的伸手助人協會樟木頭畢尚華神父護老頤養院，與須坐輪椅的院友共度溫馨的暖日週末。

校友義工首先接這些長者到戶外花園，並閒談分享生活美事。然後，大伙兒聚集到禮堂玩遊戲、合作做手工，製作可愛的鏡架。接着一同享用豐富的自助茶點，各校友還向長者贈送悉心選購的小禮物。

Led by the CUHK Business School's Alumni and Corporate Affairs Office, 25 alumni volunteers visited the Helping Hand's Father Sean Burke Care Home for the Elderly in Sai Kung on 22 August, spending a cheerful and warm weekend with some wheelchair-bound residents of the care home.

Upon arrival, the volunteers accompanied these residents to the care home's garden for a breath of fresh air and a cosy chat. This was followed by an array of interesting games and activities in the hall of the institution, including a mirror decoration workshop. To round off the fun-filled visit, the volunteers presented the residents with gifts they thoughtfully prepared for the special occasion, before sitting down to a sumptuous tea buffet.

第六屆孔子行腳活動 Education Students Volunteer to Teach in Taiwan



五名教育學院本科課程學生在7月8至20日參加國立台灣師範大學主辦的「第六屆孔子行腳活動」，與來自大陸、台灣及港澳二十多所大學的三百名學生，一起到台灣偏遠的鄉村學校義教，服務弱勢孩童。

Five undergraduate students of the Faculty of Education participated in the summer volunteer programme organized by the National Taiwan Normal University from 8 to 20 July. They joined some 300 students of over 20 universities from mainland China, Taiwan, Hong Kong and Macau to teach the underprivileged children in schools in rural Taiwan.



萬物聯網 一劍雙刃

A Completely Connected World: A Double-edged Sword

今天，電腦連接到互聯網已成常態。可是，走在尖端的工程人員把目光放得更遠，把任何具有經濟潛值的東西都連到一個更大的網路上——物聯網。如果說互聯網主要是環繞着獲取、管理和傳遞資訊的數碼虛擬世界，則物聯網便屬於跟人類有更貼身接觸的物理真實世界。

物聯網通過裝設在各種器物上的感應器和促動器，再利用無線網路，讓伺服器不斷分析感應器收集得來的數據，或向人類提示，或適時向一些系統發出自動執行工作的指令。體系的設計和應用，完全視乎人們的想像力和智慧。例如，安裝在智慧路燈上的系統，可以因應天色調節亮度達到節能；安裝在汽車和道路的，可以避免交通意外和方便導航；而佩戴在人身上的，則可負責監察健康狀況，發出警示。

未來學家憧憬，隨着物聯網的領域不斷擴大和深入，資料和應用愈趨整合，便可實現新型的智慧城市，提供人們更方便、安全、健康、節能的生活空間。

然而，物聯網面對的安全風險可以比互聯網來得更直接更致命。不少保安專家已發出警告，物聯網為罪犯開闢了新的平台。試想行駛中的汽車、正在指揮交通的交通燈、監測病人健康狀況的儀器，以及任何收集和分析數據並自動執行程序的系統，一旦被黑客襲擊而癱瘓或遭操控，其後果將難以估計。

此外，從各種系統的感應器收集得來的龐大數據，可能會被政府和企業長期儲存。哪些機構有權管有這些數據？處理這些數據的人應具備甚麼操守？企業間是否有權把數據轉移和整合？數據可以被儲存多久？當中有多少涉及個人隱私？又有多少會危及個人安全？被收集對象又是否有權要求收集者刪除數據？這些都是我們在構築未來世界時不容忽視的問題。



Today, Internet connectivity is the norm for computers. But engineers at the frontline of research are striving to go even further by linking everything with economic potential to an even bigger network—the Internet of Things (IoT). If the Internet is a virtual world that mainly involves the acquisition, management and dissemination of data, the IoT belongs to a physical world that is closely related to every aspect of human life.

The IoT can send alerts to people or commands to systems to automatically perform tasks through sensors and actuators embedded in physical objects that constantly flow data via wireless communication to servers for

analysis. The design and application of a system depend entirely on people's imagination and wisdom. For example, systems embedded in intelligent street lights can reduce energy consumption by adjusting brightness according to the amount of natural daylight; systems embedded in cars and roads can prevent traffic accidents and facilitate navigation, and those in wearables can monitor health data and issue warnings.

Futurologists envisage an ever-expanding IoT that will make inroads into more aspects of our lives. With the seamless integration of data and application, new 'smart cities' can be created, providing people with a safer, healthier, more convenient and more energy-efficient living environment.

However, compared to the security risks of the Internet, those of the IoT may be more deadly. Many IT security experts have warned that the IoT represents a new opportunity for criminals. Imagine that a hacker paralyzes or seizes control of a moving car, a traffic light, a vital signs monitor in a hospital, or any device that collects and analyses data and automatically performs tasks. The consequences can be unimaginable.

Moreover, the massive data collected from system sensors can be kept for a long time by governments and businesses. Which organizations have the right to keep the data? What ethics should those in possession of them follow? Should businesses have the right to integrate separately-collected data to construct individual personal profiles? How long should data be kept? What is the risk of privacy infringement, and of personal safety? Can a person request to have his or her collected data deleted? These are but some of the issues we need to address when building a new world.

梁光漢 Philip Leung



一葉知秋，三價知冬

Flu Shot, the Harbinger of Winter

當我們聽到政府呼籲市民接種季節性流感疫苗——或三價，或四價，便知道冬天已經不遠了。

流感為甚麼多肆虐在冬季？科學家至今還未有定論。有說是因為病毒在乾燥及低溫的大氣流播最廣，也有說冬天人群多聚在室內，有利病毒傳播。

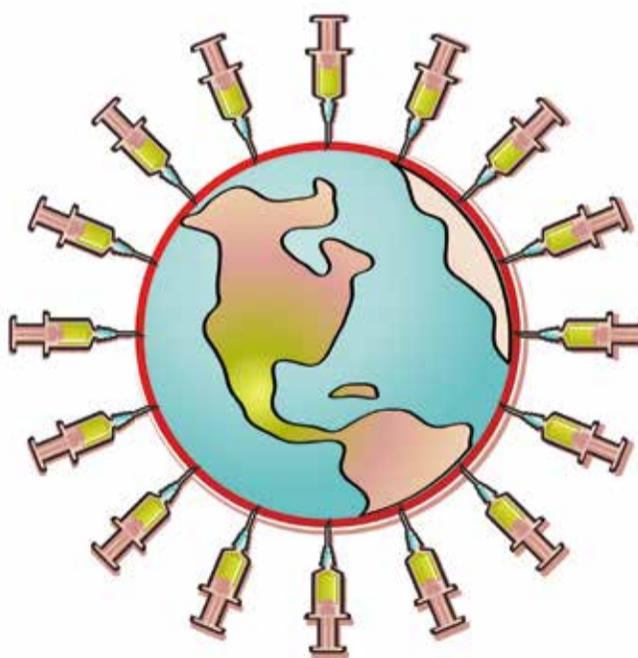
Marta L. Wayne 與 Benjamin M. Bolker 兩位研究者，以不斷更換外衣避過人類免疫系統的監察來形容流感病毒變種之快。如果我們體內從未遇上病原體，我們的免疫系統便抵禦不了入侵的病毒。病毒不斷變，我們也只有跟着變，透過注射疫苗，可以得到適當的保護。

流感季節接種流感疫苗，能安全有效地預防流感及其併發症。接種疫苗後約兩星期，體內便會產生足夠抗體。三價疫苗可以預防大多數的流感個案，四價疫苗則可能提供對抗乙型流感的額外保護。

由於流感病毒會不時變種而衍生新病毒株，因而世界衛生組織會因應實際情況改變每年的流感疫苗組合。香港衛生防護中心建議所有九歲以上至成人人士需注射一針，此後每年一次，應可得到最大保護。六個月至九歲小孩，若從未患過流感或從未接受季節性流感疫苗注射的，需注射兩針，每針相隔最少四星期。

除疫苗注射外，其他預防方法包括保持良好的個人及環境衛生、睡眠充足、飲食均衡、恆常運動、保持心境開朗，以增強自己的抵抗力。

在冬天裝備好自己，不用走多遠。大學保健處定期舉行預防疾病疫苗注射運動，提供疫苗注射、講座、展覽，以及護士



諮詢。詳情請參考保健處網頁：www.cuhk.edu.hk/uhs/ 或致電健康教育組 3943 6428 查詢。

When we hear the authorities calling for the public to take flu shots, we know that winter is not far away.

Why does the flu virus seem to prevail in winter? The scientists are inconclusive about this. Some said that the flu virus thrives under dry and cold weather conditions. Others said that it's because people stay indoor in winter and thus infect each other more easily.

Viruses evolve rapidly. Marta L. Wayne and Benjamin M. Bolker have likened the rapid evolution of the flu virus

to its constantly changing the outer garment to elude the human immune system. If the host's immune system has not encountered the pathogen before, it would not be able to block the viral diseases. As the virus evolves, we have to evolve too. Taking flu shots is one way of keeping up with the bug.

Taking flu shots during the flu season has proved to be effective in preventing the flu and controlling its complications. Our body will generate enough antibodies in about two weeks after vaccination. The trivalent influenza vaccine can prevent the majority of the influenza burden, while the quadrivalent influenza vaccine may offer additional protection against Influenza B.

The flu virus metamorphoses constantly into new strains. Depending on data collected from across the globe, the World Health Organization will adjust the composition of the influenza vaccine every year. The Centre for Health Protection of Hong Kong recommends that every citizen upwards of nine years should get vaccinated every year for maximum protection. Six-month-olds to nine-year-olds who have never been exposed to the virus or received the shot should receive two shots separated by at least four weeks.

In addition to vaccination, keeping good personal hygiene, enough sleep, a balanced diet, regular exercise and a relaxed mind will also help to keep the bug away.

The University Health Service provides regular vaccination campaigns and holds various health talks, exhibitions and nurse consultation. Health tips are at your fingertips: www.cuhk.edu.hk/uhs/ or their enquiry hotline: 3943 6428.



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潘偉賢教授

Prof. Poon Wai-yin

副校長
統計學系教授
2011年教資會傑出教學獎得主
Pro-Vice-Chancellor/Vice-President
Professor, Department of Statistics
UGC Award for Teaching Excellence (2011)

身為副校長的主要職務是甚麼？

我的職責範圍集中在教育，主要是學生的形式教育，涉及教與學的各方面，如質素保證及電子學習等。我要與大學很多部門如大學通識教育部、學能提升研究中心、大學圖書館、專業進修學院等的同事共同努力，以確保大學提供的一系列教育服務維持高質素及持續進步。

你是中大畢業生，又身兼老師、研究者、部門主任等角色於一身，現在是管理團隊一員，看事物有沒有甚麼改變？

我在中大唸書時參加很多活動（田徑、游泳、唱歌、朗誦、系會），日子過得很開心，自覺從中大豐富又多姿的形式及非形式教育中受益良多。我開始在這裏教書，便決心盡力讓我的學生也同樣地享受求學的樂趣。多年以後，我加入了管理團隊，更加了解大學面對的各種挑戰和限制，明白到要為學生持續提供高質素的學習經驗，半分也鬆懈不得，而且要審慎排列優次，務實地逐步擴闊發展空間。

你投身教育，是受以前的老師啟發嗎？

是的，我有幸從幼稚園到大學都遇上非常關心學生的老師，令我覺得教育工作既神聖又有意義。他們都在不同階段成為我的榜樣，到現在我還和一些啟蒙老師保持聯繫。

為何選上統計學？

我在大學主修數學，很喜歡數學的邏輯性。我還副修統計和經濟，那時對統計所知不多，只覺得這個學科可以利用數學方法，幫助我們在充滿不肯定性和有限資訊的條件下作明智決定，現實生活中我們不是每天都要面對這種情況嗎？所以進研究院便專攻統計了。

對新生或外行人怎樣傳授統計學知識？

首先要了解學生的背景、興趣和需要，設計有系統的教材。也要利用針對性的學習活動和評核方法，挑戰學生的能力。在傳授過程中亦要留意他們的反應，並不時檢視他們的進度，確保學生在每一階段都能把知識內化，提高對學科的興趣。

大數據對統計學這門學科造成甚麼影響？

現在很多領域都面對大數據，而統計學是數據開採和分析的基礎。大數據在統計學的研究方法及應用上開拓了很多可能性，亦創造了很多跨領域的合作機會。

在這裏開始教書不久為甚麼又再修讀工商管理碩士？

我很早便參與課程設計與學生工作，當時統計系同學常感覺課程設計未能有效擴闊出路。我了解工商管理中許多部分如財務、市場學、項目管理等等都要運用統計知識，故我報讀工商管理碩士課程，讓自己能系統地了解統計學如何在工商管理中發揮作用。我利用學到的知識設計了一個科目「統計學的商業應用」，帶領學生了解統計學在商業營運上的實用性。我期望這個科目能提升學生學習統計學的興趣，擴闊他們的就業機會，幫助他們在職場上定位及發展。

除了上課和大學行政外你還喜歡做甚麼？

我常常跟朋友見面聊天，其中包括很多以前的老師和學生。我亦很喜歡在長假期與家人及朋友到不同國家自駕旅遊，我很享受駕駛的樂趣。



Photo by ISO staff

What are your major responsibilities as PVC?

My area of responsibilities is in education and that includes formal education at CUHK and practically all aspects of teaching and learning, including quality assurance and e-learning. I have to work with colleagues in, say, University General Education, CLEAR, the Library, and the School of Continuing and Professional Studies to maintain the quality and efficiency of the full range of educational services offered by CUHK.

You've had many roles as student, teacher, researcher and unit head at CUHK. Now you are looking at it from the top. Is the view different?

I enjoyed my undergraduate days at CUHK tremendously, taking part in sports and a lot of other activities. I was a beneficiary of the variety and vibrancy of the education, both formal and non-formal, of CUHK. When I began to teach here, I did my best to ensure that my students enjoyed their school life as much as I did. Having worked in this University for so many years and now become a member of its management team, I have a better understanding of the various challenges and limitations faced by the University and see that in order to provide our students with a quality educational experience, nothing can be taken for granted. Competing priorities need to be managed carefully and a pragmatic approach adopted in the development of space for eventual growth.

Your embarking on a teaching career has been inspired by your teachers, hasn't it?

Yes, I was impressed and inspired by teachers from my kindergarten, primary school, secondary school and university days. I am still in contact with some of them. Each in his or her caring and unique way showed what an inspiring job teaching is. They were my role models in my formative years.

Why did you choose statistics?

My undergraduate major was mathematics. I was fascinated by the universe of mathematics where logic holds sway. I minored in statistics and economics. I did not know much about statistics then but already saw that it's a discipline where valid knowledge can be derived through mathematical means to help us make wise decisions in the

face of uncertainties or inadequate information. Isn't this the kind of situation we find ourselves in everyday? So I studied statistics in graduate school.

How do you convey statistical knowledge to freshmen or the uninitiated?

To be effective, I must know their backgrounds, interests and needs, and structure my teaching materials accordingly. I also use target-oriented learning activities and assessment to challenge them to go further. In delivery, I observe their responses and monitor their progress from time to time to ensure they internalize knowledge taught at every step of the process, and to raise their interest in the subject.

How does Big Data impact the field of statistics?

Big Data is relevant to many areas; statistics is the basis of data mining and analytics. Big Data has opened up many possibilities in research methodology and application, and brought about opportunities for interdisciplinary research.

Why did you go for an MBA after you began teaching at CUHK?

I was involved in curriculum design and student service very early on. Back then it was common for students of statistics to feel that the curriculum may not help broaden their career prospects. I knew that statistical tools were employed in many facets of business administration, like finance, marketing and project management, so I enrolled in an MBA programme to gain a systematic understanding of the subject and the applications of statistics in business administration. Using what I learnt, I designed a new course 'Applications of Statistics in Business', highlighting how statistical know-how can be put to good service in the commercial context. I hope the course can increase students' interest in learning statistics, enhance employment prospects, and contribute to their positioning and development in the job market.

What do you enjoy most besides teaching and university administration?

I meet up quite frequently with friends that include my former teachers and students. During long holidays, I go on road trips in different countries with family and friends. I enjoy driving very much. 🚗

