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教育夢想之路
In Pursuit of Educational Dream

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EDITOR'S WORDS

umagazine will adhere to the "people-oriented" principle and will strive to provide informative and entertaining information for readers. Your valuable suggestions are always welcome as they can help us continuously improve. We hope you will enjoy reading *umagazine*, an ongoing record of UM's growth.



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teaching, research and development of the University.

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澳門大學校董會主席謝志偉博士訪談

An Interview with UM University
Council Chair Dr. Daniel Tse Chi-Wai

將不可能變為可能

Achieving the Impossible

出生於澳門的謝志偉博士，在美國取得數學學士、物理學碩士和物理學博士學位。2001年卸任香港浸會大學校長職位後，應澳門特區政府邀請，帶著在香港浸會大學累積的30年管理經驗返回土生土長的澳門，出任澳門大學(澳大)校董會主席一職，協助澳大進行改革。過去八年，在謝博士的帶領下，澳大經歷了艱辛漫長的修章之路，終排除萬難獲得立法會通過《澳門大學法律制度》，為大學展翅騰飛掀開新的一頁。

今年六月，全國人民代表大會常務委員會通過了《關於授權澳門特別行政區對設在橫琴島的澳門大學新校區實施管轄》的議案，將與澳門一水之隔的橫琴島上約一平方公里的土地預留給澳門特區作為建設澳大新校區之用。三年後，澳大將可衝破「有校無園」的困境，在更寬闊的空間裡實踐辦學理念。澳大新校區在構想時被外界視為「做夢」，如今「夢境成真」，謝博士功不可沒。澳門回歸10年，從一個鮮為人知的小城發展成為今時今日國際知名的城市，澳大也從澳門邁向國際高等教育的舞台。在是次訪談裡，謝博士將暢談他在澳大八載所經歷的重大事件，並披露他將不可能變為可能的箇中玄機。

Dr. Daniel Tse Chi-Wai was born in Macao. He furthered his education abroad and received his Bachelor of Science in mathematics, and master's and doctoral degrees in physics in the United States. After retiring from the presidency of Hong Kong Baptist University (HKBU) in 2001, he returned to Macao at the invitation of the Macao SAR Government and became Chair of the University Council of the University of Macau (UM). His mission was to utilize the experience he had garnered from his three decades of managerial experience at HKBU to reform the charter and operations of UM. Under Dr. Tse's leadership, UM's new *Charter* and *Judicial Regime* were passed by the Legislative Assembly despite various obstacles, marking a new era for the University.

In June 2009, the Standing Committee of the National People's Congress (NPC) adopted a bill that authorized Macao SAR to exercise jurisdiction over UM's new campus site on Hengqin Island. This Island is a territory belonging to the city of Zhuhai on Chinese mainland with a narrow channel of water separating it from Macao. According to this bill, a piece of land on Hengqin Island covering about one square kilometre will be reserved for the construction of the new UM campus. By 2012, UM will shed the embarrassing reputation of a "campus-less university" and will be able to pursue its educational values on a spacious ground. When the idea of building a new campus was first introduced, it was dismissed by many as being an impossible dream. With Dr Tse's assiduous efforts, however this "impossible dream" has been realized. Over the past decade since Macao's return to the Motherland, Macao has developed into a city with an international reputation, and UM is also on the road to becoming a world-class university. In this interview, Dr. Tse shares some of the University's significant accomplishments over the past eight years as well as how he turned this "impossible dream" into a reality.

(筆者：下稱「筆」，謝志偉博士：下稱「謝」)

筆：在策劃新校園方案的歷程中，您遇到最大的障礙是甚麼？請問您是如何一一克服，當中的推動力又是甚麼呢？

謝：策劃新校園的歷程中，最大的障礙是「沒有障礙」。因為起初沒有人要求我作策劃新校園這件事，所以也沒有人反對我這種近乎夢想的策劃。當日我提出要找一片綠色田野來重新建設校園，校內校外幾乎沒有任何回應。有一次我與何厚鏌特首同車經過校園，我大膽地向他提出考慮把校園東面山腳的療養院、民政總署的花圃，和一個廢物儲存場搬走，把土地騰出來供澳大發展；結果當天晚上就收到有關部門領導的電話，詳細解釋不能把地騰出的原因。我雖感失望，但也開始感到特首對澳大校園問題的關心，這關心也成了我的動力。以後一有機會我就向他重提校園發展的需要，我相信他也一直惦記着這件事。直至2007年中，他透露在橫琴建校的可能時，我們便認真地到橫琴勘察，並請則師把我們擬在橫琴建校的理念繪畫出來。2008年以後的動力，就全是因為知道特首和特區政府正努力向中央和廣東省爭取橫琴撥地的可能。



▲ 2008/2009學年大學議庭及校董會聯席會議上，身兼澳大校監及大學議庭主席的行政長官何厚鏌(中)表示，特區政府會全力支持澳大在橫琴建設新校園。
At the Joint Meeting of the University Assembly (UA) and University Council in the 2008/2009 academic year, Chief Executive of Macao SAR, UM Chancellor and UA Chair Mr. Edmund Ho Hau Wah (middle) pledged full support from the Macao SAR Government for the construction of UM's new campus on Hengqin Island.

筆：在獲悉全國人大關於授權澳門特別行政區對設在橫琴島的澳大新校區實施管轄的一刻，您腦海裡第一時間想到些甚麼？

謝：人大常委決定後，第一時間想到的是：這是中央政府送給澳門人最大和最有意義的禮物。它提供了一塊澳門不可能提供的廣闊土地來進行大學校區的建設，並且一次性地解決了澳門市民對在橫琴建校的疑慮，如法律、學制、治安、邊防和交通等問題。澳大在橫琴的重點發展，是澳門政府對人力資源的重大的和長遠的投資，可以提升澳門的人文素質、生產力和競爭力，也可以提升澳門的文化城市形象。



◀ 在立法會修章會議中
At the Legislative Assembly's meeting regarding proposed revision of UM Charter



▲ 澳大新校區預計三年後建成
The construction of UM's new campus is expected to be completed in three years

(Below: Author- A, Dr. Tse - T)

A: What was the greatest obstacle you encountered when you proposed building a new campus for UM? How did you overcome it? What motivated you all this time?

T: **Actually when I proposed building a new campus for the University, the greatest obstacle was "no obstacle", because no one asked me to do it. Almost everyone thought it was an impossible dream, so they didn't even bother to oppose it.** I remember when I said we should look for a greenfield site to build a new campus, there was almost no response both inside and outside the University. One day as I was riding in the same car with the Chief Executive Mr. Edmund Ho Hau Wah, we passed by the UM campus and I made a bold proposal on the spot. I requested the Chief Executive to consider demolishing the convalescent hospital, the flower nursery of the Civic and Municipal Affairs Bureau (IACM) and the waste storage facility that were situated at the foot of the mountain to the east of UM's existing campus to make room for UM's new campus expansion. Later that night I received a phone call from a government official explaining to me in detail why that couldn't be done. Though disappointed, I felt somewhat encouraged because I realized the Chief Executive did care about UM and wanted to help us solve the problem of campus space shortage. Subsequently, I took every opportunity to repeat this request to him, and I believe he always kept it in his mind. In mid 2007, he disclosed the possibility of building a new campus on Hengqin Island and we went there

(圖片來源：澳門新聞局 / Photo source: Government Information Bureau of Macao SAR)

immediately for a site inspection. We even hired an architect to put our idea of a new campus into a drawing. After 2008 my motivation to press on came from the knowledge that the Chief Executive and the Macao SAR Government were actively negotiating with the Central Government and the People's Government of Guangdong Province on the campus issue.

A: When you learned that the NPC Standing Committee decided to authorize Macao SAR to exercise jurisdiction over UM's new campus site on Hengqin Island, what was the first thing that crossed your mind?

T: After I learned of the decision, the first thing that crossed my mind was: This is the greatest, most meaningful gift from the Central Government. This decision has not only given us a large piece of land for a new campus which is impossible to come by in the tiny city of Macao, it has also innovatively addressed all the legal, academic, security, immigration control and transportation concerns Macao people have about UM's relocation to Hengqin Island. **Building the new UM campus on Hengqin Island is a far-sighted human resource investment on the part of the Macao SAR Government, because it will help improve the quality of Macao's people, and consequently Macao's competitiveness and productivity. It can also help enhance Macao's image as a "city of culture".**



▲(左起)黎日隆副校長、謝志偉博士、趙偉校長與校董會司庫王宗發前往考察澳大新校區
(From left) Vice Rector Dr. Alex Lai, University Council Chair Dr. Tse, Rector Wei Zhao, and University Council Treasurer Mr. Wong Chong Fat went to Hengqin for site inspection of the new campus site

筆：當您首次踏足新校園廣闊土地的一刻，讓您感受最深的是甚麼？

謝：感受最深的是，澳大的師生終於有機會在一個理想的大學校園裡過真正的大學生活。我個人曾經有過這機會，而我在外國過的大學生活跟我每天在澳大所見的師生生活是很不同的。這裡的學生沒有足夠的空間，也沒有安靜的時間，然而大學水平的教與學，都需要適當的時、空配合，才容易產生「學術探求」的風氣和文化，以及「環境育人」的效果。

筆：澳大在10年間取得了很大的飛躍，尤其是在國際化進程上更為突出。新校園方案取得落實之後，您對大學今後的發展有哪些期許和展望？

謝：有了理想的校園硬件，我希望澳大能充分使用這些硬件來發展高素質的大學課程。這些課程必需有別於高中課程的延伸。澳大必須盡力吸引更多有志青年，願意全情投入學術鑽研和專業深造的學習模式中，並且透過同儕的切磋砥礪，培養出一種開放、理性、彼此尊重，和不斷進取的崇高校園文化。現在澳大進行的課程改革和計劃的住宿式書院制度，都是朝著這些方向進行。目前大學的首要工作，是要動員全體師生員工，整理大學內部的運作，剔除不應有的陋習，共同向一個更高的目標邁進。

筆：回想在2001年您接任校董會主席一職後便擔任修章工作小組召集人，其後經歷了一段漫長的修章過程，當中甚至遇到很多誤解和阻礙，請問過程中面對最大的困難是甚麼？

謝：修章小組就改革建議向校內同事諮詢時，由於一些有關薪酬福利的錯誤流言傳到部份員工耳中，曾導致諮詢期間發生不愉快的言語衝突場面。但修章最大的困難並不在此，而是在修章建議提交政府後有關政府部門的一些顧問就某些建議所提出的刁難。這些顧問們並不理解（或不曉得）現代國際高等教育的发展趨勢，只著眼於改革建議與政府行政運作的不同而諸多反對。經過多次解釋仍無結果，甚至連我們引用葡國上世紀80年代以來的高等教育改革為例來支持我們的觀點也不獲他們接受。終於在忍無可忍的情況下，我當著所有出席會議的各司級、局級官員代表義正辭嚴地指出，我在2001年受何特首所託，回到澳門幫助

澳大進行改革，目的是要使澳大的運作與國際高等教育接軌，藉此促進和提升澳大的學術地位。既然是改革，就肯定有部分與現行體制不同。而我憑著30年從事高等教育的經驗，可以保證所提的改革建議都是合乎國際期望的。如果有官員認為建議與現行政府體制不符就不能接受，我會把這種觀點與態度直接向特首報告，並請辭澳大校董會主席一職，理由是我不能在這種政府心態下完成他交託的任務。經此孤注一擲的感慨發言後，情況才有所改善。之後，憑著黎日隆總監（現任副校長）和他的同事的努力、忍耐和妥協，以及特首在重要關頭時的介入，我們建議的新章程和人員通則經過三年的漫長歲月，終於獲得通過，最後由立法會制定《澳門大學法律制度》，為澳大的新運作模式提供必須的法律基礎。



A: When you set foot on the new campus site for the first time, what were you thinking about?

T: My thoughts were, "Our students and teachers can finally enjoy a real university life in a great environment." I myself had the privilege of experiencing real university life when I was studying in the US. My university experience was very different from that of our students and teachers. Our students and teachers don't have enough quiet space to concentrate on their studies. University education needs sufficient space and the appropriate learning environment conducive to a culture of self education and scholarly pursuit.

A: Under your leadership, UM has made great strides over the past decade, particularly in terms of progress towards internationalization. Now that the new campus has been approved by the Central Government, what expectations do you have for the future development of the University?

T: I hope UM can seize this rare opportunity to develop higher quality programmes which are not merely extensions. And these programmes must be more than just the extension of high school education. **UM must make the best efforts to attract more aspiring young people who are willing to fully commit themselves to study and research. We must strive to cultivate a campus culture that promotes openness, a quest for scientific knowledge, mutual respect, and constant pursuit of improvement through supportive peer interaction.** The curriculum reform and the residential college system we are planning to introduce are all aimed at achieving these goals. The top priority for the University is to motivate all teachers, students and staff members to revamp the internal operation systems and get rid of undesirable habits so we can march towards a shared goal.

A: I know that after you took over as the University Council (UC) Chair in 2001, you served as the Convener of the UM Charter Revision Taskforce, and during the process of proposing Charter revisions you encountered many misunderstandings and obstacles. Can you tell us what the greatest difficulty that you encountered was?

T: Due to some false rumours about changes in remuneration and benefits, the initial internal consultation with some UM service staff was a bit ugly. That, however, was not the greatest difficulty. The real challenge was the stubborn opposition from some government advisors. They ignored (or weren't aware of) the international trend of modern higher education and opposed our proposals on grounds that they didn't conform to the government's existing bureaucracy. We tried to explain our reasons for reform many times, even citing the example of Portugal's higher education reform in the 1980s to support our arguments, but to no avail. In the end I could no longer contain my anger. I told the government officials that my purpose of returning to Macao was to help reform UM to conform with the international trends and standards so that its international academics status could be enhanced. **Since it was "Reform", we couldn't expect to do everything following by the existing practice. With thirty years of experience in higher education, I could guarantee that my proposals were in line with international trends. If the officials vetoed our proposal, I would have to report directly to the Chief Executive. I would resign my post as UC Chair since I couldn't fulfill the task entrusted by him with a government that was not open to change.** After this effort of no return, things started to improve. Through the hard work, patience and compromise of Dr. Alex Lai (now UM's Vice Rector) and other colleagues as well as the intervention of the Chief Executive at crucial moments, our proposed new *Charter* and *Judicial Regime* were finally passed by the Legislative Assembly, providing UM with a legal basis for its new operation mode.



筆：一所大學是否國際化可以從多個方面體現，其中之一是從全球招聘校長和教師，全球招聘制度為澳大帶來了哪些轉機？

謝：全球招聘校長和教師是國際型大學的慣例，它的理念是「用人唯才」和「擴闊視野」，但招聘過程也會出現名實不符的可能。2007年澳大首次以新章程的規定進行國際招聘校長時，就花了很大氣力保證整個過程都符合公開招聘的理念和「公平、公正」的原則，事實證明了我們的招聘是成功的。不但校長的招聘如此，副校長的招聘也如此，我們期望將來所有職位的招聘都一樣。當然不是每個職位都必需作全球招聘，因為有些工作必需考慮本地因素。無論如何，公開招聘是大學今後的基本要求，這對大學持守的理念和尋求適合人選的實際需要都有很大的幫助。

筆：過去10年，您參與了澳大的領導工作，提升了澳大的國際知名度，您對此有何感想？

謝：10年前的澳大可以說是沒有清晰的整體發展方向和承擔，其中一個原因是制度問題。當時的澳大是由政府直接管轄的，每年或每兩年由政府從澳大教授中挑選認為適合的人選當領導，在其教授薪酬上加一個領導津貼。這種安排，實際上意味校長的職位是兼職的。這種「維持式」的領導安排，肯定窒礙了大學長遠和進取的規劃，但在這種限制下大學仍有過去幾年的進步，大學管理層的努力是功不可沒的。2006年新章程實施後，制度的障礙基本上已經除掉，大學亦開始制訂十年長遠發展策略，現在更獲得千載難逢的建設新校園機會，我對大學突飛猛進的期望就強烈得多了。我十分同意現任校長趙偉教授「先內後外」，「先本科後研究院」的策略。只要大學大力提升師生奮發圖強的積極性，銳意細緻地辦好住宿式書院的本科教育，我相信其他一切優質大學應具備的因素，包括研究能力的提升，都會一步一步地建立起來，使澳大能躋身國際一流大學之列。■

A: The degree of internationalization of a university can be measured in many ways. Global recruitment of the rector, vice rectors and teaching staff is a contributing factor. What is the significance of the global recruitment for the University?

T: Global recruitment of rector and teaching staff is a common practice of world-class universities. The idea is to recruit top-notch academics from around the world based on candidates' merits and to infuse different perspectives into the University. Conversely, the recruitment process may not always live up to its name. In 2007, when UM started global recruitment of the Rector in accordance with the new *Charter* for the first time, we made our best efforts to ensure the process was fair and just. The result proved that our efforts paid off. The same was true for the recruitment of Vice Rectors. I hope our future recruitment can always ensure fairness. Certainly, not every post requires global recruitment and local factors must be considered. But in any event, open recruitment will be a basic requirement for our University, because it echoes our educational values and can help us obtain the most suitable candidates.

A: Under the leadership of the University's senior management, UM has enhanced its international reputation over the past decade. How has this been achieved?

T: Ten years ago, UM did not have a clear goal or a holistic approach to development, partly due to system-wise problems. Back then, UM was directly managed by the government. Every one or two years the government would appoint a professor it deemed fit as the Rector who would receive a rectorship allowance in addition to his regular salary. This means rectorship was a part-time maintenance job. Such system undoubtedly hindered the University's long-term development. It is actually amazing that UM has achieved so much over the past years in spite of an intrinsic weakness in the system. Such achievements would not have been possible without the extra efforts of the University's senior management. In 2006 when the new *Charter and Judicial Regime* were implemented, system-wise obstacles were basically removed, and the University began to formulate its *Ten-Year Development Strategy*. Now with this once-in-a-lifetime opportunity to build a new campus on Hengqin, I have much higher expectations for the university's future development. I fully agree with Rector Wei Zhao's proposal that we should "revamp the university's internal structure and operations before promoting its image to the outside" and "prioritize on strengthening the undergraduate programme". If we concentrate our efforts on improving our teachers' and students' initiatives, commit ourselves to quality undergraduate education, and introduce a residential college system, it would only be a matter of time before UM catches up with other world-class universities both in undergraduate foundation and postgraduate research capacity. ■



謝志偉

追尋

教育夢想

之路

The Road Less Travelled

– Dr. Tse's Relentless Pursuit of Educational Reform

出生於澳門的謝志偉博士，自言小時候並沒有甚麼大志願，且頑皮好動，學業成績非常一般，常遭父母和老師責罵。及至小學六年級得到多位良師的啟蒙和教導，才發奮圖強，中三時更考獲全級第一，出乎家人意外。人生奧妙之處，就在於永遠猜不透下一秒究竟會發生甚麼事。謝博士當時也絕對想不到會因為一些老師的關懷而改變了自己的命運，更意想不到的，他後來還考取獎學金負笈美國留學。當他完成博士及博士後研究工作後，命運把謝博士帶回香港，並且展開了一段長達30多載追尋高等教育夢想的不平凡歲月。

Life has its moments when unexpected twists and turns arise. Dr. Daniel Tse Chi-Wai's entire life story is a testament to this fact. Born in Macao into a family that valued education, young Daniel Tse was an energetic, naughty boy with average performance at school. He had no burning desire to reach for the stars and was frequently scolded by parents and teachers alike. But a turning point in his life came when he met several influential teachers in primary six who changed his life indelibly. With the encouragement of these teachers, young Daniel started to study hard and surprised his parents by clinching the highest academic prize in his junior high graduation class. Several years later, an unexpected academic scholarship award enabled him to further his college education in the United States. Upon completion of his doctoral and post-doctoral work, another twist of fate brought him back to Hong Kong to embark on an extraordinary journey of pursuing reforms in higher education that spanned more than three decades.



1971年在香港浸會學院(現為香港浸會大學)
校長就職儀式上
HKBC (now known as HKBU) President Inauguration
Ceremony in 1971

為浸大創造奇跡

謝志偉博士在1960年畢業於美國貝勒大學。1965年獲美國匹茨堡大學物理學博士學位。1968年回香港，任香港浸會學院物理系主任。1971年受聘為浸會第二任校長，成為當時全亞洲最年輕的高等院校校長。在他的領導下，浸會在1994年獲港英立法局通過法案，成為政府承認的正規大學。謝博士在任期間，浸會創立了各項嶄新課程，包括傳理學、中國研究及中醫藥全日制雙學位課程等。此外，謝博士在上世紀70年代已開創了香港高校籌款的先河。1981年浸會慶祝創校25周年時，他曾經在一年內為浸會籌得港幣三千多萬元，成為一時佳話。

然而謝博士在浸大的30年校長生涯並非一帆風順。他經歷過港英時代對私立高等教育的歧視、私立院校經濟的拮据、不平等的院校競爭、校園建設和學術水平的急待提升，及面對國際學術評審的考驗。所以當浸會升格為大學時，一位前任大學撥款委員會主席稱之為「奇跡」，另一位繼任的主席稱之為「傳奇」。無獨有偶，多年後謝博士同樣要為澳大修章、新校園方案等問題而面對類似的刁難和挑戰，有些澳門人將他的設想方案冷嘲為「煲無米粥」。「我一生人只為過兩件事拍案而起。第一次是為了浸大受到某政府官員無理的欺凌，我當時去信大學撥款委員會主席，說要辭去校長一職，並要求就該事件與有關官員到電台進行公開辯論。主席經調查後承認屬下辦事錯誤，事情才得到解決；第二次就是為了澳大修章。」

A Miracle Creator at HKBU

Dr. Daniel Tse graduated from Baylor University in 1960 and obtained his Doctoral Degree in Physics from the University of Pittsburgh in 1965. After returning to Hong Kong in 1968, he was appointed Head of the Department of Physics at Hong Kong Baptist College (HKBC). In 1971 he was appointed to be the second President of HKBC, becoming the youngest president of a higher education institution in Asia. Under his leadership, HKBC acquired the status of a recognized university in 1994 with a Charter approved by the Hong Kong Legislature. During his tenure as HKBC/BU President Tse launched a diverse range of innovative programmes, including the well-known courses in Mass Communications, China Studies, and the more recent full-time double-degree course in Chinese Medicine. In the early 1970s, he championed the cause of fundraising for higher education in Hong Kong. In 1981, to the marvel of the local community, he successfully raised more than 30 million HKD within a year to commemorate HKBC's 25th anniversary celebration.

However, Dr. Tse's three decades' tenure as President at HKBC/BU was not all smooth sailing. Instead, it was fraught with hurdles and challenges, including people's discrimination against private universities during the British rule in Hong Kong, a shortage of funds that plagued private universities, unfair inter-university competition, uneven quality of teaching, inferior facilities, and the hurdle of international academic assessment. It was against these odds that HKBC gained its university status, so much so that a former Chair of the University Grants Committee (UGC) called it "miraculous" while his successor referred to it "legendary". With history repeating itself, Dr. Tse encountered similar hurdles and challenges when he proposed the revision of UM's Charter and the construction of a new university campus years later. Some Macao people even ridiculed his plan as "cooking porridge without rice". "All these years, I have openly defied government authorities twice. The first time was when HKBC was bullied by a government official. I sent a letter to the UGC Chair, threatening to resign from my presidency and challenge the relevant government official to an open debate on radio. After investigation, the UGC Chair conceded that his subordinate made a mistake, and the problem was resolved. The second time was when I tried to get the UM Charter revised."

誤解、冷嘲熱諷卻從未打擊謝博士對教育改革的決心。在重要關頭，他總憑著信念扭轉乾坤，反敗為勝。浸大在謝博士離任前特別授予他榮譽人文學博士，在讚詞中，形容謝志偉過去30年是「在這荊棘叢中帶領浸會師生艱難挺進、走上坦途。」謝博士回憶過往一段日子，語態輕描淡寫，令人感覺不到當中的一點波瀾。時間雖然在他的兩頰刻上歲月的痕跡，同時也為他增添了幾分看透世事的智慧和豁達。

推動中醫藥發展

90年代，謝博士深感中醫藥在香港具有巨大的發展潛力，曾說服賽馬會答應撥款港幣六億元推動香港中醫藥的發展，其中一億元撥給浸會大學作為興建中醫藥大樓的經費。賽馬會的撥款引發了香港各大學爭相發展中醫藥課程和研究的熱潮。在2001年返澳後，他第一時間成立國際中醫藥學會，推動中醫藥的國際化和現代化，並且籌備出版以國際學者為對象的英語「在線」中醫藥學報，如今該學報已成為在國際上具領先地位的中醫藥刊物。

近年，澳大在中醫藥基礎研究上已經建立了良好的基礎，對於趙偉校長提出開辦生命及健康科學課程的建議，謝博士表示十分贊同。他認為這是世界科學研究的主流，如果澳大有了基礎的生命及健康科學課程，將來若有向醫學院進軍的機會，事情就更易水到渠成。澳大現正打造具國際標準的校園，待時機成熟，將來或許會與地區內或海外著名大學合辦面向區域以至全國的醫學院。

Never once was Dr. Tse's resolve for higher education reform weakened by people's misunderstanding or ridicule. At every crucial juncture, he always managed to turn the situation around by sticking to his strong belief in reform. Before he left HKBU, the University conferred him with an Honorary Doctoral Degree in Humanities. In the citation, he was hailed as "a pioneer that has blazed a trail through the brambles and led HKBU to its glorious achievements today." Dr. Tse recounted his past in a matter-of-fact tone as if he was telling someone else's story. Time has clearly left its marks on his face, but it has also let him attain a state of enlightenment enabling him to dance with life's ups and downs, gracefully and untiringly.

Advancing the Development of Chinese Medicine

Sensing the enormous potential of Chinese medicine in Hong Kong in the 1990s, Dr. Tse persuaded the Hong Kong Jockey Club (HKJC) to set aside 600 million HKD to advance the study and research of Chinese medicine in Hong Kong. Of the 600 million HKD, 100 million was given to HKBU for the construction of a Chinese medicine building. HKJC's support for Chinese medicine resulted in a widespread "Chinese medicine" fever among universities in Hong Kong as they scrambled to develop programmes and research in this field. Immediately after returning to Macao in 2001, Dr. Tse established the International Society for Chinese Medicine that aimed to internationalize and modernize the study of Chinese medicines. In the meantime he started the preparation of the "online" English version of a Chinese medicine journal that catered to scholars from around the world. By now, the journal - *Chinese Medicine* has become a leading international journal of high reputation.

In recent years, UM has established a solid foundation in the basic research of Chinese medicine. When asked about Rector Wei Zhao's proposal to launch programmes in Life and Health Sciences, Dr. Tse gave his full support for the plan, indicating that the programmes represent a dominant trend of scientific research. "Establishing basic programmes in Life and Health Sciences will make it easier for UM to set up a medical school should such an opportunity arise in the future. UM is now in the process of creating a world-class campus. When the time is ripe, perhaps it will be able to cooperate with well-known local and overseas universities to set up a regional or national-level medical school."

2001年浸大榮休歡送會上，與師生打成一片
Having fun with students and teachers at the 2001 Farewell Party at HKBU



▲獲前港督衛奕信頒授英帝國司令(榮譽)勳章
Former Governor of Hong Kong Lord David Wilson presenting the
C.B.E. medal to Dr. Tse

貢獻獲香港同行肯定

謝博士在其辦公室的兩面牆上懸掛了他過往30多年教育事業生涯中的輝煌成就，如1977年獲委為太平紳士、1986年獲頒英帝國官佐(榮譽)勳章、1991年獲頒英帝國司令(榮譽)勳章和1998年獲香港特區政府頒授金紫荊星章，以及獲歐、美、澳、香港及中國內地多所著名大學頒授的九項榮譽博士學位及三項榮譽教授等榮銜。對謝博士來說，每一張證書、每一個獎項都是一種肯定和認同，彌足珍貴，謝博士更先後獲其母校貝勒大學和匹茲堡大學頒授傑出校友榮銜。為了表彰謝博士對香港高等教育的貢獻，香港中文大學決定將榮譽社會科學博士授予當時仍是本地在任校長的謝博士。謝博士也直言，在當時來說，確是一件十分罕有的事。另外，在中南海與前國家主席江澤民握手會面、為協助籌建清華大學經濟管理學院後與前總理朱鎔基(清華大學經濟管理學院榮譽院長)、捐贈人利國偉爵士夫婦及清華大學校長等合照，都是謝博士推動中國高等教育發展的成果見證。今天，矗立在清華校園內的偉倫國際學術交流中心，也是謝博士在80年代為清華大學成功籌建的第一座建築物。

超越期待的成功

謝博士做事果敢負責，凡事親力親為，哪怕面對天大的難題都能沉著應對，在重要關頭，更能出奇制勝。浸會從學院發展至大學，中醫藥專業在香港的建立都是成功例子，相信澳大發展的突破也會是第三個成功的例子。很多成功人士都會有一些座右銘，謝博士笑說他沒有，但他常常鼓勵別人「努力做好自己的本份」。謝博士無論是擔任浸大校長抑或是澳大校董會主席，都十分努力做好自己的本份，甚至做出了超越期待的成績。對成功的定義，他這樣認為：「如果有一件困難的事落在我肩頭上，不管是我自己選擇的，還是別人交託的，只要我認為有意義，對社會有貢獻、有影響，而我又甘於承擔這責任，當我終於克服困難，按我的願望把事情辦好，我就覺得是成功了。」

遊子榮歸造福家鄉

很多人成功了，便不敢再接受新的挑戰，怕超越不了之前創出的佳績。但謝博士卻沒有任何的顧慮和包袱，繼續在他67歲退休後，接受從他家鄉傳來的邀請。「從香港浸會大學退下來，並不是因為感到疲倦，而是有感於自己已按當時的理想完成任務，接下來若有新的領導以新思維帶領浸大下一階段的发展，或者會有更多的突破。再者，每當想到幾十年來自己從未替家鄉做過甚麼事，心中難免感到慚愧。」謝博士透露當年行政長官何厚鏞安排與他共進晚宴，藉機遊說他回澳工作。「特首的話很有說服力，他說我10年的外國教育和30年的校長經驗對澳大的國際化發展將有莫大的幫助，這頂高帽子壓下來實在使我無法推辭。」

►「努力做好自己的本份」——謝博士寄語後輩，這句話也是他多年來的信條。圖為伴隨他50載教育生涯的鋼筆。
"Do your job well"—a principle Dr. Tse admonishes others to follow and lives by himself. Below is the pen he has been using for more than 50 years during his education career.

努力做好自己的本份
謝志偉



▼ 2001年獲香港浸會大學頒授榮譽學位
Dr. Tse received an honorary doctoral degree from HKBU in 2001

浸會大學
HONG BAPTIST UNIVERSITY
頒授榮譽博士學位典禮
Investiture Ceremony



▲謝博士對國際高等教育貢獻良多，先後獲歐、美、澳、亞洲的著名大學頒授九項榮譽博士學位及三項榮譽教授等榮銜。
Dr. Tse received nine honorary doctoral degrees and three honorary professorships from famous universities in Europe, the US, Australia and Asia in recognition of his remarkable contributions to international higher education.

Outstanding Contributions Recognized by Hong Kong Peers

Dr. Tse's office walls are decorated with a splendid array of medals, awards and certificates which are a testament to his outstanding achievements during a life-time career in education as well as his remarkable contributions to China's higher education. He was appointed Justice of the Peace in 1977, awarded the O.B.E. (Officer of the Most Excellence Order of the British Empire) medal in 1986, and the C.B.E. (Commander of the Most Excellent Order of the British Empire) medal in 1991, and a Gold Bauhinia Star medal from the Hong Kong SAR Government in 1998. He also received nine honorary doctoral degrees and three honorary professorships from universities in Europe, the United States, Australia, Hong Kong, and the Chinese Mainland. He was further honored by his Alma Mater Baylor University and the University of Pittsburgh as recipient of the prestigious "Distinguished Alumnus Award". In recognition of his outstanding contributions to the development of Hong Kong's higher education, the Chinese University of Hong Kong made an unusual decision to confer the Honorary Doctoral Degree in Social Sciences upon Dr. Tse when he was still serving as President of a local institution. On the walls of his office are photographs of his meeting with former President Jiang Zemin, and that of the former Premier Zhu Rongji (Honorary Dean of the School of Economics and Management (SEM) of Tsinghua University) in the presence of donor Sir Quo-wei Lee, his wife, and the President of Tsinghua University. These medals, awards, certificates and photographs are priceless accolades of his dedication to higher education. The Wei-Lun Academic Exchange Centre that stands inside the campus of Tsinghua University is the first building established with funds raised by Dr. Tse in the 1980s.

Success Beyond Expectations

A decisive, responsible leader with a hands-on approach, Dr. Tse is able to remain calm in the face of seemingly insurmountable difficulties and has a gift for turning the impossible into the possible, even when all odds are at stake. The pinnacle of his achievements while he was in Hong Kong was the gaining of HKBC's university status and the establishment of Chinese medicine programmes. We have every reason to believe that helping UM achieve breakthroughs in future development will add yet another glorious chapter to his history. While many successful people have personal mottos, Dr. Tse does not have one, but he often encourages people to "do your job well". This is certainly a principle Dr. Tse lives by himself, whether serving as HKBU's President or UM's University Council Chair. Asked about his definition of "success", he commented: "To me, success is when I overcome various difficulties and finally accomplish a challenging yet meaningful task which I believe will have a positive and far-reaching effect on society, whether that task is chosen by myself or entrusted by other people."

It's My Duty to Do Something for My Hometown

Many people, after succeeding once, tend to shy away from new challenges, fearful that they may not match their past glory. Unhindered by such fears, Dr. Tse returned to his hometown at the age of 67 after retiring from HKBU at the invitation from the Chief Executive of Macao to continue his pursuit of reform in higher education. "I did not retire from HKBU because I felt tired. I chose to retire because I felt I had already finished my job at HKBU as I originally planned, and with the groundwork I had laid it was time for me to make room for the new leadership with a new mindset to help HKBU achieve new breakthroughs. I also had a sense of guilt that I hadn't done anything for Macao and felt it was my duty to do something for my hometown." He recollected how the Chief Executive Edmund Ho invited him for dinner and persuaded him to return to Macao to contribute to Macao's higher education. "Mr. Edmund Ho said my ten years of education abroad and three decades of experience as HKBU's President would be a great asset to UM in helping it become a world-class university. His words resonated powerfully, and I really couldn't think of any reason to say no to such a worthwhile cause."

謙虛的謝博士說他沒有想過要在澳門再創另一番事業，但澳大新校園的設想獲中央通過之後，卻令他有所改觀。「澳大今後在橫琴的發展，是我從未見過的機遇，能參與這重大的工作，不但覺得光榮，更感興致勃勃。」謝博士是那種可以使用一支筆逾50年的人，要他回來出生的地方，為自己的鄉親服務，也應順理成章。

追尋夢想

引領澳大成功，完成了謝博士對高等教育的一個夢想；回來澳門後，他又為澳大實現了另一個教育夢。「神來國策先行計，三載豐宮偉殿堂。」三年後，澳大將擁有一個可以更好地實踐大學教學理念的新校園。在多次踏足新校園那片寬闊的土地，酷愛誦詩寫詩的謝博士不禁創作了《橫琴行》，抒發了他對新校園的嚮往和冀望。

在面對壓力時，謝博士也會借詩抒懷，但更多時是以古人的經歷勉勵自己，「欣賞詩人對生命的豁達，心情就會平靜下來，應變的能力也就增強了」。他常常引用宋朝詞人張孝祥《西江月》裏的名句：「世路如今已慣，此心到處悠然」來表達自己的心情。難怪這麼多年來，他都可以臨危不亂，披荊斬棘，為追尋教育的夢想而奮勇前進。

永不言休的謝博士曾經在一次演講中對學生說過：「開始原是一個夢想，若願意付諸行動，它會帶來改變。成功是要靠無數的失敗去累積。讓我們一起去追求夢想，願我們繼續追求教育改革的夢想。」

他又何嘗不是在說自己呢？

Modest by nature, Dr. Tse said he never thought of achieving something huge in Macao, but the Central Government's approval of the new UM campus somehow changed his mind. "The Hengqin new campus is an unprecedented opportunity I feel extremely honored and excited to be a part of this landmark project." Dr. Tse is the kind of person who uses the same pen for more than five decades. For him to return to his hometown and faithfully commit himself to a noteworthy cause is only second nature to him.

Relentless Pursuit of Educational Reform

From helping HKBC gain the university status to helping UM turn the new campus dream into reality, Dr. Tse has been relentless in his efforts. During his many visits to the new campus site, the prospect of a beautiful new campus excited him to express himself in a poem A Visit To Hengqin. "An unprecedented project, a reward for us dreamers, turning the new campus dream into a reality is in our hands." As envisioned in these lines, UM will have a spacious new campus to better pursue its educational values within the next three years.

As a way of relieving stress, Dr. Tse is an avid reader and poet during his spare time. His inspiration comes from his readings on the life stories of poets and he draws on their wisdom and strength of character. "When you read how the ancient poets gracefully danced with the ups and downs of life without batting an eyelid, you will achieve a state of inner peace, and will be able to better cope with changes." He often quotes two famous lines from the poem Moonlit Xijiang River by Song dynasty poet Zhang Xiaoxiang to express his outlook on life: "With the ups and downs of life I flow, with an inner peace my heart glows." Over the years, he has remained calm during outbreaks of crises and has never ceased in his pursuit of educational reform despite various difficulties and challenges. Dr. Tse once said to students in a speech, "Every worthwhile success begins with a dream, and if you are willing to act on that dream, it will bring about real change. Success comes only after countless failures. Let us pursue our dream together. Let us never cease our journey of higher education reform until this dream becomes a reality."

These words of advice were also a reflection of his personal journey of success.

A Visit to Hengqin

by Dr. Daniel Tse Chi-Wai

*By the Shizimen Channel lies a beautiful green site
In the scorching summer heat we come to unveil its mysterious mask
The boisterous waterfall splashes on the rocks from a dizzying height
The crystal clear waters nourish the Island and make it last*

*A coveted land on the west bank of the Pearl River
Now a generous gift to Macao from the Motherland
An unprecedented project, a reward for us dreamers
Turning the new campus dream into a reality is in our hands*

2009年7月28日澳門大學議庭及校董會成員與傳媒朋友聯袂赴橫琴島考察澳大新校園。園區位於十字門河道側，與澳門（鏡海）隔水相望。中央以一國兩制、先行先試創新思維，在橫琴島規劃中預留土地，並賦與特區政府必需政策，使澳大有足夠自由空間和優美環境從事高素質科研和大學教育工作。是日參與考察同人，得悉過百公頃依山傍水的美地，將於三年內建成上萬學子的學術殿堂，雖夏日炎炎，仍不減興奮雀躍心情。考察後前往午膳途中，經過天湖及三疊泉瀑布等名勝，更覺橫琴風景優美，動靜皆宜。黎日隆副校長認為應有詩句以誌當日情懷。現謹成七律一首充數。

On 28 July 2009, members of the University Assembly and the University Council of the University of Macau (UM), along with media representatives, went to Hengqin Island for a site inspection of UM's new campus site. Located by the Shizimen Channel, the new campus site is separated from Macao by a narrow channel of water. Within the framework of the "One Country, Two Systems" policy, the Central Government made an innovative and unprecedented decision to reserve a piece of land on Hengqin Island for the construction of a new UM campus. Moreover, Macao SAR was granted the power to exercise jurisdiction over the new campus site to ensure academic freedom and to create an ideal environment that would be conducive to high-quality scientific research and education. That day as we passed the beautiful campus site that would cover more than one square kilometre, the prospect of a soon-to-be beautiful new campus accommodating approximately ten thousand students generated incredible excitement. Not even the intensity of the scorching summer heat could dampen our spirits as we passed by places of interest such as the Tianhu Lake and Sandiequan Waterfall on our way to the restaurant for lunch, we couldn't help but marvel at the natural beauty of Hengqin Island. Vice Rector Dr. Alex Lai thought it would be a shame to let such a memorable day pass without dedicating a fitting poem to it. Reluctant to show my poetic ineptitude but unable to reject such a reasonable request, I drafted the following poem hoping to convey our excitement over the bright future awaiting UM.

十字門邊夏日長
泉飛彩瀑懸三疊
往昔珠江固寶地
神來國策先行計

橫琴汗滴翠環妝
湖泄清流潤八荒
如今鏡海啟珍藏
三載豐宮偉殿堂

橫琴行

謝志偉



►謝博士喜愛詩詞歌賦，經常以詩會友。Dr. Tse likes reading and writing poetry and often presents poetry to friends as gifts.

A Journey Fuelled by Persistence : The Past, Present and Future of UM's Microelectronics Research

20年前，成立不久的澳門大學科技學院舉步維艱，只設有兩個專業，而且在成立後第三年已開始面臨學生人數下降的危機。大部份學生都跑到商學院去了，對科技普遍興趣不大。科技學院能否辦下去都成疑問，更遑論要推動科學研究。如今，科技學院不僅跨過困境的考驗，更一步一腳印地實現由零到獲得國際專利的佳績。成功絕非僥倖，正如多年來一路見證和推動科技學院發展的靈魂人物之一——副校長(研究)馬許顯教授所言，科技學院能夠取得今天的成績，全賴學院的師生和職員多年來對學術的不懈追求、不畏困難和團隊精神所造就出來的。

Two decades ago, the Faculty of Science and Technology (FST) of the University of Macau (UM) was created but the number of students in the faculty started to decline after three years of operation mainly because most high school graduates chose to study business administration and lacked interest in science and technology. Even the very survival of the fledgling faculty was in doubt, let alone its research development. Today, FST has not only made great strides despite various difficulties, but has also been granted an international patent in microelectronics, which is a remarkable feat for a faculty that started from zero. But as UM's Vice Rector (Research) Prof. Rui Martins — one of the key figures who has witnessed and contributed to the realization of FST's achievements — correctly said, success was by no means achieved through luck. The faculty's achievements have been the result of the joint, unrelenting efforts of teachers, students and staff members.

馬許顯教授分享澳大微電子研究過去十多年之發展歷程

Prof. Martins shares the development of UM's microelectronics research over the past two decades

由零開始

科技學院成立於1989年，初期僅設有電機工程和土木工程兩個專業，以教學為主，基本上沒有科研。當時學生大多選擇主修工商管理，對科技專業普遍興趣不大。1992年左右，成立不久的科技學院已面臨學生人數下滑的問題，這樣下去科技學院前景堪憂。當年剛從葡萄牙應聘來到澳大的馬許願教授嘗試就此問題思考對策。他發現當時社會上知道澳大科技學院的人少之又少，院內學術研究氛圍薄弱、教學質素參差、技術水平滯後。當時的教師團隊僅包括幾個在本地公共服務公司工作的葡國工程師當兼職老師、來自國內的年長教授以及為數不多的本地年輕學者。逆水行舟，不進則退，要生存下去，改革已迫在眉睫。

研究和發展，相輔相成，特別是科學領域，只有在研究的基礎上才能談得上發展。當年學院的電機工程學士學位課程的教研和技術水平比先進大學落後差不多20年，微電子領域的研究更是一片空白。為填補這個差距，馬許願教授從當年電機工程系的四年級生開始著手，向他們傳授先進的微電子設計技術。他在畢業論文中加入微電子元素，將兩個課程第一學期的系統設計和第二學期的畢業論文內容結合在一起，並提出將學士課程名稱由電機工程系改為電子及電機工程系。此外，他還提出在電子及電機工程系設立研究生課程，特別是碩士課程，在微電子碩士課程走上軌道後，隨之設立博士生課程。

接下來便是要提高課程的知名度和影響力。萬事起頭難，當初學院到中學宣傳課程的時候，學生基本上只認識工商管理學院。為增加科技學院課程的吸引力，學院方面不但在報章積極推廣，同時在馬許願教授的穿針引線下，其中六位首批科技學院學生畢業後更有機會前往葡國從事專門科技研究，費用由澳門基金會贊助。這些舉措對有意投身科技專業的學生起了很大的鼓舞和宣傳作用，一年內報讀科技學院的學生人數顯著增加。學生人數穩定下來後，學院先後推出涵蓋各個工程領域的碩士及博士課程，為日後的科研發展奠定了堅實的基礎。

Starting from Zero

FST was founded in 1989. In its early years, it offered only two majors, namely Electrical Engineering and Civil Engineering. The faculty mainly focused on teaching, with almost no research activities. At that time, most high school graduates chose to study business administration and seemingly lacked interest in science and technology. As a result, the number of students enrolling in FST programmes was declining around 1992, threatening the survival of the faculty. Noticing this worrisome trend, Prof. Martins, who joined UM in the same year, tried to investigate the causes. He noticed that FST was little known to the local community; there were basically no research activities; the teaching quality lacked consistency; the technological development fell far behind that of developed nations; and the faculty team was not strong because it mainly consisted of several Portuguese engineers from local utilities companies who served as part-time professors, elderly professors from the Mainland, and a few young local scholars. It was like rowing against the current, one that doesn't strive to move upstream risks being swept away by the current. FST was teetering on the brink of collapse. Reform became a must.

Research and development feed on each other. Sustainable development cannot be achieved without research progress. This is especially true in the scientific field. In the early days of FST, the quality of teaching and research in the Bachelor Programme of Electrical Engineering was nearly 20 years behind that of advanced universities. There was no teaching and research in microelectronics. To bridge the gap, Prof. Martins started to lead fourth-year undergraduate students in the Programme of Electrical Engineering to study advanced microelectronics design technologies. He incorporated microelectronic elements in students' graduation theses, combined the work of 2 courses – System Design (1st semester) and Final Project (2nd semester), and proposed changing the name of the bachelor programme into Electrical and Electronics Engineering (EEE). He also proposed the creation of postgraduate programmes, in particular master's programmes in EEE, and gradually started to launch microelectronics courses at the graduate level, followed later by the launching of doctoral programmes.

The next goal was to enhance FST's reputation and influence. But it wasn't easy at the beginning. When FST staff visited middle schools to promote the faculty, they found that most students had only heard of the Faculty of Business Administration. To make FST courses more attractive, Prof. Martins not only made great efforts to promote the faculty through news articles, but also helped the first six FST graduates obtain the opportunity to go to Portugal for study and research with the funding from Macao Foundation. These initiatives greatly enhanced the faculty's reputation and provided greater motivation for high school graduates to choose FST. Within just one year the number of students enrolling for FST courses experienced a marked increase. After student enrollment numbers began to stabilize, the faculty successively launched master's and doctoral programmes in all engineering fields, laying a solid foundation for future research development.



1997年第一批澳大電機與電子工程系碩士畢業生合影
Group photo of the first batch of master's graduates from the Department of Electrical and Electronics Engineering taken in 1997



Developing with Baby Steps

With the progress of the curriculum reform, the faculty started to launch new programmes in Civil and Environmental Engineering and started to revise Mechanical Engineering into Electromechanical Engineering. This programme was almost closed at that time but is now one of the most popular programmes at FST. At the beginning these programmes were undergoing constant changes, and they were not completely recognized by the then Portuguese-Macao Government. Through the efforts of Prof. Martins, finally these programmes were recognized not only by Macao Government, but also by the Council of Rectors of Portuguese Universities (CRUP) and the Ministry of Education of Portugal, following a rigorous academic process of validation. From then on the faculty embarked on a journey towards steady growth. It continuously carried out curriculum reform; recruited high-caliber teaching staff internationally, including several young local scholars who received PhD degrees abroad; trained graduates to be teaching assistants and lecturers; and strived to create a professional research team.

In the early 1990s, UM had less than MOP 500,000 of annual university funding for all scientific research projects, which was only enough to cover expenses for the participation in some academic meetings. Lack of financial resources greatly hindered the University's research development. After taking over as the first Director of the Centre of Scientific and Technical Research (CSTR) of FST in 1993, Prof. Martins, along with two other FST professors, submitted the first three research project applications to UM's Research Committee (RC) for research funding, in hopes of advancing the development of Macao's scientific research. From 2003, FST began to have access to millions of MOPs of internal research funding from RC as well as external funding from the Science and Technology Development Fund (FDCT) of the Macao SAR Government, which is a great progress compared to the 1990s in terms of local support to scientific research development.

To develop more research professionals, Prof. Martins strived to encourage undergraduate students' interest in research and increase their research responsibilities by adding more research elements to their graduation projects and master theses. He also set up high standards for graduation by requiring students to publish papers in international refereed conferences and journals. In 1997, FST launched its first doctoral programme in EEE which included doing research at UM and the Technical University of Lisbon (Portugal). Portuguese professors in related fields were also invited to UM to attend the thesis oral defense of UM students

十年一劍

隨著課程的日趨成熟，學院開始推出新的土力及環境工程課程；並將當時的機械工程系改革為機電工程系，這個當初因乏人問津而幾乎要被取消的專業如今已成為科技學院最受歡迎的專業之一。剛開始這些課程仍處於不斷更改階段，資格仍未完全得到當時澳葡政府的承認。為此馬許願教授做了大量工作，最後課程通過嚴格的學術審核，不但得到澳門政府的官方認可，還得到葡萄牙大學校長會(CRUP)及葡萄牙教育部承認。自此學院的發展開始正式走上軌道。除不斷改革和完善課程，同時逐步將師資國際化，全球招聘優秀學者，包括在國外獲得博士學位的本地年青學者，並將畢業生培養成為助教和講師，為求打造出一支專業的研究隊伍。

90年代初，澳大在科研方面的資金不足，一般資助僅足夠支付學者參加一些學術研討會的費用，當時整間大學每年的科研撥款不足澳門幣50萬元。財政資源的不足嚴重制約科研發展。馬許願教授在1993年擔任科技學院研究中心首位主任後，便開始與另外兩位教授向澳大研究委員會提交了最早的三份研究項目資助申請，希望進一步推動澳門的科研發展。自2003年起，科技學院已能從澳大研究委員會的研究基金以及澳門特區政府的科學技術發展基金申請到上百萬澳門幣的研究經費。跟90年代本地對科研發展給予的資助相比，不啻為一個長足的進步。

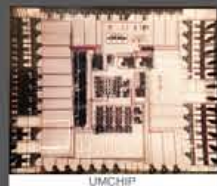
要培育科研人才得從苗子開始做起。馬許願教授從學士學生開始著手，鼓勵他們從事學術研究，培養他們對研究的興趣，並在他們的畢業項目及碩士論文中加入更多研究元素，讓學生一步步成長起來。他同時提高畢業要求，要求學生必須在國際研討會和學術期刊發表論文。1997年科技學院開辦首個電機及電子工程系博士課程，博士課程包括在葡萄牙里斯本理工大學及澳大進行研究，葡國有關專業領域的教授亦受邀來澳大擔任學生畢業論文答辯的評委，學生畢業時會獲得由澳門大學及葡萄牙里斯本技術大學高級技術學院/里斯本技術大學共同頒發的聯合博士學位。2000年及2002年，該課程的兩位微電子專業博士生以優秀成績畢業，其高水平論文亦在國際權威期刊上發表。這兩位畢業生現已成為科技學院電機及電子工程系的副教授，他們分別是余成斌副教授以及負責無線通訊實驗室(澳大首個研究實驗室，成立於2001年)的譚錦榮副教授。余教授在攻讀博士學位期間在美國三藩市舉行的2002年國際固態電路會議上成功發表論文。該會議是微電子領域的頂級會議，被譽為「國際晶片奧林匹克」。在此之前，國內僅有香港科技大學的代表在該會議上發表過論文。

who, upon graduation, would receive dual doctoral degrees from both UM and the Instituto Superior Técnico (IST) / TU of Lisbon. In 2000 and 2002, the two doctoral candidates who were involved in that programme and specialized in microelectronics graduated with excellence and had their papers published in high-level international journals. Now, these two graduates have become associate professors at the EEE Department of FST. They are Prof. Tam Kam Weng, who is in charge of the Wireless Communication Laboratory (UM's first research laboratory established in 2001), and Prof. U Seng Pan, who, during his doctoral study period, successfully published his papers in the world's top conference in microelectronics, the International Solid-State Circuits Conference, which is considered to be the "World-Chip Olympics". Before that representatives from no domestic university except the Hong Kong University of Science and Technology had published papers at this conference.

邁向國際

初時澳大、甚至澳門在微電子的研究還沒做出成績，在學術上也寂寂無聞。沒有良好的基礎、沒有顯赫的名聲，為了爭取研究能在國際權威學術期刊和國際會議上發表，只得由零開始，由建立實驗室做起，一步步走到現在。

1994年的澳大晶片(UMChip)可說是澳大微電子研究的轉捩點。它是第一個向研究委員會提交的研究，同時也是10位第一批一年級碩士生的研究成果。澳大評，成績令人鼓舞。當時澳大晶片所採用過多年發展，現在由澳大的微電子研究團(1000奈米)。科技的日新月異加上技術上力和艱辛可想而知。馬許顯教授回憶道，有先進的技術也沒有實驗室，唯一能做的概念，幸而學生吸收得非常快而且十分勤片要送到葡國組裝。現在科技學院已擁有能獨立研發先進微電子晶片的實驗室(模擬與混合超大規模集成電路實驗室，於2003年成立。網址：http://www.fst.umac.mo/en/lab/ans_vlsi/index.html)。可謂功夫不負有心人，付出的心血最終換來科研成績的飛躍。



晶片在1995年的一個國際研討會上備受好的技術叫CMOS，最小面積為1.2微米，經隊設計的晶片已小至65奈米(1微米相等於的差距，要後來居上，師生背後付出的努當時的教學及研究條件均十分欠缺，既沒是給學生講授新的微電子知識和灌輸新的奮。澳大電子系開始時設施置乏，製作品

除自身的努力外，與業界保持緊密合作和交流對長遠發展不可或缺，特別是像微電子研究這樣的高端科技領域。2001年，澳大與葡國Chipidea微電子集團簽署了合作協議在澳建立命名為Chipidea微電子(澳門)有限公司的設計中心，該集團是全球排名第一的模擬與混合信號集成電路知識產權(IP)供應商，並在全球各地均有設計中心，如葡國里斯本和波爾圖、波蘭、比利時及後來的澳門和蘇州等，近年被美國Synopsys新思科技公司(Nasdaq: SNPS) - 全球領先的電子設計自動化(EDA)軟體工具和提供集成電路知識產權(IP)領導廠商所收購。該澳公司內大部份工程師都是澳大的畢業生，而余成斌副教授是該公司的澳門區域經理及模擬電路設計高級經理，現在兼任科技學院副教授的他一直擔任積極的領導成員，並和澳大微電子研究團隊保持緊密合作。除此之外，澳大微電子研究團隊一直與半導體業界(歐洲、中國、台灣最先進晶圓廠)保持合作和聯繫，不斷吸取奈米電子領域的最新知識、最尖端技術及最先進經驗，力求為學生提供更多就業機會及提升大學在研究領域的知名度。

隨著研究生課程的發展和日漸成熟，此刻羽翼漸成的微電子系，已開始邁出走向國際的腳步。除了不斷在國際期刊和研討會上發表論文之外，澳大的微電子研究團隊還通過世界知名的出版社如Springer Press和中國科學出版社發表了三部基於博士論文成果的著作。自90年代中起學院便開始鼓勵學生在IEEE舉辦的會議上發表論文，過去十多年先後發表近150篇微電子領域的論文。除論文發表成果豐碩之外，另一個最重要的成就是獲得電機電子工程師學會(簡稱IEEE)的認可。IEEE是國際科學技術的工業標準，全球共有超過35萬名會員。2004年澳門IEEE分部在IEEE第10區(亞太地區)成立，當時僅有50名會員。目前它擁有200多名會員，下設三個分會，分別為電路與系統及通訊聯合分會、計算機分會以及靜態電路分會。澳門分部及其三個分會每年會組織大型區域性及國際性會議，由於2008年成功組織了IEEE亞太地區CAS-APCCAS會議，電路與系統及通訊聯合分會於2009年獲IEEE電路與系統分會頒發年度分會大獎，以表彰其過去一年在相關領域的卓越成就及貢獻。同年馬許顯副校長因在「領導工程學科教學」的傑出成就獲選為IEEE院士，成為首位獲得該項IEEE榮譽的澳門學者。

研究人員通過版面設計分享有關自主研發技術的經驗
Research team members sharing experience about independently-developed technology through IC mask design



在實驗室互相交流，分享科研的樂趣
Exchanging views and sharing the joy of research in the lab

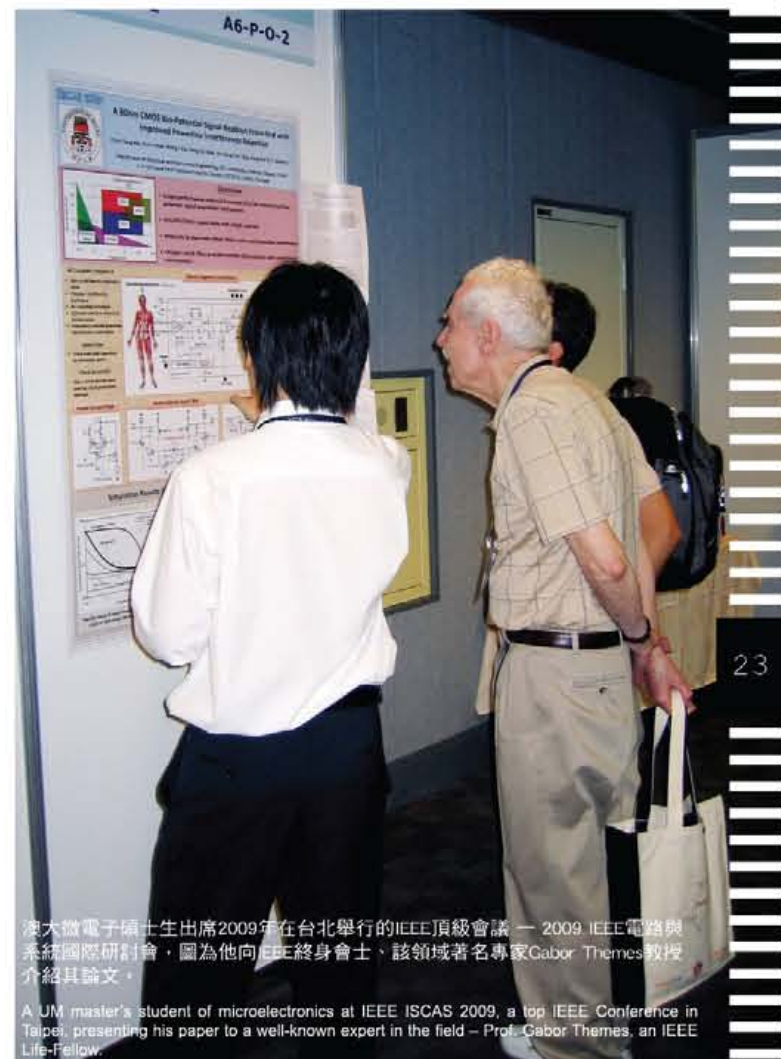
Aiming for Internationalization

Back then, UM and Macao were languishing in obscurity in terms of microelectronics research achievements. To enhance UM's reputation in this field, the first step was to publish research in notable international refereed journals and conferences. But UM didn't even have a research laboratory, so they had to build one. In retrospect, FST's journey towards today's achievements has been a long one paved with many baby steps.

1994 marked a turning point in UM's microelectronic research development. It was in this year that UMChip - the first research project developed by the first ten first-year master's students - was submitted to the Research Committee. UMChip was well received later at an international seminar in 1995, spurring greater research enthusiasm in students and teachers. The minimum size of the UMChip which adopted a technology called "CMOS" was 1.2 micrometers. Through years of development, now the minimum size of a chip designed by UM's microelectronics team is 65 nanometers (1 micrometer = 1000 nanometers). Such great technological progress would not have been possible without the hard work and joint efforts of teachers and students involved. Prof. Martins said that in the early days there were no sufficient teaching and research facilities, no access to advanced technologies, and no laboratories. So the only thing to do was to pass on new microelectronics knowledge and concepts to students. Luckily students were very hard-working and absorbed knowledge fast. At that time after they made a chip, they needed to send it to Portugal for assembly due to lack of local facilities. Now, FST has its own laboratory, the Analog and Mixed-Signal VLSI Laboratory (established in 2003, website: http://www.fst.umac.mo/en/lab/ans_vlsi/index.html) with the ability to develop advanced microelectronic chips independently. The great strides FST has made are a perfect testament to an old adage: Where there is a will, there is a way.

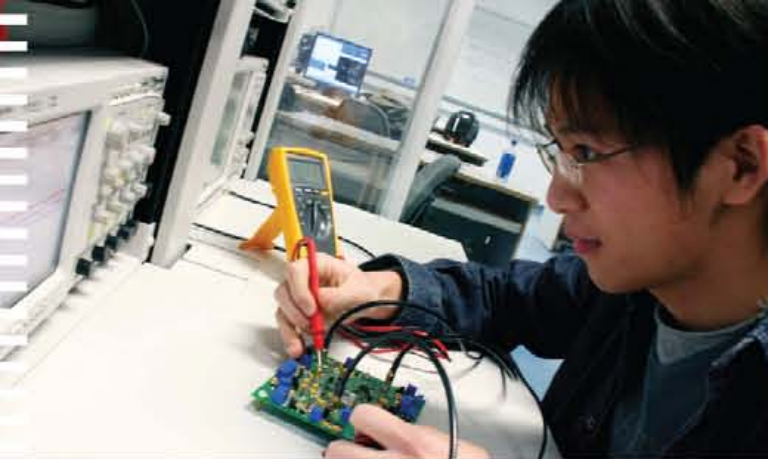
Apart from hard work, maintaining close collaboration with the industry is also indispensable to sustainable development of a hi-tech area like microelectronics. In 2001, UM and a Portuguese company called Chipidea Microelectronics, SA, signed a collaboration agreement on the establishment of a local design centre, namely Chipidea Microelectronics (Macao), Ltd. The Chipidea Corporate is the world's No. 1 Analog and Mixed-signal IP provider and has design centres around the world such as Lisbon and Porto in Portugal, Poland, Belgium, and later Macao and Suzhou. Recently, it was acquired by an American company Synopsys, Inc. (NASDAQ:SNPS), the world leader in electronic design automation (EDA), and a leading silicon IP provider. Most engineers working in this Macau company are UM's graduates. Prof. U Seng Pan is currently the Macao Site Manager and Senior Manager of Analog Design of Synopsys. Now while serving part-time as associate professor at FST, he continues to be an active leading member of UM's microelectronics research team. In addition, UM microelectronics team has also been working closely with the semiconductor industry (namely the most advanced silicon foundries from Europe, China and Taiwan) to acquire the latest knowledge, state-of-the-art technologies, and the most advanced experience in the field now known as Nanoelectronics, in hopes of providing more job opportunities for UM graduates and raising the research profile of the University.

With the development of postgraduate programmes, the microelectronics team began to aim for internationalization by striving to publish research achievements at higher levels. In addition to continuing to publish papers in international referred journals and conference proceedings, the team also released three books based on doctoral thesis results through well-known international publishers like Springer and Science Press (China). In the mid-1990s, the faculty began to encourage students to publish papers at IEEE-held conferences and close to 150 papers on microelectronics have been published since. Apart from publishing papers, another important achievement was winning the recognition of the Institute of Electrical and Electronics Engineers (IEEE). IEEE has more than 350,000 members worldwide. It serves as an internationally-recognized industrial yardstick of scientific and technological development. In 2004 IEEE Macao Section was founded in IEEE Region 10 (Asia, Australia and the Pacific), with only 50 members. Presently it has three local chapters, namely the Joint-Chapter on Circuits and Systems (CAS) and Communications, the Computer Chapter, and the Solid-State Circuits Chapter, with more than 200 members. This IEEE Section and the three chapters organize large-scale conferences and seminars at the regional and international levels on a yearly basis. Thanks to the great success of the IEEE Asia-Pacific Conference on CAS - APCCAS 2008 it organized, the Joint-Chapter on CAS/COM received in 2009 the World Chapter-of-the-Year Award from the IEEE CAS Society in recognition of its outstanding achievements and contributions during 2008. Also in the same year, Prof. Martins was elevated to IEEE Fellow with the citation "for leadership in engineering education", being the first from Macao to achieve this high rank in IEEE.



澳大微電子碩士生出席2009年在台北舉行的IEEE頂級會議——2009 IEEE電路與系統國際研討會，圖為他向IEEE終身會士、該領域著名專家Gabor Thoms教授介紹其論文。

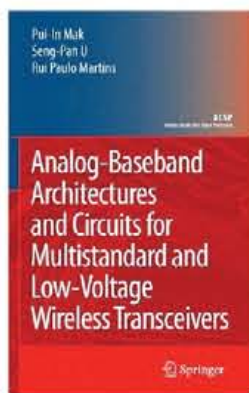
A UM master's student of microelectronics at IEEE ISCAS 2009, a top IEEE Conference in Taipei, presenting his paper to a well-known expert in the field - Prof. Gabor Thoms, an IEEE Life-Fellow.



首個專利

在科學領域，競爭異常激烈。成功靠的不是天才，而是對專業追求上的毅力和專注。而在微電子領域裡，要取得成就，團隊工作尤為重要，因為科技發展迅速，研究的成果，都是經過每天千錘百鍊，日復一日的努力累積而來，不能一蹴而就。

澳門土生土長的麥沛然博士，在當年還是科技學院一年級學生時，因馬許願教授在課堂上展示研究成果而深受啟發，繼而立志從事微電子研究。他在2003年取得電機及電子工程學士學位後，因成績表現突出於2004年開始直接攻讀博士學位，並且僅以兩年半的時間便達到所有課程要求。在攻讀博士期間，麥沛然在導師馬許願教授及余成斌副教授指導下，完成十多篇與微電子有關的研究論文，並在權威刊物IEEE/IEE期刊及國際性研討會上發表，當中數篇更獲優秀或最佳論文獎。多年來，馬許願教授、余成斌副教授和麥沛然博士三人合作無間，多次在國際學術期刊上發表論文，今年五月由三人共同研發的一項微電子研究項目「用於多制式接收器的雙階段頻道選取技術」更為澳門和澳大取得了首個美國專利。麥沛然博士是專利研究的第一作者，他在博士期間已開始進行有關的研究。2005年初，在澳大以及特區政府科學技術發展基金的支持下，微電子研究團隊開始為該項目申請專利，前後共花了四年的時間才通過嚴格的審批程序。澳大電機及電子工程系從最初名不見經傳發展至今天站在國際學術前沿，對澳大學生來說是一種莫大的鼓舞，證明只要肯付出努力，高端科技和國際認可，都不再是一個跨越不了的門檻。



《用於多制式接收器的雙階段頻道選取技術》——介紹麥沛然博士獲取專利技術的專著

The monograph on the patented technology "Two-Step Channel Selection for Wireless Receiver Front-Ends" based on Dr. Mak Pui In's PhD thesis

麥沛然博士測試研發晶片的性能。晶片包涵取得美國專利的研究技術。
Dr. Mak Pui In is testing the performance of the chip developed with the patented technology

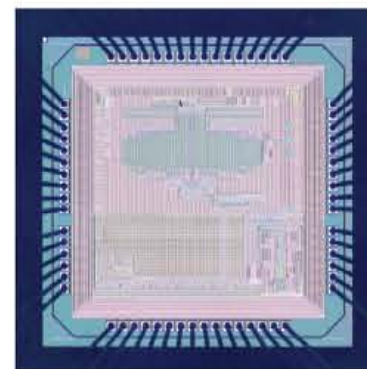
(左起)麥沛然博士、馬許願教授及余成斌副教授手持美國專利證書及2009年度IEEE年度分會大獎證書在模擬與混合信號超大規模集成電路實驗室前合影
(From left) Dr. Mak Pui In, Prof. Martins, and Prof. U Seng Pan in the Analog and Mixed-Signal VLSI Laboratory, holding the US patent and the 2009 IEEE CAS Society World-Chapter of the Year (attributed to Macao) Award Certificates



The First US Patent

Scientific research is an extremely competitive field where success depends not on genius but on perseverance and single-minded focus. In the microelectronics field, team work is particularly critical to success because technology develops at a dizzying pace. No success is achieved overnight. Every achievement is the result of persistent efforts.

Motivated by a research achievement presented by Prof. Martins in class, Dr. Mak Pui In, a native of Macao, made up his mind to study microelectronics while he was still a first-year EEE student. He received his bachelor's degree in Electrical and Electronics Engineering in 2003. Because of his outstanding academic performance, he skipped to his doctoral degree study in 2004 and met all the programme requirements within just 2.5 years. During his doctoral study period, he finished more than ten research papers on microelectronics under the guidance of Prof. Martins and Prof. U Seng Pan and had the papers published in IEEE/IEE journals and international conferences, several of which won outstanding paper awards and best paper awards. For many years, Prof. Martins, Prof. U Seng Pan and Dr. Mak Pui In have been collaborating closely and jointly published papers in many international journals. In May 2009, the project "Two-Step Channel Selection for Wireless Receiver Front-Ends" jointly developed by the three of them was granted Macao's first US patent in microelectronics. The primary inventor of this technology, Dr. Mak Pui In started relevant research while he was still studying for his doctoral degree. In early 2005, the team started the application process with the support from UM and FDCT, and through a 4-year, rigorous examination process, this project was finally granted the US patent. The development of the Department of Electrical and Electronics Engineering from a little-known department to an active player at the forefront of the international academic scene is a great encouragement for UM students. It conveys a clear message: As long as you work hard, nothing is impossible.



模數轉換器，該研究技術源於一篇博士論文，於2008年設計，面積為90微米
Analog-to-Digital Converter designed in 2008 based on a PhD thesis, with a size of 90 μm



微電子研究團隊
UM microelectronics research team

Future Path

No institution should rest on its laurels and UM will never cease its efforts in microelectronics research. Achievement of one target just represents the starting point of a higher target. Now, one research project is waiting for patent approval, while another five are still in the patent application process. To strengthen the collaboration with domestic universities, the Analog and Mixed-Signal VLSI Lab of UM and the ASIC & System Lab of Fudan University have signed a Memorandum of Understanding on the establishment of a state key lab at UM. This project is now waiting for approval from the Macao SAR Government and the Central Government. Upon completion of the new campus, UM will set up three open research bases, one for Information Science and Electronics (that will include the Microelectronics Lab), one for Chinese Medical and Pharmaceutical Sciences, and one for Energy and the Environment. Prof. Martins expressed his expectation that the improvement of research facilities will help UM realize new achievements and breakthroughs in the future. ▮

未來之路

每次得到的榮譽當下便成過去，達到一個高度後又是另一個高度的挑戰。澳大的微電子研究從未停下腳步。目前研究成果尚有一項處於待批階段，另外五項正在提交申請。另一方面，為加強與國內高校的合作，澳大模擬與混合信號超大規模集成電路實驗室已與復旦大學ASIC系統實驗室簽訂了有關合作成立國家級重點實驗室的備忘錄，目前該項目正在等待澳門特區政府及中央政府的批准。在新校區建成後，澳大將建立三個開放式研究基地：訊息科學及電子基地(包括微電子實驗室)、中華醫藥基地以及能源與環境基地。馬許願教授期望硬件設施的擴展能為澳大科研發展創造更好的條件，在未來能為澳門及澳大帶來更多的超越和突破。 ▮



(左起)何兆幫、馮柏榮、馮天雲
(From left) Ho Siu Hong, Fong Pak Weng and Fong Tin Wan

冠軍

The Pain Behind the Gain

- An Exclusive Interview with UM Debating Teams

是這樣煉成的 - 專訪澳大三個辯論隊

台上，他們穿著筆挺的裝束，從容自信，時而義正詞嚴，時而妙語連珠，煥發睿智雄辯的光采。

台下，他們揮灑青春的激情，不斷進行各項訓練，為的是能夠站在頒獎台上，享受掌聲帶來的喜悅。

他們是一群在辯壇上披荊斬棘的勇士，認真前行、探索真理。

在唇槍舌劍過後，我們伺機走近，一窺這批冠軍辯手究竟是怎樣煉成的。

On stage, they are formidable opponents dressed in neat suits, exuding charismatic self-confidence. They are masters of eloquence whose logical, witty and entertaining speeches never fail to captivate the audience and judges.

Off stage, they toil with every ounce of their youthful passion in one training session after another, hoping the seeds of their efforts will produce joy and victory.

They are fearless fighters determined to blaze a trail to the truth.

You may admire their seemingly innate gift of eloquence so charmingly displayed on the debate stage, but have you ever wondered about the pain behind their gain?

每週例會必不可少

澳大普通話、粵語和英語辯論隊作為澳門大學的三大王牌校隊，由成立至今，先後贏得多項澳門、全國和國際性賽事的冠軍和最佳辯手獎。為能夠登上光榮的頒獎台，強雯、羅樂、張雋輝、馮柏榮、馮天雲、何兆幫、梁靜雯和吳子薇，平日除為學業拼搏外，其餘所有時間是為辯論賽作準備。在不用比賽的日子，他們堅持每週進行至少一至三次的例會，反覆觀看比賽錄像、搜集資料、參加培訓班、進行模擬演練等。與此同時，他們每日還要閱讀報紙，以及人文、科學、法律及哲學等方面的書籍，務求掌握最新的國際時事和擴闊各領域的知識層面；賽前一週更每晚開會，商討如何破題、立論和總結陳詞等。

艱難的起飛

澳門屬於粵語區，學生平日都說粵語，1999年澳大招收的內地生只限於廣東、福建和海南，澳門本地生的普通話水準又不高，因此可挑選作隊員的對象很少，結果那年的國際大專辯論賽，費很大勁才徵召到六名會講普通話的隊員，連打模擬訓練賽人數都不夠。澳大普通話辯論隊就是在這樣艱難的情況下展開培訓的。

制定策略首奪冠軍

前些年普通話辯論隊參加不少國際賽事，但屢戰屢敗，鮮有佳績。主教練尹德剛教授和領隊張學森先生總結教訓，認為主要是臨比賽才組隊，事後即解散，這樣勢必缺乏有效訓練，難以獲取佳績。及後在校領導支持下，於2001年正式組建了澳門大學普通話辯論隊，堅持利用課餘時間進行常年培訓，並制定有針對性的培訓方案和應戰策略。在開闊隊員知識面和增加辯論技巧的同時，他們帶領隊員與各地辯論強隊進行各種比賽和交流，「隊員通過不斷參加各項大小賽事，從實戰中累積經驗，同時達到以賽帶練的效果，將辯論隊整體提升到可以參加國際賽事的水準。」尹教授說。

自此，辯論隊一步一步朝著冠軍的寶座邁進。

2002年8月22日普通話辯論隊在中央電視台戰勝香港高校聯賽的冠軍隊—香港浸會大學隊，贏得了進入全國大專辯論賽八強的機會。

2004年普通話辯論隊赴新加坡參加首屆亞太大專華語辯論公開賽，先後戰勝辯論名隊澳洲墨爾本大學、香港浸會大學、新加坡國立大學、台灣輔仁大學，獲得冠軍。



Meetings, Meetings, and Meetings

Since their foundation, the **Mandarin Debating Team**, Cantonese Debating Team and English Debating Team of the University of Macau (UM) have won championships and best debater awards at numerous competitions at the local, national and international levels. But the path to the coveted award platform has been paved with the joint efforts of team members like Qiang Wen, Luo Le, Zhang Junye, Fong Pak Weng, Fong Tin Wan, Ho Siu Pong, Leung Ching Man and Ng Chi Mei, who have been devoting almost all their time outside study to preparing for competitions. Even when there is no competition to prepare for, they still meet at least one to three times a week to watch competition videos, collect materials, attend training, and conduct mock debates. Not only do they read newspapers every day to keep abreast of the latest international news, but also they read books on different subjects such as humanities, science, law and philosophy to increase their knowledge in different areas. One week before a competition, they meet every night to discuss how to state the introduction, arguments, and summary for or against the debate topic.

A Difficult Start

When the Mandarin Debating Team was trying to recruit new members in 1999 in order to participate in the International Varsity Debate Contest, it was like trying to pick the tallest among a group of short people in terms of Mandarin proficiency, because at that time UM only recruited Mainland students from three provinces (Guangdong, Fujian and Hainan), and most local students' Mandarin proficiency was not that good either. In the end, the team scraped together six members who could speak Mandarin, which was barely enough even for mock debates. Despite the shortage of qualified debaters, the Mandarin Debating Team started training.

Winning the First Championship with Tactics

In the past, UM participated in many international debate contests but rarely won any awards. Head Coach Prof. Yin Degang and Team Leader Mr. Samson Cheong decided that this was mainly due to lack of a debating team and effective training. Normally an interim team



其後，尹教授帶著士氣高昂的辯論隊闖入各大華語辯壇的決賽。八年來，他們先後獲得20多個大賽獎項，包括亞太大專華語辯論公開賽冠軍、中國名校大學生辯論邀請賽冠軍、香港澳門與內地辯論邀請賽冠軍、粵港澳辯論邀請賽冠軍、珠澳電視辯論賽冠軍、澳門高等院校學生辯論賽冠軍及2007年在北京獲得國際大專辯論賽亞軍。辯論隊的成功，大大提升了澳大在全國和國際上的學術知名度，也令不少內地生因為慕普通話辯論隊的名氣而決定報考澳大。

致勝關鍵

尹教授強調每場比賽都有不同的策略，而成功的經驗是把每一場比賽都當做一個新的課題來推敲和鑽研。「辯題確立後，我們就要解析辯題，權衡利弊，確定一個最有利於本方論證的核心論點，並能以之攻破對方任何的立論和抵擋對手的任何攻擊。能不能確立這樣一個核心論點並圍繞它展開精闢的論述和攻辯是辯論賽的成敗關鍵。當然，隊員之間的團結和默契也很重要。」尹教授說。

was hastily formed just before a competition and was quickly dissolved after the competition was over. To solve this problem, they gained the support of UM's senior management and founded the Mandarin Debating Team in 2001. Then they carried out regular training during spare time and devised training plans and tactics that aimed to maximize debaters' strengths and help them improve their weaknesses. In addition to increasing debaters' knowledge of different subjects and improving their debating skills, Prof. Yin and Mr. Cheong seized every opportunity to enter the team in various competitions. "We decided that participating in competitions would be the best way to practice, so we attended various competitions, big and small, and gradually they gained more experience and became ready to compete at international competitions," Prof. Yin said.

From then on, the team embarked on an exciting journey - one step at a time - towards coveted championships.

At the CCTV-broadcast National Varsity Debate Contest on 22 August 2002, the team finally advanced to the top eight finalists after defeating Hong Kong Baptist University (HKBU), champion of the Hong Kong Varsity Debate Contest.

At the 1st Intervarsity Debate Tournament, Asia Pacific Open 2004 held in Singapore, the team defeated strong contestants including the University of Melbourne, HKBU, National University of Singapore, and Fu Jen Catholic University, and won the championship.

Brimming with confidence and high morale after this triumph, the team made its way to the finals of numerous Mandarin debate competitions. For the past eight years, they have won awards at more than 20 competitions, including championships at the Intervarsity Debate Tournament--Asia Pacific Open 2008; China Famous Universities Debate Contest; Macao, Hong Kong and Mainland China Inter-universities Debate Invitational Contest; Intervarsity Debate Contest among Canton, Hong Kong and Macao; Zhuhai and Macao Varsity Debate Contest; and Macao Varsity Debate Contest. In 2007 the team won the first

runner-up prize at the International Varsity Debate Contest held in Beijing. The team's success has not only enhanced UM's academic reputation both at home and abroad, but also helps attract Mainland students to the University.

Key to Success

Prof. Yin stressed that no one tactic can apply to all competitions, and the key to success is to treat every competition as a completely new challenge. "After the debate topic is determined, we need to analyze the topic and identify a general viewpoint that can serve as powerful 'defensive and offensive weapons'. Whether such a general viewpoint can be identified and whether we can create strong arguments to support it and defend it from the opponent's attack are the key to success. Of course team members must be on the same wavelength and closely collaborate, which is just as important." Said Prof. Yin.

Most inter-university debate competitions take place during holidays. Prof. Yin said with a smile that he and his team haven't enjoyed a holiday in several years because of training. Our ancestors had a saying, "A wise man's eloquence can save a nation from crisis when a strong army or a priceless treasure fails". But it's never easy to attain the state of eloquence, as our debaters can attest.

Like Magnets for Students

Thanks to their impressive achievements in recent years, the three debating teams have become magnets for students, with each team receiving more than a dozen applications every semester. Competition is fierce. "We hone team members' debating skills through contests," remarked Prof. Yin, "and we have experienced debaters teach rookies to ensure that we will never be short of good debaters even after experienced ones leave the teams upon graduation." Prof. Yin said that potential and the ability to manage stress are of course important, but dedication, passion, and willingness to spend a lot of time on debate are even more important. Rookies usually undergo six months' observation and training, and only those who pass the rookie elimination contest can stay. Every year only six or seven students can make it through to the end.

Burning Passion

A debater and an assistant coach, Qiang Wen treats debate passionately, as if it's her career. This summer, she gave up returning to her hometown to see her parents so she could have more time preparing for a competition. She majored in Business Administration for her bachelor's degree but switched to Communication and New Media for her master's degree due to the influence of debate. She used to be criticized as lacking logic. But through years of relentless efforts and unswerving perseverance, today she responds quickly and is good at summarizing. So far she has won four best debater awards. She has such a deep passion for debate that she often racks her brain over debate drafts, sometimes even to the point of missing meals and sleep. But because of passion, she enjoys it immensely.

At one preliminary event of Macao Varsity Debate Contest the team lost to Macau University of Science and Technology. This unexpected setback was very hard for Qiang Wen to accept. But with a never-give-up spirit, resilient Qiang Wen and her teammates quickly bounced back from the disappointment. They devoted themselves wholeheartedly to preparing for the subsequent events and finally won the championship and a best debater award, beating their own record of four straight championships with yet another victory.

大專院校的辯論賽大多安排在假期進行，尹教授笑說為了辯論隊，已多年沒有好好放過長假，隊員也要為比賽作出犧牲。「一言之辯，重於九鼎之寶；三寸之舌，強於百萬雄兵。」看來，要練就在台上揮灑自如靈活運用那三寸之舌，也非易事。

學生慕名加入辯論隊

近年，慕名參加辯論隊的同學十分踴躍，每學期各隊都有數十人報名，在擇優錄取下，競爭也頗為激烈。「我們的培訓方式是以賽帶練，以老帶嫩，保證每屆都有一批優秀的新隊員傳承。」尹教授說，辯論的潛質和抗壓能力固然重要，但更重要還是看他們的投入和熱情，同時是否願意花時間在辯論上。新人往往要先經半年觀察和訓練，通過決定去留的新人賽後才獲錄用，能撐到這階段的每年一般僅有六、七人左右。

視辯論為事業

一直視辯論為事業的強雯，既是隊員又是助教。今年暑假，她就因為要備戰而放棄回老家看父母的機會。本科讀工商管理系的強雯，因受辯論影響，碩士時轉讀傳播與新媒體碩士課程。強雯曾被指說話缺乏邏輯，但經過多年的努力與堅持，今天的她思維敏捷，擅於歸納與總結，並已手執四次大賽的最佳辯手獎項。她一直視辯論就如事業般認真看待，常常為完成一篇辯論稿而費煞思量，甚至廢寢忘餐也樂此不疲。

辯論隊參加全澳辯論賽初賽時曾有一場輸給了澳門科技大學，這次失準令強雯一直耿耿於懷，「那次輸了，一時間真的很難接受。」但鬥志頑強的強雯和隊友們在賽後馬上收拾失落的心情，為隨後的比賽進行精心準備，最終為澳大贏得冠軍和最佳辯手獎，寫下五連冠的輝煌歷史。



不怕丟臉才有進步

來自中文系的張雋燁，在今年中國名校大學生辯論邀請賽奪得全場最佳辯手獎，被尹教授讚賞思路清晰、邏輯性強、知識面廣。原來，她也當過被「痛罵」和「丟臉」的階段。「我們每次賽後都開檢討會，被罵得多了，自然有所改善。而且不怕丟臉，才會有進步。」她不諱言，比賽的日子的確很辛苦，「記得在廣州打粵港澳辯論賽時，白天整天比賽，晚上要討論到半夜三點才能上床睡覺，然後六點起床，八點又再參加比賽。辯論時腦袋迷迷糊糊的，都不明白自己是怎樣撐過來。」張雋燁考獲獎學金到澳大讀書，成績非常優秀。她一度擔心出外比賽影響學業而想過中途放棄，但強雯的一句話：「辯論不是鬧著玩的，不能說放棄就放棄！」擊中她的心坎，使她一直堅持到現在，「其實只要將專業學習和訓練的時間安排妥當，是不會影響學業的，相反，很多隊友在加入辯論隊後由於學到更多知識和掌握了好的學習方法，更有助提升學科的成績。」而三度奪取最佳辯手獎的羅樂坦言，辯論隊的最大魅力是來自於團隊精神，「大家經常聚在一起進行思想的激辯，當有新的點子湧出而且又獲大家認同時，便會感到很興奮。我們也曾經在一個暑假內去了三個不同的國家比賽，結識不同的朋友，這都是很寶貴的人生經歷。」

Lose Face to Gain Progress

Zhang Junye is from the Department of Chinese. The winner of the Best Debater Award at this year's China Famous Universities Debate Contest, Zhang is described by Prof. Yin as possessing extensive knowledge and the ability to create logical and well-organized arguments. But she has come a long way from "losing face" and being "bombarded" with criticism. "We have review meeting after every competition. Because I used to be criticized a lot, I made great improvement. If you are afraid of losing face, you will never progress." She said that every competition is a test of not just her debating skills but also her physical fitness. "Take this year's competition in Guangzhou for example: during the daytime, we had to attend the competition for a whole day, after that we had to meet with teammates until three in the morning, then we went to sleep and got up at six and then went to the competition at eight. During the competition, I felt so tired I couldn't think straight. I don't know how I even made it through the competition." Zhang Junye is a scholarship-funded student with impressive academic performance. She once considered quitting the debate team because she feared too much time spent on debate competitions might distract her from her study. But Qiang Wen's words "Debate is not some pastime that you can quit as you like" changed her mind. "Actually if you can well balance your time between study and training, it will not affect your study. Many teammates have actually improved their academic performance after joining the debating teams because they can acquire more knowledge and good learning methods."

A winner of three best debater awards, Luo Le says the greatest charm about debate is the team spirit. "We often get together for a debate. When you have a new idea that everyone agrees with, you would feel really excited. We once went to three different countries for competitions during one summer holiday. That gave us the opportunity to meet with different friends. These are all valuable experiences for us."

大量閱讀擴闊知識領域

相比普通話辯論隊，粵語辯論隊雖然沒有主教練的帶領，但隊員從前輩豐富的積澱中吸收到充沛的養分，加上各系老師提供的寶貴建議和自身的進取，令他們在賽場上表現卓越，屢創佳績。今年，他們就贏得了澳門高等院校學生辯論賽粵語組冠軍，以及在港澳辯論交流賽中打贏了香港大學和香港中文大學。

馮天雲、馮柏榮、何兆幫在訪問時經常提及成功的辯手除能言善辯、詞鋒銳利、反應靈敏外，最重要是掌握各領域的知識。今年八月在澳門舉行的第18屆港澳大專粵語辯論邀請賽，馮柏榮憑出色的表演獲得了最佳辯手獎。他平時喜以閱讀林肯的書來提升自己的辯論技巧，「林肯是一位很出色的演辯家，他擅長以淺顯故事去說明一些大道理，既很幽默，又值得學習。」沉實穩重的何兆幫，加入辯論隊才一年多，便在今年與香港大學何東夫人紀念堂辯論隊合辦的港澳辯論交流賽中獲頒最佳辯手獎。謙虛的他認為自己能夠勝出全賴隊員的出色表現和通力合作。他課餘還喜歡釣魚，藉此訓練耐性。「釣勝於魚，辯論也一樣，我享受辯論中思想交流所產生的共鳴更甚於賽果。」



Voracious Reading to Increase Knowledge

Unlike the Mandarin Debating Team, the **Cantonese Debating Team** does not have a head coach. But the experience passed on from senior debaters to rookies, valuable suggestions from teachers of various departments, and team members' constant pursuit of improvement, have enabled them to score one victory after another at various debate competitions. This year they won the championship at the Macao Varsity Debate Contest. They also defeated the University of Hong Kong (HKU) and the Chinese University of Hong Kong at the Hong Kong and Macao Varsity Debate Contest.

During the interview, Fong Tin Wan, Fong Pak Weng and Ho Sio Pong made frequent mentions of the qualities a successful debater should possess, including eloquence, quick response, and most importantly, extensive knowledge of different subjects. At the 18th Hong Kong and Macao Cantonese Debate Contest held in Macao this August, Fong Pak Weng won the best debater award with his outstanding performance. During his spare time, he likes to read Lincoln's books to improve his debating skills. "Lincoln is an outstanding orator; he is good at explaining something very deep with very simple stories in a humorous way, so he is a brilliant example to follow." Ho Sio Pong joined the team only one year ago, but he already won the best debater award at this year's Hong Kong and Macao Universities Debate Contest co-organized by the Debating Club of UM Students' Union and the Lady Ho Tung Hall Debating Team of HKU. Modest by nature, he attributes his success to the joint efforts of the whole team. During his spare time, he likes fishing because it helps him develop more patience. "The process of fishing gives you more satisfaction than the fish you get in the end. I enjoy the intellectual sparks produced during the process of debating more than the outcome itself."

Winning the First International English Debate Award for UM

Established in 2003, the **English Debating Team** has made great strides in recent years. Last year it won championships at the 28th World Universities Debate Contest and the 6th Macao Varsity Debate Contest successively. At the World Universities Debate Contest, Leung Ching Man defeated more than 700 debaters from around the world and finally won the first best English debater award at an international contest for UM. This year she and Sun Guangqin participated in the 13th "FLTRP Cup" National English Debating Competition and won the championship, with Leung Ching Man winning the highest score among nearly 300 contestants.

Leung Ching Man is from the Department of Government and Public Administration. She is known for her composed style and pointed remarks during debates. She says that through several years' development, the team has now established a sound training system. But it's still very difficult to find an experienced coach as English debate competitions are relatively new in Macao, so the responsibility of training rookies falls on experienced teammates. The team invites Prof. Loke Wing Fat from Singapore to give lectures twice a year to pass on his overseas experience to team members. Every competition involves the participation of every team member, so any individual's honor is attributable to teamwork. All this time everybody has been working very hard in solidarity. And every time they go all out as a team, with a shared goal in mind.



獎項之外的收穫：廣交世界各地的朋友
We are all winners — of friendship

為澳大奪首個英語辯論國際獎項

英語辯論隊在2003年成立，近年成績突飛猛進，去年先後贏得第28屆世界大學生英語辯論賽及第六屆澳門高等院校學生辯論比賽冠軍。在世界賽中，梁靜雯擊敗世界各地700多名辯手，為澳大奪得首個英語辯論賽「最佳辯手」的國際獎項；今年她與搭檔孫廣泰參加第13屆「外研社杯」更奪得全國冠軍，梁靜雯在近300名參賽辯手中得分最高。

來自行政學系的梁靜雯，辯論以犀利冷靜見稱。她說，辯論隊經過多年的發展，基本上已建立了一套很好的培訓制度，由於英語辯論在澳門並不普及，他們很難找到有經驗的教練指導，培訓新隊員的責任就落在老隊員身上。另外還會一年兩次邀請新加坡陸永發教授為隊員開班授課，將外來的經驗傳授給隊員。每次出賽基本上都是全隊總動員，個人榮譽也就是全隊的榮譽。大家一直都很努力和團結，每次都全力以赴，無分彼此。

訓練批判思維

吳子薇曾在第六屆澳門高等院校學生辯論比賽奪得初賽最佳辯論員獎。然而，她首次參與國際性辯論賽卻是鎩羽而歸。「對手辯論技巧十分高，論點和論據都力度十足，那次雖然輸了，卻心悅誠服。外國學生大多住在校內宿舍，每星期都可以進行密集式的訓練，加上他們從小就培養批判性思維和演講技巧，這些都是我們所欠缺的。」

英語辯論隊近年積極出外比賽，並不斷改變策略和加強批判思維等方面的訓練，隊友的整體實力也提高了，近兩年更能夠在一些國際性辯論賽中擊敗各國勁旅，證明他們的培訓策略是成功的。

「都云辯手痴，誰解其中味？」在採訪辯論隊員過程中，完全可以感受辯論隊員對辯論的執著和熱情，但真要領略箇中滋味，那就非親身參與不可了。今個學年，他們的賽程和訓練日程早已排得滿滿的，期望他們再一次戰譽歸來，為澳大再創佳績。」



英語辯論隊在第六屆澳門高等院校學生辯論賽奪魁
English Debating Team won championship at the 6th Macao Varsity Debate Contest



英語辯論隊奪得第13屆「外研社杯」全國冠軍
English Debating Team won championship at the 13th "FLTRP Cup" National English Debating Competition

Training Critical Thinking Skills

Ng Chi Mei once won the best debater award at the preliminary event of the 6th Macao Varsity Debate Contest. But her first experience at an international debate competition was a disappointing failure. "We were competing against a very strong team with excellent debating skills, well-thought-out viewpoints, and strong arguments. We lost, but our disappointment was mixed with sincere admiration for the opponent. You know foreign students mostly live on campus, so they can have intensive training every week. Plus foreign people attach great importance to training children's critical thinking ability and speech skills. These are our weaknesses."

But by participating in various competitions, constantly revising tactics, and strengthening training in critical thinking ability, their debating skills have been greatly improved. The fact that they have defeated strong opponents at numerous international competitions over the past two years proves that their training tactics are successful.

What may appear to be an incomprehensible mania for "pointless arguing" in outsiders' eyes is actually a burning passion for something that matters greatly to debaters. You just have to be in their place to appreciate their passion. These debaters already have a packed schedule for competitions and training for this academic year. Let's wish them every success in their future journey! ||



培訓後大合照
Group photo at the end of training

穿越時空的寶藏

Time Travel in the Library

走進位於澳大圖書館的古籍特藏室，在圖書館員的帶領下，穿越時空，了解那一頁頁漸被淡忘的光輝往事。

Have you ever fantasized about time travel? Well, come with me. Let me take you time traveling in the Rare Book Collection Room of the University Library. Let us unveil the dust-covered curtains of some glorious chapters of history that have faded from our memories over time.



古籍室展覽廳
The exhibition section of the Rare Book Collection Room



古人認為橙色紙可以用來防止書籍被蟲蛀
Ancient people believed that orange paper can prevent books from getting worm-eaten

珍藏一百多種明清珍本

「這裡的古籍一般不外借，進入書庫時不准攜帶手袋，開放對象限於本校教職員和學生，校外人士進入需要遞交推薦信……」圖書館員耐心地向我說明進入古籍室的一些規矩。古籍是人類文明延續的歷史見證，非常珍貴，萬一遺失或損毀了，都無法挽回。

進入古籍室要經過一道玻璃門和厚厚的木門，大門設有特設的鎖，需由專人開啟。古色古香的古籍室最外面佈置成展覽廳一樣，陳列了與澳門有關的古籍資料。進入特藏室要再經過一道安檢的門，特藏室分兩部份，外面主要收藏近現代較為珍貴的平裝書(包括國內外)，裡面還有一個較小的套間，專門收藏中國線裝書。一排排棕色的書櫃按經、史、子、集分類，陳列在其中的古籍部分用函套套著。進入特藏室後，感覺特別涼快，為了保存珍貴古籍，這裡的室溫常年維持在攝氏18至24度，濕度控制在70%以內；因為太濕容易使紙張生霉和蟲蛀，太乾燥又易令紙質變脆。這裡沒有窗，是為避免紫外光的照射損壞古籍。

這裡典藏著全館最珍貴的100多種明清善本古籍，其中三部在今年入選第二批《國家珍貴古籍名錄》的明版善本古籍也收藏在保險櫃內，設有24小時監控攝錄裝置，以防盜失。現時，全館只有三人可以打開這個保險櫃，平日若有讀者需要翻閱保險櫃內的古籍，至少需要兩名館員才能開啟保險櫃。



特藏室一角
Inside the special collection room

More Than 100 Types of Rare Books from Ming and Qing Dynasties

"It is open to UM staff and students only, outsiders need a recommendation letter to get in, and normally books here are not available for loan, handbag is not allowed in either..." the librarian said, patiently explaining the stringent rules to me. These rules are necessary as ancient books are extremely precious in the sense that they are the witness to the survival of civilizations, therefore any loss or damage would be irrevocable and immeasurable.

My pilgrimage to the Rare Book Collection Room took me through a glass portal and a thick wooden door guarded by a special lock which can be opened only by authorized librarians. I entered a room that exuded an aura of bygone charm to be greeted by an exhibition section displaying Macao-related ancient books. Then I entered another security door and was now in the Special Collection Room that mainly houses precious modern paperback books sourced from China and abroad. These books are kept in brown cabinets organized by category, with special care for ancient books which are kept in protective cases. Inside the Special Collection Room there is a smaller room dedicated to Chinese thread-bound books. The temperature in the Special Collection Room is kept at a cool 18°C to 24°C and the relative humidity is kept under 70% all year round, because books are prone to get moldy or worm-eaten if the room is too damp and quickly become brittle if the room is too dry. The Special Collection Room has no windows in order to prevent the harmful ultraviolet rays of the sun from damaging the books.

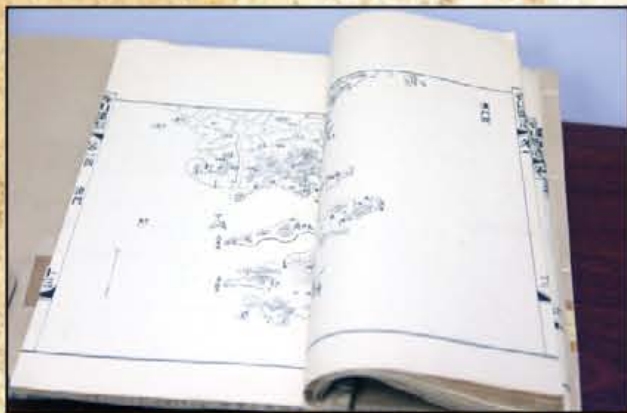
More than 100 types of ancient books dating back to the Ming and Qing dynasties, including the three Ming dynasty books included in this year's *National Catalogue of Rare Ancient Books*, are the cream of the Library's collection. These books are locked in safes under 24-hour CCTV surveillance, and can be opened only by three librarians. Readers are denied access to the books in these safes unless accompanied by at least two librarians.

世界第一部漢英字典

一本本經過愈百年洗禮的古書靜靜地躺在特藏室的角落裡，一段段陳封已久的歷史正等待被掀開、被翻閱。那三本厚厚的，封面已褪了色的《華英字典》，是世界上第一部漢英雙語字典和中國境內最早使用西方活字印刷術排印的第一部中文書籍，由基督教來華傳教士馬禮遜獨力編著，於1815年在澳門出版。當年馬禮遜曾經在澳門秘密學習中文一段時間，希望以中文向中國人傳教，後來他的中文比一些中國人要好。字典內的每一個漢字及每一個英譯，都是澳門中西文化結合的象徵。它也使中國文字和文化得以進一步被外國人認識，是現今文化研究上寶貴的史料。



世界第一部漢英—漢英對照字典—《華英字典》
The first Chinese-English dictionary in the world - *Hua Ying Zi Dian*



現存澳門唯一一本《澳門紀略二卷》
A two-volume book called *Macao Chronicle*, the only existing chronicle of Macao

澳門最早地方誌

另一本被翻開的古籍《澳門紀略二卷》，是澳門的地方誌，也是世界和中國歷史上第一部系統地介紹澳門的古籍著作，屬清乾隆本，由印光任、張汝霖編撰，於1751年完成。據圖書館員介紹，這書是現存最早的澳門地方誌，而且非常罕有，極為珍貴。由於經歷多個年代的洗禮，紙質已變得非常脆弱，翻閱時圖書館員千叮萬囑要小心，怕我稍一不慎就將珍貴的扉頁折斷。

The First Chinese-English Dictionary in the World

To my eyes, these ancient monographs lying quietly in the corners with value that has withstood the test of time are not so much books as glorious chapters of history that have faded from our memories, waiting to be rediscovered. The three thick books called *Hua Ying Zi Dian* with discolored covers are copies of the first Chinese-English dictionary in the world as well as the first book in China to adopt the western movable type printing. The dictionary was compiled by Robert Morrison, the first Protestant missionary in China, and was published in Macao in 1815. During his stay in Macao, Robert Morrison secretly studied Chinese language, hoping to undertake missionary work in Chinese, and later his Chinese proficiency was even better than some locals. This dictionary has a unique status in the history of cultural studies because every Chinese character and the corresponding English translation in it are a symbol of integration of Chinese and western cultures. It is this first Chinese-English dictionary that enabled foreigners to learn more about Chinese characters and culture.

The First Chronicle of Macao

Now I'm looking at a two-volume book called *Macao Chronicle*. It was compiled by Yin Guangren and Zhang Lulin from Qing dynasty when China was under the reign of Emperor Qian Long. When it was completed in 1751, it became the first book in the world to provide systematic information on Macao. The librarian told me this is the oldest existing chronicle of Macao and is therefore extremely precious. Time has taken its toll on the book and the pages have become very brittle. Hardly had I touched the first page of the book when the librarian went to great lengths to remind me to be extra careful, fearing that the movements of my clumsy fingers would result in the irrevocable demise of this timeless treasure.

Ming Dynasty Block-printed Rare Books Included in the National Catalogue of Rare Ancient Books

The Library now houses over 13,000 volumes of more than 6,000 types. Despite the small quantity, these books, most of which were donated, cover a diverse range of topics and have high antiquarian, academic and artistic value. Three block-

明朝刻本入選《國家珍貴古籍名錄》

圖書館目前珍藏的古籍有6,000餘種，共13,000餘冊，儘管數量不多，但其內容豐富，涉及面廣，具較高的文物、學術和藝術價值。館藏來源大部份以捐贈為主。三部入選第二批《國家珍貴古籍名錄》的明朝刻本古籍，分別是《新編纂註資治通鑑外紀義》、《重校正唐文粹》及《宗忠簡公文集》。這批古籍原為近代嶺南學者汪兆鏞(1861—1939)、汪宗衍(1908—1993)父子的藏書，後來由何賢先生(1908—1983)購入後於1982年捐贈予東亞大學(澳門大學前身)。

古籍數碼化

為迎合數碼化時代的需求，加強對館內古籍的整理研究，方便讀者利用互聯網實現古籍資源分享和師生進行教學和研究工作，圖書館專門開發了古籍影像系統。該系統收錄了由明朝至民國時期的67種中文古籍，包括入選《名錄》的三部古籍，共計682冊、12,774頁，錄入工作仍在進行中，並將逐步數碼化、電子化英、葡文的古籍，預計到下一學年結束時，所錄入的古籍將達30,000頁。圖書館員介紹說，館方在2003年已開始古籍掃描的工作及以後的編目和數字化處理。處理這麼龐大的資料，需要很多人手吧？「現時有三位館員兼任此項工作，掃描古籍全靠人手操作，人手不足就聘請學生助理協助。其實在整理古籍和編輯系統資料過程中，最大困難是對某些古籍的版本進行考證，需要查閱大量相關文獻，及邀請專家學者進行分析和解決編目問題等，這個過程耗時最長。」

特藏室印證了歷史的足跡不被時間湮沒，將來的子孫萬代仍可從前人遺留的寶藏中汲取知識和經驗，而那一頁頁漸被淡忘的光輝往事也會重現眼前……



三部入選《國家珍貴古籍名錄》的明朝刻本
Three Ming dynasty block-printed rare books included in the *National Catalogue of Rare Ancient Books*

printed books from Ming dynasty—*Xin Bian Zuan Zhu Zi Zhi Tong Jian Wai Ji Yi*, *Zhong Xiao Zheng Tang Wen Cui* and *Zong Zhong Jian Gong Wen Ji*—have been included in the 2nd *National Catalogue of Rare Ancient Books*. These three books were previously owned by Wang Zhaoyong (1861-1939), a famous Guangdong scholar from the late Qing dynasty, and his son Wang Zongyan (1908-1993). Later they were bought by Mr. Ho Yin (1908-1983) and donated to the University of East Asia (later renamed University of Macau) in 1982.

Digitization

With the advent of the digital era, the Library developed the Rare Book Scanning System in order to facilitate teaching and research by teachers and students as well as the sorting and study of ancient books through Internet-based resource sharing. Workers have already finished scanning 67 types of ancient Chinese books from Ming dynasty to the Period of Republic of China consisting of 682 volumes and 12,774 pages, including the three books included in the *National Catalogue of Rare Ancient Books*. In addition to Chinese books, the Library is planning to digitize ancient books in English and Portuguese as well. It is expected that by the end of the next academic year the scanning of 30,000 pages of ancient books will be complete. The librarian told me that the scanning, indexing and digitization of ancient books started in 2003. Looking at this sea of books, I couldn't help but wonder how many people are needed for such a daunting task. As if sensing my hidden curiosity, the librarian said: "now we have three staff taking care of the scanning. It is done manually, so we hire student helpers when there is a shortage of staff. Actually during the process of sorting and editing system information for the books, the greatest challenge is the textual research part because it requires extensive research as well as analysis and indexing by experts, which is very time-consuming."

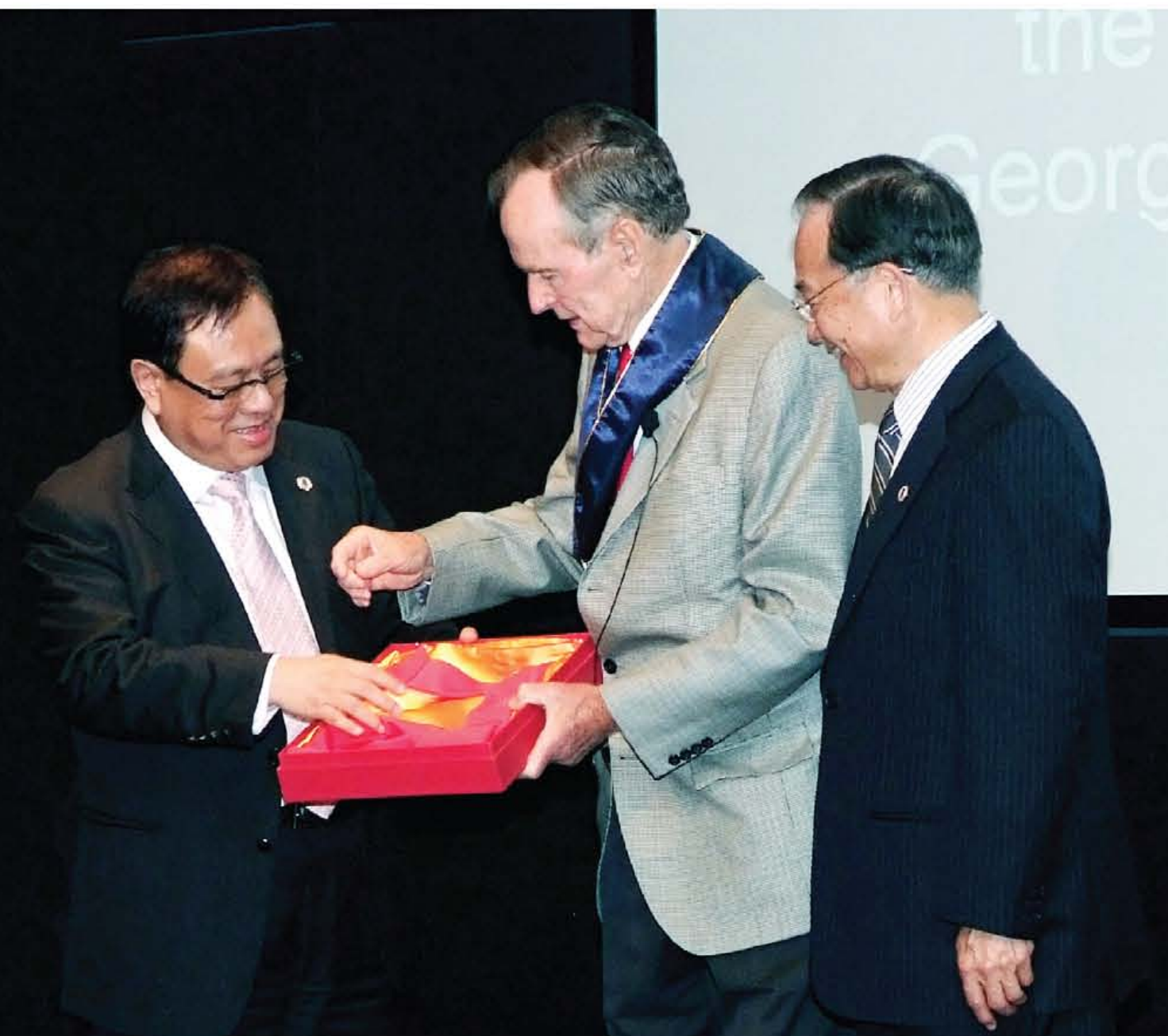
The end of our time travel in the Library brings our overdue appreciation of the timeless value of this veritable treasure trove of history from which future generations can draw knowledge and experience. As I bid my farewell to the Library, I was certain that those glorious chapters of history that would have otherwise disappeared into oblivion without these ancient books would now linger in my memory forever...

澳大頒授榮譽博士學位予

UM CONFERRED *Honorary Doctorate* UPON

美國前總統喬治·布殊

FORMER US PRESIDENT *George H. W. Bush*



(左起) 校董會司庫王宗發、喬治·布殊及校董會主席謝志偉博士
(From left) Treasurer of the University Council Mr. Wong Chong Fat, Mr. George H. W. Bush and Chair of the University Council Dr. Tse Chi Wai

澳門大學(澳大)每年都會向世界各地傑出人士頒授榮譽博士學位，以表彰其卓越成就及對社會所作出的重大貢獻，也藉此加強澳大與世界的聯繫。今年，澳大分別頒授榮譽博士學位予四位傑出人士，包括：美國第41任總統－喬治·赫伯特·沃克·布殊先生、傑出教育家顧明遠教授、當代新儒家代表杜維明教授、作品具廣泛影響力的中國當代卓越文學家及國家前文化部長王蒙博士。

由於喬治·赫伯特·沃克·布殊先生年事已高，為免其舟車勞頓，澳大校董會主席謝志偉博士、校董會司庫王宗發、趙偉校長、副校長黎日隆博士及教務長彭執中於今年4月遠赴美國向美國第41任總統喬治·赫伯特·沃克·布殊頒授榮譽社會科學博士學位，以表彰他對促進中美關係的傑出貢獻。

喬治·布殊是世界知名推動中美關係正常化的先驅者。他在任總統期間，不斷重申「一個中國」政策，支持和平解決台海問題，促進中美邦交正常化，將中美雙邊關係推至新的高度。

「今天是一個很有意義的日子，我很感激澳門大學代表團專程遠道而來，將如此重要的榮譽學位親自頒授給我，這對於我本人甚至中美關係來說，意義都非常重大。」年屆85歲、依然精神矍鑠的喬治·布殊，在接過榮譽社會科學博士證書及標誌榮譽學位的坎肩和金章後，向現場觀眾親切地說出他的感受。

儀式後，老布殊發表了一場精彩的演講，大談中美建交在歷史上以及對今後世界局勢發展的重要意義。老布殊的演講充滿睿智，不失幽默，充分表現出他曾經作為大國領袖的獨特魅力。

The University of Macau (UM) confers on a yearly-basis honorary doctoral degrees upon distinguished individuals from around the world in recognition of their outstanding achievements in various fields and their remarkable contributions to the society, in hopes of forging closer ties with the outside world. This year UM has conferred honorary doctoral degrees upon four distinguished individuals, namely Mr. George Herbert Walker Bush, the 41st President of the United States, Prof. Gu Mingyuan, a distinguished educator, Prof. Tu Weiming, an important contemporary figure of Confucianism, and Dr. Wang Meng, former Minister of Culture of the People's Republic of China and renowned contemporary writer whose works have widespread influence.

In order to save the elderly Mr. Bush the trouble of long-distance travel, UM's University Council Chair Dr. Daniel Tse, University Council Treasurer Mr. Wong Chong Fat, Rector Wei Zhao, Vice Rector Alex Lai, and Registrar Paul Pang went to the US in this April to present the honorary doctoral degree in Social Sciences *honoris causa* to him in recognition of his remarkable contributions to Sino-US relations.

Mr. Bush is a well-known pioneer in the normalization of Sino-US relations. During his term in the office, he reiterated US's endorsement of the "One China" policy and peaceful resolution of cross-strait issues. He played a significant role in the normalization of Sino-US relations and helped elevate the bilateral relations to new heights.

"Today is a significant day, I'm very grateful to the UM delegation for coming all the way here to present this prestigious honorary degree to me. It means a lot to me and to the Sino-US relations" beamed the 85-year-old, robust Bush when he received the certificate of the honorary doctoral degree, the hood and the golden medal.

In a witty and humorous post-ceremony speech that displayed his unique charisma, Mr. Bush commented on the profound impact of the establishment of the Sino-US diplomatic relations on the world's history as well as on its future development.



劉少榮在2007年度亞洲貨運及供應鏈頒獎禮上獲頒「終生成就獎」
Anthony Lau received the Lifetime Achievement Award at the 2007 Asian Freight and Supply Chain Awards.

UM Alumnus 校友劉少榮的創業哲學 Anthony Lau's Philosophy of Success

劉少榮被譽為物流翹首。1990年獲東亞大學(澳門大學前身)工商管理碩士學位。1982年成立保昌物流有限公司，該公司在十年後成為香港聯交所上市的第一家貨運代理企業，曾有65個海外辦事處，遍及亞洲、北美、歐洲、中東及南非。在2005年首屆香港物流大獎頒獎典禮上，劉少榮獲香港特區政府授予傑出物流成就獎；2006年他帶領保昌物流獲DHL/SCMP香港商業獎之國際拓展獎；2007年獲亞洲貨運及供應鏈獎頒發終生成就獎；今年再獲香港政府頒授銅紫荊星章，嘉許他對物流業的貢獻。

A recognized leader of the logistics world, Mr. Anthony Lau received his MBA from the University of East Asia (later renamed University of Macau - UM) in 1990. In 1982 he founded BALtrans Logistics Limited which ten years later became the first freight forwarding company to be listed on the Stock Exchange of Hong Kong (SEHK). At the height of its success, BALtrans had an expanding network of 65 offices across Asia, North America, Europe, Middle East and South Africa. In the first Logistics Awards Hong Kong 2005, Anthony Lau received the Outstanding Achievement Award from the Hong Kong SAR Government. In 2006, he led BALtrans to receive the International Award of DHL/SCMP Hong Kong Business Award. In 2007 he received the Lifetime Achievement Award in the Asian Freight and Supply Chain Awards. This year he was awarded the Bronze Bauhinia Star by the Hong Kong SAR Government in recognition of his remarkable contributions to the logistics industry.

高薪厚職 在不怕吃虧

澳門的60年代，經濟滯後及艱苦，就業機會有限，發展機遇也少，令不少澳門人帶著夢想到當時經濟正在起飛、處於交接時期的香港，爭取發展機會。澳門土生土長的劉少榮也隨著這股潮流，到鄰埠闖一闖。雖然香港工作機會較多，但異鄉人要在當地謀生始終不容易，劉少榮懷著既焦急又興奮的心情等待一間又一間公司的回音，數個月後，終於等到一間航空公司的錄取通知。在貨運部工作的他，積極汲取操作及銷售專業知識，奠定以後發展之基礎。

數年後，一間上市英資物流跨國公司要在亞洲開設公司，劉少榮以其對物流業的專業認識，以及肯付出、不怕吃虧的精神，成功在多位應徵者中脫穎而出。在他的積極拓展下，該公司八年間先後在香港、台灣、新加坡及菲律賓等地開股子公司及分公司擴充業務。中國改革開放後，他認為內地是個很有開發潛力的市場，遂向英國總公司提出加快擴展業務的步伐，但總公司沒有接受他的建議。此時劉少榮感到，這該是自己創業的時候了。

Winning High-paying Job with a "Giving" Attitude

In the 1960s Macao was an economically depressed city with limited job opportunities. Neighboring Hong Kong, on the other hand, was in a transitional period when the economy was about to take off. As a result, many Macao residents, including Anthony Lau, chose to leave their hometown for Hong Kong in pursuit of better opportunities. Indeed there were more job opportunities in Hong Kong than in Macao, but it was still not easy for non-locals to survive amid intense competition. Anthony Lau sent out many job applications and waited with anxiety and excitement. Several months later he finally landed a job with an airline company in the air cargo department. He seized this hard-won opportunity to voraciously learn knowledge related to operations, sales and marketing, paving the way for his future career success.

His industriousness paid off several years later when a listed UK logistics group was recruiting someone to head its newly-established Asian subsidiary. Anthony Lau's extensive knowledge of the logistics industry as well as his willingness to work hard without obsessing about personal gain made him stand out from the other candidates. With Anthony Lau at the helm, the Asian subsidiary further set up subsidiaries and branch offices in Hong Kong, Taiwan, Singapore, and the Philippines within just eight years. Sensing the enormous potential of the Mainland market



劉少榮致力推動香港物流業發展，獲香港特別行政區行政長官曾蔭權頒授銅紫荊星章，表彰其卓越貢獻。
Anthony Lau received the Bronze Bauhinia Star (BBS) from Hong Kong Chief Executive Donald Tsang in recognition of his outstanding contribution to Hong Kong's logistics industry.

after the "reform and opening-up" policy was implemented by the Chinese Government, he proposed to the UK-based head office the idea of expanding the group's businesses at a faster pace, but his proposal was not accepted by the head office. It was then that Anthony Lau felt it was time for him to start his own business.

成功 在一諾千金

累積了十多年的經驗、人脈和資金，讓他在短短一年間就籌備好開業的一切。1982年，香港與內地的經濟環境仍未明朗的情況下，劉少榮與三位股東共同出資100萬元創立保昌物流。其中一位股東是他管理英資公司在台灣當地之小股東，即使遭到朋友反對，仍出資25萬，並向銀行擔保了500萬的貸款投資保昌物流；而這位台灣股東的支持源於他們長期合作而建立的信任。開業兩年後，這位台灣股東因患重病需要結束海外投資，並希望以200萬港元出售他的股權，劉少榮二話不說，便將股權買回來。劉少榮表示，誠實及信用是他的經營之道，要一諾千金才可與客戶建立長遠關係，在行業上建立名聲。

Credibility, Key to Success

Drawing on his experience, network of business contacts and funds accumulated through more than a decade's work in the logistics industry, he got everything necessary for starting his own business ready within just one year. In 1982 when the economic outlook for Hong Kong and Mainland markets remained unclear, Anthony Lau and three other shareholders jointly invested one million HKD to found BALtrans. One partner who was a minority shareholder in the Taiwan subsidiary of the UK-based logistics group had such trust in Anthony Lau because of their longstanding collaboration that he not only invested HKD 250,000 himself despite friends' objection, but also managed to raise a bank loan of five million HKD to fund BALtrans business. Two years after the company's foundation, this Taiwan shareholder suffered a serious illness and wanted to liquidate his overseas investments and sell his shares in BALtrans for two million HKD. Without hesitation, Anthony Lau bought out his shares. He says honesty and credibility are his guiding principles. Only when one always keeps his word can one establish long-term relationships with clients and build a good reputation in the industry.

儘管從工作中學習了許多實務知識，但劉少榮深明這並不足夠，尤其是他計劃帶領保昌在聯交所上市。要管理一間跨國集團，還需有理論基礎，因此在1998年他決定回到澳門的東亞大學兼讀工商管理碩士課程。完成課程後，發現這課程不但讓他增長了知識，還大大提升了他的分析能力，讓他在日後經營物流公司時更得心應手、更有自信；此外，在校時還認識了一些在不同領域均有所長的朋友，對日後的事業發展大有裨益。

他，就是一個這麼會感恩的人。就如他從東亞大學畢業以後，仍時常關注母校發展動向，並曾擔任澳大香港校友會主席，熱心參與會務、聯繫香港校友；另一方面，他積極回饋母校，在澳大成立25週年時捐贈港幣100萬元支持大學發展，其後校方將大學圖書館的多功能展覽廳命名為「劉少榮展覽廳」，以示答謝。他認為人應該飲水思源，大學給了他知識，伴著他達成一個又一個目標，現在他有能力回饋，就希望出一分力答謝母校的培育。

Although he gained a lot of practical experience from work, he knew that was far from enough, especially when he was planning to lead BALtrans to list on the SEHK. He knew it took not only practical experience but also theoretical knowledge to successfully manage a multi-national corporation. So in 1998 he decided to study Business Administration part-time in the University of East Asia (UEA). He said after completing those courses, he not only gained theoretical knowledge, but also became better at analyzing problems. He said the courses made him more confident and analytical at managing his own logistics group in the years that followed. During his part-time study in the University he also met many friends with different core competencies in different fields, which greatly benefited his future career development.

Anthony Lau is a grateful person by nature. After graduation from UEA, he not only closely followed the Alma Mater's development but also served as the Chairman of the Graduate School of the University of Macau Hong Kong Alumni Association and took active part in various activities aimed at strengthening the bond among Hong Kong alumni. During the 25th anniversary of the University he donated one million HKD to UM to support its development. In appreciation of his generous donation, UM later renamed the University Library's multi-functional exhibition hall "Anthony S.W. Lau Exhibition Hall". Anthony Lau lives by his motto that one who drinks water should be grateful to the source of that nourishment. He says it's his honour and pleasure to contribute to his Alma Mater as a token of gratitude for the knowledge he gained from the University that has helped him achieve one objective after another.



2006年為劉少榮展覽廳揭幕
At the official opening of the Anthony S.W. Lau Exhibition Hall in 2006

進步 在變革求新

保昌物流開業兩年後，世界出現能源危機，銀行利率高至20%，但公司在他的領導下卻逆流而上。然而人生總未能盡如人意，1998年，香港赤鱗角新機場開幕時協調發生大混亂，令機場貨運操作陷入半癱瘓狀態，這一狀況持續了數個星期，導致香港每天損失40多億港元的外貿。作為香港貨運物流業協會主席的劉少榮亦深感壓力，與政府及機場貨運站積極協調，以將機場混亂之負面影響盡量減少。

Seeking Progress Through Innovation

Two years after BALtrans's foundation, the world was hit by the energy crisis and interest rates surged to a whopping 20%. BALtrans bucked the global economic recession and maintained impressive growth under Anthony Lau's leadership. But nobody can be spared the ups and downs of life. In 1998, when the new Hong Kong International Airport became operational, its air cargo operation was almost paralyzed due to computer system fault. The problem persisted for a couple of weeks, causing more than four billion HKDs' worth of daily losses in external trades. Anthony Lau, who served as the Chairman of Hong Kong Association of Freight Forwarding and Logistics Ltd. (HAFFA), also felt the pressure. So he worked actively with the government officials and the air cargo terminal operators in an attempt to minimize the negative impact of the chaos at the airport.

困難中潛藏機會，而機會往往是留給有準備的人。伴隨1998年這次機場危機的卻是改變整個物流業的機遇。當時的商業社會並不瞭解物流業，人們對物流的普遍認知只停留在運輸等同苦力的階段，他們只看到那些夏天衣著不整的基層工人，卻看不見背後系統的運作和專業的策劃。劉少榮憶述，那時曾僱用一名香港大學畢業生作為管理層練習生，工作兩個月後便辭職，理由是他父母希望他能到匯豐、怡和等大機構工作，沒有勇氣跟父母和女朋友說自己從事運輸物流工作。年青人的這番話傷害了劉少榮的自尊，亦激發了他提升物流業形象的決心。在擔任香港貨運物流業協會主席期間，他積極推動業界引入第三方物流及其他增值服務，提升了香港物流業多元的專業化。隨著資訊科技廣泛應用於物流業及物流業在增值鏈之高增值貢獻，商業社會對物流業認識加深並肯定其對商業社會之貢獻，一洗昔日外界對物流業的印象。十年河東，十年河西，戲劇性地，保昌在2003年收購了怡和全球物流業務。保昌兼併怡和物流，成功將業務從亞美兩洲擴展至歐洲，並透過收購及擴展將其分公司網絡伸展至英國、德國、荷蘭、法國、瑞典、中東及南非。保昌成為全球物流商及金融機構爭相購併的對象。現在劉少榮正與一國營企業協商成立一間合資物流公司，以香港為總部向全球發展，希望協助將該國營企業推上國際舞台。

Opportunity often comes in the guise of a crisis, and only those who are prepared can seize it. While most people saw the 1998 airport incident as a disaster, Anthony Lau took it as an opportunity to upgrade the entire logistics industry. At the time, most people did not know much about the logistics industry. The general perception of logistics was highly prejudiced. People equated "transportation" with "menial job" because they only saw those front-line workers in dirty clothes. Most people did not see the operation of the entire system and the professional planning behind the appearance of the "menial job". Anthony Lau said once he employed a HKU graduate as a management trainee, but two months later the young man resigned, saying that his parents wanted him to work in big companies like HSBC or Jardine Matheson Ltd., so he did not have the courage to tell his parents and girlfriend that he worked in a logistics company. This young man's remark hurt Anthony Lau's pride and motivated him to try to enhance the image of the logistics industry. During his term as Chairman of HAFFA, he made an effort to promote third party logistics and other value-added services so as to broaden the services of the logistics industry. With increasing application of the information technology in the logistics industry and the growing role of the logistics industry in the value creation in the value chain, people's perception of the logistics industry began to change. In 2003 BALtrans acquired the global logistics operations of Jardine Matheson Ltd., a move that helped it expand its Asia- and North America- centric business to Europe. Later, through organic growth and acquisition, several subsidiaries were established in the UK, Germany, the Netherlands, France, Sweden, Middle East, and South Africa. These successful developments made BALtrans a very attractive acquisition target for the industry players and financial institutions around the world. He is now in the process of setting up a Hong Kong-based joint venture logistics group with a China state-owned logistics group in an effort to assist that group to branch out globally.



在研究院校友餐舞會上
At the Annual Ball of the Graduate College Alumni

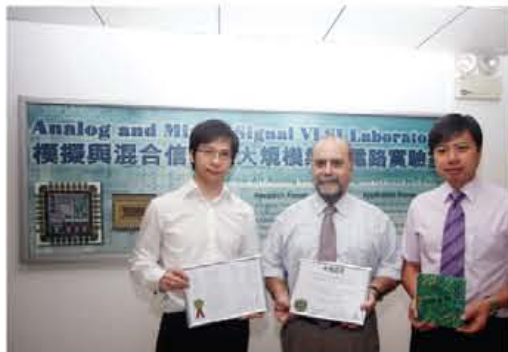
劉少榮表示，人生每一個階段都應該自我增值，吸收新的知識才能應付新的挑戰。他指出，澳門人要面對中國13億人的競爭與挑戰，希望澳大的師弟姊妹們在擁有良好設備的校園努力學習，在自己的專業領域中不斷進步，相信澳大在趙偉校長的帶領下定能成為頂尖的學府。

Anthony Lau says that continuous upgrading is necessary in every stage of life, because only by continuously acquiring new knowledge can one meet new challenges. He points out that Macao people are faced with intense competition from 1.3 billion people in China. He says he hopes UM students can seize the golden opportunity to study hard on the well-equipped campus and progress in their chosen fields, adding that under the leadership of Rector Wei Zhao, the University of Macau is poised to become a world-class university.



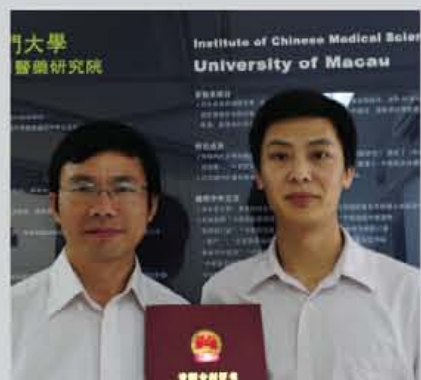
劉少榮率領東亞大學(澳大前稱)研究院校友會代表團訪問復旦大學，與復旦學者進行學術交流
In 2003, Anthony Lau led the University of East Asia (former name of UM) Graduate College Alumni Association to visit Fudan University in Shanghai and exchanged academic views with scholars there

五月MAY



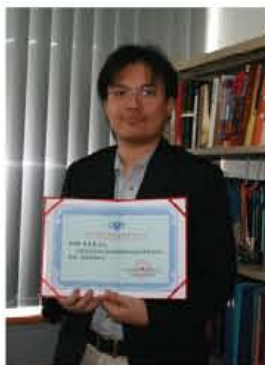
由副校長(研究)馬許顯教授(中)、科技學院余成斌副教授(右)和麥沛然博士組成的研究團隊研發的《用於多制式接收器的雙階段頻道選取技術》成功通過美國專利局的嚴格審核，為澳門及澳大取得了該領域的首個美國專利。

The project "Two-Step Channel Selection for Wireless Receiver Front-Ends" jointly developed by Vice Rector (Research) Prof. Rui Martins (middle), Prof. U Seng Pan (right) and Dr. Mak Pui In from the Faculty of Science and Technology (FST) has been granted Macao's first US patent in the field of hi-tech microelectronics by the United States Patent and Trademark Office.



澳門大學中醫藥研究成果——《表徵天然冬蟲夏草特性的蟲草品質評價方法》獲國家知識產權局授予發明專利，該成果的主要完成人為中華醫藥研究院李紹平副教授(左)和博士研究生楊豐慶。

The project "A Specific Quality Control Method Based on the Characteristics of Natural Cordyceps Sinensis" developed by the Institute of Chinese Medical Sciences (ICMS) of the University of Macau (UM) has been granted an invention patent by the State Intellectual Property Office of the People's Republic of China. Researchers responsible for this project include Prof. Li Shaoping from ICMS (left) and his PhD student Yang Fengqing.



科技學院土木及環境工程系主任阮家榮副教授獲邀成為國內權威的北京茅以升科技教育基金會橋樑委員會委員。

Yuen Ka Veng, Associate Professor and Head of the Department of Civil and Environmental Engineering of FST, has been invited to serve as a member on the Bridge Committee of the Mao Yi-sheng Science and Technology Education Foundation.



教育學院江春蓮博士一篇關於數學教學軟體超級畫板在數學教育中應用的研究論文《數學教學中文軟體超級畫板：理論原理與實際應用》，於台灣師範大學主辦的第13屆全球華人電腦教育應用大會上獲優秀論文獎。

Dr. Jiang Chunlian from the Faculty of Education (FED) received the Outstanding Thesis Award for her paper entitled "A Chinese Software SSP for the Teaching and Learning of Mathematics: Theoretical and Practical Perspectives" at the 13th Global Chinese Conference on Computers in Education organized by Taiwan Normal University.



第13屆「外研社杯」全國英語辯論賽於北京落下帷幕。英語辯論隊憑藉其超卓的表現，擊敗來自全國不同地區的134支大學參賽隊伍，勇奪全國冠軍。隊員梁靜雯(右三)在近300名參賽辯手中得分最高。

At the 13th "FLTRP Cup" National English Debating Competition held in Beijing, English Debating Team defeated 134 teams from around the country and won the championship. Debater Leung Ching Man (3rd from right) won the highest score among nearly 300 contestants.

六月JUNE



趙偉校長分別獲中國科學技術大學蘇州研究院和蘇州大學聘為名譽教授，表彰他在計算機科學領域研究和教學工作上作出的重大貢獻。

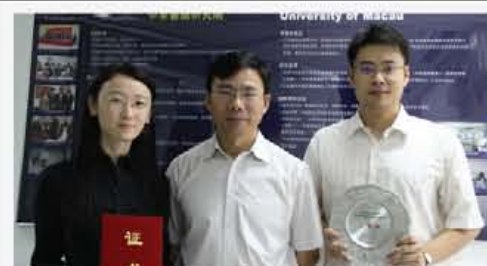
Two honorary professorships have been conferred upon Rector Wei Zhao by Suzhou Institute for Advanced Study, University of Science and Technology of China, and Soochow University, in recognition of his remarkable contributions to research and teaching in the field of computer sciences.



副校長(研究)馬許顯教授(前排右四)在葡萄牙獲頒「葡萄牙海外社群開拓創新獎」。該獎項旨在表彰移居海外並在事業上取得輝煌成就的葡萄牙人，馬許顯教授是

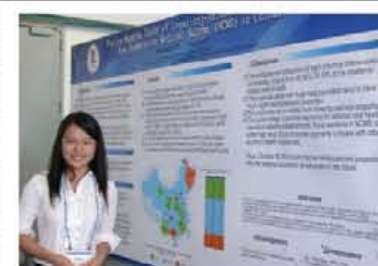
亞洲和大洋洲地區的唯一獲獎者。

Vice Rector (Research) Prof. Rui Martins (4th from right, row 1) received "Entrepreneurship Innovation Award for the Portuguese Diaspora" in Portugal. This award is presented to expatriate Portuguese with remarkable career achievements. Prof. Martins was the only nominee from the Asian-Oceania region to receive the award.



中華醫藥研究院博士生管佳(右一)和碩士生王爽(左一)在中國藥學雜誌「島津杯」第九屆全國藥物分析優秀論文評選交流會上，其論文《糖譜的構建及其在中藥多糖定性鑒別中的應用》和《天然及人工蟲草中多指標成分的HPLC-DAD-ELSD分析》分別獲得優秀論文一等及三等獎。

ICMS PhD student Guan Jia (1st from right) and master's student Wang Shuang (1st from left) respectively won the first and third prize for their papers entitled "Establishment of Saccharides Mapping and Its Application for Discrimination of Polysaccharides from Traditional Chinese Medicines" and "Analysis of Multi-components in Natural and Cultured Cordyceps Using HPLC-DAD-ELSD" at the 9th "Shimadzu Cup" Symposium of National Excellent Paper Competition on Pharmaceutical Analysis.



中華醫藥研究院醫藥管理專業碩士研究生蘇偉萍一篇名為《2008年中國新型農村合作醫療住院病人報銷比例政策研究》的論文獲美國藥物資訊協會組織(Drug Information Association, DIA)的「第45屆DIA年度會議」學生組論文二等獎。

ICMS master's student Su Weiping majoring in Medicinal Administration won the Second Prize of Student Poster Session at the 45th Annual Meeting of the Drug Information Association (DIA) for her paper entitled "Policy Mapping Study of Inpatient Reimbursement Proportion of New Cooperative Medical Scheme in China, 2008".



科技學院電腦及資訊科學系的兩個學生團隊在2009泛珠三角(9+3)安利杯大學生計算機作品賽上獲取殊榮。由陳偉杰和梁新榮組成的「一點通」研發團隊(上圖)憑藉《基於外廓方向貢獻度特徵的壓縮光學字符識別模塊及其在掌上快照(中文)翻譯(一點通)系統中的應用》項目榮獲銀獎；而由陳梓俊、鄧啟倫和胡進湧組成的「iPhone掌中澳」研發團隊(下圖)榮獲銅獎。

Two student teams won Silver Cup Prize for the project "Compact OCR Based on Peripheral Direction Contributivity and Its Application in Pocket Based Snapshot (Chinese) Translation (Cyclops)" (top) and Bronze Cup Prize for the project "MacauMap for iPhone" (bottom) at the 2009 Pan-Pearl River Delta Region (9+3) Amway Cup University Student IT Project Competition.



師生成就 Achievements

七月JULY



法學院院長曾令良教授(右圖)及中文系代主任朱壽桐教授獲聘《中國社會科學》第一批外審專家。《中國社會科學》是全國哲學社會人文學界規格最高、權威最大、影響最廣的學術刊物，其第一批聘請的外審專家均為中國社會科學界的著名學者。

Two UM professors, namely Prof. Zeng Lingliang, Dean of the Faculty of Law (right), and Prof. Zhu Shoutong, Acting Head of the Department of Chinese, have been appointed as the first external peer reviewers for *Social Sciences in China*, the highest-level, most authoritative and influential academic publication in the field of philosophy, social sciences and humanities in China. The first group of external peer reviewers for the *Social Sciences in China* consists of renowned domestic scholars in the field of social sciences.



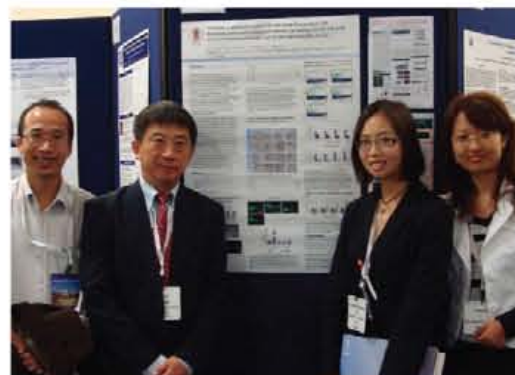
前澳大(香港)校友會主席劉少榮(前排左四)獲香港特區政府頒授銅紫荊星章，以表彰他推動香港物流業發展作出的傑出貢獻。

Mr. Anthony Lau (4th from left, row 1), former President of the University of Macau (Hong Kong) Alumni Association, was awarded the Bronze Bauhinia Star by the Hong Kong SAR Government in recognition of his remarkable contributions to the development of Hong Kong's logistics industry.

八月AUGUST

中華醫藥研究院生物醫藥專業博士研究生李穎博和中藥學專業碩士研究生唐菁燕參加第八屆中醫藥全球化聯盟會議；當中由李穎博提交、王一濤教授指導的論文《雙去甲氧基薑黃素對t-BHP致內皮細胞損傷的保護作用》及由唐菁燕提交、李銘源副教授指導的論文《黃芪中毛蕊素黃酮通過雌激素受體和MAPK信號轉導通路促進血管新生》均獲得了此次會議的全額資助，成績令人鼓舞。

ICMS PhD student Li Yingbo majoring in Biomedical Sciences and master's student Ms. Tang Jingyan majoring in Chinese Medicinal Science attended the 8th Meeting of the Consortium for Globalization of Chinese Medicine 2009. The paper entitled "Bisdemethoxycurcumin Protects Against t-BHP-induced Cytotoxicity in Human Umbilical Vein Endothelial Cells by Regulating the Phosphorylation Level of ERK1/2 and Akt" submitted by Li Yingbo (supervised by Prof. Wang Yitao) and the paper entitled "Calycosin from Radix Astragali Promotes Angiogenesis via Estrogen Receptor and MAPK Signaling Activation" submitted by Tang Jingyan (supervised by Prof. Lee Ming-Yuen) both won full travel grant.



“(左起) 李銘源副教授、王一濤教授、許貝文博士與李穎博 (From left) Prof. Lee Ming-Yuen, Prof. Wang Yitao, Dr. Hoi Pui Man and Ms. Li Yingbo.”



李銘源副教授與唐菁燕(右)
Prof. Lee Ming-Yuen and Tang Jingyan (right)

武術隊於香港首屆世界中華國術大賽及第六屆浙江國際傳統武術比賽中創佳績，在兩項比賽中分別奪得11及13面金牌，成績斐然。

UM's Martial Arts Team won 11 and 13 gold medals at the 1st World Goushu Competition and the 6th Zhejiang International Traditional Wushu Tournament respectively.



八月AUGUST



諾貝爾經濟學獎得主、澳大經濟學教授詹姆斯·莫理斯 (James A. Mirrlees) (右) 通過英女皇核准，獲頒愛丁堡皇家學會頒授2009年皇家獎章，表揚他在經濟學領域的卓越貢獻。

With the approval by Queen Elizabeth II of the UK, Prof. Sir James Mirrlees (right), Nobel Laureate in Economic Sciences and UM's Distinguished Professor of Economics, was awarded the Royal Medal 2009 by the Royal Society of Edinburgh (RSE) in recognition of his outstanding contributions to the economics field.



中華醫藥研究院中藥學專業碩士研究生王美微(左)在第五屆港澳研究生中醫藥研討會上，以《利用PC12細胞模型和斑馬魚模型研究篩選來源於中藥具有神經保護作用的成分》的論文摘要海報獲頒優秀獎。

ICMS master's student Wang Meiwei (left) won the Excellence Award for her paper and poster entitled "Screening Neuroprotectants from Chinese Medicine Using PC12 Cell and Zebrafish Models" at the 5th Hong Kong-Macau Postgraduate Symposium on Chinese Medicine.



教育學院教育心理專業碩士學生彭詠思憑優異成績獲美國加州大學柏克萊分校錄取為碩士學生研究員，並獲澳大資助赴該校進行為期一年的研究和學習。

FED master's student Weng Si Pang majoring in Educational Psychology was accepted as a Visiting Graduate Student Researcher by UC Berkeley for her outstanding academic performance. She has left for UC Berkeley for a 1-year UM-funded research and study stint.

九月SEPTEMBER

中華醫藥研究院李紹平副教授獲國家自然科學基金委員會基金資助，批准其申請的國家自然科學基金海外及港澳學者合作研究基金項目《基於比較化學與整體作用的赤芝與紫芝評價研究》。這是2009年國家自然科學基金委員會批准資助的海外及港澳學者合作研究基金項目中僅有的中醫中藥學科項目，也是生命科學部獲准資助的33項中唯一來自澳門的申請項目。

ICMS Prof. Li Shaoping's application for the Joint Research Fund for Overseas, Hong Kong and Macao Scholars for the project "Evaluation on Ganoderma lucidum (Chizhi) and Ganoderma sinense (Zizhi) Based on Comparative Chemistry and Integrating Pharmacological Activities" has been approved by the National Natural Science Foundation of China (NSFC). This is the only project in the field of traditional Chinese medicine to receive the 2009 Joint Research Fund from NSFC. Of the 33 projects whose funding applications have been approved by the Department of Life Sciences of NSFC, it is the only project from Macao.



科技學院土木工程系碩士研究生慕何青將於明年一月赴美國加州理工學院進行為期半年的研究，成為澳大首位到該校訪問的研究生。

Mu Heqing, a master's student from the Department of Civil and Environmental Engineering of FST, has been accepted as the first UM visiting student researcher by the California Institute of Technology of USA (Caltech) for a 6-month research programme starting next January.

師生成就 Achievements

Incoming 走進澳大

交流生活多面體

Colorful Experiences of Exchange Students

Outgoing 走出澳大

常言道：「讀萬卷書不如行萬里路」，國際交換生計劃讓學生赴外地學習，親身體驗異國文化和生活，開拓眼界，豐富人生閱歷。十幾位「走出」和「走進」澳大的學生，親自剖白他們對交流生活的感受、盼望和期許，且聽他們娓娓道來……

There is a saying that, "Travelling ten thousand miles is better than reading ten thousand books in terms of broadening one's horizons". This is exactly the purpose of the international student exchange programme: To give students the opportunity to study abroad so they can experience different cultures and lifestyles and thereby broaden their horizons. Following are some of those memorable experiences related by ten "outgoing" and "incoming" exchange students.

馬靜文 澳大科技學院 軟件工程專業

Ma Cheng Man
Faculty of Science and Technology, UM
Majoring in Software Engineering

交流大學 德國富特旺根應用科學大學 **學習體驗** 經過這次交流，我深深感受到德國人對學習的熱情和積極，而且十分友善和樂於助人。在他們的影響下，我的學習態度也有所改變，開始思考自己的發展方向，讀書時也更用功。 **交流生活體會與收穫** 在德國，因不諳德語而碰上不少生活難題，所以到德國後第一件事就是要學習德語。此外，德國人很喜歡戶外活動，熱愛大自然，讓我體會到另一種生活方式的美好。 **第一句學到的當地語言** Danke (意即「謝謝」)。

Destination Furtwangen University of Applied Sciences, Germany **Learning Experience** During my stay there I was deeply impressed by German people's passion for study. They were very friendly and always ready to help. Under their influence, my attitude towards study started to change. I begin to think about my future and study harder than before. **Life There** In Germany if you don't understand German, you can barely get by, so the first thing to do after you get there is to learn German. German people like nature and outdoor sports, which let me experience the beauty of a different lifestyle. **First Local Word Learned** Danke (which means "thank you")



留學生和德國本地生一起上課，老師是從澳大到德國作學術交流的Dr. Robert Parviz Biuk-Aghai。(前排右一：馬靜文)
UM Prof. Robert Parviz Biuk-Aghai, who went to Germany for academic exchange, was giving a class to local and overseas students. (1st from right, row 1: Ma Cheng Man)

走出澳大 Outgoing

林芬 澳大社會科學及人文學院 日文研究專業

Lam Fan
Faculty of Social Sciences and Humanities, UM
Majoring in Japanese Studies

交流大學 日本創價大學 **學習體驗** 交流學習後，日語水平提高了，特別是口語，而且成功通過了日本語能力試一級。 **交流生活體會與收穫** 因為學習日語的緣故，出發前已對日本文化有一定瞭解。親身與日本人接觸後，對他們謙讓、禮貌和守時的習慣更有深切體會。最難忘的是參加大學一

年一度的校園文化祭，除日本學生外，留學生們也要為校園祭出一分力，如表演、設置代表自己國家的美食攤位等。當天我們做了個港澳攤位賣雞蛋仔，還挺受歡迎呢！ **第一句學到的當地語言** KY (全寫 kuuki wo yomenai, 解：不會閱讀空氣、不懂察言觀色)。

Destination Soka University, Japan **Learning Experience** During my stay there, my Japanese proficiency, especially spoken Japanese, improved greatly. I also passed the Level-1 Japanese Language Proficiency Test conducted there. **Life There** I major in Japanese Studies, so before I left Macao, I already knew something about the Japanese culture. After first-hand experience with Japanese people, I was deeply impressed by their humility, good manners and punctuality. The most unforgettable experience for me was the Japanese Campus Cultural Festival. Both local students and overseas students needed to contribute to this festival in different ways, such as giving performances, setting up booths to sell your home country's special foods, etc. I remember we set up a booth to sell egg ball waffles which were very popular! **First Local Word Learned** KY (short for "kuuki wo yomenai", which means "insensitive to the subtle change in the atmosphere during communication with others")



林芬(左一)表示，校園文化祭當天，留學生們都穿著代表自己國家的民族服裝環繞校園一圈，沿途有很多人對他們揮手和歡呼。
Lam Fan (1st from left) says on the day of the Campus Cultural Festival, overseas students toured the campus in their traditional national garments, and many people waved at them and cheered for them.



跟同學一起前往台中參加一個燈會，展品全是紙燈籠、以中小學生的創意作品為主。照片是模仿動畫片「龍珠」裡頭撒亞人合體的動作(左下：鄭錦波，右下：吳家祺)。
A lantern festival in Taichung that featured creative paper lanterns made by primary and middle school students. In the picture above students (lower left: Cheang Kam Po, lower right: Ng Ka Kei) posed as Super Saiyan, a character in the cartoon film Dragon Ball.

吳家祺、鄭錦波 澳大教育學院 中文專業

Ng Ka Kei, Cheang Kam Po
Faculty of Education, UM
Majoring in Chinese

交流大學 台灣靜宜大學 **學習體驗** 這間大學裡，學系與學系之間的交流聯繫非常多，學生團體特別活躍，選科自由度高。大學設有「學習夥伴」和「友誼大使」計劃，學生之間不但生活和學習上可以互相支持，還可以更快融入當地生活。**交流生活體會與收穫** 自幼在澳門這片彈丸之地長大的我倆，到台灣以後，第一次體驗到什麼是「距離感」。台灣的學習氣氛濃厚，宿舍生活更是多姿多彩。有次一位生態系的室友拿了40多塊樹葉回宿舍做分辨樹葉的作業，令我們大開眼界；此外，因為經常要以普通話跟當地、中國內地、美國及日本等學生交談，令普通話口語進步不少。**第一句學到的當地語言** 聽無(台語，意即「聽不懂」)。

Destination Providence University, Taiwan **Learning Experience** The university's student groups are very active in organizing various kinds of inter-faculty activities, and students have greater freedom to choose their favourite subjects. There are "study buddy" and "ambassador of friendship" programmes that aim to help non-local students to adjust and encourage students to support each other in study and everyday life. **Life There** We both grew up in the tiny city of Macao, so when we got to taiwan, we knew for the first time what "distance" meant. Providence University provided an exceptional learning atmosphere and students had colourful campus lives. Once a roommate from the Department of Ecology brought back over 40 leaves to the dorm to distinguish the difference between them. As it turned out, that was his homework. It was really an eye-opener for us. Because we often needed to communicate in Mandarin with students from different places such as Taiwan, the Mainland, US and Japan, our spoken Mandarin improved a lot. **First Local Word Learned** Thia-bo (Taiwanese dialect, which means "I don't understand")

胡元佳 澳大中華醫藥研究院 生物醫藥專業

Hu Yuanjia,
Institute of Chinese Medical Sciences, UM
Majoring in Biomedical Science

研究機構 奧地利研究中心 **學習體驗** 去年我獲取歐亞太平洋大學網絡博士獎學金赴奧地利研究中心，進行中藥創新技術及評估方法的研究。在奧地利研究中心除了從事博士論文研究外，還跟同事Thomas Schemgell共同發表了一個名為"Cross-Region Knowledge Flows in China: New Evidence from a Negative Binomial Gravity Model Using Co-Publication Data"的論文。在奧地利最寶貴的經驗可說是建立了大量國際學術網絡，今年奧地利研究中心的系統研究部部長約瑟夫·弗洛裏希教授更以委員身份前來澳大參加我的論文答辯，特別感謝他對我的支持。**交流生活體會與收穫** 奧地利在學習研究方面的精確和認真對我很有啟發，他們很注重邏輯，對待問題態度嚴謹，而且很重視生活品質，有很好的文化藝術修養。除夕晚上我獲邀到朋友家裡作客慶祝新年，飯後他們在家裡上演了三個多小時的音樂晚會，更意猶未盡一直演奏至深夜才結束，是一次非常難忘的經歷。**第一句學到的當地語言** Danke (意即「謝謝」)。

走出澳大 Outgoing



在維也納朋友家中過新年
Celebrating New Year
at a friend's house in
Vienna

Destination Austrian Research Centre, Austria **Learning Experience** Last year I went to the Austrian Research Centre to study innovative technologies and evaluation methods in the medical field, funded by the Eurasia-Pacific Uninet Doctoral Scholarship. Apart from doing research for my doctoral paper, my colleague Thomas Schemgell and I also jointly published a paper entitled "Cross-Region Knowledge Flows in China: New Evidence from a Negative Binomial Gravity Model Using Co-Publication Data". The greatest thing about going to Austria is that I met many renowned international scholars and experts. This year Prof. Josef Fröhlich, Director of the Systems Research Department of the Austrian Research Centre, came to UM to attend my doctoral thesis oral defence in the capacity as an Examination Committee member, I'm very grateful for his support. **Life There** Austrian people's logical, diligent and precise attitude towards study and research left a deep impression on me. They pursue high-quality life, and cultivation of artistic and cultural literacy is very important to them. On the New Year eve, I was invited to a friend's house for celebration. After dinner we had a music party that lasted for more than three hours. We had so much fun that none of us wanted to leave until late night. That was a memorable experience for me. **First Local Word Learned** Danke (which means "thank you")



在瑞士的少女峰滑雪
Skiing in Jungfrau Mountain
in Switzerland

陳巧靜 澳大工商管理學院 國際商貿專業

Chan Hao Cheng
Faculty of Business Administration, UM
Majoring in International Business

交流大學 法國南錫ICN商業管理學院 **學習體驗** 每名到那裡交流學習的學生，若交流生每科合格，可獲南錫ICN商學院頒發工商管理學士學位，而在該院所修的學分都可轉為澳大學分。**交流生活體會與收穫** 法國生活指數高，不少學生為了省錢而自己做饭。到了中秋、春節等中國節日，我們更會邀請其他國家的同學一起到市場買菜下廚。中秋節那天，我們飯後走到宿舍前的草地賞月，玩燈籠和吃月餅，不知情的法國人還用好奇的眼光看著我們。此行，除了學會炮製一兩道法國菜外，也加深對法國的了解，還與同學建立了深厚的友誼。經歷這段難忘的生活，我可以肯定的說：「若不去，一定後悔！」**第一句學到的當地語言** Merci (意即「謝謝」)。

Destination ICN Business School, France **Learning Experience** Every student that goes to the ICN Business School for the exchange programme will receive a bachelor's degree in Business Administration after passing examinations for all subjects, and all the credits obtained there are recognized by UM. **Life There** The cost of living in France is very high, so many students choose to cook by themselves in order to save money. During traditional Chinese holidays such as the Mid-Autumn Festival and the Chinese Lunar New Year, we would invite students from other countries to go to a supermarket to buy stuff and cook by ourselves. I remember on the day of the Mid-Autumn Festival, after dinner we went to the lawn in front of our dorm to watch the moon, play with the lanterns and eat moon cakes. Some French people didn't know anything about this Chinese holiday, so they looked at us curiously. During my stay in France, I learned how to cook one or two French dishes. I also learned more about France and developed deep friendships with local students. My experience in France is so unforgettable that I would recommend it to anyone, "Trust me, you won't regret it!" **First Local Word Learned** Merci (which means "thank you")

Kimberly Flores
美國聖地牙哥州立大學
主修市場學

San Diego State University (USA)
Majoring in Marketing

希望藉著在澳大學習的機會得到更多國際經驗、建立國際網絡、體會不同文化；同時希望可以學習和認識更多亞洲不同的文化和語言，如廣東話和普通話等。

I hope to gain more international experience, meet with friends from around the world, and experience different cultures. I also hope to learn more about Asian cultures and languages, such as Cantonese and Mandarin.



Incoming 走進澳大

Johannes Meier
德國蘭茨胡特高等專業學院
主修計算機科學

University of Applied Sciences, Fachhochschule (Germany)
Majoring in Computer Science

我在大學教授推薦下來澳大參與實習計劃。我期望在這裡可加強英語溝通能力，並獲得更多專業知識和工作經驗。

I participated in this internship programme on the recommendation of my professor. I hope I can improve my English and obtain more professional knowledge and work experience here.



吉ヶ崎美江
日本志學館大學
主修英語、英美文化

Yoshigasaki Mie
Shigakukan University (Japan)
Majoring in English, English and American Culture

選擇到澳大，主要是希望嘗試到外面獨立生活，學習英語及體驗澳門的生活。在澳大還能認識不同國籍的國際學生，可以藉此瞭解不同的文化。另外澳門生活消費水平合理，因此我選擇了來這裡學習一年。

I chose UM because I wanted to taste what it feels like to live independently in a foreign place. I also wanted to improve my English and learn more about Macao's culture. At UM I have met students from different countries, which gives me the opportunity to learn more about different cultures. Also, the cost of living in Macao is reasonably affordable. So I chose to come here for a one-year study programme.



Laura Olarte
哥倫比亞洛斯安第斯大學
主修市場學

Universidad de los Andes (Columbia)
Majoring in Marketing

期望透過在澳大學習和在澳門生活的機會更多瞭解中國，認識中國文化，結識更多新朋友，也希望有機會多品嚐中國菜！

I hope to take this opportunity to learn more about China and its culture, I also hope to make new friends and try different kinds of Chinese food!



鄧凱、鄒贊
中山大學
主修工商管理

Deng Kai, Zou Yun
Sun Yat-Sen University (Mainland China)
Majoring in Business Administration

我們選擇來澳大，是希望可以體驗不同地方的教學理念及當中的差異性，也可藉此機會提高英語水平。另外，也可瞭解不同的社會和生活狀態，從而對自身有更多反思。

We chose UM because we wanted to experience different educational values and improve our English. We also hope to learn more about a different society and the lives of ordinary people so we can reflect on our own lives.



澳大迄今已與32個國家及地區的170所學術機構建立了學術夥伴關係，2008/2009學年，澳大學生分別前往了奧地利、比利時、中國內地、日本、台灣、巴西、葡國、加拿大、丹麥、芬蘭、法國、德國、荷蘭、挪威、瑞典和美國等地的院校作交流學習。在2009/2010學年，也有100多名來自世界各地大學的學生走進澳大校園，在這裡追求不同的生活與學習體驗，也為校園帶來了新穎的國際思維。見多才能識廣，交流生涯中的體驗和經歷，為大學生活增添了一個閃亮的回憶。■

UM has established academic partnerships with 170 academic institutions in 32 countries and districts. In the 2008/2009 academic year, many UM students participated in the international student exchange programme, travelling to universities in Austria, Belgium, Mainland China, Japan, Taiwan, Brazil, Portugal, Canada, Denmark, Finland, France, Germany, The Netherlands, Norway, Sweden, and the United States for study and research. In the 2009/2010 academic year, more than 100 students from around the world will visit UM in pursuit of a different learning experience. These incoming exchange students help to create a multi-cultural learning environment at UM. The "exchange" experience not only helps broaden students' horizons, but also provides unforgettable memories for every participant. ■

活動一覽

Events at a Glance

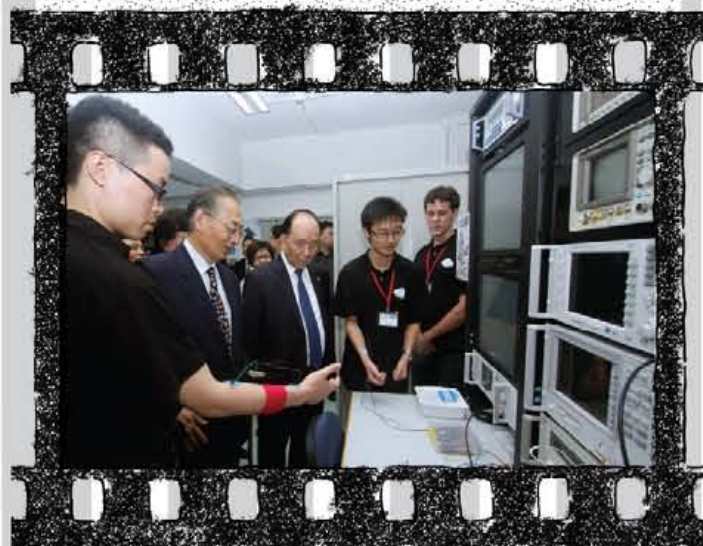
7月
July



廣東省省長黃華華(前排中)率領訪問團於2009年7月8日訪問澳大。黃華華省長表示，廣東省將全力支持澳大新校區的建設，並相信新校區按澳門法律管理下，保持澳大的辦學優勢和特色，可以辦成「一國兩制」的大學，成為對外開放和粵澳合作的示範區和開放點。

A delegation led by Guangdong Governor Mr. Huang Huahua (middle, row 1) visited UM on 8 Jul 2009. Mr. Huang pledged full support from Guangdong for the construction of UM's new campus on Hengqin Island. He expressed confidence that, under Macao SAR's jurisdiction, UM will maintain its competitiveness and uniqueness, attest to the feasibility of applying the "One Country, Two Systems" policy in higher education, and become a demonstration zone that epitomizes the benefits of opening-up and regional collaboration.

6月
June



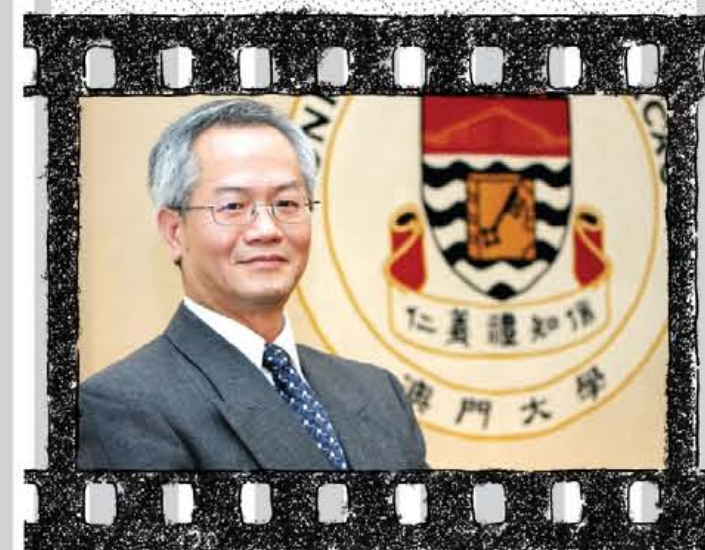
科技學院生物醫學工程實驗室於2009年6月26日開幕。實驗室的建成不僅對開展生物醫學工程的前沿研究、引領年青人探究人體磁場、電波等有著重要意義，並有助於推廣區內相關知識。此外，實驗室的研究成果未來亦可應用於診斷、研發各種醫療及健康監測儀器。

The Biomedical Engineering Laboratory of the Faculty of Science and Technology (FST) was opened on 26 Jun 2009. The establishment of this lab will not only play a significant role in advancing research in Biomedical Engineering and encouraging young people to study the human body's biomagnetic field, electric wave, etc., but will also be conducive to spreading related knowledge throughout the region. Furthermore, the research results can be used to develop various medical devices and health monitors in the future.



由社會科學及人文學院傳播系「澳門互聯網研究計劃」舉辦之「世界互聯網項目澳門年會2009」於2009年7月8日在澳大揭幕。一連兩日共邀請了18位來自世界各地的著名互聯網研究專家學者分別就年青人與互聯網、互聯網研究的未來與發展等議題發表演說。此外，由社會科學及人文學院張榮顯博士、葡萄牙里斯本網絡研究所Gustavo Cardoso教授以及美國南加州大學數碼未來中心的Jeffrey Cole教授合編的《全球互聯網：轉變中的社會、經濟和文化》一書亦於同日發行。

The World Internet Project Meeting 2009-Macao organized by Macao Internet Project, Department of Communication, Faculty of Social Sciences and Humanities (FSH), opened at UM on 8 Jul 2009. 18 renowned experts on the Internet from around the world were invited to the 2-day meeting to give speeches on a variety of subjects such as "Youth and Internet" and "Perspectives & Directions for Internet Research". The book *World Wide Internet: Changing Societies, Economies and Cultures*, which was co-edited by Dr. Cheong Weng Hin from FSH, Prof. Gustavo Cardoso of Technology and Society at ISCTE in Lisbon, and Prof. Jeffrey Cole of the Center for the Digital Future, was also released on the same day.



經澳大校董會批准，蘇育洲教授獲澳大委任為工商管理學院院長，將於2010年1月1日履新。是次院長遴選乃透過全球招聘，經過多次嚴謹篩選，最後評審委員會一致通過由蘇教授出任工商管理學院院長一職。蘇育洲教授是傑出的財務學專家，擁有超過21年學術及行政管理的豐富經驗，在高等教育、研究領域上成就卓越。

UM has appointed Prof. Jacky Yuk Chow So as the new Dean of the Faculty of Business Administration (FBA) upon the approval of the University Council. Prof. So is due to take office on 1 Jan 2010. This appointment is based on international open recruitment. After several rounds of evaluation, the Recruitment Panel reached a unanimous decision that Prof. Jacky So be appointed the new Dean of FBA. Prof. So is an expert on finance with over 21 years' academic and administrative experience as well as remarkable achievements in higher education and research.

7月
July



為配合9月舉行的立法會選舉，澳大與廉政公署合辦講座，講座由廉政公署顧問胡家偉先生(右三)及廉政公署宣傳教育處處長王智豪先生(右一)主講，旨在加強本校教職員在選舉期間保持中立、公正無私的意識。

UM and the Commission Against Corruption (CCAC) of Macao SAR jointly organized a talk on clean election in an attempt to remind UM staff to exercise their voting rights in an impartial, just and fair manner during September's Legislative Assembly Election. Speakers included CCAC consultant Mr. Vu Ka Vai (3rd from right) and Chief of Education and Dissemination Division of CCAC Mr. Wong Chi Hou (1st from right).



第一屆全球會計精英會議於2009年7月16日在澳大開幕。大會邀請來自十多個國家和地區共百多位會計界的專業人士及學者出席。全球會計精英會議旨在為全球各地會計菁英提供一個平台，探討會計知識和實務領域的相關問題。

The 1st Annual Conference of the World Accounting Frontiers Series (WAFS) opened at UM on 16 Jul 2009. More than 100 professionals and scholars from a dozen countries were invited to attend the conference. WAFS aims to provide a platform for accounting experts from around the world to discuss issues related to accounting knowledge and practice.



由中國大學生體育協會攀岩協會主辦，澳大承辦的第七屆全國大學生「回歸杯」攀岩錦標賽暨國際大學生攀岩邀請賽於2009年7月16至19日舉行。本屆賽事首次在澳門舉辦，共吸引來自內地、香港、澳門及海外共378名運動員參與角逐。

The 7th National University Sport Climbing Championship cum International University Sport Climbing Invitational Tournament, which was organized by the Sports Association for Chinese University Students and hosted by UM, took place from 16 to 19 Jul 2009. This is the first time the event has taken place in Macao. It attracted 378 athletes from the Mainland, Hong Kong, Macao, and foreign countries.

8月
August



珠海市政協副主席、橫琴新區負責人劉佳(左)率領珠海市政府部門訪問團於2009年8月21日訪問澳大。會晤期間，澳大校董會主席謝志偉博士向劉佳副主席贈送其七律詩作《橫琴頌》，感謝珠海市政府對澳大的關懷和支持。劉佳副主席表示，經過此行進一步了解澳大發展的最新概況和辦學理念後，她相信澳大將可成為一所頂尖的學府。

On 21 Aug 2009, Ms. Liu Jia (left), Vice Chairman of Zhuhai Municipal Committee of the Chinese People's Political Consultative Conference and Head of Hengqin New Zone, along with Zhuhai government officials, visited UM. During the meeting, University Council Chair Dr. Daniel Tse presented his poem *A Eulogy to Hengqin* to Ms. Liu Jia (left) as a token of gratitude for Zhuhai government's support for UM. Ms. Liu says that after gaining a better understanding of UM's latest development and its educational values, she is confident that UM will become a world-class university.

9月
September



由廉政公署主辦、澳大協辦的「張堅庭同你CHIT CHAT話選舉」交流活動於2009年9月10日舉行。講座邀請到香港電影監製張堅庭先生(右)與學生真情對話，呼籲青年人積極行使投票權，用手上一票推動社會進步。講座第二部份由廉政公署顧問胡家偉先生及廉政公署宣傳教育處處長王智豪先生主講，目的為加深新一代年青人對公民權利與義務的認識，以及帶出廉潔選舉重要性的訊息。

CCAC and UM co-organized a talk on clean election on 10 Sept 2009. Hong Kong film producer Mr. Alfred Cheung (right) was invited to appeal to UM students to actively exercise their voting rights to advance the progress of the society. For the second section of the talk, CCAC consultant Mr. Vu Ka Vai and Chief of Education and Dissemination Division of CCAC Mr. Wong Chi Hou were also invited to educate students on their civic rights and duties as well as the importance of clean election.

9月
September



由澳大和澳門基金會合辦的「集體記憶－澳門歷史人物雕塑展」於2009年9月14至10月13日舉行。展覽作品全由「泥人張」彩塑藝術的第五代嫡系傳人張澤均創作，展現澳門獨有的民俗百態和風土人情；此外，「泥人張」彩塑藝術備受國家肯定，被列為「國家非物質文化遺產」。

Collective Memories - Sculptural Representations of the Historical Figures in Macau, an exhibition co-organized by UM and Macau Foundation, was held from 14 Sept - 13 Oct 2009. All the exhibits, which represented the unique folk customs and cultures of Macao, were created by Prof. Zhang Zexun, the 5th-generation descendant of the famous folk artist "Clay Figure Zhang". Zhang family's clay sculpting art has been included in the List of National Intangible Cultural Heritage.



榮譽學院於2009年9月23日正式成立，為本澳第一所榮譽學院，致力培育國際精英及領袖人才。澳門特區行政長官何厚鏞(右二)在開幕儀式上致辭稱，澳門大學榮譽學院的成立是澳門高等教育發展的一個里程碑。在全球化經濟一體化的今天，高素質的人才才是社會的重要資產，因此必須培養畢業生成為未來的領袖，加強澳門的國際競爭力。

On 23 Sept 2009, UM established the first Honours College in Macao with the aim of nurturing intellectual achievers and future leaders with global competitiveness. Mr. Edmund Ho Hau Wah (2nd from right), Chief Executive of Macao SAR, noted in his speech at the opening ceremony that the establishment of the Honours College marked a milestone in the development of Macao's higher education. He also noted that high-caliber graduates are a vital asset for Macao in a world of increasing economic globalization. Therefore, UM must aim to nurture graduates with the potential to become future leaders in order to improve Macao's global competitiveness.



由歷史系主辦的第二屆東方外交國際學術研討會—「東方外交與台灣：歷史、現實與未來」於2009年9月26至27日在澳大舉行。是次會議邀請了來自台灣、香港、內地和美國的專家出席，進一步探討台海關係的性質、台海關係與亞洲外交的關係、以及台海關係對各國對華政策的影響。

The 2nd International Symposium on Oriental Diplomacy - Asian Diplomacy and the Taiwan Issue: Its History, Present and Future, organized by the Department of History took place at UM from 26-27 Sept 2009. Experts from Taiwan, Hong Kong, the Mainland and the US were invited to attend the meeting to discuss the nature of cross-strait relations, the relationship between cross-strait relations and Asian diplomacy, as well as the impact of the cross-strait relations on different countries' foreign policy towards China.

Groping Its Way Forward to Sustainable Growth

Editors in-Chief: Hao Yufan, Wu Zhiliang

Blue Book of Macao: Annual Report on Economy and Society of Macao (2008-2009)

Published annually since the 1990s, the *China Yearbook* series has emerged as a notable book brand with high academic value and enormous influence both at home and abroad. The series consists of more than 100 different types of authoritative research reports that analyze the contemporary scene and forecast future trends in the domestic economic and social spheres as well as those of neighboring countries. The blue book series covers a wide range of subjects in the international, regional, economic, social, cultural and industrial spheres. But for many years there were no blue books on Hong Kong or Macao. To fill the gap, last year the Social Sciences Academic Press (China) invited Prof. Hao Yufan, Dean of the Faculty of Social Sciences and Humanities of the University of Macau (UM), and Dr. Wu Zhiliang, member of the Administrative Council of the Macao Foundation, to compile the first blue book on Macao. With Prof. Hao and Dr. Wu heading the project and with the joint efforts of renowned scholars in Macao, the first *Blue Book of Macao: Annual Report on Economy and Society of Macao (2008-2009)* was completed and released to an international audience by the Social Sciences Academic Press (China) in May 2009.

The *Blue Book of Macao* contains 37 research reports that review Macao's economic, social, cultural, political and foreign relations developments over the past decade and identify the opportunities and challenges ahead. The book provides a significant body of information in an impartial, balanced, detailed and succinct manner. It is a highly readable and valuable reference book for anyone who wishes to gain a deeper understanding of Macao.

Asked why he undertook the project, Prof. Hao Yufan said that UM not only has academic and research missions, but also needs to fulfill a social responsibility. Compilation of this book is a part of that social responsibility. Now that the first *Blue Book of Macao* has been successfully published, similar blue book series on Macao will be published in the future. This book provides an exhaustive analysis of the status quo of every sphere of Macao society. Future volumes will aim to provide more in-depth analysis by focusing on one particular subject every year. Prof. Hao says that constant improvement will be made to future blue books in hopes of making it a flagship publication of UM.

The publication of the first *Blue Book of Macao* in 2009 - a year that marks the 10th anniversary of Macao's handover to China and the foundation of Macao SAR - is highly significant in the sense that it provides a review of the past and a forecast of the future. Macao experienced major changes over the past decade, including China's resumption of the exercise of sovereignty over Macao, abolishment of the gaming monopoly, changes in the social and economic spheres, marked economic growth, improved standard of living, and enhanced international reputation. But extraordinary growth also brings about governance-wise challenges, rendering the need for industrial diversification ever more urgent. Implicit in the figures contained in this book is a reflection on the direction in which Macao is heading.

Macao is groping its way forward to a future where both opportunities and challenges abound. Only by learning from the past and correcting our path along the way can we realize sustainable development. In this sense, the *Blue Book of Macao* is not just a summary of Macao's achievements over the past decade, but also an important cornerstone that underpins its future growth. |

在探索中成長——

《澳門藍皮書：澳門經濟社會發展分析報告(2008—2009)》

中國的皮書系列自90年代開始出版，每年對中國及其周邊國家各城市的經濟社會等領域的發展現狀及態勢進行分析預測，由一系列經濟及社會發展等權威性研究報告組成，每年出版百餘種，現已發展成一個知名學術和圖書品牌。皮書系列在海內外影響巨大，現已包括國際、區域、經濟、社會、文化及行業等幾個大範疇的藍皮書，唯香港澳門卷一直匱乏。去年在社會科學文獻出版社的促成下，澳大社會科學及人文學院院長郝雨凡教授和澳門基金會行政委員會委員吳志良博士開始擔任澳門藍皮書的編輯工作，組織澳門學術精英共同完成澳門首冊皮書項目。由中國社會科學文獻出版社全球發行，《澳門藍皮書：澳門經濟社會發展分析報告(2008—2009)》於今年五月正式面世。

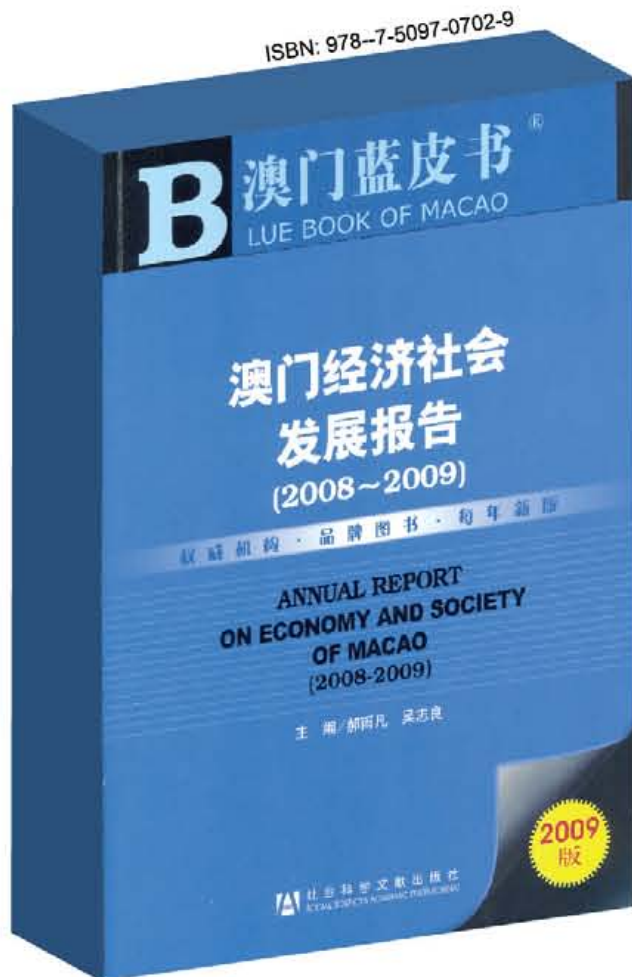
《澳門藍皮書》分別以經濟、社會、文化、政治和對外關係五篇共37份研究報告多角度研究分析澳門過去10年的社會現狀，並就澳門面臨的各種機遇與挑戰作出多方面的探討和總結。藍皮書是本地學者長期深入研究澳門社會發展成果的一個總合，訊息量大、立場公允、角度全面、內容詳細、概括性強，對欲更深入瞭解澳門或研究澳門問題的廣大讀者或專業研究人員來說，這都是一本集可讀性與學術參考價值於一身、不可多得的澳門研究書籍。

談到藍皮書編輯工作的感受時，郝雨凡教授說，澳大

不僅有教學和研究的任務，同時亦有社會責任，從這個角度來說，這項工作責無旁貸。隨著首冊《澳門藍皮書》的成功發行，未來澳門的藍皮書系列也將相繼出版。第一冊藍皮書綜合分析了社會各方面狀況，內容包羅萬象；未來藍皮書的方向將往深度推進，每年就一個特定題目作重點研究。郝教授表示，未來藍皮書將會不斷完善，希望不久將來能成為澳門大學一個標誌性的學術出版物。

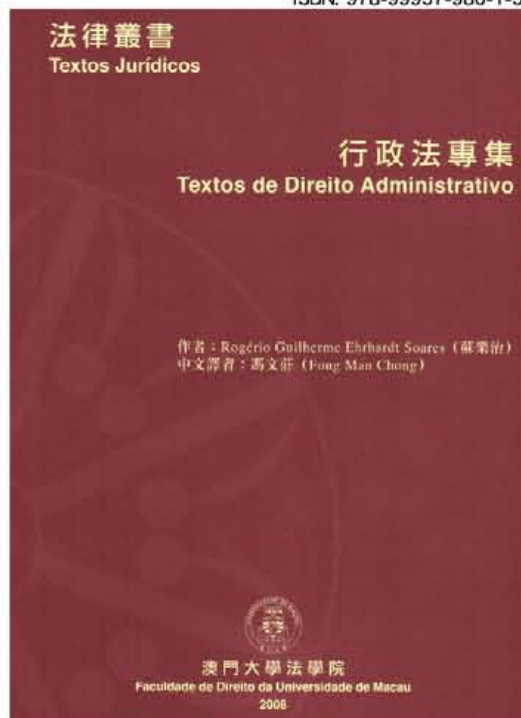
今年適逢澳門回歸及特區政府成立10週年，《澳門藍皮書》的誕生有著回顧過去和展望未來的雙重意義。政權回歸、賭權開放，隨之而來的社會和經濟面貌改變……澳門過去10年經歷了一個劃時代的歷史轉型，經濟上的增長有目共睹，居民生活水平普遍提高，國際知名度提升，然而超常規的增長也為政治帶來治理上的挑戰，也凸顯了產業多元化的迫切。在報告和數據分析的背後，皮書的章節之間同時也潛移默化了對澳門未來發展路向思考的訊息。

「在探索中成長」，未來機遇與挑戰並存，只有透過不斷總結及修正，才能走得更遠。從這個意義來說，《澳門藍皮書》不僅是探索成果的總結，也是澳門未來發展和成長路上的一塊重要基石。|



Groping Its Way Forward to Sustainable Growth

ISBN: 978-99937-986-1-3



《行政法專集》 作者：蘇樂治 譯者：馮文莊
“Textos de Direito Administrativo”
Author: Rogério Guilherme Ehrhardt Soares
Translator: Fong Man Chong

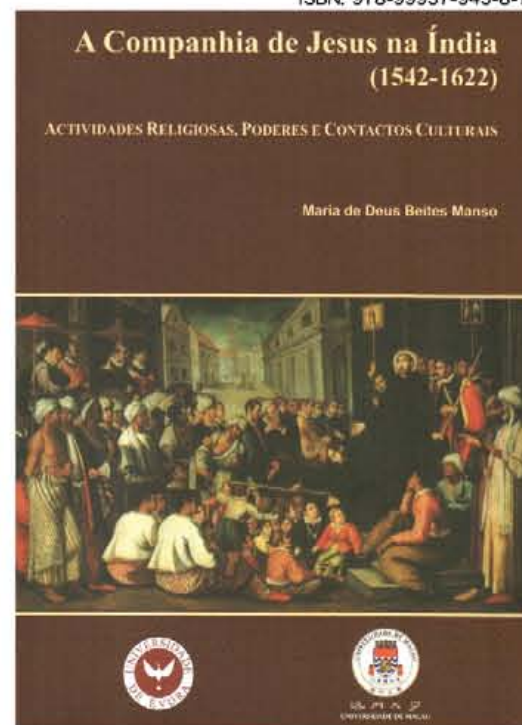
本書集合了三部著作的內容，包括科英布拉法學院政法專業補充課程講義；天主教大學法律二年級學生使用教程；大西洋出版社股份有限公司的「公法與專業社會」，全面地闡釋行政法及其相關概念。

This book provides a detailed explanation of concepts related to administrative law. It consists of three parts: supplemental handouts on political law from the Faculty of Law of the Universidade de Coimbra, textbooks used by second-year law students of the Catholic University, and *Public Law and Professional Societies* published by Atlantic Publishing Company.

1542年耶穌會建立首個葡萄牙人在東方的福傳基地。本書探討耶穌會在印度展開的宗教活動及其文化意義，由最初聖方濟各·沙勿略與當地人接觸，至17世紀上半葉傳入「傳教總會」等內容均一一涵蓋。本書以耶穌會如何重構其宗教及文化活動為核心，探討聖依納爵追隨者採用的不同方法以及與其它修會的關係。

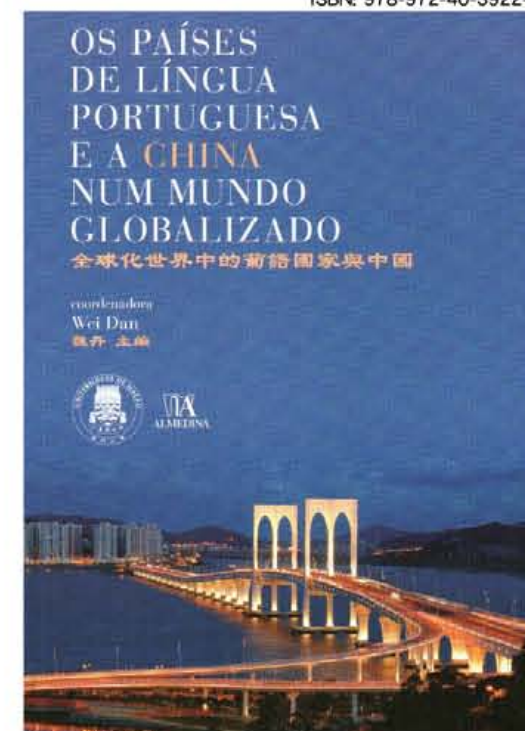
The Society of Jesus founded its first mission for the evangelization by the Portuguese in the Orient in 1542. The book provides a detailed study of the religious activities and the cultural significance of the Society of Jesus in India, from St. Francisco Xavier's initial contact with the Indian people to the introduction of the Propaganda Fide in the first half of the 17th Century. This book centers on the reconstruction of the Society's religious and cultural action and studies the different methods practised by the followers of St. Ignatius, and their relation to other religious Orders.

ISBN: 978-99937-943-8-7



《耶穌會在印度(1542-1622)：其宗教活動、影響力及文化接觸》
作者：Maria de Deus Beites Manso
“The Society of Jesus in India (1542-1622): Religion Activities, Power and Cultural Contacts”
Author: Maria de Deus Beites Manso

ISBN: 978-972-40-3922-0



《全球化世界中的葡語國家與中國》
主編：魏丹

“Os Países de Língua Portuguesa: E a China num Mundo Globalizado”
Editor-in-chief: Wei Dan

本書是一本包括政治、外交、經濟和法律等多角度、多領域、跨學科的理論著作。主要論述中國與葡語國家交流及發展，以及在全球化的關係中發揮的作用。

A cross-disciplinary monograph that covers political, diplomatic, economic and legal issues from multiple angles, this book deals mainly with the development of bilateral relations between China and Portuguese-speaking countries as well as their role in the contemporary world characterized by increased globalization.

那些年，我與祖國

王小龍

那一年，一五五三
佛朗機的船隻帶來了遠方的秘密
我不知
依舊偎在母親的懷抱裏

那一年，一八八七
一紙書文變作了銅牆鐵壁
我不解
故鄉的明月消失在了濛鏡裏

那一年，一九八七
母親的呼喚蕩起了童年的回憶
我不敢
相信故土的春天就在我的手心裏

那一年，一九九九
午夜的夢如蓮花一樣真實美麗
我終於
找回了靈魂的安祥與家的甜蜜

這一年，二零零九
六十載的滄桑巨變，我為母親歌泣
十年的更顏換貌，母親為我自豪
我和母親相擁，我和祖國相抱
我們一起同鑒歷史的正氣
我們一起共悅人間的笑顏

那些年，我與祖國
這一刻，我與母親
都未曾分離！

(慶祝國慶六十週年暨特區成立十週年中文詩歌創作比賽冠軍作品)

A pigeon visits on the thirteenth floor

Christopher Kelen

out of the page of day
this waddling
like a cloud found footing
grey of the city
lit from the view
smog emissary
your voice is of
the coloured world
your sky
my dreaming blue



十年

Candy

「你可知MACAU，不是我的真姓名…… 母親！我要回來，回來……」

《七子之歌》的旋律，我早已記不清楚是什麼時候飄入了我的心扉，仿佛是與生俱來的，不需要任何灌輸。還記得十年前，澳門兒女踏歌而來，迎向了母親溫暖的懷抱。回家的路上開滿了蓮花，空氣中瀰漫著溫馨醉人的花香。在路的那頭，兒女們與母親緊緊相擁，幸福的淚水將這片神秘的東方大地包圍。

這十年間，千帆競技，百舸爭流，澳門早已不同於往前，經濟高速發展，面貌日新月异，社會成現出一種百花齊放的勝景，前所未有。在「一國兩制，澳人治澳」的基本方針之下，世人有目共睹，這座城市已取得了驕人的成績。新葡京，威尼斯人，美高梅，星光熠熠；聖奧斯丁教堂，聖勞倫佐教堂，美輪美奐；東亞運動會，亞洲室內運動會，競速爭霸；來自葡萄牙，英國，菲律賓，法國，巴西等的客人，絡繹不絕……在這裡，中外文化和睦共處，一起賦予了澳門一種精彩而不失含蓄，大氣而不失溫和，蘊含著東方傳統美而不失西方古典風情的迷人魅力。令人驕傲的是，澳門歷史城區已經列為了「世界文化遺產」。在充滿讚歎的目光之中，全世界

共同見證，那米黃色的粉飾，那雪白色的屋頂，那草綠色的窗臺，那古老的廟宇，那神秘的東方文明，那浪漫的南歐風情，或莊重，或婉約，或寧靜，或濃烈。十年的成長，十年的交融，已然將澳門全面推向了星光萬丈的國際舞台，閃爍著屬於自己的璀璨光芒。

光陰飛逝，日月如梭，頃刻間，澳門已經回歸十年了。十載前的風雨飄搖，十載後的盛世蓮花。老人們回憶著過去，慈祥地笑了；孩子們遙望著前方，歡快地跑著。是的，四百年的風霜，四百年的滄桑，曾經的那個小魚村早已遠離了歷史所遺留下的陰霾，躋身世界最富有的城市之一。十年一個輪回，澳門正在蓮花的映襯下繁榮安康，穩步向前。雖然很多朋友喜歡稱呼它為“MACAU”，但它有個中國名字，叫“澳門”。在這裡，中西合璧，貫通古今。你看，那壯志滿懷的莘莘學子們，他們可能來自世界的各個角落，正在摩拳擦掌，致力於為這個獨特的東方城市添磚加瓦，呈現精彩，創造奇跡！

你聽，熟悉的旋律，「你可知MACAU，不是我的真姓名…… 請叫兒的乳名，叫我一聲澳門……」

一個新生的自白

糊塗

看著窗外的澳門半島，颱風雨淅瀝著這一座城市。外面風大雨大，在有瓦遮頭的課室裡面忽然感到一絲絲的安逸，然而又擔心歸家路上的風高路遠。

不知不覺在澳門大學上課已經有兩個星期，芸芸學子在校園中川流不息，到處人聲鼎沸。對於我這個一年級生來說，沒有了過往開學能夠看見一班死黨的興奮，沒有了校長在早會上的訓導。在大學校園中嘗到的全是新鮮的，一切都是新的開始，偶爾還會感到一些寂寞。

每天晚上，都和漂泊在外的中學同學網上聊天，傾聽他們細述大學新生活的樂與怒，看來並不只是我在適應新的學習生活，心裡也踏實下來。確實生活是在潛移默化地改變，每天都在結識新的朋友，碰上熱心指教選科技巧的學長，五花八門的屬會招攬新成員，這些校園文化在中學時期從沒有過。但是最大的轉變莫過於自己的學習態度，以往一直都是逆來順受接受中小學的教育，如今在入學前選了自己的專業科，課堂上老師也不再強逼自己，如何學習完全取決於自我，主動學習變得更加重要。

可能有人會說，享受大學四年的生活才對得起自己。我還清楚記得那天收到大學錄取通知書，看見父母流露出驕傲的神情，隔天書桌上擺著萬多元的學費，那時候我只沉浸在喜悅之中，然而永遠都是父母注意到最貼身、最實際的問題，他們大可以要求我自己一邊讀書一邊做兼職支付自己的學費，但他們僅僅叮囑我未來要好好讀書，其他問題也不必擔心，那一刻我才發現自己並沒有什麼了不起，只有務實地追求學問，才不會辜負父母的一番期望。

看著窗外的颱風雨，相信未來還有更多的問題需要克服，我亦知道澳大並不是一個避風港，而是一個令我真正能夠獨當一面的地方，考驗才剛剛開始，就讓暴風雨來得更猛烈些吧！

校園一隅

Andrey O



▲ 蹲著可以看到的天空



▲ 像潑墨畫的路牆



▲ 舒服的圖書館



▲ 無比乾淨的桌子



▲ 好看的灰色小方磚牆



▲ 電梯貼紙



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