

Spring/Summer 2011 Issue: 04 第四期

umagazine

澳大新語

澳門大學 住宿式 書院計劃

UM's Residential College Programme

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怎樣令課堂內學習能與課堂外生活相結合，重尋培養全人的目標？趙偉校長創新性地提出了結合專業、通識、研習和社群教育的四位一體教育模式，其中社群教育主要通過引入住宿式書院實踐。

住宿式書院為世界知名大學公認較好的辦學模式，澳大在參考和比較過國外多所大學成功的模式後，於去年引入並試行住宿式書院制度，為兩年後在新校區全面推行住宿式書院提供借鑑經驗。本期我們特別探討了住宿式書院的模式、運作和好處等，並訪問了兩所試行書院的院長，檢討一年來的試行成效。

另外，我們也訪問了大學時期曾親身體驗過書院生活的本校老師，以及現正生活在兩所試行書院的學生，他們的現身說法，相信會讓大家對書院的生活模式有一個全方位的瞭解。除此之外，對書院制度瞭解深厚的何順文副校長也接受了本刊訪問，暢談書院的精神和要義。

住宿式書院將會成為澳大推行「全人教育」的基石，我們的目標是通過書院的非形式教學為學生在校園營造另一個溫暖的家，讓學生樂在此，學在此，這也是澳大對「四位一體」的本科教育模式作出的堅定承諾。

How can we combine in-class learning with students' life outside the classroom? How can we return to the lost goal of nurturing "whole persons"? Perhaps the innovative "4-in-1" pedagogical model proposed by University of Macau Rector Wei Zhao, which consists of discipline-specific education, general education, research and internship education, and community and peer education, offers an answer to these questions. One of the components of the "4-in-1" model, community and peer education, is mainly achieved through a residential college (RC) system.

The RC system is generally acknowledged to be a good model. After studying the successful experiences of numerous overseas universities that already have an RC system in place, UM last year launched a pilot RC programme on the current campus, in order to accumulate relevant experience for the full implementation of the system on the new campus. In this issue of *umagazine*, we discuss the history and benefits of the RC system, how an RC operates, as well as the overall effectiveness of the two pilot RCs at UM during the pilot year through interviews with the two RC heads.

We have also interviewed Dr. Vincent Ho, who is an assistant professor at UM and lived in an RC at the Chinese University of Hong Kong during his university days, as well as two students who are now living in the two pilot RCs at UM. Hopefully, their accounts of first-hand RC experiences will give our readers a panoramic view of life in an RC. In another related article, UM's Vice Rector Prof. Simon Ho provides some insightful views about the spirit and essence of an RC system.

It is our hope that the RC system can become a cornerstone of whole-person education at UM. Our goal is that through non-formal education in an RC setting, we can create a community which feels like a warm, second home to students and one in which students can learn and have fun at the same time. This is also a firm commitment of UM within the framework of the new "4-in-1" pedagogical model.

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故事

學在此，樂在此—— 澳門大學住宿式書院計劃

Learn and Have Fun in Here — UM's Pilot Residential College Programme





約在公元前3世紀，西方文明燦爛的古希臘時代，柏拉圖在愛琴海畔的雅典創辦了講學授徒的學園，這裡不但有課室，附近還有花園與運動場，供師生休憩鍛鍊。這就是歐洲歷史上第一所集高等教育與學術研究為一體的「學院」，當時柏拉圖把它以「阿卡德摩」（Academy）命名。後來「阿卡德摩」（Academy）成為了後世研究所和學院的統稱。柏拉圖不但在「學園」裡教學，師生們還在一起生活、社交、討論哲學問題。這個社群為人類培養了多位偉大的先賢，包括亞里斯多德。

在世界另一端，中國亦於春秋戰國時代百家爭鳴的盛世：孔子、孟子、莊子、孫子、韓非子等先哲，以「私塾」作基礎傳道授業，培養出一批批人才，締造時代的傳奇。中國遠在唐代已有第一批以「書院」為名的地方教育機構，如山西的白鹿洞書院與湖南的岳麓書院，部份師生共學共住，教學相長。

無論是「學園」、「私塾」還是「書院」，其精神和教育理念其實與現今的「住宿式書院」非常相近。「住宿式書院」這個看似嶄新的名詞，其實早就出現在東西方的教育史裡。

In 387 BC, at the height of the ancient Greek civilization, Plato founded the Academy in Athens. There were classrooms in the Academy, and there were parks and stadiums nearby for the teachers and students to relax and exercise. The Academy was the first institution in Europe to integrate higher education and academic research. The name "Academy" was coined by Plato and later became a general term for research institutes and colleges. Plato's Academy was not just a place for teaching, but also a place where teachers and students lived together, carried out social activities and discussed philosophy. The Academy produced many great sages for humankind, including Aristotle.

On the other end of the world, during the Spring and Autumn Period and the Warring States Period in ancient China, different schools of thought thrived and fought for supremacy. Leading thinkers, educators and philosophers from that period, such as Confucius, Menfucius, Chuang Tzu, Sun Tzu, and Han Fei Tzu, founded private schools and produced generation after generation of outstanding graduates, some of whom became legendary figures in history. As early as the Tang dynasty, ancient China already saw the emergence of the first group of local educational institutions called "colleges", such as Bai Lu Dong College in Shanxi province and Yue Lu College in Hunan province. In these colleges, teachers and students helped each other to improve the educational experience by living together.

Whether it's called an "Academy", "private school", or "college", the spirit and the educational philosophy involved are actually very similar to those of the modern "residential college". A seemingly novel phenomenon, "residential college" actually appeared in the East and the West long ago.



打造全人教育

蛻變中的澳門日漸邁向國際化，其最重要的推動力必然是一批又一批的棟樑之材。為社會培養人才，是澳門大學（澳大）的重要責任——為社會源源不絕地輸送各行各業專才，而且是關心社會、才德兼備的「全人」人才。

然而，我們不免有疑問：匆匆數載的課堂學習，又怎能讓年輕人全面成長？又怎能開闊他們的眼界和胸襟，培養出他們的領導才能和獨立思考能力？曾在香港中文大學崇基學院擔任高層領導超過二十年的澳大副校長何順文教授自有一番見解與感受。他自2009年上任後，除改革大學本科課程結構與引入通識教育外，還帶領「住宿式書院籌備小組」，推動澳大試驗性住宿式書院的成立。

何教授指出，過去幾十年，隨着經濟發展，各國大學擴展迅速，教師往往忙於研究出版而漸忽略本科生教學及課堂外對學生的照顧指導，甚至認為安排學生校內住宿及一些課外團體活動就可解決，逐漸走入了所謂「研究型大學」的誤區，容易間接造成學生除專業知識外，視野狹窄，缺乏思考溝通技巧，可能滿腹理論，但為人處世思想稚嫩，抗壓能力偏低。

The Necessity of Whole-person Education

Macao is developing quickly, and it is growing increasingly international. This inevitably requires that local institutions of higher education provide a steady supply of "whole persons" who possess expertise and integrity and also care about society. As the leading university in Macao, the University of Macau (UM) is duty bound to fulfill this sacred responsibility.

However, we still have lingering doubts: Is it possible for a university to open the students' minds, broaden their horizons, help them develop leadership skills and critical thinking ability, and realize balanced, well-rounded development, through several fleeting years of in-class education alone? UM's Vice Rector (Academic Affairs) Prof. Simon Ho, who served as a member of senior management at the Chinese University of Hong Kong's Chung Chi College for more than twenty years, has some insightful views about RC system. After taking up office as the vice rector of UM in 2009, Prof. Ho played an instrumental role in the reform of undergraduate curriculum structure, the introduction of general education, and the launch of the pilot RC programme as the convenor of the Working Group on Residential College System.

Prof. Ho noted that rapid economic development over the past several decades has led to fast expansion of universities worldwide, and amid this trend, university teaching staff tend to focus on research and publication of papers, while gradually neglecting teaching and paying minimal attention to the study and life of undergraduate students outside the classroom; some even assume that arranging on-campus accommodation and organizing extra-curricular activities are a panacea for all the problems. Prof. Ho remarked that the consequence of this misconception is that many universities have fallen into the trap of putting teaching on the back burner in their pursuits to become "research-focused universities", which in turn affects the students indirectly but profoundly, as reflected in the students' failure to think from different perspectives, immaturity and childishness in dealing with people and things, lack of communication skills and critical thinking ability, and relatively poor ability to cope with stress, despite their possession of technical and theoretical knowledge.



怎樣令課堂內學習能與課堂外生活相結合，返回教師真正關心學生生活，重尋培養「全人」的目標，成為了當今很多大學改革本科教育的重要考量。

於是，我們展望現正建設中橫琴新校園的住宿式書院（Residential College，下稱RC或書院）制度能帶來新的改變。這種被公認為較好的辦學模式，將成為澳大推行「全人教育」的基石，期望能讓書院裡的學生學在此，樂在此。

國際知名大學推行

事實上，已有八百年歷史的英國劍橋和牛津大學就一直實行這個模式，其他美國老牌長春藤大學如哈佛大學、耶魯大學和一些小型文理學院亦很早就採用了住宿式書院制度。香港中文大學現時也有崇基、新亞、聯合與逸夫四所半宿式書院及五所新的全宿或半宿式書院。北美有賓夕凡尼亞大學、普林斯頓大學、康乃爾大學、維珍尼亞大學、萊斯大學（Rice University）、明德學院（Middlebury College）、墨瑞州立大學、克萊蒙特·麥肯納學院及多倫多大學等；亞洲方面，韓國的延世大學、台灣的東海大學、政治大學及清華大學，內地的復旦大學，最近也嘗試引入住宿式書院。另外也有些大學如北京大學及新加坡國立大學成立了非專業類的博雅學院，作為邁向RC的首站。何教授指出，採用RC的大學不一定為富有或頂尖的院校，也有較平民化的公校，也不需太多額外經費將傳統宿舍改裝及不會對現有學科課程造成影響。

How can we combine in-class learning with students' life outside the classroom? How can we make the teaching staff resume genuine caring for the students? How can we return to the lost goal of nurturing "whole persons"? These have become dominant concerns of many universities in the process of undergraduate education reform.

The same is true of UM, and that's why we are looking to the RC system to be implemented on the new campus to bring about new changes. The RC system is generally acknowledged to be a relatively good model. Hopefully, it can become the cornerstone of whole-person education at UM and allow the students to learn and have fun at the same time.

A Long-standing Practice of Prestigious Universities Worldwide

In fact, many prestigious universities around the world have practiced the RC system for a long time. Examples include the 800-year-old University of Cambridge and the University of Oxford in the UK; old ivy league universities such as Harvard and Yale and younger institutions like the University of Pennsylvania, Princeton University, Cornell University, the University of Virginia, Rice University, Middlebury College, Murray State University and Claremont McKenna College in the US; the University of Toronto in Canada; and the Chinese University of Hong Kong (which has four partially-residential colleges, namely Chung Chi College, New Asia College, United College and Shaw College, and five new fully- or partially-residential colleges). Apart from these universities that already have an RC system in place, many Asian universities, such as Yonsei University in South Korea; Tunghai University, National Chengchi University and National Tsing Hua University in Taiwan; and Fudan University in mainland China are also in the process of introducing an RC system. Other universities such as Peking University and the National University of Singapore have set up non-major-based liberal arts colleges as the first step towards implementing RC systems. Prof. Ho noted that universities that have adopted an RC system are not necessarily the wealthiest or those with the best reputation; some are just average public institutions. He added that it doesn't take much additional funding to transform a traditional dormitory building into an RC, and neither will implementing the RC system affect a university's existing academic disciplines.



高桌晚宴
High table dinner

打造學習生活社群

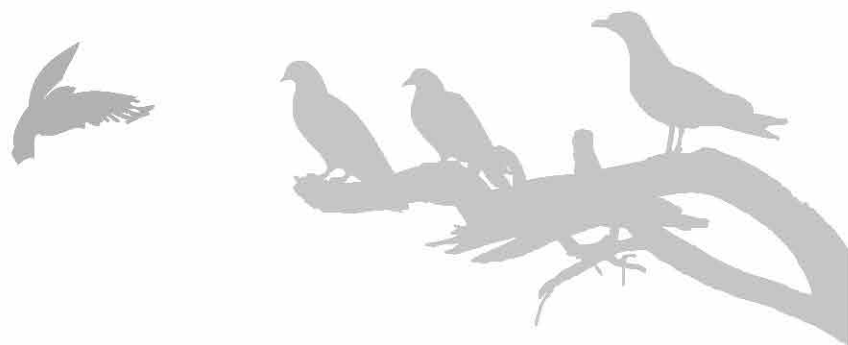
書院不是學院，它刻意打破學生的專業分類而讓不同背景、不同想法的人聚在一起學習、生活。書院也不是硬梆梆的宿舍大樓，而是一個住着數百人的大家庭。每所「半封閉」式住宿式書院內都有低密度的建築物，包括學生宿舍、院長、學生輔導長及部分教授成員的公寓、膳堂、課室、研討室、諮詢室、小型圖書館、電腦室、康體設施、練習表演場地、聯誼活動室、書院學生會與團體辦公室及庭園等。

何教授再指出，單單有優質的硬件還不足以對學生作全面培養，書院制的精神重點在於它是一個把學生的學習與生活結合為一的小型師生共同體，也是校園內的一個小社區。師生共住並經常共膳與交流，書院院務室及學生團體定期舉辦各類學術、導修、社交、文娛康體，及書院兼職活動等，因此也成為一個互動關懷和進行非形式教育的理想園地，營造一個敦品勵學的環境。

A Learning and Living Community

An RC is different from a faculty in that an RC breaks down the traditional boundaries between academic disciplines and purposefully arranges for students of different academic backgrounds and ideas to live and learn together. An RC is also different from a traditional dormitory building in that it is a big warm family inhabited by hundreds of people. Each "semi-enclosed" RC normally has low-density buildings, including student dormitories, quarters for college heads, chiefs of student development, resident fellows and some teaching staff, dining halls, classrooms, study rooms, consultation rooms, small libraries, computer laboratories, recreational amenities, performance and rehearsal areas, gathering and activity rooms, offices of the college students' union and other student organizations, and green spaces like courtyards.

Prof. Ho noted that the availability of a complete set of facilities alone is not enough for whole-person education. He said the essence of an RC lies in its being a small learning and living community with both educational and residential functions. In an RC, students and teachers live together, eat together and interact frequently. The college affairs office and student organizations hold various academic, social, cultural, recreational and sports activities and offer internal part-time job opportunities. Therefore, an RC provides an ideally interactive and caring environment for a university to conduct non-formal education, stimulate the students to study diligently, and shape their character development.



每個書院都有自己的文化與特色。比如某書院比較關心時事，某書院體育明星輩出；還有某書院辦的文娛活動特別有聲有色……總之，多姿多采的校園生活，學生通過同輩及老師之間的互動，磨練他們的意志和獨立思考能力，培養他們與人相處之道，擴闊包容不同思想文化的胸襟。

何教授認為住宿式書院的體制，令它與大學生宿舍有着本質及內涵上的不同。宿舍是建立在教學與生活分離的架構上。宿舍除了給學生提供住宿起居的設施外，其他的教育功能很少。住宿式書院則不同，其理念是一個小社群、一個高度整合的學術共同體。它把大學生活中課堂學習、住宿、課外活動及非形式教育結合起來。

貫徹「全人教育」的理念

澳大積極推行「住宿式書院計劃」，貫徹四位一體的「全人教育」理念。何順文教授直言，大學要設立住宿式書院，對空間要求十分高，並不是每間大學都有條件建立，而正在建設中的新校園更大的空間，讓澳大有條件建立亞洲最大的住宿式書院系統。但成功設立和管理住宿式書院，絕非易事。除了資源的投放外，何順文教授指出，更重要的是整間大學都必須了解和支援住宿式書院背後的精神，努力營造師生學習共同體的文化與環境氣氛，及對「四位一體」的本科教育模式作出承諾。

「住宿式書院試行第一年，已經得到各方面的支援和認可，令我們更有信心為此繼續努力。」何順文教授說。

Each RC tends to have its own culture and character. For instance, students from college A may be interested in current affairs; college B may have many athletic stars; college C may be particularly good at organizing interesting activities. However though each RC may be different, they have a shared purpose: Helping students to develop willpower and critical thinking ability, to improve interpersonal skills, and to become more tolerant of different ideas and cultures, through various fun activities and frequent interaction with fellow students and teachers.

Prof. Ho believes that an RC differs fundamentally from a traditional dormitory in that a traditional dormitory is based on a structure where the educational function and the residential function of a university are segregated. A traditional dormitory usually just provides living facilities, while offering very few, if any, educational functions. An RC is different. It is a small but highly-integrated academic community that offers accommodation, extracurricular activities, and non-formal education, as a healthy extension of in-class education.

Launching RC Programme to Facilitate Whole-person Education

UM has launched a pilot RC programme on the current campus, as part of its efforts to implement the new "4-in-1" pedagogical model and to facilitate whole-person education. Prof. Ho noted that it requires a lot of space to build RCs, and not every university has space large enough for that commitment. He remarked that UM's new campus which is now under construction will create the conditions that will allow UM to build the largest RC system in Asia. But he added that successful operation of RCs is by no means easy, because it entails investment of considerable resources, and more importantly it requires that all UM members understand, embrace and live the spirit of the RC system, work together to build a unique RC culture, create a good atmosphere, and be committed to the new "4-in-1" pedagogical model.

"It's only been a year since we launched the pilot RC programme, but we have already received great support and recognition from various parties, which gives us greater confidence to carry on our good work," said Prof. Ho.

住宿式書院先行者

Pioneers of the Residential College System at UM

澳大的新校園，預計將設立八至十個特別設計的住宿式書院，每所提供約五百個宿位。為了屆時能更順利推行住宿式書院，澳大現時正推行一個名為「精彩生活在書院」的住宿書院試行計劃，設立「東亞書院」及「珍禧書院」，並委任姚偉彬教授為東亞書院院長，華佐治（George Watt）教授為珍禧書院院長。這兩位教授可謂住宿式書院的領袖，也是澳大這個試行計劃的先行者。

不經不覺，住宿書院試行計劃已運作一學年，整體成效如何？讓我們來聽聽兩位書院院長的心聲。

The University of Macau (UM) plans to establish eight to ten specially-designed residential colleges on the new campus. Each residential college (RC) will be able to accommodate approximately five hundred people. To ensure that the RC system is smoothly implemented on the new campus, UM has launched a "Wonderful Life in Colleges – the Pilot RC Programme" on the current campus. Under this programme, two RCs were established, namely the East Asia College (EAC) and the Pearl Jubilee College (PJC). Prof. Iu Vai Pan and Prof. George Watt were appointed heads of EAC and PJC respectively. They are the pioneers of the RC system at UM.

The pilot RC programme was implemented one year ago. What is the overall effectiveness of the programme? Let's hear what the two RC heads have to say.



書院院長華佐治教授（左三）與姚偉彬教授（右三）和學生打成一片
Students and the college heads Prof. Watt and Prof. Iu are very close.



東亞書院院長姚偉彬教授

試行計劃留宿率高

「住宿式書院先行先試計劃的成效好不好，就在於我們的學生生活得好不好。」姚偉彬教授直接就點出作為一個院長最關心的事，不是數字，不是經費，而是學生的生活和成長。

成績顯然易見，一年的試行計劃後，一百三十多位宿生中只有十位因為畢業及出外交流而選擇不留，而非不習慣或不喜歡書院生活而選擇離開。這已經是對試行計劃成效最好的憑證。

姚偉彬教授逐一與所有書院學生面談，瞭解他們在書院的生活，學習和對住宿式書院的感想，希望有助改善書院及更好地支持學生成長。「一個住宿式書院和一個宿舍最不同之處，就是要建立一個關愛學生和相互扶持的群體及文化，支援學生在學業、社交和生活各方面的發展，這才是所謂的全人教育。」

Head of EAC Prof. Lu Vai Pan

High Retention Rate

"The effectiveness of the pilot RC programme depends on whether our students are happy living in the RCs," remarked Prof. Lu.

What Prof. Lu cares most about is not cold figures or even funding but the life and growth of the students living in his college. The answer to that concern is obvious: Of the more than one hundred and thirty students enrolled in the programme, only ten have left, not because they were not accustomed to or didn't like living in the RC, but because they had to leave due to graduation or exchange activities.

In order to solicit feedback from the students, improve the operation of the RC, and better support the students' growth, Prof. Lu conducted face-to-face interviews with every student in his RC. "The biggest difference between managing a RC and managing a traditional dormitory is that the former requires building a caring and mutually-supportive community and culture to support the students' study, social activities and daily life, for that's what 'general education' is about," said Prof. Lu.



進行學生領袖培訓
Leadership training



住宿式書院提供一種全新的學習體驗，讓學生可實現課堂外的自我開拓和興趣延伸。圖為財富管理講座。
A residential college provides a new learning experience and allows the students to stretch beyond the classroom setting. The picture shows the students attending a seminar on wealth management.

增加體驗擴闊視野

活動是書院的靈魂。姚偉彬教授認為活動的最終目的，是讓學生彼此之間有更深認識，產生思想的交流和碰撞，寓活動於學習。今年東亞書院以哈佛大學的一個非常受歡迎的道德哲學課程內容為題材，讓學生觀看這網上課程，一面聽哈佛大學教授的講授，一面對教授提出的觀點及問題進行討論。姚偉彬教授指出：「學生平日大部分地學習都在課堂，我們希望提供一個輕鬆的機會及環境讓學生學習和思考。意想不到的是，我們的學生提出的問題其實和哈佛大學的學生並沒有很大的分別。可以看出，大家這種氣氛下可以更活躍、更能發揮所長。」

在未來逐一改善軟硬件

姚偉彬教授指出，第一年的試行計劃，對於書院管理者和學生其實都很新鮮，無論是軟硬件的設置，都是邊實行邊改進。「來年我們希望增加多些空間來做學習室以及音樂室，這些都是考慮過同學們的意見去作出的改善。當然最終的願望是有一個屬於東亞書院自己的飯堂，這才能把書院辦得像學生的第二個家，這個願望在新校園將會實現。」



住宿式書院是學生學習與生活結合為一的共同體
A residential college is a learning and living community

Offering Horizon-expanding Experiences

Activities are the soul of an RC. Prof. Lu believes that the ultimate purpose of the various activities is to let students better understand each other and learn from peer interaction and fun activities. This year, EAC arranged for the students to participate in a very popular Internet-based course in morality and philosophy launched by Harvard University. Through the course the students heard lectures by a Harvard professor and also discussed the views and questions raised by the professor. "Students mostly learn from in-class teaching, so we hope to offer them an opportunity to learn and think in a relatively relaxed atmosphere," said Prof. Lu. "What I didn't expect was that the questions raised by our students were not that different from those raised by Harvard students. This shows that a relaxed atmosphere can indeed help tap into the students' potential and help them become more active."

Gradually Improving RC's Software and Hardware Aspects

Prof. Lu noted that the pilot RC programme was a novel experience for both the students and RC staff during the first year, so the staff had to improve RC's operation in both software and hardware along the way. "Next year we hope to have more study space and music rooms, based on suggestions from the students," said Prof. Lu. "Of course, our ultimate wish is to have our own dining hall in the college, because only then will the college truly feel like a second home to the students. I am very excited that this wish will eventually come true on the new campus."



為書院學生的成長而感動

姚偉彬教授曾任澳大校長及科技學院院長，如今又成為書院院長，為住宿式書院「開荒」。姚偉彬教授喜歡接觸學生，繁重的教學和行政工作之間，能和同學交流，對他而言是一件壓減的樂事。他認為，老師在課堂上所看到學生的成長，主要是學習方面的，但在書院裡，能與學生有更多接觸，看到他們在各方面的成長。例如每次組織的活動，由混亂到有條有理，待人接物亦成熟不少，對於一個書院的「大家長」而言，會有一種很安慰的感覺。

「其中有些學生的說話我印象特別深刻。最近一次書院學生選舉活動中，幾位參選的學生都作簡短的說話，很多沒有讀講詞，而是很感性地真情流露，覺得自己一年來生活豐富了，而且明顯感覺自己處世較以前成熟，看到他們的健康成長，自己都很感動。」姚偉彬教授笑說。

Happy for the Students' Progress

Prof. lu is the former rector of UM and former dean of UM's Faculty of Science and Technology. Now, as the head of EAC with many teaching and administrative commitments, he likes to interact with the students during his spare time, which he finds fun and stress-reducing. In his opinion, being an RC head is like being a parent of a big family. "A teacher sees the progress of a student as reflected mainly in academic performance, but as the head of the college, I get to spend more time with the students and I can notice their progress in many ways, such as event organization skills and interpersonal skills. That gives me a very gratifying feeling," shared Prof. lu.

"The words of some student candidates at a recent election activity have left a deep impression on me. They didn't read from a prepared note, but gave very spontaneous speeches. They all said that after participating in the pilot programme, their lives became more colourful and they grew more mature. I was truly happy to hear that," smiled Prof. lu.

珍禧書院院長 華佐治教授

珍禧書院院長華佐治教授於澳洲兩間大學擔任過住宿式書院院長，有非常豐富的書院管理經驗。他認為住宿式書院為學生提供了一種全新的學習體驗，讓學生可以實現課堂外的自我開拓和興趣延伸。他表示：「一個成功的書院，最重要是學生有歸屬感。學生覺得在這裡能收穫一些課堂及其他團體學不到的東西。」

書院自身的力量

珍禧書院的同學，對書院試行計劃的第一年反應熱烈。2011年入讀的學生不但流失率極低，而且希望入讀的人數亦很多。華佐治教授亦笑說，留宿率比他想像的要高很多。

「澳大初次實行書院制度，既是學校的新嘗試又是學生的新嘗試，有許多未知之數。不過以我過往的經驗，一間書院要成功，就要有自己的力量。這種力量並非由上至下，由學校出盡全力去管理去倡導，現在是由學生去形成自己書院的團隊精神。」華佐治教授指出，中學生可能會依賴老師的指導，但大學生更重要的是培養他們的自發性。當學生的好奇心和熱情受到鼓舞，就會產生很大的能量。第一學期，書院活動由校方主導的與學生組織的大約是七成與三成的比例；到了第二學期，校方主導和學生主導的比例卻來了個顛倒，有七成活動是由學生自發組織運作，讓人喜出望外。

書院中成長

華佐治教授指出，書院生活對學生一個很重要的一點是，這裡他們可以嘗試任何事情，無論成功或失敗，都是一種體會和磨練。「在學習上失敗，可能會影響你畢業。但書院給予學生很多嘗試不同事物的機會，成功或者失敗，只要處理得當，都是很好的學習成長機會。告訴大家一個例子，以前我曾任院長的一間書院，有次有名學生組織了一個活動，誰知活動當天，出席的只有他和我兩人。但我當時就鼓勵他，兩個人也可以照樣舉辦，這是一個很好的嘗試。」讓學生在開放的環境下體會成功非必然，讓他們有良好的心理基礎去面對未來社會激烈的競爭，是成長中不可多得的鍛鍊。



Head of PJC Prof. George Watt

Head of PJC, Prof. George Watt, possesses rich experience in the management of RCs. Before joining UM, he served as RC head at two universities in Australia. He believes that an RC offers students a new learning experience and enables the students to expand themselves beyond the classroom setting. "A successful RC must make the students feel that they truly want to stay and that the college is going to offer them things that wouldn't be offered in a classroom or other student organizations," remarked Prof. Watt.

The Dynamism Must Come from Within

It's been a year since the implementation of the pilot RC programme at UM, and response from the students has been very positive. Moreover, the retention rate has been extremely high—in fact far higher than Prof. Watt expected.

"The RC system is a new thing for both UM and the students, and there are a lot of things that cannot be predicted," said Prof. Watt. "But speaking from my own experience, an RC can only be successful when the dynamism comes from within. It can't work from the top down. Students must use their initiative to build a community spirit of their own college." Prof. Watt noted that secondary school students tend to rely heavily on guidance from the teachers, but for university students it is more important to develop their own initiative. He said that students' curiosity and passion, when encouraged, can make a great difference. "For instance, in the first semester, about 70% of the activities were suggested by me and the staff, but in the second semester, about 70% of the activities were suggested by the students. There was a huge difference," beamed Prof. Watt.

Growing in the College

Prof. Watt noted that one of the greatest benefits an RC can offer students is that in an RC setting one can try anything within relevant regulations, and it doesn't matter if one succeeds or fails, because successes and failures, both properly handled, are great learning experiences. "If you fail in an academic course, it really matters. It can affect how you go on to postgraduate study; but in a residential college, if you try things and fail, it doesn't matter," said Prof. Watt. "Let me tell you an interesting example. In an RC where I was the head, once a student organized an activity, but eventually only he and I showed up. I told him not to lose heart and go on with the activity even though there were just the two of us." Indeed, teaching students through small failures in a relatively safe environment that when they try something they can succeed but they can also fail will go a long way towards helping them face the fierce competition in society with a healthy mindset.

談到澳大住宿式書院的特點，華佐治教授說，「與澳洲及美國等住宿式書院相比，澳大的住宿式書院更大眾化。基於收費原因，澳洲美國的書院只有少數學生可以參與，而澳大是計劃讓每個學生都可以參加。此外，澳大住宿式書院的一個最大特點就是四年制，而其他地方的住宿式書院，遠至澳洲美國，近如新加坡台灣等，基本上都是一至兩年。我自己非常贊成實行四年制，因為需要有充份的時間，才能讓學生通過住宿式書院成長。就這一點而言，澳大在亞洲眾多大學中有明顯的優勢。」

建立書院團隊精神

「我剛受任成為珍禧書院院長時，我對校董會謝志偉主席及趙偉校長作出承諾，一年後，我會令書院的學生對書院有歸屬感，熱愛它。現時正好差不多過了一個學年，我們總算是實現了這個承諾。」華佐治教授笑說。目前為止，試行計劃的成果令華佐治教授滿意，有許多剛試行時不明確的事，在今年的運作中已確立方向，讓未來新校園的住宿式書院借鑑。

這一年裡，書院致力令學生建立團隊精神，一方面透過書院的活動，讓不同專業的學生加深了解；另一方面亦在書院間舉辦不同類型的活動和比賽，透過良性競爭，培養學生對書院的認同感和歸屬感。「短短數月，已看到兩間書院有不同的特質。書院的文化就是這樣一代接一代地形成。」

華佐治教授說：「若你問我四十年前大學時代的事，印象最深的不是課本上學了什麼，而是書院的生活和跟同窗相處的記憶。書院的生活將成為同學們大學生涯一個難忘的回憶。」

When asked what makes UM stand out from many universities around the world that also practice RC system, Prof. Watt said: "Compared with Australia and the USA, RCs at UM are more economically accessible to the students. In Australia and the USA, RCs are accessible to only a small portion of students, but UM will make it accessible to every student. Moreover, the RC system at UM is a four-year system, while in other places, such as Australia, the USA, or even Singapore and Taiwan in Asia, RC system is a 1-to-2-year system. As far as I'm concerned, we must have 4-year RC experience, because it takes some students four years to grow. UM is going to offer 4-year RC experience, and that gives us opportunities to offer students what other Asian universities, even good ones, cannot offer."

Building a Community Spirit

Prof. Watt has been satisfied with the effectiveness of the pilot RC programme. "When I was appointed head of PJC, I promised Dr. Tse and the rector that after one year, the students will feel a loyalty to and a love of their college community, and we certainly have achieved that," said Prof. Watt. "Participation in this pilot programme has given Prof. Lu and I a much more informed perspective to advise the rector and the University Council on how they should do this on the new campus."

During the pilot year, PJC organized many activities in order to help students of different academic majors to know each other and build a community spirit. Various kinds of inter-college activities and competitions were also held to enhance students' sense of belonging to their colleges. "It's only been several months, but already the two RCs have developed their own group personalities, and such personalities are self-perpetuating."

"If you ask me what exactly I learned from my university classes forty years ago, I honestly can't remember," laughed Prof. Watt. "But I do remember, very vividly, my life in the RC with my fellow students. The memories about one's residential college will live on for a very long time even after one's graduation."



投入書院大家庭

Embracing the Big Family of the Residential College



珍禧書院的郭宇麒是書院第一年招收的學生，他們都覺得住宿式書院比宿舍多了一份親切感，同學之間的聯繫十分緊密。

Rockie joined the PJC during the pilot year. He feels that an RC feels more like a home than a traditional dormitory, due to the close bond between college members.

珍禧書院

郭宇麒 社會科學及人文學院二年級學生

當初聽到「住宿式書院」這個名字，郭宇麒根本毫無概念，直至參加學校的參觀團到香港中大參觀，他很受這種全人培訓的理念所震撼，立即決定加入住宿式書院大家庭。

「這一年裡，無論是院長還是書院的職員，對我們學生真摯的關心，大家的關係很緊密，有事可以直接敲開院長的門，向他傾訴和請教。這讓我覺得我們是有很多人關愛的。」

郭宇麒是學校的積極份子，運動隊隊長和榮譽學院學生等等的職務令他感到壓力巨大。「我去找院長傾訴，他教我時間管理的技巧，教我去釋放壓力。書院裡面有許多活動，就算是一些比較內向害羞的同學，輔導員也會鼓勵他參加，書院從不會忽略任何一位同學。它的優點超出我的預期！」

Pearl Jubilee College

Rockie Second-year student of the Faculty of Social Sciences and Humanities

When he first heard the word "residential college", Rockie had no idea what it was. Later when he participated in a trip to the Chinese University of Hong Kong organized by the University of Macau (UM), he was so impressed with the notion of "whole-person education" that he immediately decided to join the big family of the Pearl Jubilee College (PJC).

"Everyone in the college, from the head Prof. Watt to other staff, truly cares about us students," said Rockie. "We are very close. For instance, we never hesitate to go knock on Prof. Watt's door when we have something that bothers us and he always listens to us understandingly and gives us good advice. Things like this make us feel that we are cared about by a lot of people."

Rockie is an active student. Having numerous roles, including leader of a sports team and member of the Honours College, causes him enormous stress. "So I went to talk to Prof. Watt about it, and he taught me time management skills to help me relieve stress," said Rockie. "The college organizes many different activities, and even shy, introverted students are encouraged to participate. The college never neglects any student. Its benefits far exceed my expectations!"



黃松柏在書院像個大哥哥，經常負責組織各種活動。
Wong Chong Pak is like a big brother to his fellow students in the college. He often organizes various activities

黃松柏 科技學院碩士一年級學生

人稱「樹人」的松柏在書院裡就像個大哥哥，不但關心同學的生活，還經常負責組織各種活動讓大家參與。「我們書院的同學都很活躍，有籃球隊、羽毛球隊等等的體育活動都有很多人參加，今年學校的環校跑前十名中，有四個人是我們珍禧書院的呢！」

初開學時為迎接新生，松柏亦拿着「大聲公」帶領新生們一起去游澳門，爬松山；農曆新年怕留校的國內同學想家，書院裡的同學會一起包餃子吃年夜飯，其樂融融。「入讀住宿式書院，是我給自己的一個挑戰，學會如何組織活動，也學懂同學心理，這樣搞活動才會成功。」

Wong Chong Pak First-year master's student of the Faculty of Science and Technology

Wong Chong Pak, whose nickname is "Treeman", is like a big brother to his fellow students in the college. He cares about other college members and often organizes various activities. "Students in the college are very active. We have numerous sports teams, and every time we organize a sports activity, we always have many participants. Guess what! Of the top ten winners of the round-campus run competition held earlier this year, four are from PJC!" exclaimed Treeman.

At the start of the semester, Treeman showed the first-year students around Macao and took them to of Guia hill, excitedly keeping a running commentary about Macao's places of interest through a loudspeaker. During the Chinese Lunar New Year, the college arranged for the stay-behind students to make dumplings and eat the New Year's Eve dinner together to ease their homesickness. "Participating in the pilot residential college programme is a self-imposed challenge. I've acquired useful event organization skills, and I'm now better at anticipating others' needs. These are essential to successful event organization."



東亞書院的學生會主席張超彥喜歡一打開門就可以見到同學的感覺
Kelvin Cheung from EAC likes it that whenever he opens the door he sees the familiar faces of his fellow students

東亞書院

張超彥
科技學院一年級學生

陳子鳳
社會科學及人文學院一年級學生

2010年11月，國家總理溫家寶到訪澳大，在東亞樓參與學生討論的時候，坐在總理兩側的一對「金童玉女」，正是東亞書院的超彥和子鳳。超彥是在拿獎學金的簡介會上得知學校準備開設住宿式書院。

「我中學時常常參加交流團，晚上和同學們十幾個人在一間房裡玩，覺得好開心。我心想，如果入讀書院，可以天天都和同學住在一起，豈不是更加開心？」

子鳳：「我不想自己上完課就走，感覺自己和學校沒甚麼關聯，所以就進入書院住。」

超彥：「是呀，書院的院長和同事都很疼我們，Monica簡直像是我第二個媽媽！」

East Asia College

Kelvin Cheung
First-year student of the Faculty of Science and Technology

Cutebe Chan
First-year student of the Faculty of Social Sciences and Humanities

The two lucky students sitting next to Mr. Wen Jiabao, premier of the People's Republic of China, during his visit to the East Asia College (EAC), were Kelvin Cheung and Cutebe Chan. Kelvin learned of UM's plan to launch a pilot residential college programme at an information session about scholarships. "I was an active participant in exchange activities in my secondary school. At nights I and a bunch of other students would talk and laugh and have fun in the dormitory room. So when I heard about the programme, I thought if I could live in a residential college, then I could spend more time with other students, wouldn't that be great?" recalled Kelvin.

"I don't think a university should be a place where you spring to your feet and run for the classroom door when the bell rings. That way, you can't feel a connection to the university. That's why I chose to live in a residential college," said Cutebe.

"My sentiments exactly! Plus, the college head and other staff really care about us a lot. Monica is like a second mom to me!" concurred Kelvin.



東亞書院的陳子鳳認為書院令她對學校更有歸屬感
Cutebe Chan from EAC feels that living in the college enhances her sense of belonging to the university

生活在書院，他們喜歡一打開門就可以見到同學的感覺。「哪裡有朋友就哪裡就有歸屬感。」他們說。這一年的書院生活，他們組織過踩單車活動，烹飪比賽甚至情人節向同學派禮物，希望拉近同學之間的距離。

「入讀書院這一年我最深刻的感受是書院同學彼此的關心。曾經有一位書院的女同學腳受了傷，行動不方便，在路上遇到一位不相識的同學，當彼此知道是東亞的人，他就主動背她到圖書館，讓我很感動。」超彥說。

子鳳也十分喜歡參加書院舉辦的各類型講座：「書院會請社會上不同行業的成功人士來和我們分享經驗，讓大家視野開闊了很多。」

Kelvin and Cutebe like living in the residential college, not least because whenever they open the door of their rooms, they see the familiar faces of their fellow students. "Wherever you go, having friends around gives you a sense of belonging," Kelvin and Cutebe chorused in unison. During the pilot year, they organized various activities in the college, such as bicycling outing and cooking competition. They even organized a gift-exchange activity on Valentine's Day, hoping to bring college members closer.

"What touches me the most about the college is the mutual caring among college members," said Kelvin. "Once a female student injured her feet, and as she wobbled around the campus, she ran into a boy who turned out to be from the same college. The boy offered to carry her to the library on his back. I was very touched when I heard the story."

Cutebe likes the various seminars organized by the college. "The college invites successful people from different walks of life to share experience with us. This truly has broadened our horizons," said Cutebe.

香港中大住宿式書院親體驗

Dr. Vincent Ho Recalls First-hand RC Experiences at CUHK

澳大積極推行住宿式書院，港澳文化相近，由創校至今一直實行住宿式書院制的香港中文大學，是其中一間重點的參考對象。

澳大社會科學及人文學院歷史系助理教授何偉傑博士，正是香港中文大學崇基學院的畢業生，不但在書院度過了他四年的青蔥歲月，更做過一年書院的助理舍監，對住宿式書院在培養學生全面成長方面的好處，感受深刻。

The Chinese University of Hong Kong (CUHK) has practiced a residential college (RC) system since it was founded. Macao and Hong Kong are culturally similar. For these reasons, CUHK has been singled out as a key object of study by the top management of the University of Macau (UM), which plans to fully implement an RC system on the new campus.

Dr. Vincent Ho, assistant professor in the Department of History, Faculty of Social Sciences and Humanities, UM, is a graduate of CUHK's Chung Chi College. Not only did he spend four years in the college, but he even served as assistant warden for a year. His first-hand experience living in the college has convinced him of the positive role an RC plays in the growth of the students.



不同書院各有側重

進入中文大學的學生，會被分配到一個不同的學院。而由於創立的時間及背景不同，每間書院都有自己的特色和側重點。「我進入的崇基學院是由十三間教會學校組成，所以書院的宗教氛圍很濃厚；而由國學大師錢穆創立的新亞書院，則十分著重中國傳統文化的培養，有很多書法、國畫、國樂團等課程；聯合書院則由社會工商界人士組建，因此特別多工商界的校友；而逸夫書院歷史較短，很多新進入中大的老師，如當時剛進中大當老師的我，就被分派到逸夫書院作駐院老師，體驗書院氣氛。」何偉傑博士介紹。

Different Colleges Have Different Focus

Students at CUHK are assigned to different RCs. Each college has its own characteristics and focus due to different dates of establishment and historical contexts. "Chung Chi College where I lived consists of thirteen missionary schools, so it has a rich religious atmosphere," said Vincent. "Different colleges have different focus. For instance, New Asia College which was founded by Mr. Ch'ien Mu, master of traditional Chinese culture, attaches great importance to familiarizing students with traditional Chinese culture, so it offers many courses in calligraphy, traditional Chinese painting, and traditional Chinese music. United College was founded by people from the business circle, so the majority of its alumni are also from the business circle. Shaw College has a relatively short history, and many new recruits are usually assigned to Shaw College as resident fellows to get a feel of the unique atmosphere of the college, and I was no exception."





歸屬感源自書院生活

中文大學為本科生提供三年（未改制前香港的大學實行三年制）的住宿式書院。「由中學升讀大學，由住在家裡到住在學校，書院讓我學識自己照顧自己，並且學會與人交往。」學院更會邀請一些國際著名的學者來書院演講，晚上就一起暢談天地。「我最記得有一次數學家丘成桐來崇基學院，晚上同學一起去與他談天，當然不是討論嚴肅的學術問題，只不過是分享人生經驗，他也很樂意和我們侃侃而談。一睹大師風采，潛移默化的熏陶，現在回想，確是令人回味的好時光。」

對學校的歸屬感，源自書院的生活和同學之間的感情。「很多學生畢業時都會找書院的舍監，職員甚至是校工拍照留念，有些校友結婚時更會回來書院拍照，可想而知他們對書院的感情深厚。」

結交各學系朋友的好機會

住宿式書院，不同學系、年級的學生住在一起日夜相對，是個讓同學建立廣大人際網絡的好地方，何偉傑博士認為這對擴闊自己視野十分重要。「中大活動的地點，可以聚腳的地方相當多，草地遍佈校園，同學自然可以多些交流。每每見到自己同書院的同學或師兄弟姐妹，你會有一種親切感，對於日後校友關係，校友對學校的捐獻力量都會有很大的正面作用。」

Sense of Belonging Comes from Living in the RC

CUHK offered three-year RC experiences for undergraduate students (before implementation of the new 3-3-4 education system, institutions of higher education in Hong Kong offered three-year undergraduate programmes.) "When I was in secondary school, I lived at home. When I went to CUHK, I lived in Chung Chi College. Living in the college helped me to learn how to take care of myself and how to get along with others," recalled Vincent. "The college often invited renowned scholars to give lectures, during which time the scholars also lived in the college. I vividly remember when the famous mathematician Mr. Yau Shing Tung came to the college, I and a bunch of students went to talk with him at nights, not about serious academic topics of course, just idle chit-chat about life experiences and so on, and he was also happy to chat with us. I often replay these memories in my head, and I think face-to-face interaction with renowned scholars like Mr. Yau Shing Tung and many other fun activities were actually shaping our knowledge and character without us even realizing it."

The depth of the sense of belonging depends on the depth of the emotional bond among RC members built through living together. "Many of my fellow students took photos of the warden and other college staff, even cleaning workers, before graduation," recalled Vincent. "Some of them even made special trips back to the college for photo-taking when they got married, which is clear evidence of their strong bonds with the college."

Good Opportunity to Make Friends

An RC is a good place for the students to establish useful interpersonal networks because students of different ages and from different faculties live together day and night. Vincent thinks that this benefit of RC has played an important role in broadening his horizons. "There are many spots on CUHK's campus where students can get together and hold activities. Lawns are everywhere. Whenever you see students from your own college, you can't help but feel a brotherly affection for them. From the perspective of the university, I think this plays an enormously positive role in building solid relations with the alumni and in mobilizing the alumni to donate in the future."



社會科學及人文學院歷史系助理教授何偉傑博士是中文大學校友，曾住崇基學院，對書院生活有一番特別體會。
Dr. Vincent Ho, assistant professor of the Department of History at UM, is a graduate of CUHK and has first-hand experience living in a residential college.

寄望有屬於澳大文化的書院

既親身在住宿式書院住過三年，又當過一年的助理舍監，何偉傑博士認為，書院對幫助學生建立發展的人際網絡十分重要。

「現時在澳大任教，學生一放學就各自回家，讀了四年可能只以同班同學為主。學生到社會工作，人際網絡的重要性也不容忽視。如果我們看看劍橋大學對「劍橋人」的概念，不是說你在劍橋畢業就是劍橋人，而是大學生涯之中你有多少個晚上在劍橋度過。可想而知，除了讀書上課，校園生活才是大學希望給予學生最大的財富。」

「我寄望未來澳大新校園的住宿式書院，地方更大，大家可以在草地上談天說地；在書院的飯堂裡和同學一起吃飯聊天，像一家人一樣，建立屬於澳門大學的書院文化。」何偉傑博士說。 ▮

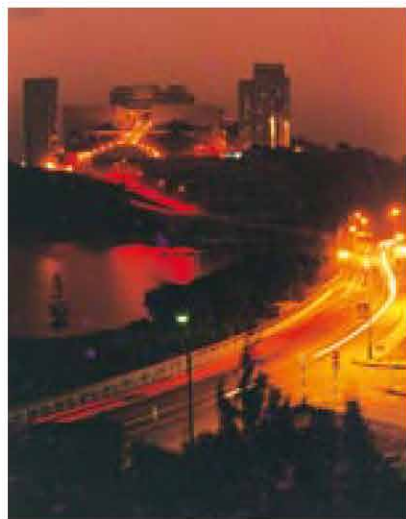
Looking Forward to Seeing UM's RCs

Speaking from his first-hand experience of living in Chung Chi College for three years and of serving as assistant warden for one year, Vincent believes that an RC plays a crucial role in helping students to establish useful interpersonal networks.

"Some UM students from the classes I've taught couldn't even place their classmates' faces after four years because they left the campus as soon as the classes ended. Such students, when they enter society after graduation, will find themselves at a serious disadvantage compared to those with extensive interpersonal networks," remarked Vincent. "The University of Cambridge clearly understands that apart from knowledge, campus life is the second greatest asset a university can offer its students, because it tells its students something to the effect that 'Just because you will one day graduate from Cambridge doesn't mean you can say you are a member of Cambridge. To be a Cambridge member, you need to have really lived on campus.'"

"I hope the RCs on the new UM campus will have enough space so that students and staff can laze around and chat on the lawns or eat dinners in the college canteens like a big family," said Vincent. "Most importantly, I hope our RCs have a culture and character unique to UM." ▮





騰飛的足印—— 圖說澳大歷史



Footprints——
Illustrated Introduction to
the History of UM

今年是澳門大學（澳大）創校30週年，作為澳門第一所公立綜合性大學，30年來，澳門大學師生孜孜以求，勤耕不輟，為澳門培育一代又一代的棟樑之材，迭逢艱難而從未退卻，歷經險阻而始終向前，為社會進步和學術發展貢獻了自己的力量。

澳大的創校歷史，最早可以追溯到1978年。在三位創校者——胡百熙博士、黃景強博士及吳毓璘博士及眾多社會熱心人士的推動下，始有大學的雛型。經過30年發展，特別是近十年來，在祖國的關懷及特區政府的大力支持下，澳大承擔起建設具有世界先進水平的一流大學的重任，在教育教學、科學研究、社會服務等方面都取得了卓越的成就。同時，橫琴新校園的規劃及建設，不但成為粵澳高等教育合作的創新教育模式，也將為澳門、國家和世界培養更多優秀的人才。

縱觀歷史，高水準大學的湧現總是與一個國家或地區的經濟、社會的發展相輔相成。大學承擔著發現和創造新知識、培養拔尖創新人才的重要使命，這就要求大學具有前瞻、開放與包容的特徵。

澳大的歷史，其實也正是澳門社會環境變遷的一個橫切面。以圖像反映澳大歷史，讓大家更直觀地感受這30年來澳

The University of Macau (UM) was the first comprehensive public university in Macao. This year marks the 30th anniversary of UM. Over the past three decades, UM staff and students have worked hard to improve the institution despite numerous difficulties and challenges. The university has made contributions to societal progress and academic development of Macao by nurturing generation after generation of outstanding graduates.

The history of UM can be traced back to 1978 when its predecessor was co-founded by Dr. Edward P.H. Woo, Dr. Wong King Keung, and Dr. Peter Y.L. Eng, with the support of numerous other people who cared about higher education. Through three decades of development, especially because of the great support of the motherland and the Macao SAR government over the past ten years, UM has attained immense achievements in teaching, scientific research, and community service. Moreover it has set as its goal becoming a world-class university. The planning and construction of the new UM campus on Hengqin Island not only provides an innovative model of cooperation in higher education between Guangdong and Macao, but will also enable UM to nurture more outstanding graduates for Macao, China and the world.

A review of history reveals that the emergence of high-quality universities tends to be inextricably linked with the economic and social development of a nation or region. A university shoulders the important mission of discovering and creating new knowledge as well as nurturing outstanding, innovative people. This requires that a university be forward-thinking, open and tolerant.

The history of UM reflects the changes in Macao society. In this article we will recount the brief history of UM with images in order to present a visual journey of the key milestones of the university's development.



建校初期的外觀 The old look of the campus

現時校園外觀 The current look of the campus

高樓平地起

30年來，澳大從1981年只有寥寥可數的建築物，到2011年林立的校園建築，再到未來新校園的宏大規劃，我們追溯每一個時間節點，呈現一段段可堪回味的歷史場景。如果將這些場景編輯起來，澳大獨有的風貌就活靈活現地展現起來，大學校園的成長及發展的華彩樂章也隨即奏響。

Tall Buildings Rising Up from the Ground

We will return to some key junctures over the past three decades, from 1981 when there were few buildings on the campus, to 2011 when new buildings rise up from the ground one after another, to the near future when the new campus will be completed. These moments are like musical notes that are worth replaying over and over in our minds, and together they form an enchanting symphony singing the praises of the growth of the university and the expansion of the campus.

09/1981

大豐樓
功能：辦公室、電腦室及課室

Tai Fung Building
Used as: offices, computer laboratories, classrooms

09/1981

第一座
功能：宿舍及辦公室

Block 1
Used as: dormitories, offices

第二座 翁祐樓
功能：宿舍

Block 2 Yung Yau Building
Used as: dormitories

02/1985

文化中心
功能：劇院、展覽廳、課室及影音室

Cultural Centre
Used as: theatre, exhibition hall, classrooms, media rooms

11/1988

職員宿舍
功能：職員宿舍

Staff Quarters
Used as: staff housing

09/1990

蔡繼有樓
(原稱：新教學樓)
功能：辦公室、實驗室、電腦室及課室。

Choi Kai Yau Building
(original name: New Academic Building)
Used as: offices, laboratories, computer laboratories, classrooms

09/1981

方潤華教學中心
功能：學生中心及餐廳

Fong Yun Wah Centre
Used as: Student centre, canteen

09/1982

王寬誠樓
功能：辦公室、實驗室及課室

K. C. Wong Building
Used as: offices, laboratories, classrooms

02/1985

何賢中心
功能：辦公室及課室

Ho Yin Convention Centre
Used as: offices, classrooms

09/1987

第三座
功能：宿舍、課室及書院

Block 3
Used as: dormitories, classrooms, college

01/1995

體育綜合體
功能：體育設施及場地

Sports Complex
Used as: sports facilities



09/1997

中葡樓
功能：辦公室、實驗室、
電腦室及課室

Luso-Chinese Building
Used as: offices, laboratories,
computer laboratories,
classrooms

09/1999

大學圖書館
(原稱：澳門大學國際
圖書館)
功能：圖書館、禮堂及
課室

International Library
(original name: International
Library of University of Macau)
Used as: library, auditorium
hall, classrooms

10/2005

東亞樓
功能：宿舍及書院

East Asia Hall
Used as: dormitories, college

04/2006

澳門發展及質量研究所
功能：研究所

The Institute for Development
and Quality, Macau
Used as: research institute

11/1998

行政樓
功能：辦公室

Administrative Building
Used as: offices

09/2000

何鴻燊樓
功能：辦公室、實驗室、
電腦室及課室

Stanley Ho Building
Used as: offices, laboratories,
computer laboratories,
classrooms

04/2006

銀禧樓
功能：課室、實驗室及
辦公室

Silver Jubilee Building
Used as: classrooms,
laboratories, offices

09/2010

珍珠樓
功能：課室及辦公室

Pearl Jubilee Building
Used as: classrooms,
offices

三十年精彩華章 Brilliant Chapters over Three Decades

八十年代：艱苦創校

建立於澳門、遠東的第一所西式大學聖保祿公學於1835年被焚，自此澳門高等教育足足斷裂150年。直至1981年，才有另一所高等院校在澳門巍然屹立，令澳門高等教育史得以延伸、承接，她就是澳門大學的前身——東亞大學。東亞大學創校於1981年，由三位香港的教育學者胡百熙博士、黃景強博士及吳毓璘博士以Ricci Island West有限公司的名義，向當年的澳葡政府申請撥地開辦大學，最後政府批出位於氹仔觀音岩側的小山崗地段，興建私立大學。

大學校舍的建造工程在1979年底動工，「當時整個山頂只有一棵枯樹。」澳大創校校長薛壽生教授說起艱苦的創校歷程依然記憶猶新，「建校舍時，山頂上甚麼也沒有，沒有水沒有電，我們也沒有錢，需要每天用車到路環水庫一桶桶的把水運回來。」

東亞大學成立初年，大部份學生均來自香港。為配合澳門政權移交過渡期的人力資源需求，澳葡政府在1988年通過澳門基金會收購東亞大學為公立大學並進行重組，設立文學院、工商管理學院、社會科學學院和科技學院，將三年制課程改為四年制，隨後又設立法學院和教育學院。教學語言以英語為主。

1981



1981年3月28日，私立東亞大學成立。大學籌建委員會舉行東亞大學成立典禮，向在場來自世界各地130多所大學的校長和代表、2000多位來賓宣佈大學正式成立。

The organizing committee officially announces the founding of the University of East Asia (private) at an inauguration ceremony on 28 March 1981. The ceremony was attended by 2000-plus representatives from more than 130 universities.

The 1980s: Difficult Founding Period

Sao Paulo College (Colégio de São Paulo) was the first western-style university in the Far East. In 1835 a fire destroyed the college, interrupting higher education in Macao for one hundred and fifty years. It was not until the founding of another institution in 1981 that higher education development resumed in Macao. The institution in question was the University of East Asia (UEA), the predecessor of UM. UEA was co-founded by three Hong Kong educators, namely Dr. Edward P.H. Woo, Dr. Wong King Keung, and Dr. Peter Y.L. Eng. The trio formed a limited company named Ricci Island West and applied to the then Portuguese government in Macao for a piece of land for the purpose of founding a private university. The government eventually approved the application and allocated a plot adjacent to the Small Kun Yam Temple in Taipa.

Construction of the dormitories began in late 1979. "At that time there was only one withered tree on the top of the hill," said Prof. Hsueh Shou Sheng, founding president of UEA. The difficult early days are still fresh in his memory. "There was nothing up the hill when we were building the dormitories," recalled Prof. Hsueh. "No water. No electricity. We had no extra money, so we had to ferry water in buckets from the reservoir in Coloane every day."

During UEA's first year of operation, most of the students came from Hong Kong. To satisfy society's demand for human resources during the transitional period leading up to Portugal's handover of sovereignty over Macao to China, the local government passed a motion about Macau Foundation's acquisition and restructuring of UEA in 1988. Afterwards, School of Arts, School of Business Administration, School of Social Sciences and Faculty of Science and Technology were established, and the number of years of study for the academic programmes was increased from three to four. Later, Faculty of Law and School of Education were established. English was the main medium of instruction.

1984



1984年 首屆本科生畢業。
Congregation for the first group of bachelor graduates in 1984

1985



1985年 國家教育委員會贈送九龍壁予澳大，現在已經成為澳大地標之一。
The Nine Dragon Wall, a landmark at UM. It was a gift given by the State Education Commission of the People's Republic of China in 1985.

1985



1985年 文化中心揭幕
Inauguration ceremony for the Cultural Centre in 1985

1988



1988年 東亞大學教學樓奠基典禮
The groundbreaking ceremony for the Academic Building of the University of East Asia in 1988

1989



1989年 中葡大廈動土典禮
The groundbreaking ceremony for the Luso-Chinese Building

1989



1989年 葡萄牙共和國總統蘇亞雷斯到訪
President of Portugal Mario Soares visits UM in 1989

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九十年代：持續發展

1991年是澳大發展史上一個重要的里程碑。根據50/91M號法令，頒佈新的《大學章程》，東亞大學正式改為澳門大學，成為澳門第一所公立大學，為澳門政權移交過渡及未來發展，培養人才，貢獻社會。原屬於東亞大學的理工學院則脫離大學成為澳門理工學院。大學重組後，學生人數急劇上升，由創校時的數百人陸續升至近三千人。

澳大於90年代開始展開國際交流，與中國內地、香港、葡萄牙及其他歐洲國家、日本、澳大利亞及美國等20個國家和地區的100多所大學簽訂了學術合作或交換生協議，每年有百多名外國交換生來澳大就讀。1994年2月，澳大開始招收博士學位研究生。



1991年 政府收購東亞大學後改名為澳門大學
UEA was acquired by the local government and renamed "University of Macau" in 1991

The 1990s: Continuous Development

1991 was a key milestone in the history of UM. In this year, the new *Charter of the University of Macau* was promulgated in accordance with Bill No. 50/91M, and UEA was renamed University of Macau, becoming the first public university in Macao. These changes enabled the university to make greater contributions to Macao society during the transitional period leading up to the handover. Polytechnic College, which was originally affiliated with UEA, separated from UEA and became Macao Polytechnic Institute. After the restructuring, the number of students jumped dramatically, from several hundred at the time of founding to nearly three thousand.

In the 1990s, UM signed agreements concerning academic cooperation and exchange with more than one hundred universities in approximately twenty countries and regions, including mainland China, Hong Kong, Portugal and other European countries, Japan, Australia, and the USA. The outcome of these agreements is that every year more than one hundred foreign exchange students study at UM. In February 1994, UM began to recruit PhD students.

1992



1992年 首屆碩士生畢業
Graduation ceremony for the first group of Master's students in 1992

1995



1995年 體育綜合體開幕儀式
Inauguration ceremony for the Sports Complex in 1995

1997



1997年 葡萄牙共和國總統沈拜奧到訪
President of Portugal Jorge Sampaio visits UM in 1997



1997年 中文學院成立
Inauguration ceremony for the Institute of Chinese Studies in 1997

廿一世紀：迎接新機遇

廿一世紀是澳大高速發展的年代，肩負着發展成為具有區域特色的廿一世紀新型現代大學的使命。

招生方面，澳大2001年經國家教育部批准，招收內地學生的省市由最初的五個增加至現時的25個。此外，為協助有需要的學生，澳大亦努力降低學費，並提供學金和財政支援。另一方面，大學的入學要求也逐步提升，亦開展了推薦直接入學計劃。在學生的素質不斷提高的同時，大學的學生人數亦由1999年的約2800人增至現時的7000多人，增幅近三倍。

2006年2月，澳門特區立法會通過了《澳門大學法律制度》，奠定了澳大的法律地位，並於同年9月通過《澳門大學章程》，澳大從由政府全權領導，改為由校董會負責制定大學總體的政策和方向，校長負責管理及運作的管治架構。新的管治架構使澳大在學術上擁有更多自由的空間，在運作上亦更加自主和靈活。對於澳大來說，這是一個極度舉足輕重的改變，意味着澳大的管理將更為靈活及切合需要。

作為一間以成為國際一流大學為目標的大學，現時澳大的校園規模較小，限制了學校的各方面發展。有見及此，早在2002年，學校已經希望覓得一片土地建設新校園。這項宏願終於在2009年6月27日，全國人大常委會通過的《關於提請審議授權澳門特別行政局對設在橫琴島的澳門大學新校區實施管轄》的議案中得到實現。橫琴新校區方案的落實將為澳大帶來重大的發展契機，對推動粵澳高等教育的合作也意義深遠。新校區的面積將會比現時的校區大20倍，設有三個科研基地，為促進澳門產學研三方的發展提供完備的硬件設施。此外，新校區將全面引入住宿式書院制度，通過全天候的教育模式，讓學生學習如何與來自不同國籍、家庭背景的朋輩共處，互相學習，促進成長。

一流的大學必須要結合完善軟、硬體的教育系統，因此趙偉校長自2008年上任後，著力優化本科教育、首設榮譽學院、成立微電子和中醫藥的國家重點實驗室、引入住宿式書院，以及制定專業、通識、研習和社群教育的四位一體創新教育模式，全面努力向一流大學的目標邁進，並務求建設一個具有濃厚學術氣息的新校園。||

2003



2003年 國家副主席曾慶紅到訪
Vice President of the People's Republic of China Mr. Zeng Qinghong visits UM in 2003



2006年 立法會通過《澳門大學法律制度》，頒佈新的《澳門大學章程》。
In 2006 the Legislative Assembly of Macao SAR passed the Judicial Regime of the University of Macau and promulgated the new Charter of the University of Macau.

2006

2008



2008年 國際知名的華人學者趙偉教授出任澳大第八任校長，成為澳大首位全球招聘的校長。
UM Rector Wei Zhao. He took office as the eighth rector of UM in 2008. He is the first rector at UM appointed through international recruitment.

2009



2009年 澳門大學發展基金會成立
Establishment ceremony for the University of Macau Development Foundation in 2009

The 21st Century: Embracing the Opportunities

UM is developing rapidly in the 21st century, with the mission of becoming a new modern university with regional characteristics.

On the student recruitment front, in 2001 the Ministry of Education of the People's Republic of China approved UM's application to recruit students from twenty-five mainland provinces and cities, a considerable increase from the original five. Moreover, to help students in need, UM has made an effort to reduce tuition fees and provide scholarships and other forms of financial support. Also, UM is gradually imposing higher admission requirements and has launched the "Recommended Direct Admission" programme. As a result of these initiatives, the number and quality of students are on steady increase. In 2006 the number of enrolled students reached approximately seven thousand, nearly three times the number of 2800 in 1999.

In February 2006, the Legislative Assembly of the Macao SAR government passed the *Judicial Regime of the University of Macau*, establishing UM's legal status. In September of the same year, the government passed the new *Charter of the University of Macau*, establishing a governance structure where the University Council is responsible for developing overall policies and identifying development direction for the university, while the rector is responsible for management and operation. A complete departure from the old structure where the university was directly and completely led by the government, the new governance structure grants UM more academic freedom and greater operational autonomy and flexibility. For UM, this has been a crucial change, and it means that the management of UM has become more flexible and more suited to the actual needs of the university.

For a university aiming to become a world-class institution, the relatively small size of the current campus needs to be addressed for it hinders the university's development. As early as 2002, UM's top management was hoping to obtain a piece of land to build a new campus. This wish was granted on 27 June 2009 when the Standing Committee of the National People's Congress adopted a bill that authorized Macao SAR to exercise jurisdiction over the new UM campus upon its completion. The implementation of the new campus project will bring significant opportunities for UM and will play a profound role in advancing cooperation in higher education between Guangdong and Macao. The new campus will be twenty times larger than the current one. There will be three open research bases on the new campus, and they will serve as a catalyst for close cooperation among businesses, research institutes and higher education institutions in Macao. Moreover, a residential college system will be implemented on the new campus. The hope is that by arranging for students of different nationalities and from different family backgrounds to live together in the same residential college, students can receive around-the-clock education in the sense that they can learn from one another and learn how to get along with others.

First-rate universities must have an education system that is sound in both the software and hardware aspects. That's why Rector Wei Zhao has focused on enhancing undergraduate education at UM since he took up office as the rector in 2008. Initiatives towards this end include establishing Macao's first Honours College, applying to become the partner of key state laboratories in microelectronics and Chinese medicine, introduction of the residential college system, and launch of a new "4-in-1" education model that consists of discipline-specific education, general education, research and internship education, and community and peer education. These initiatives aim to develop UM into a university with five "first-rates" in line with President Hu Jintao's expectations, and also to build a new campus with a rich academic atmosphere. ■

2009



2009年 國家主席胡錦濤主持澳門大學
新校區奠基儀式
President of the People's Republic of China
Mr. Hu Jintao officiates at the groundbreaking
ceremony for the new UM campus in 2009

2010



2010年 國務院總理溫家寶到訪澳大
Premier of the People's Republic of China
Mr. Wen Jiabao visits UM in 2010

2011



2011年 微電子和中醫藥領域的
兩個國家重點實驗室揭牌
Inauguration ceremony for the
two state key laboratories in microelectronics
and Chinese medicine in 2011



無論逆境或順境，盧永強都笑着面對。
Lo always has a smile on his face, rain or shine.

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喜羊羊之父童心未泯—— 校友盧永強 分享創作歷程 How UM Alumnus Lo Wing Keung Becomes the Father of a Happy Sheep

世界上最值錢的羊在哪裡？答案在中國。

Where is the most valuable sheep in the world? The answer is in China.

自《喜羊羊與灰太狼》電視動畫片集於2004年開始在全國多個城市熱播，創下內地黃金時段高收視佳績；三齣電影版更為國產動畫刷新了史無前例的逾三億人民幣票房紀錄。這隻「招財羊」已被譽為是中國史上最值錢的羊，市場價值更超過十億人民幣！而締造這項驕人成績的幕後功臣就是——喜羊羊之父、澳門大學校友盧永強。

已屆天命之年的盧永強在接受採訪時仍難掩其貪玩的本色，他一再強調說：「創作動畫最重要是有童心，尤其是你面對的觀眾是小朋友。」

究竟這位傑出校友是如何靠創意為中國原創動畫開拓一個嶄新的時代？他又憑甚麼樣的氣度走過失業、全年零收入的嚴寒冬季，最終迎來了繁花盛放的收穫季節？

Happy Sheep and Grey Wolf (otherwise known as *Pleasant Goat and Big Big Wolf*), a TV animation series, has made quite a splash nationwide since its airing in mainland China in 2004. The large prime-time audience share and the unprecedented, record-breaking box office revenue of more than RMB 300 million raked in by three film versions have made *Happy Sheep*, now with a market value of more than RMB one billion, the most lucrative sheep in the history of China. The hero behind such dazzling success is Mr. Lo Wing Keung, an alumnus of the University of Macau (UM), now dubbed "the father of *happy sheep*".

During an interview we caught a glimpse of the childlike, impish side of the fiftyish Lo. "Doing what I do, you need to be a child inside," stressed Mr. Lo, "especially when your target audience is children."

How did Lo usher in a new era for the domestic Chinese animation industry with his creativity? What sustained him through the winter of his career when he was jobless and had zero income for an entire year? Why did he never waver in his belief that his effort would finally bear fruit?



盧永強：創作動畫一定要有一顆童心
Lo says that one must be a child inside to
create animations that appeal to children

人物速描

盧永強，1958年生。

1978年：中學畢業；進香港無線電視台當編劇。

1987年：半工讀完成東亞大學（澳大前身）歷史本科課程（兼讀）。

80年代：以編劇和作詞人身份在香港嶄露頭角。他創作的電影劇本《不脫襪的人》為1990年張曼玉奪得香港電影金像獎最佳女主角。也為鍾鎮濤、譚詠麟和梅艷芳等著名歌手作詞。

1992年：轉往內地發展，策劃和製作過千集受歡迎的電視劇。

2000年：與友人創立廣東原創動力文化傳播有限公司，擔任總經理，創業作《寶貝女兒好媽媽》取得高收視。

2004年：製作《喜羊羊與灰太狼》電視動畫，至今已製作超過600集。

2009年：電影版《喜羊羊與灰太狼之牛氣沖天》票房達8900萬，打破中國原創動畫電影虧本的歷史定律，創下國產動畫電影票房的最高紀錄。

2010年：電影版《喜羊羊與灰太狼之虎虎生威》，票房達1.3億人民幣。

2011年：電影版《喜羊羊與灰太狼之兔年頂呱呱》，票房突破1.5億人民幣，開創了國產動畫電影「十日破億」的新紀錄。

Profile

Name: Lo Wing Keung. Born in 1958

1978: graduated from secondary school; joined TVB (Television Broadcasts Limited) as a screenwriter.

1987: obtained a bachelor's degree in history from the University of East Asia (predecessor of UM).

1980s: gradually established himself in Hong Kong as a screenwriter and a lyricist. *A Fishy Story*, a film script he wrote, earned Maggie Cheung, an acclaimed Hong Kong actress, the Best Actress Award at the Hong Kong Film Awards 1990. On the lyric writing front, his clients included famous singers such as Kenny Bee, Alan Tam and Anita Mui.

1992: went to mainland for career development; has since planned and produced more than 1000 episodes of popular TV series.

2000: co-founded Creative Power Entertaining with his friends and served as the general manager of the company. *Happy Family*, the first original cartoon series launched by the company, achieved a large audience share.

2004: began to produce *Happy Sheep and Grey Wolf*, so far more than 600 episodes have aired.

2009: The first film version of *Happy Sheep and Grey Wolf* was screened and achieved record box office revenue of RMB 89 million, reversing the historical trend that original domestic animations always lost money.

2010: The second film version of *Happy Sheep and Grey Wolf* was screened and reaped RMB 130 million in box office revenue.

2011: The third film version of *Happy Sheep and Grey Wolf* raked in more than RMB 150 million within a short span of ten days, a remarkable feat never before achieved by a domestic animation.

繁忙中仍不忘回饋母校

去年為了趕製第三部《喜羊羊與灰太狼》(以下簡稱《喜羊羊》)電影和到各城市進行宣傳，盧永強一直忙得不可開交，難得回香港一次。這麼一個大忙人，要約他訪問談何容易，但因為這是一次來自母校的盛意，他不加思索便答應了。

採訪地點約在香港文華東方酒店，盧永強比預約時間早到。筆者甫坐下，白恤衫配深色西褲，一身文化人打扮的他隨即親切遞上印有《喜羊羊》主要角色大頭照的名片。去年已由廣東原創動力文化傳播有限公司（以下簡稱原創動力）總經理轉為顧問的盧永強，談吐溫文爾雅，卻不失貪玩本色。拍照時，他邊擺甫士邊跟手裡的喜羊羊塑料公仔說話，像和藹的父親在跟調皮的兒子說悄悄話：「喜羊羊，今天我們首次在這裡拍照，開不開心？」52歲的盧永強，仍童心未泯。

押上人生最大的賭注

盧永強是香港上世紀八十年代著名的影視編劇和作詞人，在進入電視台工作後幾年，開始發覺在創作上遇到了瓶頸，覺得是時候進一步充實自己，於是決心報考東亞大學（澳門大學前身）歷史系，開拓眼界。「讀歷史對編劇雖然沒有直接幫助，但卻讓我發現了從不同角度去寫劇本的技巧，這對我創作歷史劇或其他題材都很有幫助。那時一邊工作一邊讀書的確很累，但也證明了自己是挺能吃苦的。」盧永強笑說。

Readily Accepting Interview Request Despite Busy Schedule

Due to a tight production schedule for the third franchised film version of *Happy Sheep and Grey Wolf*, Lo was up to his ears in work last year, flying here and there in a whirl of promotional activities, with hardly any time to return to Hong Kong. Being incredibly busy, Lo doesn't normally grant many interview requests, but he said yes without hesitation to the request from his alma mater.

The interview was conducted in the Mandarin Oriental Hotel in Hong Kong. Lo arrived earlier than the agreed-upon time. As soon as we sat down, Lo, dressed in a white shirt and dark trousers, smilingly handed us his business card decorated with pictures of the main characters of *Happy Sheep and Grey Wolf*. The urbane former general manager of Creative Power Entertaining (CPE) told us that he became the advisor of the company last year. When asked to pose for pictures, he murmured to the plastic cartoon figure of *happy sheep* in his hands like a loving father talking to a naughty son: "This is the first time we have taken pictures here, are you happy?" Clearly he is a child inside.

Putting All Eggs in the One Basket of Original Animation

Lo was a famous screenwriter and lyricist in Hong Kong in the 1980s, but several years after joining TVB, he encountered bottlenecks in his work and decided that it was time to expand his knowledge, so he enrolled himself in the Department of History at the University of East Asia (predecessor of UM). "Learning history did not directly help my screenwriting, but it did help me figure out how to write scripts from different angles, which was of enormous benefits to the writing of historical plays and plays of other genres," recalled Lo. "It was indeed very tiring dividing my time between work and study, but it also taught me that when things got tough, I could just tough it out."

盧永強視喜羊羊和灰太狼為自己的親生兒子
Lo loves *happy sheep* and *grey wolfs* as if they were his own children





《喜羊羊與灰太狼》各主角性格生動有趣，突破中國原創動畫刻板的框框。

Happy Sheep and Grey Wolf has many interesting characters, as opposed to the clear-cut goodies and baddies one would expect in traditional Chinese animations.

1992年，一個偶然的機會將盧永強牽往內地發展，加入溫拿樂隊成員之一陳友在廣州開設的製作公司，專責創作。他當年製作的影視劇最高峰時期在全國20多個電視台播出，收視率高達17.3%。由於廣告收入無法令收支平衡，公司苦苦堅守五年後被迫結業。盧永強語帶無奈地比喻這段經歷：「我就像一位很會做菜的廚子，可惜遇上了吃完飯不願付錢的人。」

失業後的盧永強沒有被生活的殘酷打垮，他深信自己還握有一張能反敗為勝的牌——創意，這也是當時一無所有的他擁有最大筆的人生資本。

於是盧永強毫不猶豫迅速離開了廣州，到上海和北京尋找發展機會，很快他便憑多年積累的人脈關係和寫故事的本領闖出一片天地。其後他製作的劇集在北京以至全國創出了非黃金時段的收視佳績，收視僅次於中央電視台的新聞聯播。

2001年，內地觀眾口味轉移至日劇和韓劇，盧永強的原創劇集遭遇了滑鐵盧。盧永強再次面對人生的挑戰，但他卻沒想過要離開影視這一行業，因為在他心裡始終存有一個夢。

及後盧永強火速收拾心情，重返廣州，與友人成立了原創動力，並組織了一班平均年齡不到二十五歲的年輕創作團隊，一步步實踐自己的少年夢——製作原創動畫。其時國內原創動畫正處於一片低迷的境況，觀眾都追捧日本和美國的動畫，盧永強毅然投資動畫意味著可能將面對回報遙遙無期的風險。這次，他將要為夢想賭上他奮鬥多年積累的資本，或許失敗，或許成功，但他相信自己的眼光，也相信團隊的實力。

為了一個原創動畫夢，盧永強義無反顧地押上了他人生最大筆的賭注。

In 1992, an opportunity led Lo to join a production company in Guangzhou founded by Anthony Chan, a former member of a famous Hong Kong band called Wynners. At that time Lo was responsible for creation. In their heyday, the TV series produced by Lo were screened on more than 20 TV stations nationwide, with an audience share of 17.3%. Ironically, the popularity of the TV series did not translate into decent advertising revenues, and after five years as Lo and his partners struggled to break even, the company went belly up. Looking back on this episode in his life, Lo sighed: "I was like a great cook but, alas, fate had to bring me freeloading customers."

Jobless, Lo refused to accept defeat. He knew that even if he had lost everything else, he still had a trump card—his creativity. He believed that was his greatest asset and would help him stage a turnaround.

So Lo left Guangzhou for Shanghai and Beijing to seek opportunities. With the network of contacts developed over the years and his knack for story-writing, he soon carved out a niche for himself. The TV series he later produced achieved a large non-prime-time audience share in the mainland, next only to the most-watched CCTV(China Central Television) News.

In 2001 Lo met his Waterloo. The jaded mainland audience dumped domestic TV series to embrace those from Japan and South Korea, and Lo's original work suffered. Faced with this new challenge, Lo never thought of leaving his profession, for he still had an unfulfilled dream.

Quickly licking his wounds, Lo returned to Guangzhou and co-founded CPE with his friends. He recruited a young team with an average age under 25 and set out to realize his childhood dream—creating original animations. At a time when the original animation market in China was very sluggish and animations made in Japan and the United States dominated, a decision to invest in original animation carried the risk of never seeing a return. This time he had to stake all he had accumulated through many years of hard work on his dream. Whether he would succeed or not he didn't know, all he knew was that he believed in himself and the team.

Determined, Lo put all his eggs in the one basket of original animation.

故事要好玩生動有趣

投資400萬人民幣的40集《寶貝女兒好媽媽》電視動畫是原創動力的創業作品。雖然它取得了高收視，但僅憑廣告收益卻無法收回成本，而且他們設計的寶貝媽媽公仔也虧了本，最後合作夥伴及一些創作人員又因為看不到發展前景相繼離開。此時，內外交煎的盧永強彷彿站在懸崖看著錢慢慢沒入汪洋大海，那種焦急和徬徨可想而知。

失敗卻沒有摧毀盧的夢想，他總結了第一部作品失敗的因素後，2004年開始投入創作《喜羊羊》，角色由人轉為最受小朋友歡迎的動物。盧永強也下達了「故事要好玩，不說教」的創作宗旨，更經過投票選取了狼和羊這對經典的敵對關係作為主要角色。在《喜羊羊》裡，盧永強顛覆了中國原創動畫的傳統手法，將羊和狼之間故事描寫得生動有趣，例如善良的羊也有性急、愛美和懶惰的缺點，而兇惡的灰太狼竟有一個比牠更厲害的角色——老婆，情節和對白也往往令大人小孩都能捧腹大笑。結果《喜羊羊》推出後大受小朋友的歡迎，也證明盧永強長久以來對劇本的執著和堅持是對的。

時刻保持樂觀童心

儘管盧永強當時以最簡單的Flash製作《喜羊羊》，但每分鐘的製作成本也高達4000元人民幣。《喜羊羊》初期投資了大約2000萬人民幣，卻僅能收回幾百萬人民幣。在拍一集賠一集、全年零收入發不出薪金的艱難時期，盧永強仍咬著牙堅持在一年內完成了208集《喜羊羊》。「當時只得兩個選擇：一是繼續下去，二就是放棄，最後我決定繼續冒險。雖然很艱難，但我也必須面對，這樣才會有轉機。」盧永強輕鬆回憶當年的苦況，也許正是這種處變不驚的大將之風造就了他今天的成功。

即使在最困難的日子，好脾氣的盧永強依舊笑臉迎人，他的為人處世之道與其創作精神一致：「創作動畫一定要保持一顆童心，正面和樂觀去看身邊的事物，越少受條條框框的限制，越能包容和接受各種不同的事物。」其實當時盧永強可以像內地很多創作人那樣做外國動畫代工去賺快錢，但他卻堅決反對這樣做：「每個搞動畫的人，最想做的當然是原創動畫，別人限定要你畫甚麼，塗甚麼顏色，有意思嗎？」

The Story Must Be Fun with No Preaching

CPE's first original animation, the 40-episode *Happy Family*, with an investment of RMB four million, did not fare well. Despite the large audience share, advertising revenues alone couldn't cover the costs. To make matters worse, the spin-off toy products also failed to turn a profit. Unable to see a rosy future, his partners and staff left the company one after another, dealing another blow to Lo. He felt as if he was standing at the edge of a cliff, not knowing where to go. He had the gnawing feeling that all his hard-earned money had gone down the drain.

Still, he refused to accept defeat. After taking stock of the causes of *Happy Family's* failure, Lo began creating *Happy Sheep and Grey Wolf* in 2004. He made it clear that the story must be "fun with no preaching." Sheep and its arch enemy wolf were voted as the main characters. In a departure from the conventional story-telling techniques of home-grown original animations characterized with clear-cut goodies and baddies, Lo weaved an engaging tale that revolved around two meaty characters, the good-natured, hotheaded, always-preening, lazy happy sheep and the ferocious-yet-henpecked grey wolf, with an interesting storyline and hilarious dialogues that appealed to adults and children alike. *Happy Sheep and Grey Wolf* was a resounding success. Lo's persistence was not in vain after all.

Always Be an Optimistic Child Inside

Lo chose to produce *Happy Sheep and Grey Wolf* in the simplest Flash format. Even so, the cost of production per minute ran as high as RMB 4000. The initial investment in the animation was approximately RMB 20 million, but only several million were recovered. With each roll of the cameras the company went deeper and deeper into the red. For an entire year, Lo made zero income and had no money to pay his staff. Even in such a dire situation, he forced himself to bite the bullet and finished 208 episodes of *Happy Sheep and Grey Wolf* within one year. "I only had two choices then," recalled Lo, "either I carried on or I gave up. Finally I decided to carry on. It was a tough decision, but it was also the only chance to turn the ailing company around." The calmness with which Lo recounted those difficult days offers a glimpse of this man's imperturbable personality. Perhaps it is precisely this trait that has led him to where he is today.

Even in his darkest days, the good-natured Lo always had a big smile on his face. His life motto is consistent with his professional motto. "Like I said, doing what I do, you need to be a child inside," he said. "You must see the world through that child's eyes and always be positive and optimistic. The more you can think outside the box, the more easily you can tolerate and accept different things." Actually CPE could have earned quick money by undertaking jobs outsourced by foreign companies like many mainland companies, but Lo put his foot down. "Given choice, everyone in this profession wants to do original animation," said Lo. "If in the process what somebody else says goes, what's the point of staying?"





《喜羊羊與灰太狼-牛氣冲天》電影刷新中國原創動畫票房紀錄

The film version of *Happy Sheep and Grey Wolf* achieved record-breaking box office revenue

轉機迎來收穫季節

2006年，原創動力正式成立授權部門，開始在市場上銷售喜羊羊產品，原創動力也在這一年開始盈利，但盧永強事業的真正轉機卻出現在2008年。

在此之前，《喜羊羊》在電視台已連續播放了三年，累積了一定的觀眾基礎，但如何在這基礎上更進一步，盧永強做了一個十分冒險的決定——拍電影。「在這之前，從來沒有一部中國的原創動畫電影賺過錢，當時我們定下的票房目標也是2000至3000萬人民幣。結果《牛氣冲天》投資600萬人民幣，最後收回8900萬人民幣的票房，第二部《虎虎生威》的票房更逾1.3億人民幣。」盧永強說。

在外界一致不看好之下，《喜羊羊》刷新了中國原創動畫的票房紀錄，令盧永強等大為雀躍，也激勵了他們繼續為原創動畫幹一番事業的鬥志。目前，幾乎國內所有的小朋友都認識這隻市場價值達10億人民幣的「招財」羊，而「嫁人要嫁灰太狼，做人要做懶羊羊」已成為內地白領熱爆的流行語。在電影大賣的同時，《喜羊羊》動畫衍生產品早已進軍到食品、遊樂場、日用品和漫畫書等方面，為原創動力帶來了龐大的收益。2009年，盧永強入選廣東十大經濟風雲人物，被讚譽為中國動畫開拓一個嶄新的時代。

盧永強終於走過了漫長的嚴寒冬季，迎來了碩果累累的收穫季節！



盧永強參照美國迪士尼式的營銷策略為原創動力帶來龐大的收益
CPE garnered huge profits by borrowing Disney's marketing strategies

The First Break Finally Came

In 2006, CPE established a licensing department to be responsible for selling spin-offs of *Happy Sheep and Grey Wolf*. CPE began profitability in this year, but the real break for Lo came in 2008.

By 2008, *Happy Sheep and Grey Wolf* had been on TV for three years and had accumulated a loyal audience base. Far from resting on his laurels, Lo wanted more. How? He made a risky decision, which was to adapt *Happy Sheep and Grey Wolf* into film versions. "It was a risky decision because before that no such films had ever made any money, so we set a modest box office target of between RMB 20 million and RMB 30 million. But to our pleasant surprise, the debut film *A Super Adventure*, with an investment of RMB six million, reaped a total of RMB 89 million in box office revenue. The sequel *Happy Sheep and Grey Wolf—Desert Trek: The Adventure of the Lost Totem* turned out to be an even bigger hit and raked in over RMB 130 million" said Lo.

The record-breaking box office revenues of the film versions of *Happy Sheep and Grey Wolf*, on which everyone threw cold water at the outset, left Lo and his partners brimming with excitement and made them more determined to pursue their dream. Now, almost all children in China know this famous sheep. "A wolfy-type of guy is the right one to marry", and "following *Happy Sheep's* attitudes to life makes one happy" have even become catchphrases among white-collar workers in mainland China. In addition to the great box office success, elements of the films have been spun off into numerous niche markets, such as food, amusement parks, household products, and comic books, bringing whopping profits for CPE. In 2009, Lo was voted one of the "Top Ten Most Influential People in the Business World in Guangdong Province" for ushering in a new era for the Chinese animation industry.

After many years, Lo's efforts finally bore fruit.

"I Still Have a Long Way to Go"

Today, Lo is a recognized self-made entrepreneur, but he is very modest about his success, saying that he still has a long way to go. "True, the road I have travelled and the problems I have encountered may be foreign to many people," remarked Lo, "but compared with some multi-national giants, CPE is just like a primary school student. We still have a lot to learn and a long way to go."

For many Chinese people, gaining a foothold in the global market for Chinese original animations and creating works that influence the world has been a long-cherished dream. Deep in his heart, Lo also longs to see this happen, but he can't predict how far CPE can take Chinese original animation. He said: "CPE's primary goal at the moment is not to produce global blockbusters like *Avatar* or create a *Happy Sheep* theme park that is a clone of the Disneyland, but rather to focus on creating fun and engaging stories. As for how far CPE can take Chinese original animation, that will depend on the trends of domestic and overseas markets."

「我離成功還很遠」

今天，盧永強已被定義為白手興家的成功人士，不過謙虛的盧永強卻指自己距離成功還很遙遠：「我以往走過的路和要面對的問題，相信很多人都未曾面對過，但比起國際上的大企業，原創動力還只是小學生，要學的東西還有很多，前路仍很漫長。」

將中國動畫打進世界，影響世界是很多中國人的期望，相信這亦是潛藏在盧永強心底深處沒有刻意張揚的一份希冀和盼望。但原創動力最終能為中國原創動畫發展做到多少，盧永強也無法預測，他說：「我們當前的首要目標不是要製作「阿凡達」，也不是打造模仿迪士尼式的「喜羊羊」主題公園，而是先把故事做好，至於未來能讓中國原創動畫走得有多遠，就要看整個中國和國際市場的走向。」

生活簡單但目標清晰

回首這些年來的崎嶇歷程，盧永強很感激一班合作了十多年，同甘共苦的同事：「是他們令我決定留在國內發展，有他們的支持才有今天的原創動力。」

盧永強是一個對生活要求很簡單的人，儘管作為今天身價10億人民幣的《喜羊羊》的創立人，但他仍是住在廣州那三百多平方呎的小屋，享受閒時到海邊散步，約朋友茶聚或看看推理小說。他說：「生活越簡單越好，但人生目標卻要清晰，尤其是每下一個決定時，都必須義無反顧。」

盧永強每一次都能戰勝逆境，全因他對自己選擇的路充滿信念，並能堅持到底，最終排除萬難開拓一條嶄新的道路。正如他所言，雖然他距離這條成功的道路終點還有一段路程，但我們相信他現在已可自信和滿足地站在途中向後繼來者輕輕揮手，再展露他的招牌燦爛笑容。 ▮



製作團隊年輕活力的動畫師們
Animation artists

A Simple Life with Clear Goals

Looking back on the long, bumpy road he has travelled, Lo said he felt very fortunate to have a team of co-workers that have stood by him through thick and thin for more than a decade. "It is they that made me make up my mind to pursue my career in China. Without their support, CPE would not have come this far."

Lo leads a simple life. Although his business has brought him substantial income, he still lives in a small, 300-square-foot apartment in Guangzhou. During his spare time, he likes to take walks along the beach, have tea with friends or read detective novels. "I think when it comes to lifestyle, less is indeed more. But for life goals, you must be very clear about them, and once you have made up your mind, you must keep on going no matter what."

The secret of Lo's overcoming every adversity he has encountered is his faith in the path he has chosen and his persistence despite all difficulties. Even if, like he humbly put it, he still has a long way to go before deserving to be called a success, he certainly can serve as an inspiring example who has blazed a trail for others to follow and cheers them on with his trademark sunny smile. ▮



編劇們在模擬劇中角色，為劇本進行腦力激盪。

Screenwriters are brainstorming and mimicking characters in *Happy Sheep and Grey Wolf*



獲選2009廣東十大新聞人物

In 2009, Lo was voted one of the "Top Ten Most Influential People in the Business World in Guangdong Province".

國際的認同，澳大的光榮—— 趙偉校長獲葡十二所大學 頒榮譽博士學位

International Recognition, UM's Glory — Rector Wei Zhao Honoured by Twelve Portuguese Universities



暮春三月，澳大的好消息又從遠方傳來，猶如春日的陽光灑滿校園，讓澳大的每位成員均感到自豪。3月20日這天，趙偉校長在葡萄牙里斯本接受了十二所葡萄牙知名大學頒授榮譽博士學位，以表揚他在學術研究和引領澳門高等教育發展的傑出成就，以及在推動澳門與葡萄牙以及中國高等院校之間的合作和交流、優秀人才培養等方面所作出的傑出貢獻。

In the warm spring of late March, more good news about the University of Macau (UM) arrived from afar, filling every UM member's heart with joy and pride. On 20 March in Lisbon, Portugal, Rector Wei Zhao was honoured by twelve prestigious Portuguese universities with an honorary doctorate, in recognition of his academic achievements as well as his outstanding contributions to the development of higher education in Macao, and to the cooperation and exchange between Macao universities and their counterparts in Portugal and mainland China.



澳大校長趙偉教授獲葡萄牙十二所知名大學頒授榮譽博士學位
UM Rector Wei Zhao honoured by 12 prestigious Portuguese universities with an honorary doctorate

表揚趙偉校長的學術成就

國際高等學府向社會知名人士或學者頒授榮譽博士學位，其意義是為了表揚其在學術或為社會作出的重大貢獻。澳大之前曾向美國前總統老布殊及前國家外交部部長李肇星等頒授榮譽博士學位，以表彰他們在各自領域對社會作出的巨大貢獻。

頒授典禮於3月20日在葡萄牙里斯本科學院大廳隆重舉行，由該院院長 Arantes e Oliveira 教授主持。Arantes e Oliveira 教授在儀式上指出，2009年曾有三所葡萄牙大學向美國麻省理工學院校長同時授予榮譽學位，這次卻有十二所葡萄牙大學向澳大校長授予榮譽博士學位，打破了葡萄牙高等學府向知名學者頒授學位的紀錄。這十二所大學包括了葡萄牙阿威羅大學、葡萄牙里斯本理工大學、葡萄牙新里斯本大學、葡萄牙米尼奧大學、葡萄牙埃沃拉大學、葡萄牙亞速爾群島大學、葡萄牙埃爾加夫大學、葡萄牙高等工商管理學院、葡萄牙馬德拉大學、葡萄牙貝拉地區大學、葡萄牙UTAD大學以及葡萄牙波爾圖大學。

葡萄牙大學校長會主席 António Rendas 指出，今次葡萄牙高校聯合頒予趙偉校長榮譽博士學位，是為了表揚他在學術和高等教育方面的傑出成就，以及在推動澳門及葡萄牙與中國高等院校之間的合作交流、優秀人才培養等方面做出的傑出貢獻。他表示澳大成立時間雖短，但其發展有目共睹，科研水平卓越。澳大與中國內地的高校有廣泛的聯繫，葡萄牙的大學可以透過澳大加強與中國高校的合作。

In Recognition of Rector Wei Zhao's Academic Achievements

Awarding honorary doctorates to distinguished people is a common practice of universities worldwide. It aims to recognize the recipients' exemplary contributions in a particular field. Previously UM conferred such honorary doctorates upon former US President Mr. George Herbert Walker Bush and former Minister of Foreign Affairs of the People's Republic of China Mr. Li Zhaoxing, in recognition of their remarkable contributions to society in their respective fields.

The award ceremony took place on 20 March in the Sciences Academy of Lisbon and was presided over by President of Sciences Academy of Lisbon Prof. Arantes e Oliveira. Prof. Arantes e Oliveira noted at the ceremony that in 2009 three Portuguese universities conferred a similar honour upon the president of the Massachusetts Institute of Technology and now UM Rector Wei Zhao broke that record by having twelve prestigious Portuguese universities jointly confer an honorary doctorate upon him. The twelve universities that conferred the honorary doctorate upon Rector Wei Zhao are Universidade de Aveiro, Universidade Técnica de Lisboa, Universidade Nova de Lisboa, Universidade do Minho, Universidade de Evora, Universidade dos Acores, Universidade do Algarve, ISCTE Instituto Universitario de Lisboa, Universidade da Madeira, Universidade da Beira, Universidade de Trás-os-Montes e Alto Douro, and Universidade de Porto.

President of the Portuguese Council of Rectors Prof. António Rendas noted that the twelve Portuguese universities decided to confer an honorary doctorate upon UM Rector Wei Zhao to recognize his outstanding achievements in academics and higher education, as well as his contributions in promoting cooperation and exchange between institutions of higher education in Macao, Portugal and China. He also praised UM for its rapid development and excellence in research despite a short history. He said that UM has maintained close ties with higher education institutions in mainland China, and universities in Portugal can strengthen their cooperation with Chinese universities through UM.

榮譽歸於澳大

從十二所大學校長手裡接過了代表認同的榮譽博士學位後，謙遜厚重的趙偉校長在致謝辭時，衷心地表示感激。他說：「我年輕的時候，從來沒有想過會獲得任何學位。我生長在文化大革命時期的中國，那段時期中國的教育完全停滯。所以，我只上了一年高中，三年大學。文化大革命結束之後，我碰了一個千載難逢的機遇：中國政府提供出國留學獎學金。但是，當我申請美國的研究生院的時候，大多數學校都不認可我的資格，拒絕處理我的申請。你們能想像我當時心裡的滋味嗎？一個求知若渴的年輕人懷著一顆忐忑不安的心，生怕機會大門不會為他敞開。現在回想起來，我真是覺得很幸運，我早年坎坷的求學之路以及之後許多年的學術生涯，終於引領我走到今天，獲得這樣的殊榮。」

對於今次獲頒榮譽博士學位，趙偉校長尤感榮幸，並謙虛地把這份榮譽歸功於澳門大學全人的支持。他更認為這不僅是對自己的肯定，而是對澳大、澳門特區政府以及中國高等教育迅速發展和深度改革的肯定。

為澳門及國際社會提供卓越教學

澳門經濟發展迅速，對人才的需求遞增，而培養人才就必須要有一流的教育。趙偉校長來到澳大之後，迅即觀察到周邊地區正加大高等教育的投資，因此他在兩年前已前瞻性地指出澳門必須加快高等教育的發展，否則有可能被邊緣化。他在榮譽博士頒授儀式上致辭時也詳述了澳門高等教育發展情況和澳大向一流大學邁進作出的多項改革措施。在其領導下，澳大近年在各方面都取得了良好的成績。在面對葡萄牙高校的肯定時，趙偉校長卻認為澳大跟很多葡萄牙大學相比，是一間規模較小的年輕大學，因此，澳大還有很多東西要向葡萄牙的合作院校學習。但是，澳大和葡萄牙的兄弟院校卻擁有同樣的目標，那就是成為世界一流大學，為本地社會及國際社會提供優秀的教學及卓越服務，並開展高水準和尖端的學術研究。

藉著葡萄牙之行，趙偉校長與訪問團一行還與葡萄牙各高校人員進行學術交流及研討。葡萄牙總統席爾瓦還特別接見了趙偉校長及葡萄牙大學的校長們，交流高校辦學經驗。另外葡萄牙科技與高等教育部長Mariano Gago教授兩次接見澳大訪問團，就澳葡高等教育合作、辦學策略以及人才培養和交流的模式等進行深入討論。澳大此行深受葡萄牙政府及各高校的重視，反映其對澳大以及澳門高等教育以往取得的成就的肯定。 ▮

Humbly Ascribing the Honour to UM

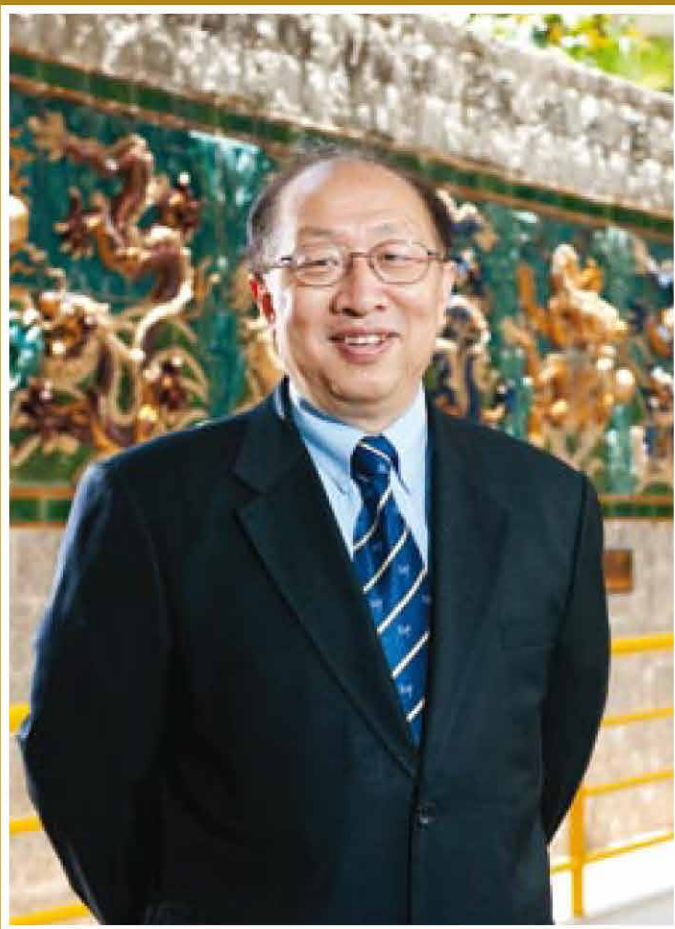
After humbly receiving the honorary doctorate, the modest Wei Zhao delivered a speech to express his gratitude. He said: "When I was young, I never dreamed, for a moment, that I could ever attain any degree at all. I grew up during the Cultural Revolution of China, a period of time when the educational system came to a complete halt. As a consequence, I only spent one year in high school and three years in college. After the Cultural Revolution, I was presented with an opportunity of a lifetime: a scholarship from the Chinese government to study abroad. However, when I applied to graduate schools in the United States, most universities there did not recognize my credentials and refused to process my applications. Imagine how I felt at that time: a young man who was eager to learn but fearful that he might not have a chance. I now feel truly fortunate that my educational struggle, along with many long years of work in academics, would earn me such high recognition and bring me to where I am today. Therefore, I am deeply humbled by the honour conferred on me."

Rector Wei Zhao very humbly ascribed this honour to the support of all UM members, saying that the honour is not "just a personal one" to him, but also a "tribute to the University of Macau, the Macao Special Administrative Region, and the People's Republic of China", for the "accelerated development of higher education" and the "deep reform" at UM, in Macao and China.

Providing Excellent Education for Local and International Communities

Macao's economy is developing rapidly, which leads to increased demand for high-calibre workers, which in turn requires first-rate education. After joining UM, Rector Wei Zhao was quick to notice that Macao's neighboring regions were all increasing investment in higher education. So two years ago he came to the far-sighted conclusion that Macao must accelerate the development of higher education, otherwise the city would face the risk of being marginalized. In his speech at the honorary doctorate conferment ceremony, he updated the audience on the latest developments of higher education in Macao and also elaborated on UM's numerous reform measures geared towards the goal of becoming a world-class university. When praised by representatives from Portuguese universities that under his leadership UM has attained impressive achievements in recent years in various areas, Rector Wei Zhao replied that compared with many Portuguese universities, UM is a small, young university, and so UM still has a lot to learn from its partners in Portugal. He added that despite such differences, UM and its brother institutions in Portugal share same goals, which are to become a world-class university, to provide outstanding teaching and community service to local and international communities, and to carry out high-quality, cutting-edge academic research.

During his stay in Portugal, Rector Wei Zhao and other UM representatives had in-depth discussions with representatives from several Portuguese universities. Portuguese President Anibal Cavaco Silva met with Rector Wei Zhao and presidents of some Portuguese universities. During the meeting, UM representatives and their Portuguese counterparts shared their experience in running universities. Minister of Science, Technology and Higher Education of Portugal Prof. Mariano Gago twice met with UM delegation, and they had in-depth discussions about a range of issues including strategies for developing higher education and student training and exchange models. That UM delegation's visit to Portugal was warmly received by the Portuguese government and numerous Portuguese universities is a reflection of their recognition of the achievements in higher education attained by UM and Macao as a whole. ▮



趙偉簡介

趙偉教授於2008年起出任澳大第八任校長，也是澳大首位講座教授、國家973計劃首席科學家。在此之前，趙偉教授先後擔任過美國倫斯勒理工學院理學院院長、美國國家科學基金會電腦與網路系統分部主任及美國德克薩斯A&M大學主管科研工作的資深協理副校長。趙偉教授還是兩項美國專利的發明人，有300多篇論文曾於國際重要的期刊、會議和書籍中發表，並被引用2000多次。出任澳大校長後，趙偉教授著力優化澳大的本科教育，首設榮譽學院、引入住宿式書院，以及制定專業、通識、研習和社群教育的四位一體創新教育模式，以逐步提升澳大的學術地位，獲得國際認同。

Information about Rector Wei Zhao

Prof. Wei Zhao took up office as the eighth rector of UM in 2008. He was the first chair professor at UM and also the chief scientist for the "973 project", a project that has been approved for funding under the national "973 Programme". Before joining UM, He served as Dean of the School of Science at Rensselaer Polytechnic Institute in the US, Director for the Division of Computer and Network Systems in the US National Science Foundation, and Senior Associate Vice President for Research at Texas A&M University. He is the holder of two US patents and has published more than three hundred papers in journals, conferences, and book chapters, with a citation frequency of over 2000. Since he joined UM, Rector Wei Zhao has focused on enhancing undergraduate education at UM. Relevant measures include establishment of the first Honours College in Macao, trial implementation of a residential college system on the current campus, and launch of a new "4-in-1" education model that consists of discipline-specific education, general education, research and internship education, and community and peer education. These initiatives aim to gradually raise UM's academic status and gain international recognition.



澳大「四位一體」新教育模式

UM's New Pedagogical Model

撰文：梁達 Text: Liang Da

澳門大學（澳大）校長趙偉在去年畢業典禮中提出的「四位一體」教育模式，這既是令人耳目一新的辦學新理念，也是與澳大橫琴新校區相配套的新「軟體系統」。筆者在此想與大家一起探討和分享趙偉校長提出的大學教育模式的新意、創意與意義。

The new "4-in-1" pedagogical model mentioned by University of Macau's (UM) Rector Wei Zhao at last year's congregation of the university is a refreshingly new concept and also a new "supporting software system" for the university's new campus on Hengqin Island. In this article I would like to discuss the novelty, innovativeness and significance of this new pedagogical model.



The New “4-in-1” Pedagogical Model

This new pedagogical model has four dimensions, namely discipline-specific education, general education, research and internship education, and community and peer education, hence the name “4-in-1”. The first dimension, discipline-specific education, seems to be the one lacking most in novelty. Due to the ingrained belief that “expertise is a ticket to good jobs wherever one goes”, traditional tertiary education focuses on discipline-oriented education aimed at training specialists, which is mainly achieved through in-class teaching. Given that “discipline-specific” is an important hallmark of traditional university education, UM’s decision to strengthen discipline-specific education carries special significance. For a long time, some academic programmes which are of great interest to local students and graduates of which are urgently needed by society, such as medicine, art, architecture, have not been available at UM. As the oldest institution of higher education in Macao, UM not only needs to improve the quality of discipline-specific education, but also needs to explore new areas and launch new academic programmes to adapt to the changing needs of society. Only by doing so can UM attract more local students, encourage other institutions to follow suit in improving discipline-specific education, and ultimately contribute to human resource development and economic growth of Macao.

「四位一體」新教育模式

所謂四位一體的新教育模式由四個維度構成：專業教育、通識教育、研習教育和社群教育。以專門學科領域為範疇的專業教育，是在這個模式中看似最乏新意的。在「專業在手，行遍天下」的觀念下，傳統大學的教育內涵側重在專業導向的教育上，主要通過課堂教學管道來實現，集中培養專業人才。因此，專業性就是傳統大學教育的重要特徵。而澳大提出要積極強化其專業教育的主張，則具有特別的意義。長期以來，許多本地學生希望專修的專業和澳門社會迫切需要的專業，但澳大並沒有開設，如醫學、藝術創作、建築學等。作為本地資格最老的澳大，不但要改進現有專業教育的品質，也需迎合社會轉型需要而開發新的專業領域和新的專業課程，以加快引領本地高等專業教育發展的步伐，這樣才能吸引更多本地學生留澳升學，有助於本地人才培養和經濟發展的提升。

通識教育以人為本

澳大「四位一體」模式的第二維度是通識教育，這是高等教育中的經典而永恆的議題。通識教育以人的成長與培養為核心，關注人的素質和能力的全面發展，因此當今世界眾多大學，特別是知名大學紛紛推行通識教育。澳大實施通識教育的創意在於，改革現行學科設置，重新構建通識課程體系，以通識教育與專業教育融合為途徑，實現課程設計上的統一和滲透。這是很具挑戰性的改革，因此筆者建議，澳大應當借鑒世界一流大學經驗，博取眾長，以更宏觀的視野，正視本地的元素，結合東西方大學通識教育最寬闊的格局和視野，來規劃最適合澳大通識教育的內涵和結構。同時，大學必須在其專業科目裡注入博雅精神，注重人的素質培養，只要專業與通識融合，才可真正培養出融會貫通、見識廣博的人才。

增加研究及實習機會

「四位一體」模式的第三維度是研習教育。科學研究與社會實習也是大學生教育的有機組成。澳大校長趙偉教授在畢業致辭中強調，當今世界已成為瞬息萬變的「知識型」社會，學生的能力不但來源於知識本身，更來源於創造知識的本領。他認為，「識」不單是知識的「識」，大學生要識專業、識科學、識社會。有見及此，澳大將加大對科研領域的經費撥款，為各科研領域提供更多資源，為學生提供各種科研和實習機會。澳大作為澳門的龍頭大學，推動本地科研責無旁貸。筆者對澳大籌建中華醫藥及微電子範疇的國家重點夥伴實驗室計劃，及其教學人員有份參與國家的「973專案」亦略有所聞。更值得高興的是，澳大近年的科研成績蜚聲國際，其科研成果多次在頂級學術會議和學術期刊上發表，並在地區及世界科研競賽中屢獲嘉獎。澳大積極推動卓越科研的努力，有目共睹。



People-oriented General Education

The second dimension is general education, which is a classic, eternal topic in higher education. General education focuses on helping students to achieve well-rounded growth. It places emphasis on the balanced development of qualities and competencies in different areas. Many universities in the world, especially top ones, practice general education. What's innovative about general education at UM is that UM plans to achieve a coordinated and integrated curriculum design by reforming existing curriculum and establishing a general education system. The reform will be a challenging task. So I suggest that UM should borrow the experience of top universities both at home and abroad and approach the design of the general education curriculum from a macro-perspective. In doing so it should also take into account local elements to ensure that the curriculum suits the unique situation of the university both in structure and in substance. UM should also inject a "liberal arts" spirit into discipline-specific education and emphasize the development of student qualities, because only when discipline-specific education and general education are combined can a university produce erudite, extensively-experienced graduates who can integrate knowledge from different realms into an interconnected whole.



Increasing Research and Internship Opportunities

The third dimension of the "4-in-1" model is research and internship education. Scientific research and internship are an integral part of university education. UM Rector Wei Zhao stressed at last year's congregation that in today's fast-changing, knowledge-based society, a student's capabilities come not just from retaining existing knowledge, but, more importantly, from his or her ability to create knowledge. In Rector Wei Zhao's opinion, the knowledge in question is not just limited to what the students learn in their chosen fields, but also includes knowledge about science and society. In view of this, UM plans to increase funding for various research areas and provide more research and internship opportunities for students. As a leading university in Macao, UM is duty-bound to advance the development of local scientific research. I have heard about UM's applications to establish two state key laboratories as well as the "973 Project" which involves the participation of many UM professors. More encouraging is the fact that UM has gained international recognition in recent years for its impressive research achievements, some of which have been published in top academic conferences and journals while some have won awards at regional and international levels. These pleasing results are testament to UM's efforts to constantly strive for research excellence.

推住宿式書院體制

「四位一體」新教育模式的第四維度是社群教育。澳大的社群教育構想，不是一般意義上的校園文化教育，而是建立在一定體制和結構基礎上的社區環境熏陶和群體互動影響。在此，筆者不得不提澳大剛於新學期試行的「住宿式書院計劃」。所謂住宿式書院體制，是把各年級的本科生，打破專業及年級分散到各書院內一起生活，書院的院長、輔導員及部分老師也會與學生同住書院。該計劃是澳大近期工作的重點之一。據瞭解，為日後全面推行住宿式書院，在橫琴新校區擬建的十所「住宿式書院」各有不同的建築風格並以不同的主題命名，將成為澳大新校區的一道風景線，也將是澳大社群教育的核心空間。筆者個人十分支持本地大學推行此計劃。事實上，澳門的大學基本上都缺乏向學生提供足夠宿位和校園空間的條件，很多本地學生根本沒有機會體驗大學的宿舍生活。若澳大的住宿式書院計劃在未來的新校區全面實施，大學便可透過「四位一體」模式實現全人教育，對學生的性格養成、學術興趣、人際網路、價值取向等產生積極、正面的影響。大學生是大學教育的主體，學生群體就是一個相互學習的共同體，學生群體及其自主活動就構成了學生成長的資源環境，具有自我教育的功能。住宿式書院的意義就在於此。因此，新建設的澳大橫琴新校區將會更有效地為澳門的未來培養全方位的領軍人才和領袖人才。據瞭解，澳大將是亞洲首間全面推行「住宿式書院制」的大學，這絕對是可喜可賀的澳門大事！屆時，該書院制必定成為全城的熱門話題。

筆者想起趙偉校長在致辭中說過：「一所優秀的大學，絕不是買賣學分的超級市場，任何一流的大學首先應當提供一流的教育。」他所提出的四位一體教育模式，不但目標明確，而且為澳大提供一流教育構想了完美的理念和實施框架，是一個很好的開始。但是，要卓有成效地履行，確是一項艱巨的工程，需要投放大量的時間、智慧、資源與人力。無論如何，澳大已邁出了「長征」的第一步。這也是本地高等教育實踐新教育模式的第一步。筆者有感：漫漫「長征」，挑戰重重！除了大學自身要加倍努力之外，特區政府和社會各界也應為教育提供更多支持，並為推動本地教育改革不遺餘力，讓大學有更大的實力和條件來實現其崇高的教育理念。只要各方同心協力，加強溝通，澳大要成為世界一流大學的理想絕不是紙上談兵，而是指日可待的現實！





Implementing Residential College System

The fourth dimension of the new model is community and peer education. UM's idea of community and peer education is not merely education in campus culture in the ordinary sense, but rather a kind of education that is based on a sound system and structure and is achieved through peer interaction and the positive effects of a community environment. Actually I don't think I can talk about community and peer education here without mentioning the pilot residential college programme launched by UM on the current campus in the new academic year. Under the residential college system, undergraduate students of different years of study live together in the same colleges. Every college has a head, a chief of student development and fellows. Some teachers also live in the colleges. This pilot residential college programme is one of the recent key tasks of UM. It is reported that UM will build approximately ten residential colleges on the new campus in order to fully implement the residential college system. Each college will have different architectural styles, and their names will reflect varying themes. The residential colleges will become not only a landmark on the new campus, but also a core platform for community education. Personally, I strongly support the implementation of such a system at local universities. In fact, universities in Macao generally don't have sufficient on-campus accommodation, which deprives many local students of the opportunity to have the unique experience of living in university dormitories with fellow students. If the planned residential college system can be successfully implemented on the new campus, UM will be able to carry out whole-person education within the framework of the abovementioned "4-in-1" model, and this will in turn have positive effects on the students, especially in the healthy development of personalities, academic interest, interpersonal networks, and value systems. Students are the target audience of tertiary education. A student community, which is a mutual-learning community in essence, and the activities carried out by such a community, combine to constitute an enriching environment in which students can grow and conduct self-education. This is precisely the value of a residential college. The new UM campus will enable UM to produce well-rounded future leaders for Macao. It is reported that UM will be the first university in Asia to fully implement the residential college system, which is definitely great news worth celebrating. I believe that once the system is implemented, it will certainly become the talk of the town.

I remember UM Rector Wei Zhao once said that a good university should not be a "supermarket where credits are up for sale," but rather an institution that provides "first-class education". The "4-in-1" pedagogical model he has proposed not only outlines a clear goal for UM, but also offers an ideal theoretical basis and framework for UM to provide such first-class education. It is a good beginning. But the effective implementation of this model is a challenging project that requires investment of considerable time, intelligence, resources and human power. But nevertheless, UM has taken the first step in this long journey. And the way I see it, it is not just a crucial first step for UM, but also a giant leap for higher education development in Macao in its exploration of new pedagogical models. The road ahead will be full of challenges. To emerge triumphant from this undertaking, UM must be prepared to work extra hard. But UM's effort alone is far from enough. The support of the Macao SAR government and people from all walks of life is also indispensable. As long as the government, the community and the university can work together and improve communication along the way, the goal of becoming a world-class university will not be just a pipe dream, but an achievable goal that will only take some time. ||

生活最終追求的是甚麼？ ——日本地震及核泄漏的 災後反思

What Are We Ultimately Searching For in Life? ——Some Thoughts on the Earthquake and Nuclear Contamination in Japan

撰文：何順文

Text: Simon Ho

2011年3月11日，日本東北部遭遇前所未有的巨大災難。黎克特制9級強烈地震伴隨海嘯以及核泄漏，除了對日本本土造成嚴重打擊之外，更為全球帶來不可估量的影響。我們感到悲痛，也對災民致以深切的慰問和祝福。

地震與海嘯，固然是天災，但影響更嚴重的核泄漏事故卻部份是人為造成。危機所造成的影響是全球性的，澳門亦不能獨善其身，必須伸出援手及與鄰國充分合作以逐步解決問題。深究本次巨大災難背後的深層原因及啟示，我們不難發現，當整個世界越來越講求經濟效益，過度發展所帶來的禍害，值得我們反思。

On 11 March 2011, the northeastern Japanese coastal city of Sendai was pummelled by a devastating disaster, the likes of which Japan had never seen. The earthquake that measured 9.0 on the Richter scale and the consequent tsunami and nuclear crisis not only delivered a heavy one-two punch to Japan, but has had an immeasurable effect on the entire world. We are deeply saddened by the tragic news and we wish to convey our condolences and support to the victims.

While the earthquake and the tsunami are natural disasters beyond man's control, the nuclear crisis which has profoundly affected the world is partly attributable to artificial causes.

Macao is not immune to such influence, and we certainly cannot fold our arms and stand by. We must lend a helping hand to those in need and fully cooperate with our neighboring regions in order to resolve the problem step by step.

A thorough analysis of the real causes of this enormous disaster reveals some painful lessons. As the world is growing increasingly obsessed with economic development at the expense of the environment, maybe it is time to slow down a little bit and reflect on the harms of excessive development.



文明社會建立與國民質素

面對災難，日本人民所表現出的冷靜和秩序令世人肅然起敬。我們驚訝地發現，現代國家文明的建立所需要的時間，並非我們想像的那樣漫長。日本在二戰後，大力發展經濟，全力推行現代化，培養國民素質。在最危難的時候日本災民仍主動照顧需要援助的外國人，超級市場給災民提供免費食物用品，也沒有出現哄搶。短短幾十年間的發展，面對大災大難時日本國民所展現的團結、紀律和秩序，比許多有着悠久歷史的大國更文明。

這樣高度有秩序的國民性格，有其值得世人尊敬學習的一面，但同時也折射出當權者應有的質素和責任。國民對政府的信任，對權威的順從等優點，當權者要懂得珍惜與尊重，從而更要對國民負責任。今次日本東電公司的資料漏報錯報，日本政府解決核漏的黃金時間裡決策與通報的延誤，相信領導人會作出反省。從事件中，我們也了解到在一個民主制度的社會，人民要在適當時刻懂得監察與質詢政府。

當然我們期望核洩漏很快得到控制，令日本政府與人民可以集中精力災後重建，讓生活重回正軌。

The Development of a Civilized Society and People's Qualities

The composure and self-discipline displayed by the Japanese people in the face of the disaster have compelled universal admiration, and have also revealed a counter-intuitive fact—it doesn't take long for a nation to build a civilized society. After the end of the World War II, Japan vigorously developed economy and promoted modernization while also worked hard to raise the personal qualities of its people. Through only several decades of efforts, Japanese people have successfully built a society which is more developed and modernized than many nations with much longer histories and one in which unity, self-discipline and orderliness are highly-advocated virtues. In the aftermath of the disaster, native victims in Japan took it upon themselves to take care of foreigners in greater need. Supermarkets offered food and other essential necessities to victims free of charge, and there was no scrambling and looting.

Such a high degree of self-discipline and orderliness deserves respect and is worth emulating, and it also reflects the personal character and sense of responsibility required of those in power. The government should not abuse its people's trust and pliancy, and should earnestly discharge its duties. I believe the Tokyo Electric Power Company's erroneous and incomplete report of radiation levels as well as the Japanese government's delay in decision-making and announcements in the wake of the nuclear crisis will prompt Japanese leaders to reflect. We have also learned from this incident that even in a democratic society, people should be aware of the necessity of supervising the government and raising questions where appropriate.

Of course we hope the nuclear contamination can be brought under control within the shortest time possible so that the Japanese people and government can concentrate their energy on reconstruction and bring their lives back to normal.



人類未能承受核危機的未知風險？

今次日本的核危機，恰恰可以說明，其實人類對很多事情(包括大自然)的了解和控制都不是想像中的高，需要多一點謙卑。現時全球各國競相發展，一味追求GDP的提高。國家越發展，對電的需求也越大。而核電相對於燒煤和天然氣來說，確是既高效又環保，但其背後卻藏著一些人類未能明白與承受的風險。

為了追求經濟效益與提升個人物質生活，很多國家都不斷在城市附近興建核電廠，間接令全世界暴露於巨大而不可知的風險之中。一如福島核危機，當多種負面風險因素(包括百年一遇意外及平時不太要緊的人為設計瑕疵或疏忽)意外地同時出現時，最終令系統無法承受其複合效應(反應堆冷卻水斷供)而崩裂(導致核輻射洩漏)，並連累無辜的大眾。核危機至今未能有效解決，世界多國對核能發電安全表示關注，甚至戒心。

Can Man Afford to Take the Unknown Risks Associated with Nuclear Energy?

The nuclear crisis in Japan teaches a humbling lesson: Human knowledge of and control over many things (including nature) are not as good as we think. Today, nations around the globe are in blind pursuit of GDP growth in an attempt to outpace each other. But the faster a nation develops, the greater demand it has for energy. While there is no denying that nuclear power is more efficient and environmentally-friendly than coal and natural gas, there are certainly some risks associated with nuclear energy that humankind is unaware of and cannot afford to take.

To pursue economic benefits and improve material life, many nations are now building one nuclear plant after another near densely-populated cities, blithely exposing the world to enormous, unknown risks. The nuclear crisis in Japan is a case in point. When multiple risk factors (including the worst natural disaster in 100 years, and the artificial defects or negligence in design which would not have mattered as much in the absence of an accident) coincided, the systems eventually couldn't bear the compound effect (interruption to the supply of coolant to cool the reactors) and broke down (which led to nuclear contamination), affecting countless innocent people. So far the crisis has not been effectively resolved. Many nations have showed great concern for, or even vigilance about, the safety of using nuclear energy as the source of electric power.



近幾十年，隨著經濟急速發展，地區內造成嚴重的工業生態污染，很多人傾向模仿美式消耗型生活方式。內地近年積極開發核電，但也輕視核能的潛在危害，未能維護中華傳統「天人合一」與「和諧」的環保價值觀。事實上，如全球人類都繼續現時的生活方式，我們將需要兩倍多的地球資源才可以承受。

由於人類經濟與生活方式對電力的需求越來越大，加上對碳排放的憂慮，短期內完全解除或放棄核電的可行性不高。因此短期內我們只可以盡量減低核電佔能源供應的比例(目前佔全球能源使用17%)，將核電廠遷移到較「杳無人煙」的地區，並提高核安全標準的審視和加強風險管理。長遠來說，應盡所能加強開發太陽能與風力等再生能源發電以逐步取代核電，以規避人類不能承受的風險。

但最重要的是人類應立刻致力節省能源消耗，減少用電。政府更要從政策措施鼓勵甚至監管節能。每一個人都應對環保盡自己的責任，從自己做起。我們更應以身作則向全世界積極宣傳中華「和」的文化，令中華傳統美德融入現代生活中並成為全球環保的典範。

Rapid economic development over the past several decades and the fact that many people tend to emulate the consumption-based lifestyle of the United States have combined to cause serious environmental pollution. In recent years mainland China has been vigorously developing nuclear plants while brushing aside the potential hazards of nuclear energy, in a regretful departure from conventional Chinese values concerning the harmonious co-existence of humans and the environment. In fact, if we humans continue our current lifestyle, we will need twice the existing resources on earth to sustain us.

Given the increasing demands for energy to power economic activities and sustain humankind's current lifestyle, as well as people's concern for carbon discharge, it is not feasible to abandon nuclear energy outright in the foreseeable future. Therefore, what we can do in the short run is to minimize the ratio of nuclear energy to the total energy worldwide (currently the ratio is 17%), relocate nuclear plants to sparsely populated regions, and strengthen nuclear safety standards review and risk management. In the long run, we should seek to develop renewable energies such as solar energy and wind power as replacements so as to avert nuclear risks.

But most importantly, humankind should immediately begin to reduce energy consumption. Governments across the world should also adopt policies and measures to encourage or even regulate energy-saving. Everyone should take their share of responsibility for environmental protection and start by making their little corner of the world better. We Chinese people should try to be role models in the global environmental protection campaign by actively promoting the culture of "harmony" to the world and making it an integral part of modern life.



科技非滿足人類慾望的工具

現在社會發展講求效益，科技一日千里的同時，人類總以為自己很聰明，可以操控科技，結果往往是「聰明反被聰明誤」。2008年的環球金融風暴與今年的日本核事故有相同之處，反映出不少專家因不斷追求經濟增長而「鋌而走險」（概率可能不高但卻有極嚴重的潛在後果）。金融風暴部份主因就是金融工程師發明了多類複雜的金融衍生工具，很多投資者以為利用其可以走捷徑致富。但不時爆發的金融市場意外（如2008美國房地產債券崩潰及金融衍生品與回購市場的設計缺陷），總掠去他們太多的積蓄。事實上，大多數人對金融衍生工具的風險與操作只是一知半解，不知道其可以隨時變得一文不值。科技的發明與應用亦是同樣道理。

科技的最終價值體現於對生命價值的尊重，而非成為滿足人類慾望的工具。這次突如其來的災難，正好讓我們重新思考，到底人的生活所追求的是甚麼？

人們往往不能分辨「想要甚麼」和「需要甚麼」這兩個概念。事實上，我們想要的總是比我們真正需要的多。所以人類更加要控制自己的慾望，要懂得平衡經濟、科技、環境和人文關懷。科技發展為的是提升人們的可持續幸福，而非只是經濟增長與物質生活。

事實往往告訴我們，絕對不是一個擁有高科技、多資源或高GDP國家的人民是最幸福的。其實人類生存只需要簡單的物質東西，在知足感恩之餘，我們應更懂得享受簡約生活、珍惜人際關係與惦念有需要幫助的人。或許我們可試把發展的腳步放慢，對我們的生活目標及方式作更多的考量，重新思考尋找生命的本質和意義。

（本文作者何順文為澳門大學副校長）

Technology Is Not a Tool to Satisfy Man's Insatiable Desire

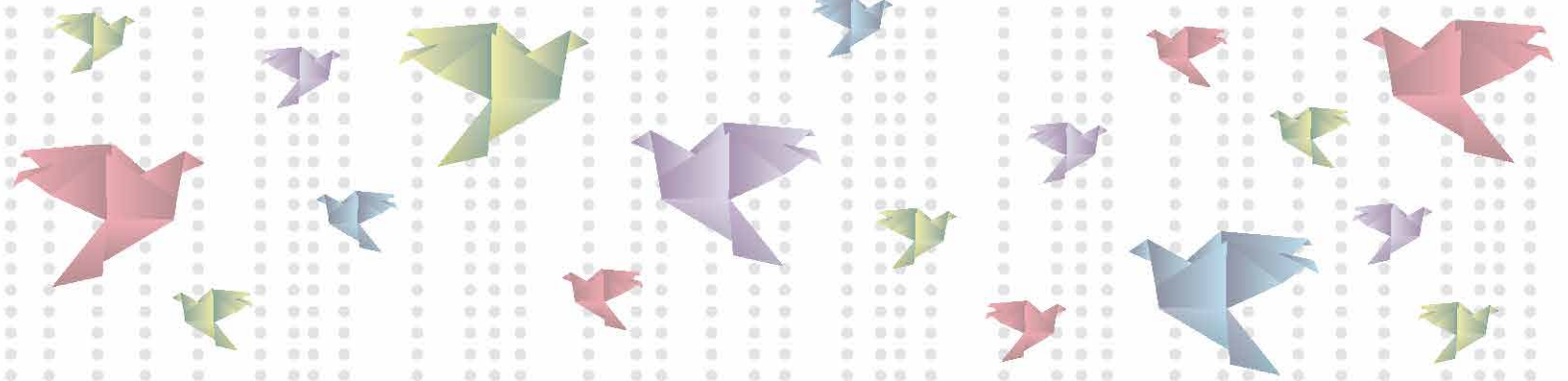
In today's efficiency-and-result-oriented society, where technology is advancing at lightning speed, humans think they are smart enough to be in absolute control of technology, only to end up a victim of their perceived cleverness. Actually the ongoing nuclear crisis in Japan bears some similarities to the global financial crisis of 2008; both crises revealed how some leaders became reckless and desperate in order to achieve continuous economic growth (the probability may not be high, but the potential consequences could be extremely serious). One of the main causes of the global financial crisis in 2008 was that financial engineers invented a medley of complicated financial derivatives which were naively believed by many investors to be a short-cut to wealth. But the truth is, in the wake of accidents in the financial markets (such as the 2008 sub-prime mortgage crisis in the US, and the design defects in the derivatives market and the repo market), the bulk of investor savings evaporated. Actually many people only have sketchy knowledge about the operation and risks of financial derivatives, unaware that those derivatives can turn into waste paper in the blink of an eye. Just as financial derivatives could become "weapons of mass destruction", so can technology, only that technology is capable of destroying not just wealth, but also countless human lives.

The ultimate value of technology is reflected in the respect for the value of life, rather than in being a tool to satisfy mankind's insatiable desire. The unexpected natural disaster that has plunged Japan into an abyss of pain and chaos may very well galvanize us into rethinking about what we are ultimately after in life.

People often cannot distinguish between "wants" and "needs". In fact, we always want more than we need, which makes it all the more important for us to rein in our desires and strive for a proper balance between economic development, technological advancement, environmental protection, and caring about human conditions. Technological advancement should serve to improve humankind's sustainable wellbeing, rather than just power economic growth and better man's material life.

Surveys demonstrate that people from high-tech, richly-resourced nations with high GDP growth are by no means the happiest. Actually humankind needs only a few material things to survive. Apart from learning to be grateful for what we have, we should also learn to enjoy a simple life, treasure interpersonal relationships, and help those in need. Maybe we should slow down our pace, think more about our objectives and way of life, and reconsider the essence and meaning of life.

(The author Simon Ho is the vice rector of the University of Macau)



事件回放 UM's Response to the Disaster

應變迅速

地震發生時澳門大學(澳大)有20名學生在日本交流。災難發生後，大學馬上成立應急小組，為當地學生提供協助。大部份交流學生住在東京，少部份就讀於秋田、九州鹿兒島、京都、沖繩及名古屋。災難發生後的六小時內，澳大應急小組已確認所有留日學生安全。

同時，澳大也即時要求各日本合作院校提供一切所需支援予澳大交流學生，包括於日本及澳大的緊急聯絡電話，發放最新消息及定時保持聯絡。澳大同時亦密切留意有關核洩漏的新聞，以為學生提供所有生活及學習上的支援。除了關心遠在日本的學生，澳大亦沒有疏忽在校交流學習的日本學生。災難發生後，澳大立即與他們面談，關心他們的生活與情緒問題，為其提供輔助。

全校齊心為災民伸出援手

「愛心無分國界」，日本災難發生後，澳大迅速呼籲全校伸出援手。透過部門捐獻及在校內各處設置捐款箱籌款，不少師生與職員紛紛捐款支持；學生組織及日籍師生更自發拿著籌款箱在校內募捐，他們期盼的眼神和助人的熱心無不令人動容，祈望能為災民送上支持和暖。 ■

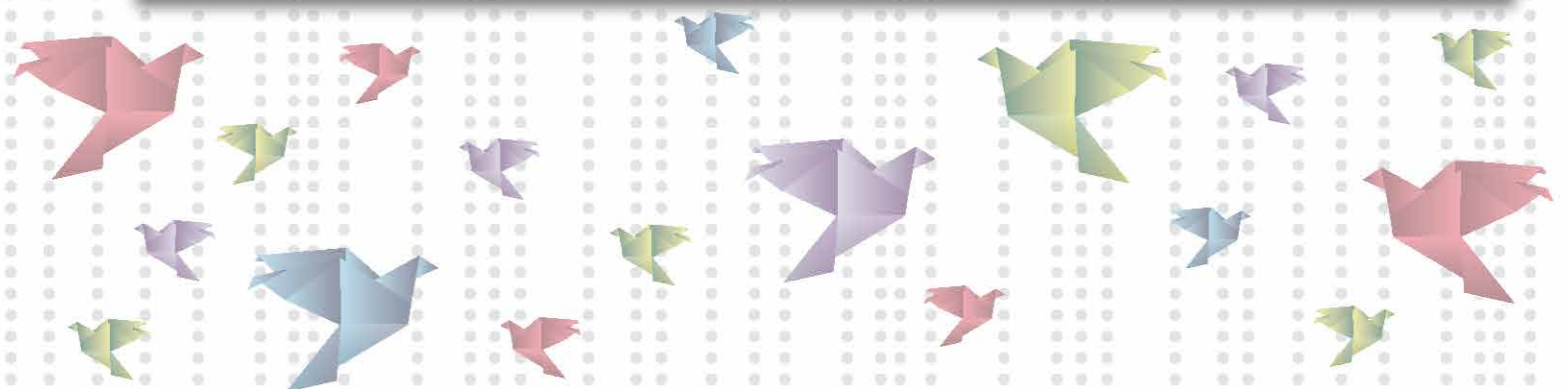
Swift Response

At the time of the earthquake, twenty exchange students from the University of Macau (UM) were in Japan. Upon learning of the disaster, UM immediately set up an emergency response team to provide assistance to the exchange students. Most of the students were living in Tokyo, with a few living in Akita, Kyushu, Kagoshima, Kyoto, Okinawa and Nagoya. Within six hours of the occurrence of the disaster, UM's emergency response team confirmed that all the exchange students were safe.

Meanwhile, UM requested all partner institutions in Japan to provide all assistance necessary to the exchange students, including providing local emergency contact numbers and UM's emergency contact numbers, releasing the latest news, and keeping UM posted on the development of the situation. Throughout the period, UM was closely following news about the nuclear contamination in order to be prepared to provide support for the students. While caring about the safety of the exchange students in Japan, UM didn't neglect the Japanese exchange students at UM. Relevant staff talked to the Japanese students face-to-face and asked if they had any problems in daily life and if they found it difficult to cope with the disaster emotionally.

Calling on All UM Members to Help Earthquake Victims

Love knows no boundaries. After learning the news about the devastating disaster in Japan, UM immediately called on all UM members to donate money to help the victims. Department and office representatives were appointed, and donation boxes were set up. Many staff and students responded. Representatives from some student organizations and Japanese teachers and students even toured the campus with a donation box in their arms, eager to raise more money for the victims. The hopeful look in their eyes never failed to touch the passers-by. ■



蘇育洲教授看經濟： 日地震的衝擊與影響

An Interview with Prof. Jacky So on the Impact of Japan's Earthquake on World Economy



2009年出任澳門大學（澳大）工商管理學院院長的蘇育洲教授，是國際知名財務學專家，亞洲財務協會理事會成員。來澳大之前，他已擁有逾28年的學術及行政管理的豐富經驗，期間曾受聘為美國德克薩斯A&M國際大學管理學院院長和康百士銀行財務學傑出教授。蘇教授目前主力研究非常態分配、商業周期、期權及其對外匯與銀行之影響等課題，現在社會討論的熱門話題如人民幣的升值能力等，他早在十多年前就發表有關這方面具影響力的論文。日本在今年3月11日發生九級大地震，引發海嘯、核洩漏大災難，舉世震驚。本刊特別訪問蘇育洲教授，以其多年研究全球貨幣的經驗，分析這場世紀大災難對於日本以至亞洲國家及地區的經濟和貨幣會帶來哪些影響。

Dean of the Faculty of Business Administration at the University of Macau (UM) Prof. Jacky So is a renowned expert of finance and also a board member of the Asian Finance Association. He has more than twenty-eight years of academic and administrative experience. Before joining UM, he was the dean of Jr. School of Business and BBVA-Compass Bank Distinguished Professor of Finance at Texas A&M International University. Currently he mainly focuses on studies of non-normal distribution, business cycle, and options and their impact on foreign exchange rates and banks. As early as a decade ago, Prof. So published an influential paper on the RMB's potential to appreciate, which is now a hotly-debated topic. In this article, Prof. So draws on his expertise on global currencies and discusses how the 9.0-magnitude earthquake that hit Japan on 11 March 2011 and the consequent tsunami and nuclear crisis will affect Japan and Asia economically.

問：日本地震及核輻射對亞洲的經濟有甚麼影響？

答：這次日本地震及核危機對日本本土所造成的經濟損失總額約為15萬億日元，相當於日本國民生產總值的3%至3.5%。它主要會對工業及消費品、服務業和核能需求三方面造成最大的影響。

由於日本是世界上最大的汽車、電子產品及半導體生產國之一，也是世界上最大的汽車零部件供應國之一。地震會令這些產品短期供應緊缺，引致價格上揚，如電子產品等。但隨著這些產品的產量下降，對相關原材料的需求也會相應減少，從而令原材料價格下跌。由於海產、肉類、農業產品可能受到污染，日本出口減少，有可能影響香港和澳門的日本餐廳的生意。在服務業方面，受核威脅的影響，旅客，尤其是亞洲旅客赴日本旅遊的意願會降低，因此，更多的遊客會改去香港、台灣、澳門、新加坡等地旅遊，令相關航空公司、酒店、旅行社的生意受到影響。至於核能源的影響，環保人士會藉此次日本核事故呼籲關閉現有核電站，停建新的核電站，因此對其他能源，例如石油、煤、風能、太陽能的需求會增加。未來石油的價格將會上漲，可能會影響到日本、中國、香港、澳門以及其他石油依賴進口的國家和地區。

整體而言，日本地震對服務業和日元升值都是短期的影響，而對核能源需求、軍事和外交政策則是長期的影響。

Q: How will the earthquake and nuclear crisis in Japan affect Asia economically?

A: The earthquake and nuclear crisis in Japan have caused Japan an estimated total loss of approximately 15 trillion Yen, accounting for about 3% to 3.5% of Japan's GNP. Three areas will bear the brunt of the disaster. They are industrial and consumer goods, the service sector, and nuclear energy demand.

Japan is one of the world's largest producers of automobiles, electronic products and semi-conductors. It is also one of the world's largest suppliers of automobile parts. In the short term, these products will be in short supply due to the disaster, and the prices will go up (for instance, electronics), but on the other hand, with lower production of these items, demand for relevant raw materials will be lower, which will drive down prices. Also, seafood, meat and agricultural products may be contaminated, which will lead to decreased exports from Japan, which will in turn hurt the business of Japanese restaurants in Hong Kong and Macao. In terms of the service sector, because of the nuclear threat, more and more people, especially Asian people, will hesitate to travel to Japan. More tourists will choose to go to such places as Hong Kong, Taiwan, Macao and Singapore instead, which will affect the business of airlines, hotels and travel agencies. As for nuclear energy demand, environmentalists will take advantage of the situation to demand that existing nuclear plants be closed and the construction of new ones be stopped. As a result, demand for other energy sources such as oil, coal, wind, and solar energy will increase. Oil prices will go up, which may hurt Japan, China, Hong Kong, Macao and other oil-importing countries and regions.

Overall, the earthquake's impact on the service sector and the value of Yen will be short-term, while the influence on nuclear energy demand and Japan's military and foreign policies will be long-term in nature.

問：日本的經濟在未來五年的將會是怎樣的局面？

答：日本是一個生產效率很高的國家，曾經一度是世界上第二大經濟體（最近這個位置已被中國取代），它應該有能力完成災後重建，養精蓄銳之後再度強大起來。因為美國非常需要在亞洲擁有戰略性合作夥伴，所以它會全力支持日本。兩三年之後，日本將會重新強大起來，同時也將成為美國更緊密的合作夥伴。

問：日本地震對日元有甚麼影響？對亞洲貨幣市場有甚麼衝擊？

答：日元是「硬貨幣」，也是世界各地央行儲備金所使用的第四大貨幣。如前所述，因為日本國內投資所需日元的短缺，將會導致對日元的短期需求上升，導致短期內日元升值。但由於災難導致日本資產的損失及生產率的下降，中期來看，對日元的需求將會下跌。較長期來看，情況將會好轉，但日元將不會如日本政府幾年前期望的那樣成為國際貨幣。如果中國能夠維持目前的經濟增長速度和改革勢頭，那麼10-15年後當人民幣成為可自由兌換的貨幣之後，人民幣極有可能取代日元的角色。



Q: What will the economic situation in Japan be like over the next five years?

A: Japan is very efficient in production. For a while it was the world's second largest economy (in recent years China has overtaken Japan to become the second largest economy). It should be able to rebuild its economy and become strong again. Since the US really needs strategic partners in Asia, it will fully support Japan. Therefore, in three years or so, Japan will become a strong economy again and also a stronger partner for the US.

Q: How will the earthquake in Japan affect Yen and the money markets in Asia?

A: The Japanese Yen is a "hard currency" and the fourth most popular currency for central bank reserves around the world. As mentioned above, the shortage of Yen for domestic investments will increase the demand for Yen in the short term and therefore Yen will appreciate. In the mid-term, the value of Yen will decrease because of Japan's loss of assets and productivity. In the longer term, things will get better. However, Yen will not become an international currency as the government hoped several years ago. If China is able to maintain its current economic growth and reforms, it is quite likely that RMB may replace the role of Yen in ten to fifteen years if it becomes convertible.



問：您認為澳門在這次危機中會受到甚麼影響？

答：影響不大，但也有一些間接的影響，比如會有更多的來自香港、台灣、中國內地及東南亞的遊客選擇到澳門旅遊。電子產品及能源價格的變動將會影響澳門的消費者，日元貨幣價值的變動將會影響到澳門金融管理局儲備金的價值。

問：澳門作為亞洲經濟體系其中一員，應如何去應對今次的影響？

答：澳門並不算一個大的經濟體。它受香港、中國內地和美國的影響大於受日本的影響，人民幣升值以及中國內地的高通貨膨脹對澳門普通老百姓的影響更大。生意涉及到日本的公司當然會受到上述的影響，因此建議這些公司要趨向多元化。我們不應該因為經濟危機和自然災害的迅速外溢效應就反對多元化或經濟一體化，而應該將這種效應理解為多元化的「成本」。只要效益大於成本，就應該鼓勵。

問：澳門政府應該如何制定穩定經濟及貨幣的政策？

答：要穩定就是要堅持既定的經濟貨幣政策。現時澳門實行的貨幣政策不是最好，但也算是沒有辦法中的辦法。澳門太小，沒有土地，橫琴開發對澳門是一個很好的契機，但澳門要懂得利用這個機會。若果澳門元跟香港或美元脫鈎，相信會比高通脹帶來的代價更大。目前澳門仍應沿用現時的貨幣政策。假設若干年之後，澳門的經濟與中國內地經濟實現一體化，人民幣又成為可自由兌換的貨幣並取代日元成為國際貨幣的話，澳門的貨幣政策一定會改變。■

Q: How will Macao be affected by the disaster?

A: Not much, except indirectly, such as more tourists from Hong Kong, Taiwan, China, and South East Asia. The change in the prices of electronic products and energy will affect the consumers in Macao. The change in the value of Yen may affect the value of the reserves of the Monetary Authority of Macao.

Q: As a member of the Asian Economic Community, what should Macao do to minimize the effects of the disaster?

A: Macao is not really a big economy. It is affected by Hong Kong, China and the US more than by Japan. The high value of RMB and the high inflation in mainland China actually have greater impact on the average people in Macao. Of course companies with business related to Japan will be affected as mentioned above. Diversification therefore is recommended. Note that the comment about the quick spillover effect of financial and natural crises should not be interpreted as an argument against diversification or economic integration. The spillover effect should be interpreted as the "cost" of diversification. As long as the benefits are larger than the cost, they should be encouraged.

Q: What should the Macao SAR government do in terms of economic and monetary policies in order to ensure stability?

A: To ensure stability, Macao should stick to the existing economic and currency policies. The existing monetary policy is not the best, but we should stick to it for the moment for lack of a better policy. Macao is too small, with very limited land resources. The development of Hengqin Island presents a good opportunity for Macao, and Macao should seize this opportunity to diversify its economic base. If MOP was de-pegged from RMB and pegged to HKD or USD instead, the negative effects would be even more serious than those caused by high inflation in mainland China. For the time being, Macao should maintain the existing economic and monetary policy. After some years, if the Macao economy is integrated into China, MOP may be replaced by RMB when the latter is convertible and replaces Japanese Yen as an international currency. When that happens, the monetary policy in Macao is sure to change. ■



築巢引鳳 培育葡語人才

Small Department Plays Big Role

葡萄牙語是全球使用人數第七大語言，目前約有兩億人說葡語，遍佈世界五大洲。近年來，隨着中國與葡語國家的經貿合作日益頻繁以及葡語國家的地位日漸提升，培育大量通曉中葡雙語的人才也變得越來越重要。澳大作為本地最優秀的綜合性公立大學，銳意在人文學科上打造數個特色學科的品牌，其中之一就是葡語。作為本地歷史最悠久、亞洲規模最大、教學內容最多元的葡語教學基地的澳大葡文系，如何在培育澳門中葡雙語專業人才上竭盡其能，克盡其職？

Portuguese is the seventh most widely-spoken language in the world. At present approximately two hundred million people, distributed across five continents, speak Portuguese. With the strengthening economic and trade ties between China and Portuguese-speaking countries as well as the ever-improving status of the latter, educating a large number of graduates proficient in Chinese and Portuguese is becoming increasingly important. As the best public comprehensive university in Macao, the University of Macau (UM) is committed to developing a number of unique academic programmes in the field of humanities, and Portuguese is one of the priority areas for such development. UM's Department of Portuguese is the oldest Portuguese-teaching base in Macao. It also ranks No. 1 in Asia in terms of scale and diversity of teaching coverage. How can the department fulfill its role and contribute to the nurturing of Chinese/Portuguese bilingual specialists for Macao?

Bom dia!

設葡文系應社會需求

澳大葡文系的成立要追溯至上世紀80年代，當時的葡文系名叫葡文學院，後於1999年9月改為葡文系。當年澳大推出這個課程時困難重重，學生人數只有九人，課程差一點就要被迫「難產」。經過艱辛的初創階段，葡文系在生源和教學方面的努力漸見成效。到了2001年，葡文系為迎合社會對中葡雙語人才的大量需求以及提升學生的質素，進行了一次創新的課程改革，並首度推出葡語學士學位課程，收生對象是以中文為母語的學生。

Establishing the Department of Portuguese to Meet Society's Demand

UM's Department of Portuguese dates back to the 1980s when it was known as the Institute of Portuguese Studies. In September 1999, it was restructured into the current Department of Portuguese. The process of launching the programmes was fraught with difficulties. So few students enrolled the first year—nine to be exact—that the programme was almost aborted. But gradually the institute's efforts yielded results and the number of applicants increased. In 2001 society's demand for people proficient in Chinese and Portuguese was enormous. To meet this demand and enhance student quality, the department implemented an innovative curriculum reform and launched a bachelor degree programme in Portuguese language for the first time, targeting students whose mother tongue was Chinese.





De onde Você é?

澳門回歸後，很多人擔心葡語會在澳門失去原有的社會地位，變得不再重要，但從事實看出，這些擔憂是不必要的。今年四月離任的葡文系系主任 Prof. Alan Baxter 接受採訪時說：「隨著中國的崛起以及其與葡萄牙、拉丁美洲及非洲葡語國家貿易關係的快速發展和不斷擴大，越來越多學生清晰地前瞻到在全球化進程中，澳門作為推進中國與葡語國家進行經濟貿易合作的理想平台將承擔重要的角色。因為無論澳門的語言文化背景、法律還是行政架構，都跟葡語國家相似，學生亦因而明白到學習葡語可以為他們將來就業打開另一道門。因此除本地生之外，亦越來越多國內學生報讀我們的課程，到目前為止，我們已經栽培了約250名學生。」

由於市場對專業中葡翻譯人員的需求日益凸顯，葡文系於2007年推出中葡翻譯碩士課程，為有志強化翻譯技巧、或從事這方面研究的人士提供專業培訓。另一方面，葡文系亦開設博士課程，專門培養研究人才。除語言教學外，葡文系的研究領域亦具有很強的實力，其研究領域包括有語言學、語言習得、社會語言學及歷史學。

For a time after Macao's return to the motherland, many people feared that the Portuguese language might lose its important social status. Facts have proved this fear unfounded. "With the rising of China and the rapid development of China's trade ties with Portugal, Latin America and Portuguese-speaking African countries, more and more students are becoming aware that in this increasingly globalized world, Macao serves as an important platform for economic and trade cooperation between China and Portuguese-speaking countries because Macao is similar to many Portuguese-speaking countries in terms of official language, cultural background, and legal and administrative structures," remarked Prof. Alan Baxter, former head of the Department of Portuguese. "Students have come to understand that a good command of the language will give them a competitive edge on the job market. Actually, apart from local students, more and more students from mainland China are actively applying for our programmes as well. So far approximately two hundred and fifty students have graduated from our department."

In 2007 the Department of Portuguese launched the Master in Translation Studies Programme in an attempt to meet society's increasing demand for bilingual translators and interpreters. The programme aims to provide professional training for those who wish to enhance their translation and interpretation skills as well as those who study translation between the two languages. The department also offers PhD programmes to train research personnel. Besides a high-calibre teaching team, the department also has a strong research team, with focus mainly on linguistics, language acquisition, sociolinguistics, and history.

吸納國際一流師資

目前，葡文系除了為系內學生開設葡語教學課程外，同時亦為其他學院、法學院葡文法學士及中文法學士課程的學生教授葡語課程。葡文系擁有一流的國際化師資團隊，教師教學經驗豐富，其中葡文系的姚京明博士除了投身葡語教學外，本身亦是一位才華洋溢的詩人。他精通中葡雙語，熱衷葡語詩歌，曾翻譯十多部葡國著名詩人的作品。

除卓越的師資外，葡文系亦非常重視培養學生的國際視野，鼓勵學生走出課堂、走出澳門，到外面的世界看看，汲取更廣博的知識和國際體驗。葡文系自成立以來，已經與葡萄牙及巴西的多所著名大學簽署學術交流和合作協議，雙方一直保持緊密聯繫。而葡文系每年都會資助20-25名大三學生遠赴葡萄牙或巴西的大學進行為期最少一學期的交流學習，深化他們對葡萄牙等葡語國家的歷史、文化、文學和政治經濟等多方面的了解。

提供良好學習環境

現時擔任葡文系代主任的Maria Antónia Espadinha教授說：「澳大為想學習葡語的學生和在職人士提供很好的學習環境和條件。一方面，學生除了接受專業知識外，校方亦為學生提供各種多元化的課外教育，讓學生有更多機會在日常生活中運用葡語。例如，每年都舉辦葡語演講比賽、電影週、葡語日以及葡萄牙語言及文化暑期課程等；另一方面是環境因素，因為在澳門有葡語電視台、電台、報章和葡萄牙人，學生隨時隨地可以從生活環境中接觸葡語文化。學習葡語的學生將來的就業市場不只局限於政府部門，還可以在法律界或商界從事中葡翻譯工作或基礎葡語教學工作，甚至可以到中國或海外發展，例如到國內的葡資企業工作或者到南美洲、歐洲或非洲的葡語國家工作。」

Internationally Recruiting First-rate Teaching Staff

Now the Department of Portuguese offers programmes conducted in the Portuguese language to its own students and students from other faculties as well. The department boasts some first-rate teaching staff. Not only do the teachers possess rich pedagogical experience, but they are talented in different ways. For instance, Dr. Yao Jingming is a talented poet with an impressive command of both the Chinese and Portuguese languages. He loves writing poems in Portuguese and has translated a dozen works by famous Portuguese poets into Chinese.

In addition to recruiting excellent teaching staff from around the world, the department attaches great importance to helping students develop an international perspective. It has always encouraged students to go beyond the classroom, the campus, and Macao to increase knowledge and gain international experience. Since its inception the department has signed academic exchange and cooperation agreements with renowned universities in Portugal and Brazil. Each year the department sponsors approximately a twenty to twenty five third-year undergraduate students to study for at least one semester at Portuguese or Brazilian universities, so they can learn more about the histories, cultures, literatures, politics and economies of these Portuguese-speaking countries.

Providing a Good Learning Environment

"UM offers a very positive learning environment and abundant resources for those who wish to learn the Portuguese language," remarked Maria Antónia Espadinha, acting head of the department. "The ready availability of Portuguese TV and radio programmes, newspapers and native Portuguese speakers in Macao exposes language learners to the usage of the language in real-life settings. Apart from a macro-atmosphere that is conducive to language acquisition, UM students have the added advantage of having access to professional education and the chance to participate in various activities organized by the university, such as Portuguese speech contests, films, Portuguese Day, and courses in Portuguese language and Portuguese culture, all of which are designed to let students practice the language as often as possible in their everyday lives. Students proficient in Portuguese face promising career prospects beyond positions at government departments; they can choose to be translators or interpreters in the legal or business circles, or become teachers of Portuguese, or even find jobs in mainland



承辦中葡論壇(澳門)培訓中心課程

目前除澳門以外，以葡語為官方語言的葡語國家還包括：葡萄牙、巴西、安哥拉、佛得角、幾內亞比紹、莫桑比克、東帝汶和聖多美普林西比。雖然當中大部份國家仍處發展中階段，但是中國與這些葡語國家之間的經貿合作卻有著巨大潛力。澳大多年已四度舉辦葡萄牙語大學聯會，實現了其促進澳門與葡語國家大學文化及學術交流的使命。另外，澳大今年獲澳門特區政府委任為中葡論壇(澳門)培訓中心培訓課程的承辦單位，為葡語系的發展掀開新的一頁。

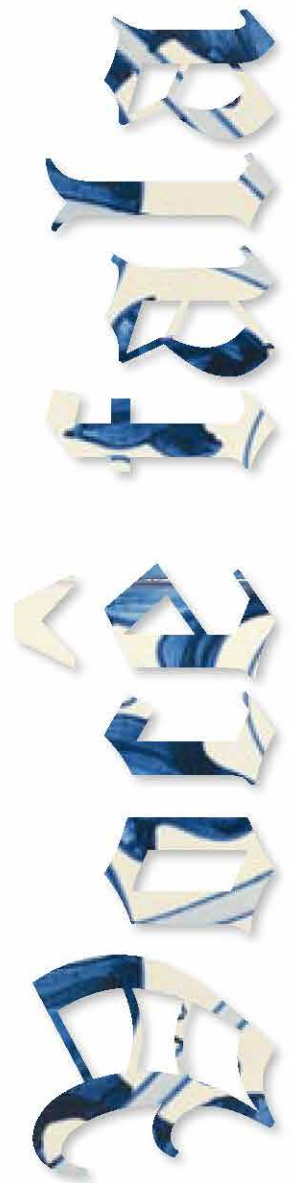
國務院總理溫家寶在去年11月中旬舉行的中葡論壇第三屆部長級會議時表示，支持在澳門設立中葡論壇培訓中心，以提升中國和葡語國家的人力資源開發，並提高澳門的國際平台作用及競爭優勢。由於澳大的葡文教學在澳門佔有舉足輕重的位置，故獲特區政府委以重任，肩負起發揮澳門特區為中國和葡語國家服務的重任。培訓中心運作是按照「重點突出、形式多樣、積極主動及打造精品」原則，著力打造精品培訓課程，使澳門培訓中心成為中國與葡語國家有影響、有品質、高層次、受歡迎的人員培訓單位。

China or in Portuguese-speaking countries, to name just a few options."

Providing Training Courses for a Personnel Training Centre in Macao

Apart from Macao, other countries and regions where Portuguese is the official language include Portugal, Brazil, Angola, Cabo Verde, Guinea-Bissau, Mozambique, East-Timor, and Sao Tome and Principe. Although most are developing countries, there is no denying that China's economic and trade cooperation with these nations has enormous potential. Over the years UM has hosted four annual meetings of the Association of Portuguese Speaking Universities (AULP), in an attempt to fulfill its mission to advance cultural and academic exchange between Macao and Portuguese-speaking countries. This year UM was appointed by the Macao SAR government as the provider of training courses for a personnel training centre initiated at the Forum on Economic and Trade Cooperation between China and Portuguese-speaking Countries, turning a new page in the history of the Department of Portuguese.

At the third Ministerial Conference of the Forum on Economic and Trade Cooperation between China and Portuguese-speaking Countries held in mid-November 2010, Premier of the People's Republic of China Mr. Wen Jiabao voiced support for the establishment of a personnel training centre in Macao, saying that such a training centre will help promote human resource development in China and Portuguese countries and will also help enhance Macao's competitive edge and its role as an international platform. Because Portuguese language pedagogy enjoys a crucial status at UM, the university has been assigned the important mission of serving on behalf of Macao as a bridge between China and Portuguese-speaking countries. According to relevant guidelines, the training centre will be operated in "various forms" with "clear focuses", and will "vigorously and actively launch high-quality training courses". Organizers are hoping to develop the training centre into an influential, high-quality, high-level,





Portu-
guês?



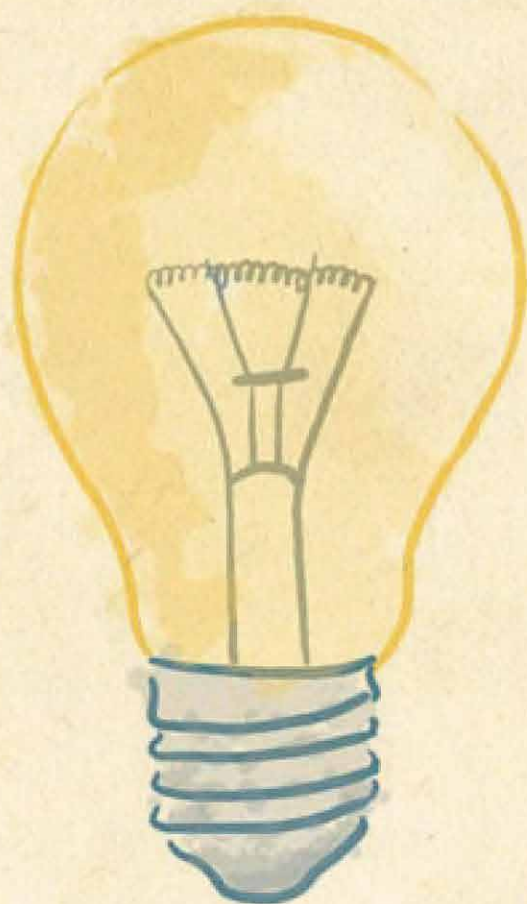
協助澳門成中葡人才樞紐

澳大葡文系的發展成為亞太地區的葡語人材培訓中心及葡語文化推廣基地方面有著眾多得天獨厚的優勢，如身處澳門優越的地理位置、深厚的多元文化底蘊和高度開放自由的經濟制度，使其能成為中國與葡語國家之間跨文化、跨經濟交流的最佳平台和最理想的場所。未來，葡文系在提升系內質素方面，將進一步加強與國際高校的聯繫，安排更多學生到葡萄牙或巴西的大學進行為期兩年的交流學習，甚至把對外交流的計劃延伸至碩士課程，讓研究生也有機會到葡萄牙或巴西作學術交流。另一方面亦希望能夠跟葡語系國家的知名大學進行教師海外交流計劃，藉此提升的教研水平。面對外方面，葡文系定當承擔和履行國家和澳門社會賦予的光榮使命，協助澳門發展成為中葡雙語人材聚集和輸出的樞紐，這無論對推動和鞏固中國和葡語國家經貿合作，促進澳門經濟的多元發展，還是專業人才的培養，都有重大的意義。■

and popular training base for civil servants and technical personnel in China and Portuguese-speaking countries.

Helping Macao Become a Hub for Bilingual Specialists

The advantageous geographic location, the rich cultural diversity and the open and free economic system of Macao combine to make this city an ideal bridge between China and Portuguese-speaking countries, culturally and economically. This fact also places UM's Department of Portuguese in an enviable position to become a platform for training Portuguese language specialists and for promoting Portuguese culture in the Asia-Pacific region. In the future, the Department of Portuguese will further strengthen its ties with universities around the world and will arrange for more students to conduct two-year studies at Portuguese or Brazilian universities or even extend the exchange programme to cover master's students, in order to further improve the department's quality. The department also hopes to enter into staff exchange programmes with renowned universities in Portuguese-speaking countries to raise staff teaching and research performance. The department will certainly do its best to help Macao become a hub for nurturing and exporting Chinese/Portuguese bilingual specialists, and this will play a significant role in advancing and consolidating economic and trade cooperation between China and Portuguese-speaking countries, in promoting the moderate economic diversification of Macao, and in nurturing outstanding professionals for our society. ■



趁年輕一圓創業夢—— 三位澳大人的創業故事

The Bitter-sweet Entrepreneurial Journeys of Three UM Students

許多人都有創業夢，都想自己當老闆。特別是初出茅廬的大學生，有熱情有理想，躍躍欲試，希望趁年輕一圓創業夢。然而在競爭激烈的社會，要創出屬於自己的成功事業有何秘訣？今期《澳大新語》請來三位澳大人：黃振威、鍾楚霖和徐曉東，與大家暢談他們創業的心得，與創業過程中不為人知的苦與樂。

Many people, especially fresh university graduates, dream of starting businesses and becoming their own boss. They hope to give their dreams a go while they are still young and passionate, but in this highly competitive society, starting something from scratch is not always easy. So what's the secret recipe? In this article, we talk with three students of the University of Macau (UM), Ray, Jones and Tong, in order to offer readers a glimpse of their bitter-sweet entrepreneurial journeys.

最「險」創業

Jones: A “Chess Player” at Chessman
開創澳門樂壇新出路



小霖：如果棋盤是命運，我們要做掌握棋子的人，不要做隨波逐流的棋子。
Jones: "If fate is like a chessboard, we want to be chess players instead of chessmen."

十年前，澳門歌手不被尊重。

現在，澳門歌手已得到大眾認同，卻沒有一人能成為全職歌手。

「我們都是真心喜歡音樂，澳門音樂是有路可走的！」曾是澳門人氣歌手的鍾楚霖(小霖)相信，澳門歌手終有一天能在亞洲的舞台上發光發熱，接受歡呼喝采。這一信念，讓他開創的「棋人」由一間「蝸居」公司成為澳門同業龍頭，去年更在香港成立分公司。

Ten years ago, singing was not considered a respectable profession in Macao.

Today, this attitude has changed, but there are still no professional singers in Macao.

"We truly love music, and we believe that Macao singers will go far," said Jones Chong Cho Lam, a former popular singer in Macao. Jones believes that one day Macao vocalists will become well known in Asia. This faith led him to found Chessman, which is now a leader in the local music industry, with a subsidiary in Hong Kong established last year.



小霖與小肥的“Lonely Christmas”開始引起港台對澳門原創音樂的關注。

Lonely Christmas, a song originally sung by Jones and Terence, aroused Hong Kong and Taiwan music circles' interest in Macao's original music.



「棋人」承辦不少大型項目，新年倒數活動便是其一。

Chessman has undertaken many large-scale projects, such as the "New Year Countdown" in 2008.

「上班是無聊的天堂，創業是精彩的地獄」

大學精彩快樂的生活，啟發了小霖的創業想法。那時他在校外當電台騎師和歌手，校內就與現時的生意搭檔謝復生創立澳大音樂學會，他說：「人生短暫，而青春更只有匆匆十多年，要做自己喜歡的事。澳大提供經費予學生辦學會，讓他們建立興趣做自己想做的事。我很慶幸能在澳大這個學術自由的地方讀書，這裡給了我們學習舉辦活動和組織能力的機會，這些都成為了我後來發展事業的財富。如果興趣能成為工作，不是很過癮嗎？」

小霖爸爸一直希望他能成為公務員，而且常說生意是有錢人做的事，反對他創業。但因為不甘過著刻板的朝九晚六的生活，小霖大學畢業即與朋友創立舞台製作公司，開始了其「精彩的地獄」的生涯。幾個創業青年一分錢都沒有，只好帶著計劃書走訪多間銀行，在沒有任何資產可作抵押的情況下，貸款申請處處碰壁，正在發愁之際，最後終於有一家銀行願意借錢給他們，最終湊了七十萬本金。為了省錢，他們的家成了辦公室。

「我在03年沙士（非典型肺炎）時創業，雖然還能接到生意，但往往要等上數個月才能收到錢，公司資金周轉不靈，有段時間十分拮据。此外，我們還遇過很多問題，困難多到我不想說。」小霖還提醒，創業前應準備足夠的資金，避免開業後陷入財務圈套。

“A Regular Job Is a Boring Paradise; Starting Your Own Business Is an Exciting Hell”

The exciting, happy university life inspired Jones to start his own business. During his university days, he worked part-time as a DJ and singer and co-founded the Music Society at UM with Lawrence Che, who is now one of his business partners. “Life is short, and youth is even shorter, so I want to do what I like,” said Jones. “UM sponsors students to start various societies to let them do what they are interested in. I feel very lucky that I studied at UM. It has a very liberating atmosphere. It gave me the opportunity to learn how to organize events, and this skill later came in handy when I tried to start my own business. Isn't it cool if you can make a career out of your interest?”

Jones' father wanted Jones to become a civil servant and was against his son's idea of starting his own business, saying that doing business was something for the rich. But Jones didn't want to settle for a tedious 9-6 job, so upon graduation he co-founded a stage production company with his friends, thus beginning a life that was, as he puts it, “an exciting hell.” Jones and his friends had no money, so they tried to apply for a bank loan. Armed with nothing but a business proposal, they were turned down by one bank after another for lack of collateral. They were worried sick when finally a bank was willing to make an exception for them. In the end, they scraped together MOP 700,000. To save money, they turned an apartment of one of the partners into a temporary office.

“We started our business in 2003 when SARS (Severe Acute Respiratory Syndrome) broke out,” recalled Jones. “We managed to get orders from clients, but we often had to wait for several months for the payment, and this caused us cash flow problems, so for a time we were seriously cash-strapped. We also met many other problems. Actually, we met more problems than I care to remember.” Jones said that one should prepare sufficient fund before starting a business to avoid falling into a financial predicament.

築夢「棋人」

在「棋人」，大大小小的公仔模型遍佈各個角落，牆上貼滿旗下歌手的造形照。在這個築夢工場，小霖不是老闆，是領袖，成員之間就像兄弟，兄弟當中有些更是少年時代便相約一起打天下的朋友，他們沒有一個是透過投遞履歷而加入「棋人」的，更多是因有著相同抱負和信念走在一起：「每個兄弟都是傳奇的人。如果說棋盤是命運，我們要當掌握棋子的人，不要當隨波逐流的棋子，所以我們的作品也是獨一無二的，我們用創意製造別人抄襲不了的東西。」小霖豪氣干雲地說。

澳門作為娛樂大都會，沒有全職歌手是因為沒有人敢冒險，為什麼「棋人」敢於以身犯險？「我經營的是夢想。」小霖回答爽快。做別人不敢做的事，「棋人」致力將本地歌手推出澳門，到香港發展的歌手小肥（徐智勇）便是成功例子；並以全職待遇聘請了一位唱作專才，負責監製全公司的音樂製作；最近更建立全澳最大的錄影廠，以50萬購入新型攝錄機，不斷更新硬件。讓歌手在澳門成為職業，能得到每個人的尊重，澳門歌壇能與亞洲整個市場連成一線，這就是他與兄弟們努力的理由。

Chessman: A Dream Factory

Chessman's office is dotted with cartoon figures of varying sizes, and the wall displays pictures of Chessman's singers. At Chessman, Jones is not a cold boss but a leader with a brotherly affection for his co-workers. None of Jones' co-workers joined the company through regular application process. Their paths crossed because of a shared vision. Some of Jones' co-workers are his childhood friends who "crossed their hearts" that one day they would make something of themselves together. "Everyone at Chessman is full of stories," said Jones. "If fate is like a chessboard, we want to be chess players instead of chessmen. That's why we are committed to producing original works that can't be easily copied by others."

There are no professional singers in Macao, a vibrant, pulsating city of entertainment, because nobody wants to take the risk. Why, then, did Chessman dare to be different? "Because it is our dream," came the crisp reply from Jones. They have been actively promoting local singers in non-local markets. Terence Chui Chi long, a local singer who now has gained some popularity in Hong Kong, is one of the successful cases. The company hired a music production specialist with full-time salary. Recently they even built the biggest studio in Macao and invested MOP 500,000 purchasing new video cameras and upgrading other facilities. All their effort has been backed by a single purpose: make singing a respectable profession in Macao and enhance local singers' popularity in the Asian market.

小霖的創業秘訣：

- 「不埋怨已是成功的一半」，創業的人要有不怕輸的勁兒和不埋怨的態度，抱怨只會逐步走向失敗。
- 確定了公司理念，準備好長遠計劃，在澳門創業並沒有想像中那麼難。
- 要存有破釜沉舟的決心，只許成功，不許失敗。
- 「人生在任何時候都可以創業，永遠都不會太遲」。創業與自己有關，不是環境。
- 保持熱情。

Jones' Recipe for Success

- A non-complaining attitude is half the battle. Whoever wants to start a business must not fear failure and never complain, for complaining will only lead one to failure.
- Starting a business in Macao is not as hard as one might imagine; the key is to identify corporate values and set long-term plans.
- One must be 100% committed to success and remember that "failure is not an option".
- One can start a business at any stage of life. It's never too late. Starting a business has more to do with oneself than with the environment.
- Keep the passion.

最「賺」創業

Prince Dumpling's Delicious Foray into the "Most Profitable Project" at UM
水餃王子的美味體驗



繼「世上最好的工作」後，「最賺錢的計劃」前年在澳大出現！勝出學生可在校內免租金經營小食店一學年，使用大學提供的五萬元資金為新店購置設備和裝潢，還可申請兩萬元免息貸款。「賺」了成本圓了創業夢，也累積了創業經驗，這個很「賺」的幸運兒是誰？是畢業於社會科學及人文學院學生阿Ray(黃振威)。

兩個月，轉虧為盈

中午一時多，師生在「煮煮小食店」排起長長的人龍，等著老闆阿Ray和廚師阿姨遞上溢出「家的味道」的簡餐，或是店裡最受歡迎的玉米餃子，Ray亦因而獲得「水餃王子」的美譽。隨著時間的流轉，這些情景都成為澳大人的集體回憶。

回溯到2009年畢業前夕，Ray和同學組隊參加「澳大小食店創業計劃」，憑著「以客為先」的服務宗旨成為最後贏家。然而，小店新開張時沒有太多人知道、預期學生會很喜歡的食物結果不受歡迎，入不敷出的Ray只好用自己的存款應急。窮則思變，Ray開始從身邊的同學收集意見，因應不同口味調整餐單，改變付款方式以縮短顧客的輪候時間，嚴格控制成本，僅用了兩個月的時間就由虧轉盈。

Following "The Best Job in the World" contest launched by Tourism Queensland, UM launched "the most profitable project" for students in 2009. In addition to the right to operate an on-campus café rent-free for one academic year, the winner would also receive a start-up fund of MOP 50,000 for equipment purchase and interior decoration as well as an interest-free loan of MOP 20,000. What could be more enticing than starting a business at zero cost? The lucky winner was Ray Wong Chan Wai, a former UM student of the Faculty of Social Sciences and Humanities.

Realize Profitability within Two Months

Every day, around 13:00, there was always a long queue in front of Ray's café, waiting for the simple, home-style fast food. The café's corn dumpling was so popular that Ray even earned a nickname, "Prince Dumpling". Now "Prince Dumpling" has left UM, but the scene of customers queuing for the food from his café has become the collective memory of many people.

Ray and his schoolmates entered this competition before graduation from UM. His team's adherence to the "customer-oriented" principle was key to winning the competition. Unfortunately, when the café officially opened for business, not many people knew of its existence and the food items which Ray thought would be popular proved otherwise. Seriously in the red, Ray had to dip into his own savings to keep his head above water. To get out of the tight corner, Ray adjusted the menu based on suggestions from his schoolmates, changed the means of payment to shorten customers' waiting time, and cut costs. Finally his effort paid off. After two months, the café realized profitability.



「煮意小食店」的多款食物大受歡迎
Many food items of Ray's café were very popular

學創業，也學世事人情

小王子有玫瑰花和狐狸陪伴，水餃王子創業則有親朋戚友的情義相挺。「在『煮意』工作，工時短假期多，一般要打工糊口的人根本不會選擇這份工，阿姨們常問，為什麼假期這麼多？她們想多賺錢幫補家計。」在兼顧成本控制和保障親友福利的兩難上，Ray用了一個折衷的辦法：以較高的時薪計算薪金，並著親友星期日回店準備食材，讓她們有更多賺錢的機會。

出身傳播系的Ray沒有商科底子，他坦言在創業過程中，不知不覺便學會了會計和成本控制，也慢慢摸索出人事管理和採購的技巧。給校方的財務報告中顯示，「煮意小食店」營運九個月，每月平均營業額達四至五萬，扣除成本開銷，Ray首次創業便有約12萬元的進賬。不僅賺取了第一桶金，還獲得了寶貴經驗，更與親友食客建立了「美味關係」。現在，一學年合約屆滿後，Ray先當上班族累積更多社會經驗，等待再次創業的機會。

現時，「澳大小食店創業計劃」已改為「澳大小食店創業比賽」，由大學的創業學會全權統籌這個「最賺錢的計劃」。會長李思杰表示，創業學會由一班有志創業、希望發揚創業精神的同學創立。在學校的支持下，學生可透過舉辦創業或銷售活動，為同學提供一個真實的營商環境，讓他們取得做生意的經驗，降低未來創業的風險。未來，他們將舉辦更多鼓勵或協助同學創業的活動。

Ray的創業秘訣：

- 以員工為先，以顧客為上
- 搜集市場資訊，不斷求變去迎合市場需要
- 邊做邊學，力臻完美

It's Not just about "Making Money", but also about "Making Friends"

Little Prince in the famous French novel had the company of a rose and a fox. Our Prince Dumpling was not alone either; he had the support of his family and friends. "If you need to make a living, you wouldn't want to work in an on-campus café, because there are many holidays when students are not on the campus," said Ray. "Those auntie helpers, who are my mother's friends, always asked me, 'why are there so many holidays?' because they wanted to earn more money to support their families." Ray faced a dilemma: should he give priority to controlling cost or guaranteeing workers' income? He finally devised a way to solve the dilemma: he offered relatively high hourly salaries and asked the helpers to work on Sundays so that they could earn more pay.

A former student of the Department of Communication, Ray had no background in business, but he said running the café helped him pick up some rudiments of accounting, cost control, personnel management and purchasing. The financial report submitted to the university showed that during the nine months of operation, the café generated an average monthly turnover of MOP 40,000 to MOP 50,000, which meant that Ray earned a net profit of approximately MOP 120,000. Not bad for a young, first-time entrepreneur! In addition to the precious seed money, he also gained practical experience and made friends with some of his customers. After the one-year contract expired, Ray decided to find a job first to gain more experience and wait for the next opportunity.

Now, this project has been renamed "UM Café Competition", and the Entrepreneurship Society affiliated with the University of Macau Students' Union has been given carte blanche for the activity. Stephen Lei Si Kit, president of the Entrepreneurship Society, said that the society was founded by a group of students who aspire to start their own businesses and spread the entrepreneurial spirit to more people. He said with the support of UM, the society could provide a real business environment through organizing various activities, thereby helping students gain practical experience and reducing risks in their future entrepreneurial attempts. He added that in the future the society would organize more similar activities.



Ray：符合學校要求和保持良好的服務態度十分重要。

Key to the café's success: complying with the university's rules and regulations and providing good service.

Ray's Recipe for Success

- Follow the "customer-and-staff-oriented" principle.
- Keep abreast of the latest information and adapt to the changing market.
- Learn through practical experience and strive for perfection.

最「樂」創業

**One Small Step in the Dance Studio, One Giant Leap
for the Spread of Hip Hop Culture in Macao**
愛跳舞如太陽熾熱



宣傳單張中，可見阿東(中)與夥伴們的活力和自信洋溢。
Promotional poster for Tong's dance studio Zeal

有夢，有熱誠，有策略！21歲的心理系學生徐曉東(阿東)去年晉身老闆行列，把興趣變為事業，為推動澳門街舞文化發展的理想而奮鬥。

享受節衣縮食

15歲開始學跳舞，18歲創立澳大舞蹈學會，21歲開辦舞蹈工作室，阿東以飛快的步伐踏上人生的不同階梯。「我熱愛跳舞的程度猶如太陽般熾熱，所以工作室的中文名叫『灼』。大學生不缺才華，就缺錢。」狂熱，讓他願意整天啃一個麵包，按捺購買衣服的衝動，拒絕娛樂活動的誘惑，為的是攢取創業資本。

與其他四位擁有共同理想的股東集資了23萬、忙碌了半年後，舞蹈室在去年7月開始營業。開業前一天，阿東才怯生生地向家人說創業的事，但他們的反應卻異常冷靜：「他們擔心我被騙，我也怕再遭反對。起初，他們反對我學跳舞，認為這玩意不能當飯吃，之後我用大小的獎項證明跳舞也可成為事業。此外，繁忙令我更用心聽課，這學期的成績比以前更好，證明了我不會為了舞蹈而荒廢學業。」阿東流露滿意的笑容。

Choi Hio Tong, a passionate, systematic, 21-year-old UM student of the Department of Psychology, became his own boss last year by making a career out of his pet passion—hip hop.

Tighten His Belt for Dancing

Tong has quickly progressed in the dancing profession. He began to learn dancing at age 15, founded the Dance Society at UM at 18, and established his dance studio by the time he turned 21. "I have a zeal for dancing. That's why I named my studio 'Zeal'," said Tong. "University students don't lack talents. What they lack is money." He didn't mind subsisting on bread. He suppressed the impulse to buy new clothes. He resisted the temptation to indulge in leisure activities. Because of his passion, he was willing to make these sacrifices so that he could save enough money to open his dance studio.

After six months of busy preparation, Tong's dance studio, with an investment of MOP 230,000 pooled by Tong and four other like-minded friends, finally opened in July 2010. Fearful of his family's objection, Tong didn't break this news to his parents until the day before the studio's opening, but his parents' response was unexpectedly calm. "I was worried that this decision would be frowned upon by my parents because for starters they would worry that a rookie like me might get tricked by bad people, and second of all when I first told them I wanted to learn dancing, they gave the idea a thumbs-down, saying that I couldn't do this for a living, but then I started to win awards, and they were like, well, maybe one could make a career out of dancing after all. Also the tight schedule forced me to become more concentrated in class, and as a result I got better marks. I guess that made my parents relieved that I wouldn't let dancing get in the way of my study," recalled Tong with a contented smile.

Apply Past Experience to the Dance Studio

The youngest of the five shareholders, Tong serves as the stage manager, responsible for choreography and training. Of course the different shareholders sometimes have different opinions. When in disagreement, they try to resolve the problems through democratic means such as communication. What's impressive is that Tong applies what he has learned through founding the Dance Society to the operation of his dance studio. "We had more than 180 members at the Dance Society, and my job was to arrange for them to practice different styles of dances, organize various activities, and seek as many performance opportunities as possible. The experience I gained from planning and organizing these activities became an asset in running my own studio."

Thanks to the established popularity of Tong and his partners and their aggressive promotional campaign, the dance studio attracted more than thirty students within half a month of its opening. To attract more customers, the studio launched dance courses for children and professionals. "For us, making money is only a secondary goal, although the studio needs a steady stream of income to sustain its operation" said Tong. "Our primary goal is to develop some professional dancers and spread the hip hop culture in Macao."

Tong made his dream come true within six years. May he reach bigger goals in the future. ▮

創會經驗：創業「本錢」

五位股東中，年紀最小的阿東擔任舞台創作總監，負責編排舞蹈和教導學生。五個腦袋有五種想法，他們用溝通技巧、EQ和用民主的方法解決意見分歧。令人驚喜的是，阿東把創立學會的經驗移植到事業的經營上：「澳大舞蹈學會約有180多個會員，我的工作就是安排他們跳各種舞蹈，舉辦比賽活動和爭取演出機會，累積了豐富的策劃和管理經驗，這對我現在的事業很有幫助。」

阿東與夥伴在澳門舞蹈界早有名氣，加上猛烈的宣傳攻勢，開業半個月就招收了30多個學生。為了擴大客源，工作室還增加了兒童和在職人士的舞蹈課程：「對我們來說，賺錢是次要，雖然工作室要有穩定收入才能繼續經營。我們的目標是培養一班專業舞蹈員，推動澳門街舞的發展。」

六年，阿東實現了夢想；期待他在下一個六年，達成更遠大的目標。 ▮



小小舞蹈間，是推動澳門街舞文化的大舞台。
One small step in the dance studio, one giant leap for the spread of hip hop culture in Macao.

阿東的創業秘訣：

- 鎖定目標，努力攢取創業的第一桶金。
- 熱情、目標、計劃、策略和視野，缺一不可。
- 勤奮就是王道

Tong's Recipe for Success

- Be clear about the goal and work hard for the start-up fund.
- Passion, goal, planning, strategy and vision are all indispensable ingredients of success.
- Be diligent, for diligence is the way to success.



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