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澳大新語



知識創造之園 領袖培育之地
澳門大學榮譽學院
A Place for Knowledge Creation
A Cradle of Future Leaders
UM's Honours College

特刊 Special Issue :
2010/2011
澳門大學年度簡報
University of Macau Annual Report

三十年前，三位年輕企業家以非凡的魄力創建澳大前身私立東亞大學。他們三人為培養優秀人才的理念而走在一起，共同奮鬥，為澳門現代高等教育開創先河。澳大也一直傳承創校宗旨，發揚「仁、義、禮、知、信」校訓，全力為澳門培養有承擔的優秀人才，以回應社會的需求。

澳門近年發展一日千里，面對全球知識型社會的競爭，求才若渴已是不爭之事實。基於社會對高質素人才的需求，澳大創建榮譽學院，從精英之中選拔精英，進行額外的專門培訓，使其具備足夠實力與國際一流大學最優秀的學生競爭，這也是澳大晉身一流大學的重要一步。

除了致力孕育優才，澳大每年還向對推動社會進步的人士頒授榮譽博士學位，今年就向文學家查良鏞博士（筆名金庸）、科學家弗朗西斯科·若瑟·阿亞拉教授、報業家李成俊先生和教育家吳家瑋教授頒授榮譽博士學位，以肯定他們在其領域取大的重大成就。

今年是澳大建校三十年的大日子，也是大學邁向另一里程的新開端。在此，謹祝澳大三十週年生日快樂，希望澳大人繼續並肩努力，為社會培養更多卓越人才！

Thirty years ago, three courageous and visionary young entrepreneurs co-founded the University of East Asia (UEA), predecessor of the University of Macau (UM), inaugurating modern higher education in the city. Ever since then, the university has been guided by the very purpose for which it was created: satisfying the needs of society by nurturing outstanding and committed graduates who earnestly practice the university motto, "humanity, integrity, propriety, wisdom and sincerity."

In today's highly competitive, knowledge-based world, one fact is indisputable: every country and region thirsts after the best people. This is also true for Macao, a city that has developed in leaps and bounds in recent years. To satisfy society's demand for high-calibre people, UM founded the Honours College (HC), bringing itself one step closer towards becoming a world-class institution. HC selects the best of the best and provides this select group with specialized training through an additional parallel honours programme, in order to bring them on a par with top students from top universities.

Supplying high-calibre graduates for society is a fine tradition of UM. Another fine tradition is conferring, on a yearly basis, honorary doctorates upon distinguished individuals, in recognition of their remarkable achievements in their own fields as well as their contributions to advancing social progress. This year's recipients of the honorary doctorates include the famous writer Dr. Louis Cha, who is better known by his pen name Jin Yong; the renowned U.S. scientist Prof. Francisco J. Ayala; the local newspaper magnate Mr. Lei Seng Chon; and the esteemed educator Prof. Chia-Wei Woo.

This year marks the thirtieth anniversary of UM, a significant milestone in the history of UM — and a starting line of a journey towards new milestones. I would like to take this opportunity to wish UM a very happy birthday, and I hope that every UM member continues to work hard to nurture more excellent graduates for society!

張惠琴 Katrina Cheong

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知識創造之園，領袖培育之地——

澳門大學榮譽學院

A Place for Knowledge Creation A Cradle of Future Leaders —— UM's Honours College

「我們不能每個人都是主人。」英國文豪莎士比亞曾經這樣說。每個社會都有領袖和追隨者，每個時代，每個地方，都會出現一些才華橫溢或是有強大感染力的領導者。他們可能是政治人物，可能是科學家、文學家，只要是在每一個領域擁有領導能力的，能為社會作貢獻的人，都是領袖。

羅馬不是一天建成的，領袖人才也非橫空出世。自身的天份、個人的努力、社會的環境、成長期的培養，缺一不可。為社會培養領袖，是推動整個社會前進的原動力。

為社會培養有領袖才能的學生，是大學一個重要使命。如何能讓優秀及有領袖潛質的學生得到更多的資源和機會？設立「榮譽學院」就是其中一個世界高校普遍認為行之有效的方式。

美國大多數的綜合性大學，多年前已紛紛設立「榮譽學院」，視其為提升本科教育的一個途徑，為社會未來的接班人提供一個優秀的培育基地。資料顯示，1996年，美國的榮譽教育成立了自己的專業組織——全美高校榮譽教育理事會，到了2010年，全美共有1200多所高等教育機構加入該協會。美國大學的榮譽學院的設立，目的是希望在普及教育中選拔高端人才，作出專門和針對性的培訓。

澳門近年經濟的飛快發展令世界驚嘆，要社會及經濟持續發展，對人才的需求急在眉睫。澳門大學率先挺身而出，設立區內第一所榮譽學院，讓全校最頂尖的學生，接受嚴格有系統的多方面領袖培訓，為社會培育高質素人才和領袖。這對於澳大、學生來說不僅是個挑戰，也是一個大膽的嘗試。

澳門大學榮譽學院於2009年成立，第一屆的學生現在已就讀大四，即將畢業。這三年在榮譽學院的生活，他們收獲了甚麼？這個學院的運作又是否符合當初大學的期望？對於整體澳門社會來說，榮譽學院又將帶來甚麼影響？相信大家都希望了解更多。



Shakespeare once said, “We can’t all be masters.” Perhaps this is true, because in every society and in every era, while there have emerged brilliant, charismatic leaders — political figures, scientists, writers, and so on—the majority have remained followers. No set of characteristics is guaranteed to produce a leader, but leadership skills and contributions to society are certainly indispensable ingredients.

Leaders are the driving force of human society, but leaders aren’t always born — sometimes they are made. Just as Rome wasn’t made in a day, neither are leaders. Creating leaders is a time-consuming process that requires innate talent and effort, social environment, and training.

The third factor, leadership training, is an important mission of universities. But how can a university provide more resources and opportunities for students with leadership potential? Establishing an honours college is one strategy.

Most comprehensive universities in the U.S. founded honours colleges many years ago, considering them an effective means to enhance undergraduate education as well as an excellent training base for producing future builders of society. In 1996, National Collegiate Honors Council (NCHC), a professional organization providing support for honours education, was founded in the U.S., and in 2010, the number of U.S. higher education institutions that had joined NCHC exceeded 1,200. One of the reasons so many U.S. universities have established honours colleges is their hope to select gifted students and provide them with specialized and tailor-made training.

What about Macao, a city that is developing at an amazing speed? Aware that such development is not sustainable without a steady supply of graduates with leadership skills, the University of Macau (UM) took the lead in creating the first Honours College (HC) in the city. UM’s HC selects the best undergraduate students and provides them with strict, systematic and multi-faceted leadership training, which is a bold and challenging new programme for both the university and the students.

UM’s HC was founded in 2009, and the first group of HC members are now year-4 students on the cusp of graduation. What have the students gained from the past three years? Has the operation of HC met the original expectations of the university? What impact will HC have on the Macao society as a whole? These are questions on everyone’s mind.

榮譽學院競爭激烈

工商管理學院四年級的學生羅俊英的人生，由2009年進入澳大榮譽學院的一刻，發生前所未有的改變。在此之前，他不過是個成績上佳的普通學生，從沒想過自己有朝一日能被學校作為未來領 來培養，更得到大學的全力支持，到美國一流學府學習交流。「進入榮譽學院成為榮譽學院的學生，確有一份自豪感，但更多感覺到的是責任，以自己做好榜樣，報答師長，回饋社會。」羅俊英到全美排行第九的波士頓學院商學院修讀完半年課程，取得平均績點3.6分，成績與當地優秀學生看齊。

和羅俊英一樣的40多位第一屆榮譽學院學生，都是從澳大一年級最優秀的百分之十的學生中挑選出來，他們在完成本科首學年的第一學期，取得累計平均積點（GPA）最少達3.3，法學院則為15分。成績優秀只是其中一個錄取的條件，學院還要求學生熱衷參與社區活動。

Fierce Competition

Law Chun leng (James), now a year-4 student of the Faculty of Business Administration at UM, joined HC in 2009, and since then his life has experienced profound changes. Before joining HC, he was just an ordinary student who did well academically, and he never imagined that one day he would be singled out for leadership training, much less that he would have the opportunity to study at a prestigious university in the U.S. with full funding from the university. “Of course I feel proud to have been admitted to HC,” he said. “But what I feel more is a sense of responsibility to set a good example and to repay my teachers and society.” James studied for half of a year in the School of Management at Boston University, which ranks No. 9 in the U.S. He achieved a Grade Average Point of 3.6 on a scale of 4.0, ranking alongside the top local students.

The first group of HC students comprised more than forty outstanding students like James. They were all selected from the top ten percent when they were year-1 undergraduate students. Application criteria include achieving a minimum Cumulative Grade Point Average of 3.3 (15 for Faculty of Law students) and completing full-time studies of the first semester. Apart from academic performance, participation in community activities is also a key consideration.

成為榮譽學院的學生，
確有一份自豪感，但
更多感覺到的是責任。
I feel proud to have been
admitted to HC, but what
I feel more is a sense of
responsibility.

— 羅俊英 Law Chun leng



探訪老人院，傳遞愛心。
HC students visit an elderly's home



團隊建立體驗營活動之一。學生在旅遊塔上矇眼行走，目的是建立彼此的信任，學習戰勝恐懼。
Team Building Experience Camp members skywalk blind-folded around the outer rim of the Macau Tower to enhance mutual trust and learn to conquer fear



團體身份確立營，建立團隊認同感。
HC students participate in a Group Identity Building Camp

榮譽學生與其他學生最不同之處，就是有更多有系統的領袖才能訓練的機會。除平日學習上課外，學院還在三年裡安排不同的活動和課程，包括第一年的「自我發現」計劃，讓大家了解到自身的能力和不足，以及第二年的「領袖能力」發展和培訓。透過由學院倡導、學生自發組織的各種活動如探訪老人等，讓學生參與公益，讓他們寓學習於活動，同時亦培養了他們的領袖才能和社會責任感。

到了第三個學年，每一屆的榮譽學院學生，都有機會到海外一流的大學學習半年，學費和生活費由學校全力支持。這些學生有機會衝出澳門，到外國一流大學，與世界最好的學生同共生活學習，文化交流之餘，更是透過互相學習了解自身不足，令學生更為成熟，擁有全球視野。

The greatest difference between HC students and non-HC students is that the former have more opportunities for systematic leadership training. Besides attending classes, HC students can participate in various activities and courses during the three-year parallel programmes, including a self-discovery programme in the first year, which is designed to help the students know their strengths and shortcomings, as well as a leadership development programme in the second year, which aims to help the students develop leadership skills and a sense of social responsibility through various student-organized activities, such as visits to elderly homes.

In the third year, HC students have the opportunity to study for half a year at renowned universities overseas, with tuition fees and living expenses fully funded by the university. The overseas experiences expose the students to different cultures, enable them to meet friends from different countries, and allow them to grow more mature and acquire a global perspective.

向社會領袖取經

這班本來就資質優秀、態度積極的學生，透過激烈的競爭進入榮譽學院，在榮譽學院的三載歲月，他們要接受比普通學生更為艱辛刻苦的鍛鍊，才能脫穎而出，成為優秀的領袖人才。

榮譽學院提供一個廣闊的平台，讓這群有機會成為未來領袖的學生，親炙社會領袖和學術巨擘。學院會定期舉辦榮譽論壇，邀請成功人士主講，學生可以和講者討論政、經、學術等議題，正是「他山之石，可以攻玉」。這兩年應邀出席榮譽論壇者包括前任澳門特區行政長官何厚鐸先生、前中國駐美大使李道豫先生、前人大副委員長暨訓詁學家許嘉璐教授、前葡萄牙環境部部長Carlos Borrego教授、國際電機電子工程師學會天線及傳播分會主席Magdalena Salazar Palma教授、澳大創校人之一黃景強博士等。

今年正全力準備出國、主修市場學、現任榮譽學院學生會會長崔樂怡說，進入榮譽學院，所得機會比她想像中要多，若不是加入榮譽學院，她接觸到的，恐怕只會局限於某一學科，她說：「能夠當面向各界知名人士請益，實在是意外收穫。」

Learning from Community Leaders

These gifted students were admitted to HC through fierce competition, and during the three years at HC, they have gone through training more difficult and challenging than that experienced by non-HC students, in order to develop into potential future leaders.

HC provides an excellent platform for these budding leaders to meet face-to-face with community leaders and academic heavyweights. HC regularly organizes the Honours Forum Honours Forum (HF) and invites successful guests to discuss a wide range of issues. During the past two years, speakers invited to HF included former Chief Executive of Macao SAR Mr. Edmund Ho Hau Wah; former Chinese ambassador to the U.S. Mr. Li Daoyu; former Vice Chairman of the National People's Congress Standing Committee and expert on semantic studies of ancient Chinese books Prof. Xu Jialu; former Minister of Environment of Portugal Prof. Carlos Borrego; President of the Antennas and Propagation Society, Institute of Electrical and Electronics Engineers, Prof. Magdalena Salazar Palma; and co-founder of the University of East Asia (the predecessor of UM) Dr. Wong King Keung.

“Being able to talk face-to-face with all these brilliant people is indeed an unexpected bonus,” said **Chui Lok I (Tiffany)**, who majors in marketing and serves as the current president of the Student Association at HC. “If I had not joined HC, I probably wouldn’t have had access to knowledge outside my chosen field. HC has offered me more opportunities than I imagined.”

能夠當面向各界知名人士請益，實在是意外收穫。
Being able to talk face-to-face with all these brilliant people is indeed an unexpected bonus.

— 崔樂怡 Chui Lok I



許嘉璐教授(左一)
Prof. Xu Jialu (1st on left)



Carlos Borrego教授（左）
Prof. Carlos Borrego (left)





鍾志偉(後排右二)
Chong Chi Wai (2nd from right, back row)

頂尖大學交流機會難得

正因機會難得，榮譽學院的學生，都十分珍惜自己榮譽學院學生的身份，知道自己要作為榜樣，提升澳大乃至澳門學生的形象。第一屆的榮譽學院學生於2011年年初分別遠赴美國波士頓學院、羅徹斯特大學、密西根大學－安娜堡分校、伊利諾大學厄巴納－香檳分校和葡萄牙的科英布拉大學學習，汲取國際體驗。

法律學院中文法律系鍾志偉，前往葡萄牙中部的科英布拉大學進修。該大學創於13世紀，是世界最古老大學之一，在歐洲和國際學術界聲譽卓著，鄰架書多，不少更是珍貴版本。鍾志偉認為，用「書海」來形容該校圖書館最貼切不過。他的另一點體會，是海外求學必須與人為善：「人在異鄉，很多問題不能獨力解決，所以要開朗外向，廣交朋友。你會發覺，不少外國人原來對中國文化和語言甚感興趣。」

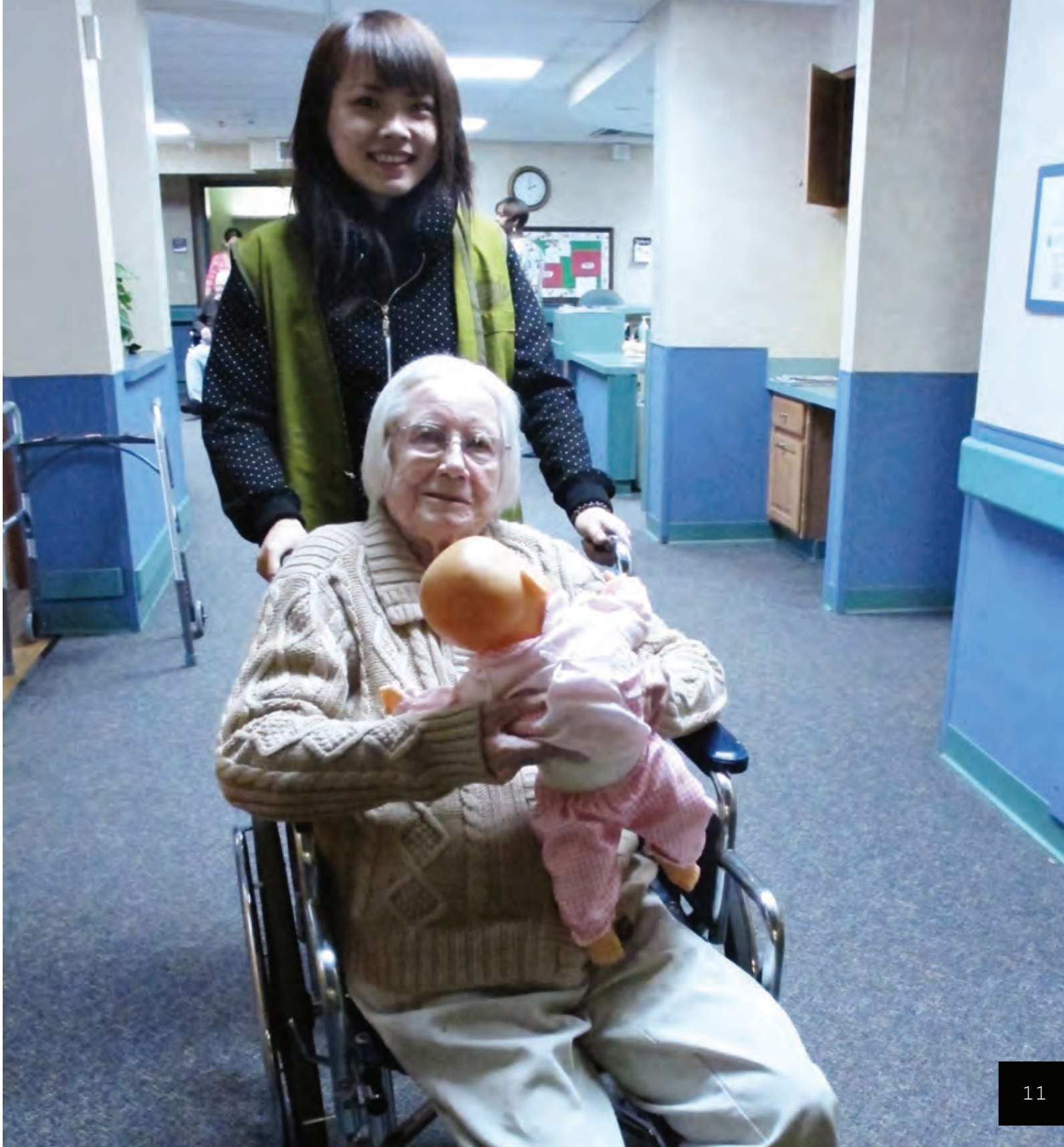
多位前往美國留學的學生，例如到密西根大學交流、就讀教育學院英文教育系的楊小鳳就有深切的體會，她說：「從前，我以為美國大學生一般只是耽於逸樂，不料他們不少都很用功，寸陰是競。美國大學生須閱讀不少參考書或資料，即使凌晨一、二時，圖書館仍有學生埋頭苦讀。」（留婷婷、丁雪潔、翁敏婷和林家雯也獲補送到外國一流大學深造，詳見本專題最後部份。）

Rare Opportunities to Study at Top Universities

Knowing that the opportunity to join HC is precious, the HC students treasure it deeply. They also know that they must set a good example because they represent UM and their fellow students. In early 2011, the first group of HC students studied at Boston University, the University of Rochester, the University of Michigan, Ann Arbor, the University of Illinois at Urbana-Champaign, and the University of Coimbra in Portugal.

Chong Chi Wai (Alvin), of the Faculty of Law, studied at the University of Coimbra in Portugal. Founded in the thirteenth century, the University of Coimbra is one of the oldest in the world, and enjoys a prestigious reputation in Europe. It also boasts a wealth of books, many of which are rare editions. Alvin said that “a sea of books” would be most fitting to describe the collections in the library there. Another thing that he learned there is that studying away from home, one must take the initiative to make friends. “You can’t expect to solve all the problems on your own, so you have to be outgoing and make as many friends as possible, and in the process you would realize that actually many foreigners are very interested in Chinese culture and the language,” said Alvin.

Alvin isn’t the only one to find the overseas experience eye-opening. **leong Sio Fong (Flora)**, of the Faculty of Education, who studied at the University of Michigan, feels the same way. “I used to think that students in the U.S. indulged themselves in having fun, but it turns out many of them are very hard-working and hate to waste time,” said Flora. “American students are required to read a lot of reference books or materials, and you could often see students bury themselves in a pile of books in the library at one or two o’clock in the morning.” (More about the overseas experiences of HC students, namely **Lao Teng Teng**, **Ding Xuejie**, **long Man Teng** and **Lam Ka Man**, in the last section.)



從前，我以為美國大學生一般只是耽於逸樂，不料他們不少都很用功，寸陰是競。

I used to think that students in the U.S. indulged themselves in having fun, but it turns out many of them are very hard-working and hate to waste time.

— 楊小鳳 leong Sio Fong

成為學弟妹的榜樣

轉眼榮譽學院已進入第三屆，學長姐累積的經驗，像接力棒一樣傳承給學弟妹，啟發站在新起跑線上的他們在榮譽學院的跑道上邁步出發，奮力向前。

本學年才進入榮譽學院、母語為葡文的**蘇安婷**說，吸引她加入的是榮譽學院的一份社會關懷。作為大學生，要高瞻遠矚，才能走得更遠，而榮譽學院的願景之一，正是培育學生關心社區、奉獻社會的精神，透過服務社群，讓學生擴闊視野，拓展心靈。

Setting an Example for Future HC Students

It's been two years since HC was launched, and the brilliant example set by the senior members will hopefully inspire their junior counterparts to do even better.

“Those who lack vision can't go far, and HC is committed to helping us acquire a vision through serving the community,” said **Cristiana Soares**, whose mother tongue is Portuguese and who joined HC only this year. “That's what drew me to HC in the first place.”

作為大學生，要高瞻遠矚，才能走得更遠。
Those who lack vision can't go far

— 蘇安婷 Cristiana Soares



今年踏入榮譽學院第二個年頭、科技學院機電工程系的**白紫文**則表示，他在榮譽學院最寶貴的收穫不僅是各種學習機會，更是與同伴一起面對挑戰、共同成長建立得來的一份深厚情誼，對他而言，這是他在榮譽學院最大的「榮譽」。

Bai Ziwen, of the Faculty of Science and Technology, who joined HC one year ago, thinks the best thing about HC is not the numerous opportunities, but the deep friendships formed by everyone overcoming challenges and growing together.



社會科學及人文學院公共行政系的**吳書麒**說，榮譽學院對他而言好比一個窗口，透過這個窗口，能超越自身世界的狹隘，目睹一個更真實、更多元的世界全貌，一個更成熟、更優秀的自己，還有勇於肩負責任、施與他人正能量的領袖意識。

Wu Shuqi, of the Faculty of Social Sciences and Humanities, likens HC to a window. “Through this window I managed to go beyond the narrowness of my own world and have a panoramic view of a more real and diversified world, as well as a better and more mature ‘me’,” said Wu. “HC also enabled me to acquire leadership skills, a sense of responsibility, and a willingness to spread positive energy to others.”



「路漫漫其修遠兮，吾將上下而求索」，伴隨著榮譽學院學生的將是一場自我發現與成長的旅途。從這個知識創造之園、領袖培育之地出發，迎向他們的，將是一片更廣闊的天地。

Varied as these HC experiences are, they all reflect a journey of self-discovery and growth, and those brave enough to embark on this journey face a future full of possibilities.

榮譽學院助 學生展驥足

HC Helps Students Reach Full Potential

2011年11月14日，溫家寶總理來到澳大，對澳大表現非常關心，他寄語學生：「澳大是有前途的，澳門今後的發展，澳門的未來，寄托在你們身上。大學的靈魂不僅在於物質條件，而在於它的精神，這就是自強不息，艱苦奮鬥的精神，我相信澳大會越辦越好，會形成自己的傳統、風格和精神。自強不息，奮鬥不止的靈魂永在。」

正是在國家和特區政府的大力支持下，作為澳門最大的綜合公立大學，澳大一直配合特區政府培訓人才的教育方針。特別是近年澳門高速發展，人才短缺已經成為澳門持續發展的瓶頸，所以設立榮譽學院的計劃對於澳大與澳門，都是一個與時並進的決定。2009年9月23日，澳大榮譽學院正式成立，時任澳門特區行政長官何厚鏵亦應邀出席典禮，足見特區政府的重視和支持。

倡議成立榮譽學院的澳大校長趙偉教授指出，澳大要成為區內以至世界名列前茅的大學，關鍵之一，是畢業生能否促進國家和國際社會的科技和文化發展。他深信，榮譽學院是大學成就這個理想的重要一步。趙偉校長說：「榮譽學院集中全校精英中的精英，如此看來，從裡面誕生出未來行政長官不但有可能，而且應該做得到。」但他補充說：「所謂『榮譽學院學生』並不是代表高人一等，只是代表你有更大的責任需要承擔。『榮譽學院學生』的頭銜，既是壓力，也是動力。」

「『榮譽學院學生』的頭銜，
既是壓力，也是動力。
The title of “HC student” is a
source of stress — and
motivation.

— 趙偉校長 Rector Wei Zhao

On 14 November 2011, Premier of the People's Republic of China Mr. Wen Jiabao visited UM, and he expressed high expectations for the university when he said: “UM has a promising future, and the future of Macao is in your hands. The soul of a university lies not just in material conditions but also in its spirit—a spirit of working hard and constantly striving for self-improvement. I believe that over time UM will have its own tradition, style and spirit, and I believe that UM will become better and better!”

Become better it has—thanks to the great support of the central and local governments. In the process of becoming better, UM has always aligned itself with the SAR government's blueprint for education development, and the founding of HC is a case in point. Establishing HC at a time when a shortage of graduates with leadership skills has become a bottleneck hindering the city's sustainable development was indeed a decision that aimed to answer the needs of society. When HC was officially founded on 23 September 2009, the then-Chief Executive of Macao SAR Edmund Ho Hau Wah attended the inauguration ceremony to show support.

UM Rector Wei Zhao, who advocated establishing HC, noted that whether UM can become a leading university regionally and internationally depends on whether its graduates can advance technological and cultural developments in China and the world. He believes HC takes UM one step closer towards that goal. “HC brings together the best of the best, and in my opinion it is not just possible, but achievable, for UM to produce the future chief executive for Macao,” remarked Rector Wei Zhao. “That being said, being an HC student doesn't equal being superior; it merely means having bigger responsibilities. The title of 'HC student' is a source of stress — and motivation.”



榮譽學院院長：既精且博

作為榮譽學院的創院院長，莫啟明教授任重道遠，他說：「要在非常緊逼的時間下成立一個與其他學院體制、教學方式完全不同的學院，這是一個很大的挑戰。況且，澳門的情況跟美國不同，我們成立榮譽學院的目的，不只是追求小班教學培養本科精英，我們有一個很明確的目標方向，就是為社會培養領袖人才，所以，不能將美國大學沿用的一套教學模式照搬過來澳大。為此，我們著手編製了一系列重點的領袖培訓課程，當中我們審慎地考慮了澳門學生的所需和所缺，例如他們缺乏國際經驗，我們就安排了社會上有成就的人士與他們進行交流對話，又補送他們到國外一流的大學修讀，親身體驗外國生活，結識不同文化背景的朋友。」

從校長提出理念到莫院長着手籌備成立榮譽學院，莫院長及其團隊對此投入了極大的心力。每次談及學院的發展，他笑言猶如看著子女成長，每一步都是深刻的印記。他說：「由零開始，當中歷經不少挑戰和困難，但看著學生的蛻變，我們都感到十分欣慰。」

HC Dean: We Want to Produce Erudite Specialists

As the dean of HC, Prof. Mok Kai Meng has a huge responsibility and a long road to go. “It was a huge challenge to establish HC within a very tight time frame, especially given that the systems and teaching methods of HC are entirely different from those of the other faculties,” shared Prof. Mok. “Besides, the situation in Macao is different from that in the U.S.—our purpose of founding HC is not merely to educate elite undergraduate students through small-class teaching; we have a very clear goal, which is to produce leaders for society, so we couldn’t just copy the pedagogical models followed by American universities. We designed a series of key leadership training courses, and in the process we prudently considered what Macao students need and lack. For instance, to make up for the students’ lack of international experiences, we arranged for accomplished figures to give lectures and have dialogues with them, and we also sent them to top universities overseas so they can have first-hand experiences about life overseas and make friends from different cultural backgrounds.

莫啟明院長非常認同團隊的力量和支持，他表示：「榮譽學院的老師在啟發學生的個人潛能及協助學生自我發展方面，都擁有豐富的經驗，除了教授學生各種領袖知識和技能外，還很重視教導他們作為一個領袖必需的態度，當中包括懷抱一顆謙虛好學和關懷社會之心。」

莫院長接續指出，除了個人表現優秀外，亦希望通過學院為學生提供一個廣闊的人脈網絡，集思廣益，精益求精。榮譽學院裡集合了來自澳大不同學院的優秀學生，在這裡一起生活、學習，建立起深厚的友誼。「這批學生將來會各有成就，成為社會各行各業的領袖；他們的友誼始於澳大，人脈網絡亦由此開始建立，『人和』的條件對他們未來的發展很有幫助。」

澳大橫琴校區建成後，榮譽學院將有獨立院舍，更能促進學生之間切磋琢磨的風氣，令校園生活更趨多元化，更添姿彩。

From the conception of the idea proposed by UM Rector Wei Zhao to the actual creation of HC, Prof. Mok and his team devoted an enormous amount of time and energy in the process. Every time he mentioned the development of HC, Prof. Mok smiled as though he was sharing the growth of his own children, every step a significant milestone etched in memory. “We started from zero, and we went through a lot of challenges and difficulties, but when we saw the profound changes in the students, we felt hugely rewarded,” said Prof. Mok.

Prof. Mok recognizes his team’s support and the power of team work. “Our HC teachers have rich experience in stimulating the students’ potential and in helping the students to realize self-development. Apart from imparting various leadership skills and knowledge, they also attach great importance to helping the students develop essential qualities required of a leader, including modesty, thirst for knowledge, and a willingness to care about the society in which they live.”

Prof. Mok further noted that in addition to encouraging excellent individual performance, HC also hopes to provide a platform for the students to establish extensive interpersonal networks, to draw on the wisdom of the others, and to pursue constant self-improvement. “These students will hopefully become leaders in different fields. The friendships formed here will be an invaluable asset for their future development.”

Prof. Mok looks forward to the day when the new campus is built, because then HC will have independent building. He hopes better facilities will encourage student interaction and enrich student life.

海外交流感想

HC Students' Recollections of Overseas Experiences



留婷婷（右）與室友在晚餐聚會上合影
Echo (right) with her roommate at a party.



丁雪潔趁學期末到紐約市旅行見識
Yolanda visits the New York City at the end of the semester

今年秋季，入讀榮譽學院第一批學生完成了海外交流計劃，回到澳大。他們在世界排名前50名的歐美國大學修讀一個學期，所得平均積點（GPA）達3.6分，離4這個滿分不遠，證明澳大學生的學術水平，足以與國際一流大學比肩。且聽聽多位榮譽學院學生分享他們的海外交流心得。

社會科學及人文學院中文系留婷婷 ——美國伊利諾大學

今年年初，我們一行11人，離開了仍是綠樹滿街的故都小城，來到已是冰雪遍地的北國，另一座名為香檳的小鎮。在這半年的留美生涯中，我們身在各種不同種族的大融合國度裡，幾乎時時刻刻都處於學習之中。我們學習如何與形形色色的人們交往，試著了解他們特有的觀點與文化背景，並將之與自己的相比較，從而獲得了一個重新看待事物的嶄新立足點。我們也學習獨立，與室友分工合作，在遠離家人的異地宿舍裡，將書上的知識化為真實的行動，包辦起生活中的一切大小瑣事。此外，我們還學到了如何出發；在國土浩瀚的北美大陸上細細行旅，以有限的歲月換取無限的回憶，讓眼界的開闊促使了心境的成長，明白了自身的無際可能性，好在人生道路上，整裝再出發。

This autumn, the first HC students returned from their overseas studies, with some achieving a Grade Average Point of 3.6/4.0, ranking alongside the top local students. Let's hear what they have to share with us.

Lao Teng Teng (Echo), Department of Chinese, Faculty of Social Sciences and Humanities — University of Illinois at Urbana-Champaign

At the start of this year, eleven of us left the small city of Macao, where the streets were still lined with green trees, and arrived in a small snow-carpeted town named Urbana-Champaign in the U.S. During the six months in the cultural melting pot, almost every moment was a chance to learn something. We learned how to get along with different kinds of people and understand their unique viewpoints and cultural backgrounds. We learned to compare others' opinions and backgrounds to ours to reach a new place where we could look at things differently. We learned to be independent, and we learned to divide work between ourselves and our roommates. In the dormitories far away from home, we learned to turn the knowledge from books into real action and took care of everything, big and small, in our everyday lives. We also learned about how to depart. Journeying through the vast North America, we traded finite time for infinite memory. We allowed the experiences to broaden our horizons and enrich our minds. Realizing the endless possibilities inside of us, we packed our bags, ready to embark on the next stage of our life's journey.

社會科學及人文學院社會學系丁雪潔 ——美國羅徹斯特大學

在羅徹斯特大學，學校很少給學生安排課程，大多是提供課程，學生根據自身的興趣和發展方向，並結合學術顧問的建議自主選擇課程。我遇到的第一位教授，是一個年輕而博學的人類學教授——Osburg教授，對中國文化十分感興趣，並且能講一口流利的中文。美國的教授十分注重與學生的互動，也十分鼓勵學生獨立思考和創作，有時在課堂上學生講的時間比教授還多。開始的時候我很懼怕在那麼多地道的美國人面前大聲說英語，上課的時候不怎麼發表自己的觀點，後來在教授和同學地鼓勵下，我敢發表自己的觀點了。在我最後的一篇論文上，Osburg教授說他很詫異一個母語為非英語的學生能寫出這麼流暢、清晰且觀點明確的論文，這無疑是我在美國交流的半年裡最值得高興的肯定。

工商管理學院財務及企業經濟系 翁敏婷、林家雯 ——美國波士頓學院

翁敏婷：這次美國波士頓學院的交流學習，除給了我很多美好的回憶外，還給了我很多深刻的體會。其中令我印象最深刻的是美國學生積極的學習態度、生活態度，以及他們創新的思維方式。波士頓學院的學生都很努力學習，上課時，學生們認真聽課，踴躍回答問題。下課後，也能看見很多同學在宿舍和圖書館溫習。在這種氣氛中學習，使我更有衝勁和動力。

林家雯：作為一個在澳門土生土長的學生，從來沒有真正深刻體驗過澳門以外的文化和生活，這是一個讓我人生改變的轉捩點。從那種以理解為出發點，需要大量閱讀和備課的教授方式，到同學以回答和發問為基礎的學習形式，都是在澳門少見的。有過這種曾經很遙遠、現在卻能觸及的感受，人生的目標也就變得大了，眼光也放遠了，這大概就是交流的真正目的。■



Ding Xuejie (Yolanda), Department of Sociology, Faculty of Social Sciences and Humanities — University of Rochester

The University of Rochester rarely arranges which courses students should take. Mostly the students choose courses based on their own interests, the path they wish to pursue, and advice from the academic advisors. The first professor I met there was Prof. Osburg, a young, erudite professor of anthropology. He was very interested in Chinese culture and he could speak fluent Chinese. American professors attach great importance to teacher-student interaction and they like to encourage students to think and write critically. Sometimes in class, more time was spent in the students' discussing questions and expressing opinions than in the professor lecturing. At first I was afraid of speaking English out loud in front of so many native speakers, so I hardly expressed my views in class. Later, with the encouragement of my professors and classmates, I began to let go of my fear. After reading my last paper, Prof. Osburg told me that he was very surprised that a non-English native speaker could write such a coherent and clearly-expressed paper. His words made me so happy.

Iong Man Teng (Iris) and Lam Ka Man (Megka), Department of Finance and Business Economics, Faculty of Business Administration — Boston University

Iris: My stay at Boston University has left me with many beautiful memories and profound realizations. I'm most impressed with American students' positive attitude about study and life as well as their ability to think creatively. I noticed that students at Boston University were very diligent. In class, they would listen to the teacher attentively and answer questions actively. After class, I could see many students studying in their dormitories or in the library. Studying amid such an atmosphere made me more driven and motivated.

Megka: As a person who was born and grew up in Macao, I had never truly and deeply experienced any cultures or life outside the city until I went to study at Boston University, and I must say that was a life-changing experience. At Boston University, teaching begins with understanding and is preceded with a lot of reading and preparation, and learning is based on answering and asking questions on the part of the students, which are very rare in Macao. I think after you've had this once-remote-and-now-accessible experience, your goal in life becomes bigger and you see farther away, and this I think is perhaps the ultimate purpose of such exchange activities. ■

林家雯（左二）及翁敏婷（右一）
Megka (2nd from left) and Iris (1st from right)

三劍俠創校紀—— 專訪東亞大學創校人

The Creation of a University —— Interview with the Three Co-founders of UEA



黃景強博士
Dr. Wong King Keung



胡百熙律師
Dr. Edward Woo Pak Hay



吳毓璘博士
Dr. Peter Eng Yuk Lun

1594年，澳門第一所高校——聖保羅學院成立，它號稱東亞第一所大學，開啟了區域內西式高等教育的先河。聖保羅學院於1835年被燒毀，之後沒有再繼續復建。直至百多年後，1981年私立東亞大學成立，澳門的高等教育史因此得到延續。

作為澳門第一所現代高等教育學府，澳門大學（下簡稱為「澳大」）經歷了由私立東亞大學到公立澳門大學的轉變。30年間，澳門社會經歷滄海桑田，幾番起落。澳大見證着社會進步之餘，更一直致力為澳門及世界培養優秀棟樑之材，為社會服務，促進地區科技及學術發展。

時值創校30週年，正是時候讓我們回顧過往，同時展望未來。我們有幸邀請到三位東亞大學創校人，為我們細述當年於觀音岩山頭，創立東亞大學的決心與傳奇。從他們身上，我們了解到的不單是一段澳門高校史，更是一段三個躊躇滿志的青年共同奮鬥的故事。

In 1594, St. Paul's College, the first higher education institution in Macao — and believed by some to be also the first university in East Asia — was founded, inaugurating western-style higher education in the region. In 1835, a fire destroyed the college, and no reconstruction was attempted. It wasn't until 1981, when the private University of East Asia (UEA, the predecessor of the University of Macau) was founded, that higher education development in Macao resumed after being interrupted for more than a century.

Over the thirty years since its founding, UEA has evolved from a private institution into a public university with the name of University of Macau (UM), and during the process, the Macao society has also experienced great changes. While witnessing the progress of society, the university has remained constant in fulfilling its commitments: nurturing future pillars of society for Macao and the world, serving the community, and advancing scientific, technological and academic developments in the region.

This year marks the 30th anniversary of the founding of UEA. An anniversary is a good time to review the past and envision the future, and that's why in this issue we invited the three co-founders of UEA to share with us how they founded the university. Their accounts are at once a recollection of an episode in local higher education history and a touching story about how three ambitious young men worked together to achieve a common goal.

三劍俠創校紀

很難想像，30年前那一片荒蕪的觀音岩山頭，會有澳門現代第一所大學拔地而起。更加難以想像的是，這個創校奇蹟，是由三個香港年輕企業家一手建立。黃景強博士、胡百熙律師和吳毓璘博士這三位東亞大學之父，從一個意念的產生，到真正付諸實行，當中經歷的艱辛與困難，不足為外人道。

「我和另外兩位創校人黃景強博士與吳毓璘博士的家人都是世交，三位的太太亦是好朋友。開始東亞大學的計劃之前，我們已經有一起投資項目，可算是合作無間。而東亞大學這項計劃，卻是我們做過所有計劃之中，最讓我們引以為傲和滿意的一個。」胡律師笑說。

法律世家出身的胡百熙律師，除了是一位知名的大律師之外，亦熱衷於金融事務。他是1969年成立的香港第一所華商主導的證券交易所——遠東交易所(Far East Exchange)的創辦人之一。

而另外兩位創校人——黃景強博士是專業的工程師及地質學專家，主理多個國內外的大型建築工程；吳毓璘博士是熱心教育的學者，曾任教於香港大學歷史系，同時亦是香港及加拿大多項地產項目的負責人。

對於有機會到澳門辦教育，三位創校人都不約而同地認為是一個結合「天時、地利、人和」的機會。

七十年代末的香港，地產及工商業起飛，地價非常昂貴，而澳門整個經濟環境比較淡靜，大量土地空置。適逢新一屆澳督剛上任，有意推動城市的發展，恰好當時澳葡政府的土地工務局長是黃景強博士的好友，亦知道其在中國內地及香港曾負責過多項大型的建設項目，於是便找黃博士商討此事。

The Creation of a University

It would be hard to imagine thirty years ago that on the waste hill near the Small Kun Yam Temple would one day stand the first modern university in Macao. It would be even harder to imagine that this miracle would be produced by three young entrepreneurs from Hong Kong, namely Dr. Wong King Keung, Dr. Edward Woo Pak Hay, and Dr. Peter Eng Yuk Lun. Indeed, the process of moving from the conception of the idea to actual creation of a university was fraught with unforeseen difficulties.

“The friendships between our families date back several generations, and our wives have also been good friends. UEA was not the first project we worked on together, and our cooperation has always been excellent, but UEA is definitely what we have felt the most proud of and satisfied about,” smiled Dr. Woo.

Dr. Woo is from a family that has practiced law for generations, but apart from being a famous attorney, Dr. Woo is also passionate about finance. In 1969, he and his partners co-founded the Far East Exchange, the first Chinese-dominated securities exchange in Hong Kong.

The other two co-founders, Dr. Wong and Dr. Eng, also have impressive backgrounds in their own fields. Dr. Wong is a professional engineer and geology expert, and he has been responsible for numerous large-scale construction projects both at home and abroad. Dr. Eng is a scholar with a passion for education. He used to teach in the Department of History at the University of Hong Kong, and he has been responsible for numerous real estate projects in Hong Kong and Canada.

When presented with the opportunity to build an educational institution in Macao, the three co-founders all thought that it was a case of “the right place, the right time, the right people, and the right thing to do.”

Indeed it was—for the following reasons. Firstly, in the late 1970s, the real estate, industrial and commercial sectors in Hong Kong began to take off, sending land prices skyrocketing to exorbitant levels. In contrast, the overall economic climate in Macao was one of relative quiet, and a lot of land sat idle. Secondly, the new governor of Macao, who just took office, had the intention to propel the development of the city. Thirdly, it happened that the director of the land and public affairs bureau of the Portuguese Macao government was a good friend of Dr. Wong's and knew that Dr. Wong had been responsible for many large-scale urban development projects in Hong Kong and mainland China, and so he approached Dr. Wong.

黃景強博士與胡、吳兩位好友提出澳門的發展計劃，大家都不約而同地對此非常感興趣。要發展一個城市的經濟，他們有兩個打算，第一是工業城，可以推動澳門工業發展，同時推動就業；另一個計劃是建大學，只有培養人才，城市才能真正發展。經過反覆思量，最終三位選擇了辦教育，要創建澳門第一間現代化大學。

「八十年代初，中國剛剛開始改革開放，港澳作為中國對外窗口，處於非常重要的位置。在中國剛剛開啟的門縫中能得到創立大學的機會，一生之中可能也只有一次。」吳毓璘博士說。

三劍客各展其才

概念一形成，胡、黃、吳三位年輕的精英，坐言起行，開始着手籌備建校。三位專業人士組合，各司其職，可以說是配合得天衣無縫。胡律師憑藉自己強大的金融背景和人脈，在海外籌集資金；建築師黃景強博士則負責校園的建設工程；而整個大學的體制、教育方式等等，都是由熟悉教育的吳博士統籌。

「最初聽到我們要創校，許多人都覺得我們是以辦教育之名做地產項目賺錢。」黃博士笑說。路遙知馬力，當大家都發現三位是真真正正在辦教育，不但出力，每人還出資50至100萬作為學校的起動費用。要知道，七、八十年代的澳門，一個住宅單位也不過是十多萬。當時許多社會賢達，包括何賢先生、崔德祺先生、馬萬祺先生及何鴻燊先生等都紛紛支持，成為東亞大學的校董；此外還有多位南亞僑領都投入資金支持。他們對籌組資金的胡律師說，如果學校運作得好，可以連本帶利回報當然最好，如果不賺錢，他們就當捐錢做善事。可想而知他們對澳門有一所華人就讀的高校有多大的期望。

1980年，行政樓在建造中。
The Administrative Building is under construction in 1980



1979年啟建校舍主樓，圖為黃景強、王宗發及建築隊伍巡視地盤。
Wong King Keung, Wong Chong Fat and the construction team inspect the construction site of the main hostel buildings in 1979.

When Dr. Wong talked to Dr. Woo and Dr. Eng about the government's plan for developing Macao, they were both very interested. The three believed that there were two ways to propel the city's economic development; one was to build an industrial centre to stimulate industrial development and provide more job opportunities, and the other was to build a university because, they reasoned, only by having a steady supply of professionals can a city realize sustainable development. After much deliberation, they voted for the second option.

“In the early 1980s, China was just beginning to implement the ‘reform and opening-up’ policy, and Hong Kong and Macao had a very important status as China’s windows to the outside world. From that just-opened crack we got the chance to create a university, which was perhaps an opportunity we could get only once in our lifetime,” recalled Dr. Eng.

A Perfect Team Working in Sync

As soon as the idea was formed, the trio set to work immediately, taking care of different aspects of the preparatory work. The well-connected Dr. Woo used his financial contacts to raise funds overseas. Dr. Wong took on the responsibility for campus construction. Dr. Eng, who was conversant with education, set out to contemplate the systems and pedagogical methods for the university. The expertise and resources of the three complemented each other so well that it was as if they were acquired just so they would one day be used for creating UEA.

“When people first heard about our plan to build a university, many thought that we were after money, that we were actually doing a real estate project in the name of education,” recalled Dr. Wong. But just as distance tests a horse’s strength, so time reveals a person’s heart. When people saw that the three were genuinely pursuing an educational cause by contributing not just time and energy but also between 500,000 and 1,000,000 patacas each to serve as the start-up fund—which was not a small sum at a time when an apartment in Macao cost merely 100,000 patacas — many community leaders, including Mr. Ho Yin, Mr. Chiu Tak Kei, Mr. Ma Man Kei, and Mr. Stanley Ho, as well as numerous overseas Chinese residing in South Asia, showed support by infusing funds. These generous people, who later became the first members of UEA's University Council, told Dr. Woo, who was responsible for fundraising, that of course it would be great if the university operated well enough to recover their principals and generate a profit, but if not, they would happily consider their investments as donations to charity. Their words showed how badly they wanted Macao to have a higher education institution for Chinese people.



1981年3月28日東亞大學成立典禮，台上為100多所英聯邦大學校長到賀。
Over a hundred university heads from the Commonwealth attend the inauguration ceremony for UEA on 28 March 1981



1982年東亞大學代表團訪問北京國家教育部。左起：黃景強博士，Day教授，Swift教授，Briggs爵士，東亞大學前校長薛壽生教授，Mellor博士。
(From left) Dr. Wong King Keung, Prof. Day, Prof. Swift, Lord Briggs, founding Rector Prof. Hsueh Shou Sheng, and Dr. Mellor visit the State Education Commission in Beijing in 1982.

校址定於觀音岩

很多人都好奇，以30年前的澳門來說，可以選址建校的地方很多，為何澳大偏偏選址觀音岩？這個問題黃景強博士最有發言權：「當時澳門政府給我們三個選擇，包括：路環、填海（現時路氹金光大道）及觀音岩。我親身看過，還是上山好，山上的岩石夠穩固，而且山頭亦較為平整。而且剛好面對大橋，風水非常好。」

有了地利，還欠人和。由立項到工程審批通過，時間長得連澳督都已經換了一任。最初，觀音岩上沒水沒電，由建路建渠，到水電設計，整個校園浩瀚的工程由零開始，黃博士率領團隊一手打造。「那時澳門政府廉潔風氣未盛，但建立東亞大學從頭到尾我們全是按足法律去建設，這是最自豪的地方。」黃博士說。

Selection of the Campus Site

Many people may be curious about why the three founders had to pick the plot near the Small Kun Yam Temple to build the campus thirty years ago when there were plenty of other choices. Perhaps no one is in a better position to answer this question than Dr. Wong. “The local government gave us three choices: Coloane, land reclamation from the sea on the current site of the Cotai Strip, and the plot near the Small Kun Yam Temple,” recalled Dr. Wong. “I inspected all the three sites and I finally decided that the third option was the best because the rocks on the hill were sufficiently sturdy, and the ground atop the hill was relatively level. Besides, the place faced the bridge, which meant excellent Fengshui.”

An ideal location was ready, but government support was not. The approval of the project took a very long time — so long, in fact, that when it was finally approved, the governor of Macao had changed. There was no water and no electricity on the hill, which meant that the huge project of constructing the campus had to start from building roads and digging ditches and designing water and electricity supply. Dr. Wong and his team took care of these tasks all by themselves. “Back then, being clean and incorruptible was not a prevalent ethos among government officials in Macao. However, throughout the process of building the university we did everything according to the law, and that’s what I’m most proud of,” said Dr. Wong.



1985年大學創校紀念碑揭幕禮，由饒宗頤及羅康烈兩位教授主禮。
Prof. Jao Tsung-I and Prof. Lo Hong Lit officiate at the 1985 unveiling ceremony for the memorial in commemoration of the founding of the university



1987年與澳門政府總督簽訂轉移擁有管理權協議
The co-founders and the then-governor of Macao sign the agreement on the transfer of the ownership and management right over UEA in 1987.

我們現在每天經過的九龍壁，原來也是與當年大學和澳葡政府角力有關。當時新一任澳督上任，對大學的發展並不支持。當時創校人親身北上，尋求中央教育部門的支持。為表支持，國家教委專門贈與北京故宮九龍壁的微縮版給東亞大學，由八架大貨車從北京直運到澳門。可以說，九龍壁代表了國家對東亞大學和澳門高等教育的支持。

東亞大學這個名字以及「仁、義、禮、知、信」的校訓，原來是胡律師起的。「本來就想叫作『澳門大學』，但由於是私校而得不到澳葡政府的批准，於是我們拓闊概念至東亞地區，東亞大學一名就是這個意思。」

今天三位說起這些往事，雖是輕描淡寫，但當年的種種不容易，卻可以在這些今天看似雲淡風輕的故事中，找到痕跡。

The Nine Dragon Wall, which we now pass by every day, was a by-product of the trio’s struggle to obtain the support of the Portuguese Macao government. With the new governor at the helm, the local government was reluctant to support UEA’s development, and so the three founders went to Beijing to seek support from the State Education Commission. To show support, the State Education Commission gave them a miniature version of the Nine Dragon Wall in the Forbidden City as a gift and had the gift transported from Beijing to Macao by eight trucks. It could be said that the Nine Dragon Wall is a symbol of the central government’s support for UEA and higher education development in Macao.

The name, “University of East Asia”, and the University Motto, “humanity, integrity, propriety, wisdom and sincerity”, turn out to be the ideas of Dr. Woo. “At first we wanted to use ‘University of Macau’, but because it was a private institution that name failed to obtain approval from the local government, so I extended the concept to encompass the whole East Asia region and came up with ‘University of East Asia’.”

From these casually-recounted memories, one could catch a glimpse of the difficulties encountered by the three co-founders.

吸納優秀師資 創多個第一

東亞大學創校初期最為人津津樂道的，是擁有非常優秀的師資隊伍。由於吳毓璘博士曾有學術界背景，他着力招聘最好的師資，包括國學大師饒宗頤教授等的頂尖大師，紛紛來到東亞大學。當時的教職員和學生的比例超過 1 比 1，老師比學生還多。吳博士亦還親身到英國牛津大學，遊說已經退休的前港大教務主任Bernard Mellor博士出任東亞大學的教務長。「大學裡的所有運作和體制的建立，沒有人會比做了30年教務長的他更熟悉。」吳毓璘博士說。

當時澳門人口規模細，單靠本地生源，根本不能支撐高等院校運作。而東南亞包括新加坡、泰國、印尼、馬來西亞等地的華僑子女，對入讀大學的需求非常龐大，而香港當時只有港大，中大才剛創校不久，私立東亞大學剛剛好滿足了這個市場需要，所以創立不久，即吸引香港及東南亞等地的華僑入讀。1981年9月，東亞大學第一屆學生只有67人，到1988年，連同公開學院，學生人數已達8000多人。

大家或許不知道，東亞大學不僅是澳門第一所現代化高校，還是港澳第一間開設公開學院的高校，還是亞洲首創設置EMBA課程，錄取社會成功人士回校再讀的學校。當時許多香港銀行界及工商界的領袖人物，都以到東亞大學讀EMBA為榮。

Recruiting Outstanding Teaching Staff and Creating Numerous No. 1s

What people used to talk about UEA with the greatest relish was its excellent faculty team. With his academic background, Dr. Eng spared no effort to recruit the best teaching staff, and as a result, masters in various fields, including master of traditional Chinese culture Prof. Jao Tsung-I, joined UEA one after another, leading the teaching staff/student ratio to exceed 1:1. Dr. Eng also visited the University of Oxford in the U.K. to lobby Dr. Bernard Mellor, who had retired from his post as registrar at the University of Hong Kong, to serve an equivalent position at UEA. “No one would be more familiar with the operations and systems of a university than a person who had worked as a registrar for thirty years,” said Dr. Eng.

At the time, Macao had a small population, and it would be impossible to sustain a university by relying solely on local students. Southeast Asia, however, populated by overseas Chinese in such places as Singapore, Thailand, Indonesia and Malaysia, had a huge demand for higher education. Until the founding of UEA, the demand could not be fully satisfied, because there were only a handful universities in the region, including the University of Hong Kong and the still-young Chinese University of Hong Kong. Therefore, it was not long after the founding of UEA that the university attracted children of overseas Chinese from Hong Kong and Southeast Asia. From 1981 to 1988, the number of UEA students surged from 67 to more than 8000.

UEA was the first modern institution of higher education in Macao, but what many people may not know is that UEA was also the first university in Hong Kong and Macao to have an open college and that it was also the first university in Asia to pioneer EMBA programmes which encouraged successful people to upgrade their knowledge by pursuing further education. At that time, many leaders from the banking, industrial and commercial sectors in Hong Kong took pride in studying EMBA programmes at UEA.



(左起) 胡百熙律師、吳毓璘博士及黃景強博士。
(From left) Dr. Edward Woo Pak Hay, Dr. Peter Eng Yuk Lun and Dr. Wong King Keung.

2010年黃景強獲頒授澳大榮譽博士，胡百熙律師和吳毓璘博士到賀。
Dr. Edward Woo Pak Hay and Dr. Peter Eng Yuk Lun congratulate Dr. Wong King Keung on being conferred the title of Doctor *honoris causa* by UM in 2010.



打開澳門高教新一頁

1988年，澳葡政府通過澳門基金會收購東亞大學並進行重組。由東亞大學改制為獨立的三間高等學校——澳門大學、澳門理工學院和亞洲（澳門）國際公開大學（即現時的澳門城市大學）。1991年新大學章程頒佈，東亞大學正式改名為公立的澳門大學，作為艱苦創校的先行者，三位可謂急流勇退。

胡律師感慨地說：「不捨當然會有，但我覺得自己已經完成了歷史使命。公立學校可以得到政府的全力支持，才是可持續發展的唯一方法。我們辦的學校，當年很大程度地解決了港澳兩地、甚至是東亞等地的學子對高等教育的需求，開創了澳門高等教育的新一頁，我感到非常滿足。」

當年為了東亞大學的項目，吳毓璘博士特地放下加拿大的生意回到香港，從1980年到1988年的八年裡一直為校奔波。「在中國剛開始開放的大時代，東亞大學在這個歷史轉折點上扮演了重要的角色。東亞大學為澳門培養人才，為日後澳門回歸後的發展發揮了很大的作用，可以說是『澳人治澳』一個關鍵基礎。」

Turning a New Page in Local Higher Education

In 1988, the local government acquired UEA through the Macao Foundation and restructured UEA into three independent institutions, namely University of Macau, Macao Polytechnic Institute and the Asia International Open University (Macao) (the predecessor of the current City University of Macau). In 1991, the new *Charter of the University of Macau* was promulgated and UEA was officially renamed University of Macau, and the three co-founders stepped down from their historic roles.

“Of course I felt a little sad to part with UEA,” said Dr. Woo, voice tinged with emotion. “But I also felt that I had fulfilled my historic mission, and I knew that changing from a private institution into a public one was the only way for UEA to realize sustainable development because only a public institution could get full government support. The university we created greatly addressed the demand of people from Hong Kong, Macao and even some East Asian places, and we turned a new page in local higher education development, so I felt very gratified.”

Not only did UEA turn a new page in higher education development in Macao, but it also, as Dr. Eng puts it, “played a very important role at a historic juncture — in an era when China was just beginning to implement the ‘reform and opening-up’ policy.” Dr. Eng explains that UEA played an important role in that it created a pool of professionals during the transitional period, which later served as a solid cornerstone for the implementation of ‘Macao people governing Macao’ after the city’s return to the motherland. Maybe this alone makes Dr. Eng’s decision to drop his business in Canada and return to Hong Kong to work for UEA-related matters for eight full years all worthwhile.

其實三位創校人，都是香港的商界精英，投身辦東亞大學，是他們一生之中第一次，也是最耗費心力，卻又非本着「賺錢」為目的項目。如果把投放在辦校的資源和精力投放在其他項目，必定可以賺得更多的利潤。「但是生意人每天都可以開一間新公司，但有多少人可以有機會開創一間大學呢？我們盡自己的能力把大學提升到一個台階，我覺得一生無憾。」黃景強博士笑說。

展望新校園

完全歷史使命後，三位創校人仍對澳大非常關心，特別對新校園計劃充滿信心。人才是社會發展的原動力，澳大的發展得到國家的支持，是一件好事。遷到新校園以後，學校有更大的空間可以發展全人教育。

「我非常希望能親身到新校園看看，衷心期望澳大籍此良機，展開新的一頁，發展更好，更完善。」胡百熙律師說。

「我覺得這是一個千載難逢的機會，敢提出這種構想的人，我覺得十分有膽色，有前瞻性。希望澳大全人與時俱進，不要自滿，把澳大辦得更好！」黃景強博士說。

「澳大這十幾年來的發展都令人滿意，由於有更多的資源及政府支持，我們當年許多想做而未做到的事，現在都可以一一實現，希望澳大搬到新校園後，可以繼續努力向國際一流大學邁進。」吳毓璘博士說。■



Why did the three co-founders, all members of the business elite, devote so many resources to a time-consuming project that they didn’t expect to “make money”? Wouldn’t the resources, time, energy and money devoted to founding UEA have generated more profits had the three invested in some money-making projects instead? When asked these questions, Dr. Wong answered: “With enough money a businessman can open a new company daily, but how many have the chance to create a university? We did our best to enhance UEA to a new level, and I think I have no regrets in my life.”

Hopes for the New Campus

The three founders have long since fulfilled their historic mission, but they still care about UM very much and are especially confident about the new campus. They believe that people are the driving force of society, and that it is a good thing that UM has the support of the central government. They are happy that after relocation to the new campus, UM will have a much larger space to carry out whole-person education.

“I dearly hope to visit the new campus and see for myself what it’s like. I sincerely hope that UM could seize this wonderful opportunity to turn a new page in its history and develop into a better university,” said Dr. Woo.

“I think this is a once-in-a-lifetime opportunity, and I think those who proposed the new campus idea are very courageous and far-sighted. I hope all UM members can keep pace with the times, refrain from being conceited, and create a better future for UM,” said Dr. Wong.

“UM’s development over the past decade has been satisfactory, and because of more resources and governmental support, many things which we wanted but failed to do, could be done now. I hope that after moving to the new campus, UM can keep working hard towards the goal of becoming a world-class institution,” said Dr. Eng. ■

南宗北斗耀澳大—— 2011年澳門大學榮譽博士 Academic Titans from East and West Honoured by UM— 2011 Recipients of UM’s Honorary Doctorates



查良鏞博士（中）
Dr. Louis Cha (middle)

「飛雪連天射白鹿，笑書神俠倚碧鴛」。有華人的地方，就有這14部經典武俠名著小說。當代著名的武俠小說作家查良鏞博士（筆名金庸）的文字，幾十年來被一代又一代的人追捧拜讀，其影響遍及世界。為表彰查良鏞博士對中華文化的貢獻，2011年澳門大學（以下簡稱澳大）向查良鏞博士頒授榮譽文學博士學位。

“On a vast canvas of white where the swirling snowflakes blur the boundary between the horizon and the sky, a hero leans against the Lovers’ Sabres and aims his arrow at a darting white deer.” These two poetic lines, in the Chinese language in which they were originally written, are formed by the first word of the titles of the fourteen classic works by Dr. Louis Cha, who is better known by his pen name Jin Yong. Over the decades, Dr. Cha has acquired a very loyal following throughout the world because of the intergenerational pull of his works. Indeed, where there are Chinese, there are fans of the wuxia (martial arts and chivalry) novels by Dr. Cha. In 2011, the University of Macau (UM) conferred a Degree of Doctor of Letters *honoris causa* upon Dr. Cha, in recognition of his contributions to Chinese culture.

查博士乃浙江海寧人士，可謂文學界之南宗。而2011年獲得澳大榮譽博士學位殊榮的，還有三位不同領域的傑出人士：美國著名科學家——弗朗西斯科·若瑟·阿亞拉教授；澳門愛國文化報業家——李成俊先生及知名教育家、香港科技大學創校校長——吳家瑋教授。可謂南宗北斗耀澳大是也。

一代文學大師——查良鏞博士

為方便80高齡的查良鏞博士，澳大校董會主席謝志偉博士代表澳門特別行政區行政長官兼澳大校監崔世安博士，在校長趙偉教授陪同下，於2011年中旬親臨香江，向查良鏞博士頒授榮譽文學博士學位。

查博士在1955至1972年間創作發表的15部作品，在當今的華人作家中，銷量居於榜首，全世界已銷售出一億多冊（不含非正規出版的書籍）。查博士不但是武俠小說泰斗，更開創香港一代報業傳奇。

他於1959年成立了香港《明報》，擔任其主編多年。因其對中國傳統文化的熱忱以及對這一領域所作的貢獻，查博士獲得了許多國家和地區的嘉獎。趙偉校長在宣讀讚辭時表示：「查博士在文學創作上，以過人的天才拓展中國人的想像空間，並以旺盛的創造力，向全世界展示中文表現力的雄偉、精微、奇崛和華美。查博士以傑出的成就贏得了世界性的讚譽，即便是到了耄耋之年，仍以一絲不苟的虔誠東問西學，追求中國傳統文化與西方正統教育的最高肯定，這股虔敬不捨探求學問的精神非常值得我們敬仰和學習。澳大很榮幸能向這位虔恪的學人、傳奇的新聞業者、傑出的文學家查博士頒授榮譽文學博士學位。從這天起，查博士正式成為澳大的一員，而金庸這名字將與不斷進步的澳大建立了緊密的聯繫。」

Apart from Dr. Cha, the other three recipients of the honorary doctorates in 2011 are Prof. Francisco J. Ayala, a renowned U.S. scientist; Mr. Lei Seng Chon, a patriotic newspaper magnate; and Prof. Chia-Wei Woo, a renowned educator and founding president of the Hong Kong University of Science and Technology.

A Literary Master of Our Time: Dr. Louis Cha

Dr. Louis Cha is now in his eighties. To save him the trouble of travelling to Macao, UM's University Council Chair Dr. Tse Chi Wai, representing Chief Executive of Macao SAR and UM Chancellor Dr. Chui Sai On, and in the company of UM Rector Wei Zhao, made a special trip to Hong Kong in mid-2011, to present the honorary degree certificate to Dr. Cha.

Between 1955 and 1972, Dr. Cha wrote fifteen works, which have collectively sold more than one hundred million copies worldwide (not including those published without the author's authorization), making him the top-selling author among all living Chinese writers. Besides being a literary luminary, Dr. Cha is also a legend in the Hong Kong newspaper industry.

In 1959 Dr. Cha founded the Hong Kong newspaper *Ming Pao* and served as its editor-in-chief for many years. Because of his passion for traditional Chinese culture and his contributions in the field, Dr. Cha has received honours from numerous countries and regions. In the citation dedicated to Dr. Cha, UM Rector Wei Zhao said: “In his literary creation, Dr. Cha stretches Chinese people's imagination with his peerless genius and displays to the world the magnificence, profoundness, subtlety, freshness, and splendour of the Chinese language with his unbridled creativity. His outstanding achievements have earned him worldwide accolades. Even today, advanced in years, he still pursues knowledge with meticulousness and devotion, seeking the highest recognition from both traditional Chinese culture and orthodox Western education. His relentless quest of knowledge sets a shining example to us and deserves our deepest respect. It is the great honour of the University of Macau to have the opportunity to confer the honorary degree upon Dr. Cha, a humble and meticulous scholar, a legend in the Hong Kong newspaper industry, and a brilliant writer. From today on, Dr. Cha will officially become a member of UM, and his name will be closely linked to the ever-progressing UM.”



弗朗西斯科·若瑟·阿亞拉教授
Prof. Francisco J. Ayala

卓越的科學家——弗朗西斯科·若瑟·阿亞拉教授

阿亞拉教授為美國加州大學爾灣分校「大學教授」及「唐納德·布倫（Donald Bren）生物學教授」，美國國家科學院院士及美國文理科學院院士，致力研究進化遺傳學和分子生物學。曾任美國總統科學技術顧問委員會成員、美國科學促進會主席兼董事會主席、美國Sigma Xi科學研究學會主席等。發表論文共一千多篇，寫作或編輯書籍達40本。由阿亞拉教授領導、美國國家科學院及美國醫學科學院召集的專家小組，在2008年出版的《科學、進化與神創論》一書中，解釋了科學的基本方法，提供了令人信服的證據支持生物進化論，使得進化論的科學能服務於預防和治療人類疾病、開發新農產品、催化工業創新等。

阿亞拉教授榮獲多國授予的獎項，如喬治·沃克·布殊總統在白宮授予他美國國家科學獎章；愛丁堡公爵菲利普親王在英國白金漢宮的私人典禮上向阿亞拉頒發鄧普頓（Templeton）獎，以獎勵其在肯定生命的精神層面所作的傑出貢獻。此外，自2002年成立中華醫藥研究院（即前中華醫藥研究所）以來，澳大的生物學領域有了顯著發展。此時授予這位傑出的世界知名學者榮譽博士學位具有十分重要的意義。

Outstanding Scientist Prof. Francisco J. Ayala

Prof. Francisco J. Ayala is University Professor and Donald Bren Professor of Biological Sciences at the University of California, Irvine. He is a member of the United States National Academy of Science as well as the American Academy of Arts and Sciences. He is committed to the studies of evolutionary genetics and molecular biology. He was a member of the U.S. President's Committee of Advisors on Science and Technology, the president and chairman of the Board of the American Association for the Advancement of Science, and the president of Sigma Xi, The Scientific Research Society. Prof. Ayala has published more than one thousand articles and is the author or editor of forty books. In the book, *Science, Evolution, and Creationism*, which was published in 2008, a group of experts, led by Prof. Ayala, and assembled by the U.S. National Academy of Sciences and the Institute of Medicine, explained the fundamental methods of science, documented convincing evidence in support of biological evolution, and explored the many fascinating inquiries being pursued that put the science of evolution to work in preventing and treating human diseases, in developing new agricultural products, and in fostering industrial innovation.

Prof. Ayala has received numerous honours, including the 2001 National Medal of Science from former U.S. President George W. Bush at the White House, and the 2010 Templeton Prize for his exceptional contributions to affirming life's spiritual dimension, from HRH Prince Philip, Duke of Edinburgh, at a private ceremony in Buckingham Palace, London. Since the establishment of the Institute of Chinese Medical Sciences in 2002, UM has made marked progress in biological sciences, and conferring a Degree of Doctor of Science *honoris causa* upon a world-renowned scientist at this time is highly significant.



李成俊先生
Mr. Lei Seng Chon

愛國文化傳播先驅——李成俊先生

澳門彈丸之地，卻代有英才賢士，李成俊先生是其中佼佼者。李成俊創辦《澳門日報》，經營文教機構，參與起草澳門基本法，而且熱心公益和教育，真可謂「讀書成俊，行道濟蒼生」。其於2002年獲澳門特區政府頒授金蓮花榮譽勳章。2009年獲澳門特區政府頒授大蓮花榮譽勳章。

抗日時期，年輕的李成俊先生毅然加入游擊隊，以報刊、話劇等形式，在敵後宣傳抗戰。日本戰敗後，李先生回到澳門，1958年創立《澳門日報》。不平則鳴的作風，堪作新聞界圭臬，啟迪一代又一代的年輕同業。李成俊先生素來熱心推動本地高等教育，大力支持澳大發展。2009年，全國人大常委會討論澳大在橫琴的新校區實施管轄議案，李成俊先生時任人大常委會澳門基本法委員會副主任，大力介紹澳大橫琴校區的重要性和歷史意義，游說與會者投票贊成，最終決議通過，實在居功至偉。此外，不少本校傳播學系學生到《澳門日報》實習，李先生總是關懷備至。

李成俊先生以兼人的才情，為社會、國家盡心盡力，撐起澳門傳播和文化事業半個世紀的輝煌，堪稱望重德高。澳大向其頒予人文學榮譽博士學位，以示表彰。

Pioneer in Promoting Patriotism in Macao: Mr. Lei Seng Chon

For a tiny city, Macao has produced many famous personages, and Mr. Lei Seng Chon is one of them. Mr. Lei is the founder of the *Macao Daily News*. He has run cultural and educational institutions, and is devoted to public welfare and education. He participated in the drafting of the *Basic Law of the Macao Special Administrative Region of the People's Republic of China*. Mr. Lei was awarded the Honourable Medal of Golden Lotus Flower and the Grand Medal of Lotus Flower by the Macao SAR government in 2002 and 2009, respectively.

During the Anti-Japanese War, Mr. Lei joined an anti-Japanese guerrilla unit and used publications and theatre to mobilize people to fight the Japanese. After the Japanese army was defeated, he returned to Macao. In 1958 he founded the *Macao Daily News*. His unflinching willingness to cry out against injustice makes him the conscience of the press world and has inspired generation after generation of practitioners. Mr. Lei has always been devoted to advancing higher education in Macao and has been very supportive of UM's development. In 2009, when the Standing Committee of the National People's Congress was debating the bill regarding the jurisdiction over the new UM campus on Hengqin Island, Mr. Lei, who was then the vice chairman of the Macao Special Administrative Region Basic Law Committee, went to great lengths to explain the importance and historical significance of the new UM campus and lobbied those present at the meeting to vote in favour of the bill. In the end, the bill was adopted, and Mr. Lei played a pivotal role in the process. Mr. Lei's support for UM is not only reflected in his efforts towards adoption of the new campus bill, but is also evident in the fact that he has always cared about UM students who worked as interns at his *Macao Daily News*.

With his extraordinary talent, Mr. Lei has served society and his country heart and soul. For half a century, he has been a pillar of the communication and cultural causes in Macao, enjoying high prestige. In recognition of his contributions, UM conferred a Degree of Doctor of Humanities *honoris causa* upon Mr. Lei.



吳家瑋教授
Prof. Chia-Wei Woo

知名教育家——吳家瑋教授

香港科技大學創校校長吳家瑋教授是世界著名的物理學家和教育家，幾十年來孜孜不倦推動科技發展，教育下一代，充分體現了「利人莫大於教」這句古語。

吳教授45歲就當上美國舊金山州立大學校長，也是第一位出掌美國著名大學的美籍華人。吳教授為實踐其「科技教研促進社會發展」宏圖，1988年毅然辭任美國舊金山州立大學校長，重投闊別30多年的香港，負起擘劃一所新大學的重責。

吳教授創立香港科技大學，不但要制定辦學方針、行政規章、人事制度，還要招聘教研人員，設計教學模式，以及應付建校過程中大大小小的爭議，艱辛不難想像。他堅持延聘一流教職員，因為「一流的人，才會帶來一流的人」。這辦學原則替科大開闢了邁向學術殿堂之路。吳教授在短短十數年間，領導科大發展成為一流的大學。「科大經驗」已成為高等教育的新榜樣。

Renowned Educator Prof. Chia-Wei Woo

Prof. Chia-Wei Woo, founding president of the Hong Kong University of Science and Technology (HKUST), is a world-renowned physicist and educator. For decades, he has tirelessly advanced the development of science and technology and educated the next generation, unwittingly practicing the teaching of an old adage that, “Nothing benefits a person more than education.”

At the age of forty-five, Prof. Woo was appointed president of San Francisco State University (SFSU), becoming the first Chinese American to head a major university in the U.S. In 1988, hoping to advance the development of society through teaching and research in science and technology, he resigned his post as the president of SFSU, returned to Hong Kong after being away for more than thirty years, founded HKUST and took the helm.

For Prof. Woo, the process of founding HKUST was fraught with difficulties—not only did he need to establish operational guidelines, administrative regulations, personnel systems, and teaching modes, as well as recruit teaching and research personnel for the university, he also had to deal with the various controversies in the process. He insisted on recruiting the best teaching staff, because he believed that, “Only the best can bring in the best.” This principle paved the way for HKUST’s rapid ascent to academic excellence. Within a short space of some ten years, Prof. Woo successfully turned HKUST into a first-class university, and now the “HKUST Experience” has become a new model in higher education.

吳教授2001年卸任科技大學校長，但仍然戮力促進華南地區的科研和教育發展，與澳門大學關係深厚，是本校第一屆國際諮詢委員會委員，為本校發展出謀獻策。吳家瑋教授於科技、教育成就輝煌，亮節高風，桃李滿門，澳大謹向其頒授社會學榮譽博士學位，以示褒揚。

In 2001 Prof. Woo resigned as the president of HKUST, but his efforts to advance the development of science, technology and education in southern China continued. He has a strong bond with UM, and is a member on the newly-established International Advisory Committee of UM, sharing his wisdom about development strategies. UM conferred a Degree of Doctor of Social Sciences *honoris causa* upon Prof. Woo, in recognition of his contributions to advancing the development of science, technology and education, as well as his sterling character and integrity.



三位榮譽博士與澳門特區行政長官崔世安博士（中）及澳大領導層合影
The three honorary degree recipients with Chief Executive of Macao SAR Dr. Chui Sai On (middle) and UM's top management

凝聚智慧，把脈澳大

眾專家談如何成就一流大學

Experts Take UM's Pulse and Discuss How to Build a World-class University



為甚麼大學要成立國際顧問委員會？它對於推動大學的發展有何幫助？

眾所周知，國外很多知名的大學普遍設有國際顧問委員會的慣例，藉此推動大學的國際化發展。若能邀請到國際重量級學術領袖出任顧問委員，更是對大學辦學水平的認同。為了借鑒世界各地一流大學的成功經驗，澳大按照世界知名大學的慣例成立國際顧問委員會，凝聚智慧，集思廣益，把脈澳大的發展策略，從而推動澳大的國際化進程。

Why does a university need to set up an international advisory committee? How will such a committee help the university's development?

It is a common practice of many world-renowned universities to create international advisory committees in order to propel the internationalization of the institution, and the presence of academic heavyweights on such committees shows recognition of the university. To follow the practice of world-renowned universities, UM has set up its International Advisory Committee. The purpose of setting up the International Advisory Committee is to have the experts take UM's pulse and to draw on the collective wisdom of different universities regarding strategies for UM's development and internationalization.

知名大學領袖出任委員

澳大國際顧問委員會一共有14位來自中國內地、香港、台灣、美國、加拿大以及葡萄牙的知名大學領袖，他們都是國際學術界的殿堂級領袖人物，包括有香港科技大學創校校長吳家瑋教授、北京大學黨委書記閔維方教授、北京大學校長周其鳳教授、葡萄牙科學院院士João Malaca Casteleiro教授、台灣清華大學前校長劉炯朗教授、美國德州農工大學前校長William H. Mobley教授、美國德雷塞爾大學副校長Deborah L. Crawford教授、美國佐

Heads of Prestigious Universities Serve on the Committee

UM's International Advisory Committee consists of fourteen academic heavyweights from mainland China, Hong Kong, Taiwan, the U.S., Canada and Portugal, all current or former heads of prestigious universities. They are founding President of the Hong Kong University of Science and Technology Prof. Chia-Wei Woo; Party Secretary of Peking University Prof. Min Weifang; President of Peking University Prof. Zhou Qifeng; member of the Academy of Sciences of Lisbon (Portugal) Prof. João Malaca Casteleiro; former President of the National Tsing Hua University, Taiwan, Prof. David Liu Chung Laung; former President of Texas A&M University Prof. William H. Mobley; Vice Provost of Drexel

治亞理工大學校長G.P.Bud Peterson教授、美國科學院院士王曉東教授、美國南加州大學藥學院前院長陳明偉教授、香港教育學院前院長Ruth E.S.Hayhoe教授、美國國家科學基金會前常務副主任Joseph Bordogna教授、歐洲議會前任議員及葡萄牙國家教育理事會前主席Manuel C.L.Porto教授以及中國人大常委會港澳基本法委員會委員王振民教授。

以下，本刊特別訪問了其中七位國際顧問委員以及趙偉校長，暢談一所大學究竟如何創建成為一流的大學。

香港科技大學創校校長
吳家瑋教授

一所大學若沒有完善的硬體空間和軟件辦學體系，基本上很難吸引到世界一流的人才。澳大要發展得好，就要肯花錢聘請世界一流的人才，更要保證學院院長以及各系主任本身都是實力雄厚的頂尖人才。只有他們本身實力夠強，才能真正做到心無顧忌地去招攬一流的人才。教育不同於經商，教育是要看長遠的發展，澳大正處於一個很好的發展時機，加上條件優越的新校區，將能吸引更多卓越的人才加盟。

北京大學校長周其鳳教授

澳大的歷史十分短，以後還需要一段很長的時間去發展。但澳大的辦學理念，尤其是四位一體的辦學模式十分先進。若按照這個思路辦下去，澳大一定會進步很快。澳大未來若能辦成像哈佛大學、麻省理工學院那樣優秀，一方面可以有助提高澳門的國際形象，使全球的人都知道澳門有一所這樣出色的大學，相信澳門人一定會因此非常自豪；另一方面可以為澳門、祖國、世界培養棟樑人材，並且對澳門社會的長遠發展十分有利，尤其是對澳門的產業發展將會有重大的影響。



香港科技大學創校校長吳家瑋教授
Founding President of the Hong Kong University of Science and Technology Prof. Chia-Wei Woo



北京大學校長周其鳳教授
President of Peking University Prof. Zhou Qifeng

University, U.S., Prof. Deborah L. Crawford; President of Georgia Institute of Technology, U.S., Prof. G. P. Bud Peterson; member of the U.S. National Academy of Sciences Prof. Wang Xiaodong; former Dean of the School of Pharmacy at the University of Southern California, U.S., Prof. Timothy M. Chan; former President of the Hong Kong Institute of Education Prof. Ruth E. S. Hayhoe; former Deputy Director of the U.S. National Science Foundation Prof. Joseph Bordogna; former member of the European Parliament and former Chairman of the National Council for Education, Portugal, Prof. Manuel C. L. Porto; and member of the Committees for the Basic Law of the Hong Kong SAR and Macao SAR under the Standing Committee of the National People's Congress Prof. Wang Zhenmin.

We interviewed seven members of the International Advisory Committee as well as UM Rector Wei Zhao about how a university can achieve the objective of becoming a world-class institution.

Founding President of Hong Kong University of Science and Technology Prof. Chia-Wei Woo

Basically, it would be very hard for a university to attract world-class people without sound facilities and education system and a sufficient space. If UM wants to develop well, it must be willing to pay good money to hire top people. More importantly it must ensure that faculty deans and department heads themselves are top people so they can go all out to recruit more top people without fearing potential threat from the newcomers. Education is not like running a business. Education requires a long-term vision. UM is now presented with a wonderful opportunity. This, when combined with the well-equipped new campus, is bound to attract more outstanding people.

President of Peking University Prof. Zhou Qifeng

UM has a short history, and still has a long way to go. But UM's education philosophy, especially the “4-in-1” education model, is very advanced. If UM continues to follow this line of thinking, I think it will progress very fast. If in the future UM can become a world-class university like Harvard or Massachusetts, it will not only help enhance Macao's image internationally and make the world know that there is an outstanding university in Macao and make Macao people proud, but also it can help nurture outstanding professionals for Macao, China and the world, which will be very beneficial to—and have a very significant impact on—the long-term development of the Macao society, especially the industrial development of Macao.

美國德州農工大學前校長
William H.Mobley教授

澳大近年發展得非常迅速，吸引到很多人才到來，本科課程、榮譽學院以及學術研究等的全面規劃也非常好。新校園是個令人激動的項目，但也帶來很大的挑戰，例如如何招聘更多優秀教授以跟上大學成長的步伐，以及如何加強與社會、員工以及未來學生的溝通和聯繫等，都是大學當前面對的難題。但總的來說，我對澳大的未來是持非常樂觀的態度，而且澳大管理團隊的想法也很好，與師生的溝通也很開放，看得出澳大的文化是重視質素的提升和對本地以及國際社會的貢獻。

香港教育學院前院長
Ruth E. S. Hayhoe教授

澳大新校區相關的規劃以及準備工作都相當艱鉅。我認為最重要的問題是如何管理好課程、學生以及吸引更多優秀的教學人員。我覺得澳大應該先將精力集中在幾個領域裡，因為不可能在短短的5年或者10年裡就成為世界一流，所以應先挑選一些重點領域發展。顯然這一點澳大已經做到了，例如兩個國家重點實驗室的成立。澳門大學可仿照新加坡、英國和日本公立大學的做法與政府的公務員制度脫鉤，這會令到大學的運作更加靈活和自主。

美國南加州大學藥學院前院長
陳明偉教授

澳大新校區在硬件上已做得很好，我認為澳大今後在軟件課程上可以更精益求精。其中特別是要發展自己的特點，以及在國際上建立卓越的品牌。具體來做，澳大首先可以加大投資的力度，從國際上重金招聘優秀的師資如諾貝爾獲獎者等。但要吸引人才加盟，除了薪酬，還需要具有完善的教學體系、學術研究以及校園配套設施。第二是大學必須要有具遠見的發展藍圖；第三是設立研究基金，吸引國際上有名的科學家、社會科學家到澳大做訪問學者，長此下去，對大學的發展一定有很大的幫助。

葡萄牙科學院院士
João Malaca Casteleiro教授

顧問會議上提供的有關澳大發展的資料很全面，令我對澳大加深了瞭解。澳大已經有30年的建校歷史，未來30年料可以發展成為一所很大規模和優秀的大學。澳大新校區的規劃很完備，因此我對澳大的未來很有信心。同時我亦對澳大的葡語課程很有信心，相信可以培養更多優秀的葡語人才。



美國德州農工大學前校長William H.Mobley教授
Former President of Texas A&M University Prof. William H. Mobley



葡萄牙科學院院士João Malaca Casteleiro教授
Member of the Academy of Sciences of Lisbon
(Portugal) Prof. João Malaca Casteleiro



香港教育學院前院長Ruth E. S. Hayhoe教授
Former President of the Hong Kong Institute of Education Prof. Ruth E. S. Hayhoe



美國南加州大學藥學院前院長陳明偉教授
Former Dean of the School of Pharmacy at the University of Southern
California, U.S., Prof. Timothy M. Chan

Former President of Texas A&M University
Prof. William H. Mobley

UM has been developing very fast in recent years and has attracted many talented people here. The whole planning about undergraduate curricula, the Honours College and academic studies is all very good. The new campus is a very exciting project but also brings huge challenges, in terms of recruiting more outstanding faculty members to keep pace with all these developments as well as enhancing communication with the community, the staff and prospective students. But overall, I am very optimistic about UM's future, and I think UM's management team has very good ideas and is very open in their communication with the staff and students, which shows that UM's culture is one that emphasizes quality enhancement as well as contributions to local and international communities.

Former President of the Hong Kong
Institute of Education Prof.
Ruth E. S. Hayhoe

The planning and the preparatory work about the new campus are very demanding. I think how to manage the academic programmes and students and how to attract more faculty members are the most important. I think there needs to be a focus on a few areas, because it can't be possible that in the next five or ten years we'll become world-class. So it's very crucial to pick out certain areas and really put special emphasis on them, and obviously that's happening already, with the two state key labs in the science area. I think UM can borrow the practice of public universities in Singapore, the U.K., and Japan to de-link from the civil servant system, because doing so will grant more flexibility and autonomy in the university's operation.

Former Dean of the School of Pharmacy at the
University of Southern California, U.S., Prof.
Timothy M. Chan

I think with the new campus UM has done very well in the hardware aspect, and I think in the future UM should continue to improve the software aspect, viz. academic programmes, and in so doing emphasis should be placed on developing unique programmes and building a brand internationally. To put it more specifically, firstly UM should increase investment and internationally recruit top people, such as Nobel Prize laureates, with good pay. But good pay alone is not enough to attract top people, UM also needs a sound teaching system, quality academic research and on-campus support facilities. Secondly, UM should have a visionary blueprint. Thirdly, UM should set up a research fund to attract famous scientists and social scientists to come to UM as visiting scholars, and in the long run I believe this will be greatly beneficial to the university's development.

Member of the Academy of Sciences
of Lisbon (Portugal) Prof. João Malaca
Casteleiro

The meeting offers fairly complete information about UM and helps me to gain a deeper understanding of UM. UM has a history of thirty years and in the next thirty years it is expected to become a large outstanding institution. The planning about the new campus is very well-thought-out, and so I have a lot of confidence in UM's future. I also have great confidence in UM's Portuguese programmes. I believe more outstanding Portuguese professionals will be nurtured in the future.

台灣清華大學前校長劉炯朗教授

澳大正處於一個轉型的過渡階段，從過去小的規模到將來新校區的大規模發展，沒有太多的經驗，因此必須汲取全世界最新的理念，而在過渡時間更需要澳門社會和大學成員的加倍努力，才可達成目標。

澳大校長趙偉教授

要達成一流大學的目標是一個很漫長的過程，澳大也無可避免要面臨各種挑戰，而這項艱巨的工作僅靠澳大的力量是不足夠的，還得依賴澳門和國際社會的支持。大學就像一座大樓，必須結構嚴謹。只有在穩健的基礎上建立起來的百年大校，才能持續茁壯成長。因此，澳大的改革重點強調系統化、結構化和以學生為本，其中學術結構框架的確立對大學向一流大學發展可起到關鍵的作用。

專家指導助大學發展

因應社會發展及其對高質素人才的需求，澳大已制定長遠的發展規劃，如重點發展新興學科；成立榮譽學院；引入住宿式書院；制定專業、通識、研習和社群四位一體的創新教育模式，並且在管理和教學體系推行一系列的系統化改革，目標是要把大學的教學、學術研究和學生水平提升到更高的層次。現在再加上一班卓有經驗的國際學術界領袖為澳大的未來發展出謀獻策，憑他們的個人睿智以及縱橫大學多年的管理經驗，必定可為澳大向一流大學發展作出積極性的指導。



台灣清華大學前校長劉炯朗教授
Former President of the National Tsing Hua University, Taiwan, Prof. David Liu Chung Laung



澳大校長趙偉教授
UM Rector Wei Zhao



何順文副校長（左一）向顧問委員介紹新校區整體規劃
UM's Vice Rector Prof. Simon Ho (1st from left) explains the new campus master plan to International Advisory Committee members

Former President of the National Tsing Hua University, Taiwan, Prof. David Liu Chung Laung

UM is now at a transitional period, from a small-size institution to a large-size institution with the new campus soon to be put into use. UM does not have much experience in this respect, and so it must draw on the most advanced ideas from around the world. During this transitional period, it is more necessary than ever that the local community and all UM members make extra efforts to achieve the goals.

UM Rector Wei Zhao

The road to reaching our goal of becoming a world-class institution is a long one, and UM will inevitably be presented with various challenges. It is not possible to accomplish this daunting undertaking by relying on UM's strength alone; the support of the local and international communities is also indispensable. Just like a tall building must be constructed within a well-designed structure, so must a university. Just like a tall tree must have a solid foundation to grow continuously, so must a university. Therefore, it couldn't be emphasized enough that reforms at UM should be carried out in a systematic, well-structured and student-oriented manner, and the establishment of an academic structure and framework will surely play a crucial role in our pursuit of the goal of becoming a world-class institution.

Experts Provide Guidance on UM's Development

In response to the development of society and the consequent demand for high-quality professionals, UM has launched a series of initiatives geared towards long-term development, such as giving priority to new disciplines; establishing the Honours College; introducing a residential college system; implementing an innovative “4-in-1” education model that consists of discipline-specific education, general education, research and internship education, and community and peer education; and launching a series of systematic reforms in management and teaching system. The objective of these initiatives is to raise the quality of the university's teaching, academic research and students. Now, in addition to these initiatives, there is also the International Advisory Committee whose members are experienced academic leaders. Their individual wisdom and their rich experience in university management will certainly play a positive role in guiding UM's progress towards a world-class institution.

量子跳躍，創建教育傳奇

The New Campus: A Catalyst for a Quantum Leap



新校園工程全景
Panoramic view of the new campus construction site

在秋風微微吹送的午後，金黃而溫暖的陽光穿透那座橫臥背後的橫琴山，大片大片地灑落在大興土木中的新校區。

甫一路進澳大新校區工地，轟隆隆叫響的打樁機，震耳欲聾；那一台又一台足可與天比高的高架起重機，令人眩目。大型工程車在身旁不斷穿梭往來，濺起陣陣沙塵，眼前彷彿如置身「百廢俱興」的新都市，隱隱有著一股澎湃的動力，讓人忍不住期待它量子跳躍的一天。

穩固地基建百年校園

很難想像，兩年多前的新校區，還是一片郁郁蔥蔥的蕉林，四周雜草叢生。2009年6月27日，當新校區議案獲人大常委批核這一讓澳大人興奮莫名的消息公佈後，校董會主席謝志偉博士、當時剛上任僅數月的趙偉校長聯同多名大學領導層成員，無數次捲起褲筒，艱難踏進這個位處十字門古戰場側，被蕉林、沙石和野草遮蓋的處女地，視察、探究這塊可望在三年後改寫澳大「有校無園」宿命的夢想之園。

It is an autumn afternoon with a gentle breeze. The warm sun shines above Hengqin Mountain, bathing the construction site of the new University of Macau (UM) campus in shades of gold.

As soon as I step onto the construction site, I am greeted by deafening pile drivers and towering cranes. Large construction vehicles pass by me continuously, sending the dust flying. Looking at the hustle and bustle, I feel as if I were in an embryonic city where everything is yet to be built, pulsing with vigorous vitality and making you look forward to the day when it is finally built.

A Durable Campus Begins with a Solid Foundation

It is hard to imagine that a little more than two years ago, the land I now stand on was still overgrown with plantain plants and weeds, lying quietly beside what was once an ancient battle ground. The decisive day that would forever change the face of this land—and the destiny of UM—came on 27 June 2009, when the Standing Committee of the National People's Congress approved the new campus bill. Upon learning the great news, UM's University Council Chair Dr. Tse Chi Wai, UM Rector Wei Zhao, who took office just several months before, and numerous top management personnel of the university, trudged through this virgin land many times with their trousers rolled up, excitedly envisioning the day when UM can finally have a decent campus.

走進新校區，便感覺到它寬闊的胸懷和視野，若由南面緩步走到北面，也要20分鐘路程。比現校園大近20倍，約一平方公里的建築面積，不親身踏足，不會明白它的空間力量。距離尚有一年多的時間，這裡就會陸續建成約80幢風格統一，彼此緊密相連的單體建築。校區內道路面積達15萬平方米，還有園林景觀、道路橋樑、交通、消防、水電、燃氣、通訊、資訊、警察局、消防局、隧道和生活服務等一切設施都需從零建設。這不像在建造一座新城嗎？

一座新的校園，若沒有穩固的地基，談何無懼風雨，屹立百年？

為了令地基穩固，足以抵禦水災洪澇，新校區花了差不多一年時間完成地基填土吹砂工程，最終讓地基升高三米。要滿足填土的項目，需從鄰近地區運來優質的土砂，為此而出動運載沙土的車輛就達26,000車次；船運吹填超過1,000船次；而投放的砂船、推土機、土方運輸車輛、挖掘機等也近200台。隨後，新校園地下共打進24,500多條鋼筋混凝土管樁，總長度約為1,000,000米。這些樁柱加起來的總長度等於110座珠峰的高度。

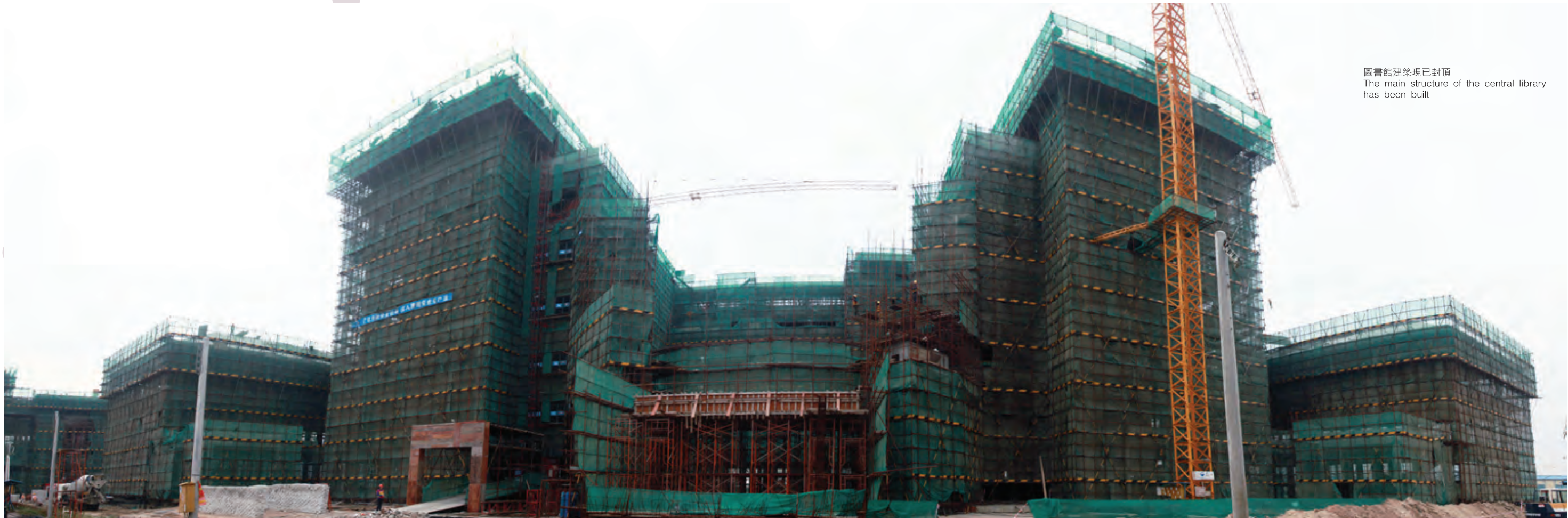
可想而知，這是多麼浩大的工程，背後所耗的人力物力是多麼龐大。

You have to visit the campus site in person to feel its vastness. Stretching before your eyes is unobstructed view of approximately one square kilometre, twenty times larger than the current campus. A leisurely walk from the south to the north takes about twenty minutes. One year from now, approximately eighty inter-connected buildings with a consistent style will be completed, and roads inside the campus will measure 150,000 square metres. It is no exaggeration to say that constructing the new campus is like constructing a new city, because a multitude of tasks, including landscaping; construction of roads, overpasses, the undersea tunnel, and living facilities; transportation design; installation of fire-fighting and telecommunication systems; design of water, electricity and gas supply; application of information technology; and establishment of police stations and fire stations; need to be performed from scratch.

A durable campus begins with a solid foundation. That's why among all the tasks mentioned above, foundation reinforcement takes precedence.

To ensure that the campus has a foundation solid enough to resist floods, construction workers spent almost a year building up the level of the land by three metres with quality earth and sand sourced from nearby regions, and in the process, more than 26,000 truckloads and 1,000 shiploads of earth and sand, as well as nearly 200 dredges, bulldozers, earth transportation vehicles and excavators were used. The total length of the more than 24,500 reinforced concrete piles, used for the purpose of reinforcing the soft subsoil, is about 1,000,000 metres, which equals the height of 110 Mount Everests.

These figures very well give us an idea of the enormous human and material resources contributed to this huge project.



圖書館建築現已封頂
The main structure of the central library
has been built

開山魄力克服重重挑戰

三年建成新校園，少點偉略宏圖，佈局規劃的智力、魄力和毅力，都難成其事。在眾多挑戰中，最讓人感棘手的是要解決澳門和內地工程標準尺度不一、兩地不同法律、勞動力等問題。為了讓工程可按時、高質完成，作為新校區業主的澳門特區政府特別成立了一個三層次的架構，專門協調新校區的建設工作，分別由運輸工務司司長劉仕堯、辦公室主任黃振東及建設發展辦公室副主任周惠民專責領導。

新校區是澳大的大事，也是澳門的大事。在處理每一項工序時，澳大都必須嚴陣以待，不容有失。在新校區方案公佈不久，澳大已迅速成立新校園項目管理團隊，成員有管理層、校外顧問、師生職員、校友代表等，共同為龐大的遷校程序、預算及人力資源分配等做充足準備。在著手籌劃新校區興建到開展施工的階段，粵澳兩地政府和澳大團隊，互相緊密合作，並以開放的思維和創新的模式去完成這項中國高等教育史上里程碑式的重大使命。

Overcoming Numerous Challenges

It would be difficult to complete the construction of the new campus within three years without sufficient vision, planning, intelligence, decisiveness and perseverance. Among the many challenges, the trickiest are recruiting sufficient construction workers and addressing the legal differences between Macao and mainland China as well as different standards of weights and measures. To ensure that the project can be completed on schedule and with high quality, the Macao SAR government, which is the owner of the new campus, set up a special three-tier structure, headed by Secretary for Transport and Public Works of Macao SAR Lau Si Io, Chief of the Office of the Secretary for Transport and Public Works of Macao SAR Wong Chan Tong, and Assistant Coordinator of the Infrastructure Development Office of Macao SAR Chau Vai Man, respectively, to coordinate efforts related to the construction of the new campus.

Aware that the new campus is a significant undertaking for not just UM, but also Macao as a whole, UM has carefully handled every procedure, in order to avoid any mishaps. Not long after the release of the new campus plan, UM set up a new campus project (NCP) management team that comprises UM's top management, representatives of UM staff, students and alumni, as well as external advisors, in order to be fully prepared for relocation, budgeting and human resource allocation. Throughout the process, from the planning stage to the construction period, the local governments of Macao SAR and Guangdong as well as UM's NCP management team have cooperated closely and approached this landmark project in China's higher education history with an open mind and in an innovative fashion.

從路環沿岸望向新校區，可見到中央教學樓和中央圖書館兩幢標誌建築已嶄露崢嶸。它們在今年十月底已進行封頂工程，明年中就會竣工驗收。其他單體建築，包括八個學院、12個書院、中央行政樓、大學會堂及賓館、學生活動中心、研究生宿舍、教職員宿舍區、體育館、科研基地、中央商業區等各單體基礎或地下室結構工程，也預計於2012年8月至10月完成驗收。園林綠化工程則預計在2012年10月完成。連接澳門路環與新校區僅500米長的河底隧道工程，目前正進入圍堰的最後合攏階段。新校區已進入萬人日夜施工的高峰階段，距離2012年12月落成指日可待。

Looking across at the construction site from Coloane, you can see that the central classroom building and the central library, two landmarks on the new campus, are beginning to take shape. The main structures have been built, and the two buildings are expected to be completed and receive final inspection in mid-2012. Foundation construction or construction of the main structures of the basements for the other independent buildings, including the eight faculties, the twelve residential colleges, the central administrative building, the university hall, the guesthouse, the student activity centre, the dormitories for postgraduate students and teaching staff, the sports complex, the research base, and the central business zone, are expected to be completed and receive final inspection between August and October 2012. Landscaping works are expected to be finished by October 2012. The 500-metre-long undersea tunnel connecting Macao and the new campus is now undergoing the last-stage cofferdam-joining works. To accomplish these tasks on schedule and to complete the construction of the new campus by December 2012, approximately 10,000 construction workers are now working in sync around the clock.



主體建築現已見雛型
Main buildings are beginning to take shape



新校園建築工程正進行得如火如荼
New campus construction is in full swing

量子跳躍的突破

不少運動員、藝術表演者或科學研究人員都會有這種深刻的體驗：經常要花上十年或更長的時間紮紮實實地進行練習或研究，才會有一日出現突破性的提升。量子力學中有一個現象稱為「量子跳躍」，是指很多事物的變化並非純粹呈直線發展，而是會在連續的直線上突然出現飛躍的轉變。澳大30年來一直是穩步地發展，但不久將來卻有很大機會因為新校區的發展機遇而出現量子跳躍的閃耀提升，在教研上取得更大的突破。為了迎接這一天的到來，澳大必須作好充分準備，如建設一套具前瞻性、獨特和完善的教學硬件系統、優質的人才培養方案等，使足以支撐世界級的提升，締造不凡的人才。因此兩年多來，趙偉校長重整旗鼓，奮力揚鞭改革本科教育，引入榮譽學院和住宿式書院制度，並且落實推行廣獲海內外大學讚譽的融合專業、通識、研習和社群的四位一體新教育模式。完善的教學軟件，加上如虎添翼的新校區硬件，足以讓澳大有充足信心實踐全人教育，培養世界棟樑。

Quantum Leap

Athletes, artists and scientists often have the feeling that it often takes years of effort before they can finally achieve a major breakthrough, or a sort of qualitative change. There is a phenomenon in Quantum Physics known as “Quantum Leaps”, which states, in layman’s terms, that many things change not in the form of a straight line, but rather in the form of a series of straight lines followed by a sudden leap. If we liken UM’s steady development over the past thirty years to a series of straight lines, then the unprecedented opportunity brought by the new campus will likely serve as a catalyst for a “quantum leap”. In anticipation of the day when the said “quantum leap” materializes, UM must prepare, by, among other things, establishing a unique, sound, and forward-looking teaching system and quality student training plan, in order to sustain future development and nurture extraordinary graduates. Perhaps that is why over the past more than two years, Rector Wei Zhao has reformed the undergraduate curriculum, established the Honours College, introduced a residential college system, and implemented a new “4-in-1” pedagogical model that consists of discipline-specific education, general education, research and internship education, and community and peer education. These sound systems and a soon-to-be new campus will no doubt give UM full confidence to conduct whole-person education and to produce future leaders.



按照澳大辦學軟件的規劃，遷到新校區後，將在現有的六個學院的基礎上，再增設二至四個學院，當中包括增設由社會科學及人文學院分成的社會科學院及文學藝術學院，以及新設的健康科學學院等，學科也將會更加全面。10個住宿式書院也會隨著新校區的落成正式運行，這是澳大與世界一流大學接軌的標誌之一，也為澳大全人教育注入的一支強心針。書院營造的人文環境、關懷互動的非形式教育，對學生的成長和受惠也將無可估量。

這座被譽為體現一國兩制、創新教育示範地標的新校園，它的一舉一動莫不牽動著澳大人、澳門、國家甚至全球的目光，眾人莫不期待著它為澳大帶來量子跳躍的一天。還有400多天，澳大人夢想以久的新校園就會矗立起來，在世界面前展現它的綽約風姿，訴說它的教育傳奇。█

After UM relocates to the new campus, the number of faculties will increase from the present six to between eight and ten. The additions will include a faculty of social sciences and a faculty of arts, which will be spun off from the existing Faculty of Social Sciences and Humanities, as well as at least one new faculty, concerning health sciences. With these new faculties, a greater variety of disciplines will be available. Apart from new faculties, there will also be ten residential colleges on the new campus. Implementation of a residential college system indicates UM’s endeavor to follow the international practice of world-class universities, and will certainly give new momentum to whole-person education. The interactive and caring environment created within the residential colleges will also facilitate non-formal education and benefit the students’ growth in an immeasurable way.

Hailed as an educational landmark which reflects the “One Country, Two Systems” policy and which represents a new mode of cooperation between Guangdong and Macao, the new campus has from the beginning attracted widespread attention from both at home and abroad, and has also raised expectations that it will act as a catalyst for UM to realize a “quantum leap”. Some four hundred days from now, this long-dreamed-of new campus will stand up tall and dazzling, ushering in an era where new brilliant chapters will be added to UM’s history. █

新媒體、傳播與語言

New Media, Communication and Language

撰文 | Text by: Martin Montgomery

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社會事件與媒體

試想你我穿越時光隧道，出席50年前西方國家一對新人的婚禮，會是怎樣的光景？新人之間交換誓言，親朋賓客致辭祝福，美食佳餚觥籌交錯，笑話軼事歡聲陣陣，祝福卡片和電報被大聲宣讀。婚禮前，新人會逐位寄出邀請函，並聘請專業攝影師拍下新人及賓客的合影，珍藏於相簿中留待日後細細回味。在這樣一場充滿著各種溝通元素的盛大活動中，最重要的溝通媒介是人聲，而紙張、電報及攝影照片僅僅作為次要的輔助工具。

如今，僅僅一代的時間，西方婚禮除了交換誓言和致辭祝福基本沒變之外，其他方面已經發生了很大變化。比如說，整個婚宴過程都會被攝錄機拍攝下來再剪輯成DVD。除了專業攝影師之外，新人的親朋好友也會用數碼相機或智能手機拍下成千上萬張照片，甚至同步上傳到Facebook、Flickr之類的網站。婚禮的消息會透過電郵宣佈，結婚禮物也會透過網上購買。婚禮中最重要的溝通媒介仍然是人聲，但是其他媒介的種類大大增加了，我們參與、感受、記憶的方式也因此發生了深刻的變化。

Social Events and Media

In a western wedding fifty years ago there would have been vows between the couple, and speeches, jokes, anecdotes and toasts at the wedding meal. The wedding would have been announced on printed invitation cards; and cards and greetings telegrams would have been read aloud at the festivities. A professional photographer might have been enlisted to take portraits of the couple with some of the guests, and the photographs of the wedding day might have been collected in an album. As an event – a communicative event - the most important medium of communication would have been the human voice, with print, telegraphy and stills-photography playing only minor supporting roles.

Nowadays, in little more than a generation, although the vows and the speeches of a wedding have remained very much the same, many other things have changed. The whole event, including the vows and speeches, will be have been filmed on camcorder and edited for DVD. Hundreds, maybe thousands of photographs will have been taken, not just by a professional photographer, but by friends and relatives on digital compact cameras or on smart-phones. The photos will have been posted on Facebook or on Flickr almost as the event unfolds. The wedding will have been announced by email. Gifts for the couple will have been purchased online. The most important medium of communication at a wedding still remains the human voice. However, the range of other media involved in the event has vastly increased; and our involvement in the event and our way of experiencing and remembering it has, in consequence, changed profoundly.

數化

引起這些變化的一個重要因素就是「數化」。「數化」是指將信息轉換數位傳輸信號的過程。數化使得傳播技術發生了巨大的變化，表現在通訊產品更小、更輕、使用更容易、以及更加個性化。如今方興未艾的數字通訊技術經過短短十年的發展，個人計算機已經進化到手提電腦和平板電腦，普通手機也已升級到智能手機。這些小巧輕便的手提電子產品是新媒體的重要平台，也改變了我們的溝通方式。

對比舊媒體 定義新媒體

什麼是新媒體？要回答這個問題，最簡單的方法是將新舊媒體進行比較。先舉幾個新媒體的例子：部落格、電郵、網頁、即時通訊、手機短信、微博、Twitter、YouTube、Podcasts，這些都屬於新媒體，而廣播、電視、書籍、報紙、電影、雜誌則屬於舊媒體。表面看來，新舊媒體之間的主要區別好像在科技層面，具體說就是從模擬信號到數字信號的演變。但事實上，從舊媒體到新媒體的演變遠遠不止科技進步這麼簡單。從根本上來說，區別在於新舊媒體所實現的溝通質量的不同，而這一點也正是用來界定新舊媒體的特質。包括廣播、電視、書籍、雜誌在內的舊媒體在大眾傳播的時代佔據主導地位，每一種舊媒體都是由少數資訊製造者面向多數甚至是數以百萬計的受眾。總的說來，20世紀是一個大眾傳播的時代，不同城市、地區、國家的居民透過收聽、觀看、閱讀相同的資訊而瞭解本地區以外的消息。在20至21世紀之交，數字化技術帶領我們進入了一個嶄新的傳播時代，輕型手攜式設備、手提電腦、平板電腦、智能手機紛紛問世，讓我們從單純的資訊接收者變成互相關聯的資訊製造兼接收者。

Digitisation

Central to these changes is “digitisation” – the conversion of signals into “bits” of information. This has enabled big changes to take place to technologies of communication, generally by making them smaller, lighter, easier to use and ultimately more personal. The current wave of digital technologies of communication is only about a decade old; but it has seen the widespread extension of personal computing through laptops and tablet devices, and through the elaboration of the cell-phone into the smart-phone. These small, lightweight, handheld devices are the crucial platforms on which the new media operate; and they have changed the way we communicate.

Defining New Media against the Background of Old Media

What are new media? The simplest way of understanding new media is by contrasting new media with old media. Here are some examples of new media: blogs, email, homepages, instant messaging, texting, Weibo, Twitter, YouTube, podcasts. Here are some examples of old media: radio, television, books, newspapers, cinema, magazines. On the face of it, we might conclude that the key difference between the old and the new media is one of technology - the movement from analogue signals to digital signals. But the change from old media to new media is much more than a change in technology. Fundamentally it amounts to a difference between the quality of interaction that defines and is enabled by them. Old media – radio, television, books, magazines - dominated in an era of mass communication. Each of the old media communicated from a small group of producers to a large audience, measured quite possibly in terms of millions. Broadly speaking, the twentieth century was an era of mass communication in which large populations - cities, regions, countries - learnt about the world beyond their immediate locality through listening, viewing or reading the same widely available texts. Then, sometime around the turn of this century, digitisation ushers in a new communicative age – one which makes possible the lightweight, handheld devices, the laptop computer, the tablet computer and the smart-phone. These take us from being simply receivers of messages into networked producers and receivers of messages.



舊媒體（比如報紙）往往是少數對多數的溝通，而新媒體（比如即時通訊）則往往是一對一的溝通。舊媒體往往是非交互、非對稱的：資訊發送者和接收者之間角色分明，而新媒體往往是交互對稱的：資訊發送者和接收者的角色可以交互。使用舊媒體，我們大部分人都只能沉默被動的接收資訊；使用新媒體，我們的溝通地位變得平等，接收之餘也可以表達自己的意見。舊媒體需要專業機構（如廣播公司、出版社），需要投入資本購買專業設備，需要一群精英從業者（如記者、編劇）才能運作，而新媒體則不同，任何人只要有一台手機、一部手提電腦，就可以成為從業者或出版商。

Old media – newspapers, for instance – tended to communicate from the few to the many. New media – such as instant messaging – tend to communicate one-to-one. Old media tended to be non-reciprocal and asymmetrical: there was a clear differentiation of roles between senders and receivers. New media tend to be reciprocal and symmetrical: senders become receivers, and vice versa. With old media most of us were silent partners in an interaction. With new media we are equal partners with a lot to say. Old media required specialised institutions such as broadcasting or publishing, capital investment in equipment, and an elite group of practitioners, such as journalists or script-writers. With new media almost anyone with access to a cell-phone or a laptop can become a practitioner or publisher.

舊媒體到新媒體的轉變

所以說，舊媒體到新媒體的一個關鍵轉變可以概括為「從單向到交互」。不僅如此，新媒體還可以隨身攜帶。舊媒體往往讓我們受制於時間和空間的束縛。比如說以前的人們要是想聽鄧麗君的「小城故事」，就得打開留聲機，放上黑膠唱片；再比如說，我們要是想看好萊塢大片《人猿星球—猩兇革命》，就得去電影院。我們要是想看新聞聯播，就要打開客廳的電視機。不管是晚間新聞節目，每天的報紙，還是電影放映，都有固定的時間表。相比之下，新媒體可以每週7日、每日24小時陪伴我們，更可以隨時更新。電子郵件可以隨時發送到電子郵箱。只要我們在網上或者帶著手機，不管走到哪，別人都可以隨時聯繫上我們。新媒體的隨時隨地性讓人與人之間的關係掙脫了時空的束縛。不管我們身處何方，我們和他人都能隨時保持聯繫。

新舊媒體的轉變，最重要的革新要數互聯網。實際上，互聯網之所以能夠成為最具有決定性地位的媒體，恰恰是因為它融合了新舊媒體的特點。它既是一種出版媒體，透過網頁進行少數對多數的傳播，又可以透過電郵、即時通訊、Skype、QQ等實現一對一溝通。甚至可以說，互聯網使得舊的專業媒體和新的個人媒體之間的界限變得模糊。這主要體現在以下三個方面：

首先，由於互聯網帶來的種種可能性，舊媒體（報紙、電影、廣播和電視）已經開始從舊的平台向新的平台進軍。例如我們現在可以在手機上讀報紙，上傳評論。

The Change from Old to New Media

So a key aspect of the change from the old media to the new media is a change from one-directional flow to interactivity. More than this, however, we can now carry our new media around with us. Old media tended to tie us down to a time and place. If we wanted to listen to Sergeant Pepper's *Lonely Hearts Club Band* we needed a vinyl record and a turntable; if we wanted to see *Dr Zhivago* we went to the cinema, if we wanted to watch *News Simulcast* we went to the living room, or wherever we kept the household television. Things worked around daily and weekly schedules and fixed points in time: the evening news programme, the daily newspaper, or the cinema screenings. By contrast, new media are always with us: news is available 24/7 and is continuously updated. The email message can drop into our inbox at almost any time. As long as we are online or carrying our mobile phone, someone can contact us wherever we are. The continuous availability of new media places us in a different relationship to people in space and time. Wherever we are, we can always be in touch.

Perhaps the single most important innovation in the transition from old media to new media has been the internet. Indeed, the internet has been the decisive medium precisely because it combines characteristics of the old media with new media. It is both a publishing medium, communicating few-to-many via the web page; it is also a one-to-one medium, through email, instant-messaging, Skype, QQ, and so on. Indeed the internet has made possible a blurring of the boundaries between the old professional media and the new personal media in three main ways.

Firstly, old media – newspapers, film, radio and television – have begun to migrate via the possibilities of the internet from their old platforms onto the new: we can now read a newspaper on our cell-phone and post a comment in response.



其次，互聯網實現了不同媒體在同一平台內的融合（即「媒體融合」）。例如，BBC廣播公司的主頁上既有音訊、視訊又有文字新聞，也就是說，它同時融合了廣播、電視和報紙的元素。同樣地，報紙現在也紛紛推出電子版本，在新聞報導中同時使用語音、視訊及文字資訊。

最后也是最重要的一點，互聯網令新舊媒體在對稱性和交互性方面的區別開始消失。以電郵為例，電郵起初主要是作為一對一的交互性媒體，現在已開始慢慢發展成為一種半公開的少數對多數的媒體—我們經常收到的營銷垃圾郵件或者電郵通告就是常見的例子。而作為新媒體標誌性特徵之一的「互動性」，我們也開始在舊媒體上越來越多地發現它的影子，電視節目現在也經常邀請觀眾透過電郵或手機短信發表對電視節目的意見。「超級女聲」節目之所以取得空前的收視佳績，其中一個重要原因就是節目製作單位邀請觀眾透過手機短信投票決選出最終的冠軍。現在，一些重大新聞事件的現場報導也會採用目擊者智能手機拍攝的視頻片段，這些內容被稱為「用戶原創內容」。

Secondly, the internet has made possible a merging of different media within one platform – so-called “convergence”. For instance, a broadcaster like the BBC includes audio, video and written text in its online news portal. In this sense it combines elements of radio, television and the newspaper. Newspapers themselves have gone online and have likewise begun to use elements of voice, video and written text in their news coverage.

Thirdly, and most crucially, the distinction between symmetrical and asymmetrical, reciprocal and non-reciprocal media – new versus old – has begun to disappear. Email, for instance, which began primarily as a reciprocal one-to-one medium has begun to evolve as a semi-public, few-to-many medium, as seen both in marketing spam and circular official announcements. Conversely, interactivity - so much a hallmark of new media - has begun to leave its mark on the old media as well. Viewers of television programmes are routinely invited to send comments by email, or text their views to the programme. One of the factors in the success of *Super Girl* was the role of text-voting in deciding the winner. Some of the most important news coverage from crisis zones around the world now takes the form of clips provided by witnesses to the events using their smart-phone to supply so-called “user-generated content”.



新媒體中的社交媒體

不過，說到新媒體的傳播方式，其中有一種很難界定到底是少數對多數還是一對一，如Facebook、人人網、微博、Twitter等社交網絡，而這或許正是新媒體最有趣的一面。這些社交網絡創建了一種新型的社交空間，在這個空間中，互聯網用戶由於各種各樣短暫的、流動的共性而走到一起，組成各種小型、互相交集的網上群體。如果說報紙促使了想像共同體（例如國家）的形成，那麼社交媒體則導致了臨時微社群的形成，而共同關心的話題就是聯繫這些微社群的紐帶。毫無疑問，社交媒體在新社會運動的形成中起著日益重要的作用，這樣的作用是通過網民在社交媒體發表非官方或半官方的政治訴求而發揮出來。實際上，有人認為，近期很多社會運動中，比如敘利亞的街頭抗議和動亂、倫敦的暴動、美國的佔領華爾街行動，社交媒體都扮演了重要的角色。不管這種看法是否完全成立，有一點毋庸置疑，那就是當遇到群眾動亂時，各國政府向社交媒體追究責任的情況越來越多，而且在危機發生的時候會對社交媒體進行審查、監控，甚至中斷網絡連接。

New Media as Social Media

Perhaps the most interesting aspect of new media, however, is a kind of communication that is hard to define as either few-to-many or one-to-one, viz. social networking of the kind enabled by Facebook, Renren, Weibo or Twitter. These occupy a new kind of social space, one that favours the creation of relatively small overlapping communities of users bound by fluid, occasional and variable social ties. Whereas the printed newspaper has often been credited with enabling the formation of imagined communities such as the nation, social media enable the formation of mini-communities of an occasional and transitory nature around specific concerns. And social media, undoubtedly, are playing an increasing role in the formation of new social movements by communicating the concerns of unofficial or semi-official political cultures. Indeed, they have been credited with an important role in a number of recent events ranging from the street protest and uprisings in Syria, to the London riots, to the Occupy Wall Street protests in the U.S. Whether this is precisely the case, there is no doubt that governments faced with civil disorder increasingly hold social media to account and seek to interrupt, censor or monitor them at times of crisis.

“I’m bored listening to the radio.
Why can’t we go to the cinema?”

「收音機聽膩了，我們去看電影吧。」



關於新媒體的擔憂

這些重要的改變自然引起人們許多擔憂：這些改變將帶領我們走向何方？對於新媒體，向來都不乏批評甚至反對的聲音。有人認為建立在媒體之上的關係是膚淺的，轉瞬即逝的。有人則擔心太多資訊會讓我們無所適從，難以篩選和區分哪些是有意義的，哪些是膚淺的。有人提出電腦螢幕上不時彈出的超連結讓我們的注意力集中時間變得越來越短。有人說我們的記憶力正在退化。有人警告說互聯網將會導致人們在資訊世界裡「作繭自縛」，因為人們只會主動尋找自己贊同的觀點評論。有人批評上網是不太需要用大腦的膚淺體驗。就像早在印刷書籍剛問世的時候，也有人提出過類似的擔憂一樣，現在則有人說互聯網將取代記憶力，導致報業衰退，使公眾在掌握豐富資訊的同時，也變得更愛批評。

Anxieties about New Media

Naturally, profound changes raise serious concerns about their direction. And there is no shortage of critical commentary about, and objections to, new media. Among the many criticisms are claims that mediated relationships are superficial and transitory; that too much information leads to an inability to sift through it and to discriminate between the significant and the superficial; that the constant distraction of hyperlinks means our attention span is shortening; that our memory is atrophying. Currently there are warnings that the internet will lead to information cocoons – we will seek out only those ideas and commentators that we agree with; that the intellectual experience of the web is one of shallowness, and that – just like earlier concerns about the printed book – it will become a substitute for memory, as well as leading to the decline of newspapers and to a well-informed and critical public.



不過，值得一提的是，每一種新媒體的出現都伴隨著相對的擔憂。古希臘哲學家蘇格拉底曾經認為書寫的出現會導致人類記憶的退化，他還認為書寫會導致誤會和錯誤，因為閱讀者不能夠向作者發問求證他的理解是否準確。再後來，當電視剛開始流行時，很多評論者都認為它會威脅到電影的地位，影響一家人在一起交談的時間和質量，甚至對家庭生活構成威脅。

所以說每一種新媒體在剛剛出現的時候都會出現質疑的聲音。但是只要我們換一種積極的眼光去看，我們就能意識到，每一種新媒體的出現，都如馬歇爾·麥克盧漢（Marshall McLuhan）所說的，是「人類的延伸」。如果蘇格拉底當初的擔憂得以大行其道，我們今天擁有的將只是兩千年來人們口口相傳所留下的一些零碎記憶。正是傳播媒體的不斷發展，才使得人類有可能掙脫時間和距離的枷鎖，如果僅僅依靠人聲，我們只能一次在一個地方對著一群人講話。但是有了印刷書籍、報紙、電影、網頁、部落格等各種新舊媒體，資訊傳遞就可以突破時空和人數的限制。不僅如此，當我們立足現在，回首歷史，我們就會發現，雖然每一種新傳播媒體的出現都引起大眾的擔憂，但也無一例外的帶來了無限的可能性。例如，人們普遍認為印刷機的出現對於歐洲的文藝復興和科學革命起到了關鍵的作用，因為印刷機的出現讓文本得以標準化，也更易大量發行和保存，從而根本改變了知識和學習的基礎。此外，印刷媒體還是推動民主化的動力，因為它使得普羅大眾能夠接觸之前接觸不到的書籍和知識，從而增長了大眾的知識。更重要的是它鼓勵了獨立思考，也提供了表達個人想法的空間。

It is worth remembering, however, that the arrival of every new medium has raised concerns about its effects. The ancient Greek philosopher, Socrates, thought that human memory would deteriorate with the advent of writing. He also thought that writing would generate misunderstanding and error because the audience would not be able to check their understanding by asking the author. Similarly, when television first became popular, many commentators regarded it as a threat to cinema, to conversation in the home, and to family life.

So some of these anxieties about new media we have seen before. Viewed from a more positive perspective, however, we can recognise that every new medium amounts to, in the words of Marshall McLuhan, “an extension of man”...and woman. If Socrates’ fears had won the day we would be limited to the fragments of memory that can be passed down over two millennia by word of mouth. But successive developments in the media of communication - whether old media or new media - make it possible to overcome the tyrannies of time and distance. Limited to the unaided power of the human voice, we can only reach a gathering of people in one place and at one time. But a medium such as the printed book, or the newspaper, or the cinematic film, or the web page, or the blog enables us to reach many, many more people, remote from us in space, but also in time. More than this, however, when we look back over the historical record from where we are now we can see that, while each new medium of communication may have posed concerns, in each case it also opened up huge possibilities. The introduction of the printing press, for instance, is widely held to have been crucial to the European Renaissance and the Scientific Revolution. It radically altered the basis of knowledge and learning through the dissemination, standardization, and preservation of texts. Print media were also a democratising impulse: they allowed the general public to have access to books and knowledge that had not been available to them before, and this in turn led to an enlargement of public knowledge and encouraged a space and a value for individual thought.



新媒體 新關係

據說周恩來當年被問到對1798年法國大革命影響的看法時，他回答道：「現在評價還為時尚早。」同理，現在來評價新媒體對社會的影響，還為時太早。下不了定論，但估無妨。

我們當然不可能精確預測某種媒體對社會的具體影響，但是我們可以從媒體文化的角度做總體的預測。媒體文化總是與某個時代的主導媒體緊密關聯的。在以書籍和印刷機為主導媒體的時代，媒體文化是實現個人思考和反思。在以廣播電視為主導媒體的時代，媒體文化是強化人們的集體性，表現為國家等。在以互聯網及手機為主導媒體的時代，媒體文化是透過網絡以及臨時的網上群體實現社交性及交互性。

在上述所舉的例子中，不存在舊媒體被削弱的問題。恰恰相反，新媒體大大改變了舊媒體的可能性。而且，即使有了書籍、廣播、電視、互聯網、即時通訊、手機短信、QQ、微博，人們面對面交流的需求仍是無法取代。本文開篇所描述的婚禮場景，那種人與人之間近距離面對面的交流，也將繼續存在，即使新媒體時代的到來也改變不了這一點。如果要說新媒體讓現代人的婚禮發生了什麼改變，那便是有了新媒體，人們可以在婚禮發生的同時同步體驗和享受這一過程，並且以一種前所未有的方式去捕捉記錄珍貴鏡頭，與更多人分享婚禮的意義和記憶。█

New Media, New Relationships

When asked about the impact of the 1798 French Revolution, Zhou Enlai is reported to have answered: ‘it is too soon to say’. By this token it is far, far too early to gauge the impact of new media on society. However, we may speculate. We can speculate, not so much in terms of precisely targeted effects of one medium or another, but broadly in terms of the kinds of media culture associated with the dominant medium of an epoch. The culture of the book and the printing press might be characterised as one which enabled individual thought and reflection; the culture of radio and television as reinforcing the identity of larger collectivities— such as the nation. The newly emerging culture of the internet and the mobile phone enables sociability and interactivity through networks and occasional communities.

In all of these cases, it is not a question of new forms impoverishing the old. Quite the contrary, new media transform the possibilities of the old. And books, radio, television, the internet, instant messaging and SMS, QQ, and Weibo do not remove the need for face-to-face interaction. For in the final analysis, weddings with exchanges of vows, with speeches, anecdotes and jokes, will go on happening: they will still take place “up close and personal”. Indeed, they will go on taking place even in an era of new media, but they will take place now with the enjoyment and the experience of the event, with its meanings and the memories, captured and recorded and communicated in a broader and deeper way than ever before. █

後記：感謝澳大傳播系吳玫教授，2010/2011級參與「媒體話語」課程的碩士生，以及博士生陳彤、馮德兵、朱紅強和沈津為這篇文章及題材提供的寶貴意見和獨到見解。Afterword: With many thanks to Prof. Wu Mei of the Department of Communication, for her insightful comments on earlier drafts; and with thanks also to graduate students on the MA English Studies course in Media Discourse, 2010-2011, and to doctoral students, Chen Tong, Feng Debing, Zhu Hongqiang, and Shen Jin, for many interesting discussions and insights.

徐雪茵—— 澳門人的跳水皇后 Bonnie Choi Sut Ian —— the Diving Queen in Macao

她，小時候在電視熒幕前看著跳水皇后郭晶晶的完美跳水。數年後她與她站在同一頒獎台上。

她，只是一個業餘運動員；卻以專業運動員般的成熟技巧，在2010年第16屆亞運會女子三米跳板決賽中，得到僅次於中國跳水「夢之隊」何姿及施廷懋的成績，為澳門取得歷史性的首面亞運會跳水銅牌。

她，是澳大生，也是澳門的「跳水皇后」。

沒想到，個子嬌小的徐雪茵膽子很大。「像玩機動遊戲一樣，好高、好玩、刺激、有點怕，哈哈……」這是她對12歲那年第一次跳水的記憶，當所有女隊友都害怕的時候，她第一個跳下水。喜歡跳水的原因很簡單，就是某天在電視上看到郭晶晶在空中翻轉的姿態很美；經過九年的探索，她更著重於跳水的技巧，在去年亞運，她優美的跳水姿態終讓全亞洲人都看見。

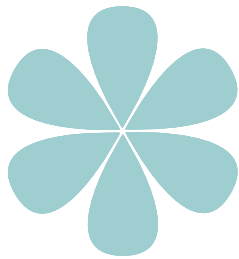
When she was a child, she watched entranced as Guo Jingjing, the “Diving Queen” in China, delivering impeccable performances on TV. Several years later, she stood alongside Guo on the same award platform.

She is just an amateur athlete, but she obtained Macao’s first-ever bronze medal in the three-metre springboard diving (women’s singles) at the 16th Asian Games, with the kind of finesse one would expect only from a professional athlete, ranking next only to He Zi and Shi Tingmao, both members of the national “dream diving team”.

She is Bonnie Choi Sut Ian, a student at the University of Macau (UM) — and also the “Diving Queen” in Macao.

Don’t be fooled by Bonnie’s petite build. She is very bold. At age twelve when all her other female teammates were scared of heights, she was the first to plunge into the water. “Like amusement rides. High. Fun. Exciting. A little scary. Haha...” was Bonnie’s recollection of her first diving experience. Bonnie fell in love with diving for a simple reason—one day she saw Guo Jingjing diving on TV and she was immediately hooked by Guo’s graceful movements in the air. At last year’s Asian Games, she entranced the audience with her own impressive performance. It was the aesthetic appeal of the sport that drew Bonnie to diving, but after nine years of exploring, she now attaches greater importance to diving skills.





徐雪茵（右一）在2004年世界大獎賽澳洲站與郭晶晶（左三）同台領獎
Bonnie (1st from right) and Guo Jingjing (3rd from left) stand on the same award platform at
the World Diving Championships 2004 in Australia



亞運是代表整個亞洲體育水平的運動會，對徐雪茵來說，能晉身亞運三甲就像做夢一樣，即使獎項已緊握在手中仍難以置信。「我只想盡力做好，完全沒想過獲獎」她興奮地說，「馬來西亞、日本和中國的選手都很強，我屬於業餘運動員，與他們相較之下還有一段距離。跳完後還不知道自己獲獎，但很開心，因為終於比完賽了，整個人可以鬆一口氣，然後看到周圍的人都很開心，有人走過來抱我，日本隊恭喜我，全場在歡呼喝采，當時我呆住了，不知道發生什麼事，看見分牌才知道拿了第三。」這是她第N個獎牌。為什麼是N個？因為獲獎太多，連她自己也不清楚有多少。

For Bonnie, advancing to the top three finalists at the Asian Games, which represent the overall athletic level of Asia, was like a dream—even when she gripped the medal tightly in her hand she still found it hard to believe. “I just wanted to do my best. I never thought I would win a medal,” recalled Bonnie excitedly. “Athletes from Malaysia, Japan and China were all very strong. I was just an amateur and I was aware of the gap between them and me. After I was done with the jumping, I was very happy and relieved because finally the match was over. But of course I didn’t know I had won, and then I saw people around me were very happy. Some people came over to me and hugged me, and the Japanese team congratulated me, and the whole audience was cheering. I was stunned and didn’t know what was going on, and it wasn’t until I saw the score board that it dawned on me that I came in third.” That was the umpteenth time Bonnie had won a medal—“umpteenth” because even Bonnie herself doesn’t remember exactly how many medals she has won.



Diving Teaches the Right Attitudes about Life

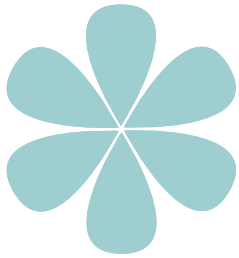
It’s no mean feat for an amateur athlete to carve a niche in the Asian sporting world, and the only way one can achieve that is through an always-strive-for-the-best attitude and persistent training. Training means practicing jumping, somersaults, and the whole shebang repeatedly. For a time, Bonnie used to complain that other people could have fun during holidays while she had to receive the boring and tedious training, but when she reminded herself that she also had more opportunities to compete abroad, she stopped minding the unfairness. Sometimes when she was struggling in vain to get some really difficult movements right, she would feel frustrated and doubt if she was cut out for diving, but after some internal debate, she would climb up the springboard and take a deep breath and plunge into the water, again and again, until she was happy with her progress. Diving teaches her a profound lesson: To surpass others, one must first surpass oneself.

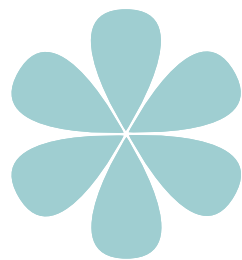
Taking off, performing somersaults and twists, entering the water... Every movement affects the next one and the ultimate outcome. During a diving competition, the referee’s preferences, which are often highly subjective, determine the final scores. Some referees give more weight to the take-off height, while some include the athletes’ figures and heights in the scoring. Divers can never anticipate the referee’s preferences, and to stand a chance of completing a succession of somersaults and twists beautifully, the only choice is to give their best shot. It’s just like life—one must try one’s best to score success.

練習，學會翻轉人生

一個業餘運動員，能在亞洲體壇上佔一席位，靠的是不懈的艱苦練習和堅持做到最好的信念。練習，就是重複的跳躍和翻轉，枯燥乏味，曾經有段日子，徐雪茵常埋怨別人放假都可以去玩，自己卻要接受訓練，但想到自己能出國比賽的機會比別人多，就釋懷了。有時她會遇到那種好像怎麼練也練不好的難點動作，這時她會受挫，會質疑自己是否適合跳水，但思緒掙扎一番後，便又再走上跳台，深深吸一口氣堅持再練直到滿意為止。她，深刻體會了「要贏人，先要贏自己」。

起跳、翻轉、入水……每個動作都影響下一個動作，影響賽果。跳水比賽中，裁判的喜好決定分數，有些看重起跳高度，有些連身型高度也列入計分，主觀得很，但你不曾知道他們喜歡什麼，只能做到最好。這就像人生一樣，只有盡力做好，才有機會完成一個又一個漂亮的翻轉。





2009年東亞運再添一面獎牌
Bonnie wins another medal at the East Asian Games in 2009



模擬主播報新聞，有趣的課堂。
What a fun class! Bonnie does mock news reporting.



徐雪茵參加學長扶助計劃，與學弟妹共同成長。
Bonnie is a participant of the Peer Support Programme



阿茵是個樂天的人，懂得翻轉負面情緒，她說這一切都是跳水的功勞：「跳水這麼辛苦都熬過來了，還有什麼熬不過？」跳水讓她學會正面思考，整個人都變開朗。跳水不止煉出阿茵的韌力和堅強，還讓她學會與人溝通，身體變好。原來她小時候身體比較弱，晚上常咳嗽到睡不著，媽媽要常守候在側擦藥油，情況直到跳水後就慢慢康復了。

跳水皇后也怕沒有工作

現在，阿茵星期一至六下課後就趕去練習，最少兩小時，「小時候會覺得辛苦，但現在已經習慣。練跳水就像上課，是一定要做的事情呀，如果要我一個月不練習會不習慣的。」阿茵是澳大新聞及公共傳播課程大三的學生，跳水與學業難免有所衝突，例如比賽期碰上報告提交旺季，這時只有兩個選擇，一是離澳前完成作業，二是在比賽期間

Bonnie is an optimist and knows how to turn negative feelings around, which she credits to diving. “Diving is tough and I’ve stuck it out. What else is there that I can’t stick out?” Diving teaches her how to think positively and how to better communicate with others. It also helps her become stronger, healthier and more outgoing and persistent. Asked about how diving has made her healthier, Bonnie said that as a child her health was fragile, and she often coughed so hard at nights that she couldn’t sleep, and her mother had to keep a constant vigil by her bed and rub medicinal oils on her body; but things began to improve gradually as she started diving.

“Diving Queen” Also Afraid of Not Finding a Job

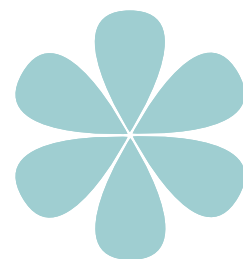
Now, from Monday through Saturday, Bonnie rushes off for training after classes, for at least two hours a day. “When I was little I found it hard, but now I’ve gotten used to it,” said Bonnie. “Training, like attending classes, is something I must do. If you ask me to go a month without training, I’d feel weird.” Bonnie is a third-year student of Journalism and Public Communication at UM. Sometimes training and competitions inevitably clash with her academic commitments, as is the case when competition

承受著壓力的同時使用Facebook討論報告，讓同學捱義氣與她一起熬夜。作業比較好辦，但當比賽遇上考試，怎麼辦？她選擇向老師陳情，得到老師的體諒安排提早考試，然後專心比賽。

對於將來的路，教練建議阿茵畢業後當一年全職運動員，備戰2014年的亞運會，但她自知沒有工作經驗，怕日後難找工作，希望兩者能同時兼顧。至於做什麼工作，阿茵說不會想太多，她只想「做好現在，為了學業和跳水而奮鬥，做到最好。」眼神流露著她實現夢想的決心——就是在跳水領域得到一定的成就，讓國際都能肯定一個來自澳門的名字——徐雪茵！

dates coincide with the deadlines for assignments. At these times, Bonnie only has two choices: either she completes all the assignments before leaving for a competition, or she asks her classmates to do her a favour by staying up late to discuss the assignments with her on Facebook during the already stressful competition period. When the dates of competitions and examinations clash, Bonnie would frankly explain the circumstances to her teachers to seek their understanding and politely request that she take the examinations ahead of schedule so she can concentrate on whatever competition is awaiting her.

As for her future, Bonnie’s coach once suggested that Bonnie be a full-time athlete for a year after graduation to train for the Asian Games in 2014, but Bonnie is afraid of not finding a job without work experience, so she hopes she can find a job and keep on training. Asked what kind of job she wants, Bonnie said that she wouldn’t think too much about that and for now she just wants to “live in the moment,” to “work hard in study and diving,” and to “do my best.” As she said these words, her eyes sparkled with determination—determination that one day she will achieve something in diving and make the whole world recognize a name from Macao: Bonnie Choi Sut Ian. ■



快樂，源於能創造快樂 —— Raven x Lewis 義務教育體驗分享

Happiness Comes from Creating Happiness —— UM Students Raven and Lewis Share Volunteer Teaching Experiences



呂偉良（左）和毛志謙
From left: Loi Wai Leong (Lewis) and Mou Chi Him (Raven)

「將陽光帶進他人生命者，自己的生命也不免充滿陽光。」—— 十九世紀蘇格蘭小說家巴瑞（J. M. Barrie）。

“Those who bring sunshine into the lives of others cannot keep it from themselves.” —— J. M. Barrie

不少研究顯示，快樂可以學習，創造快樂的能力也可以培養。這說明快樂的種子就在我們的心裡，等待著萌發。澳大教育學院的毛志謙（Raven）和工商管理學院的呂偉良（Lewis）都曾經參與義務教育（以下簡稱義教），在幫助貧困山區的學童的過程中，讓他人和自己的心裡都綻放快樂的花朵。其中的樂趣和滿足感，就讓他們與大家一起分享。

感受簡單的快樂

Lewis：我曾到過廣東和雲南山區的學校義教，兩次旅程都令我感觸良多。我仍清楚記得廣東山區那間學校，校內四處昏昏暗暗，書桌和椅子都十分破舊，但上課時學生都特別用心聽課、認真記筆記。很多學生的鉛筆都快用光了，短短的筆寫起來特別困難，但他們仍一筆筆用功地寫，那個畫面讓我印象特別深刻。收到我們送的文具時，學生們笑逐顏開，讓我們也感受到那份實在的快樂。Raven，你又是怎樣開始義教工作的？

Raven：前年復活節假期，教育學院學生會和中華教育會合辦義教活動，培養學生的助人精神。作為教育學院學生會會長，除了希望發動同學參與外，我也很想體驗一下義教的經歷。於是我們坐了近六小時的車，從澳門顛簸到清遠山區寧靜的村莊學校。

我負責教小學三年級。起初小同學都比較害羞，幸好後來楊秀玲教授帶學生們玩了一些破冰遊戲，才令老師和學生熟絡起來。我用遊戲的方式教他們英文，看到小朋友玩得全情投入、露出笑臉的瞬間，一股暖流立即湧上心頭。下課後，我找小朋友聊天，才知道他們原來不太聽得懂我說什麼，可能我普通話不標準吧！（不好意思地笑）

Lewis：是呀，小朋友們往往會想出一些令人驚喜的創意。這也是身為義教的一大滿足感之一。就像那次我教他們紙黏土製作，他們竟把我的樣子給捏了出來了，然後對我說：「這是你啊！」，很可愛吧？！還有小朋友問：「哥哥，你明年會再來嗎？」聽了很感

Studies have shown that happiness can be learned, and so can the ability to create happiness. This means that the seeds of happiness are already in our hearts, waiting to bud. In this article, Mou Chi Him (Raven) and Loi Wai Leong (Lewis), both University of Macau (UM) students, of the Faculty of Education (FED) and the Faculty of Business Administration, respectively, will share with us how their experiences of volunteer teaching for impoverished children in mountainous regions make the seeds of happiness and satisfaction bud in their own hearts and in the hearts of those they have helped.

Experience Simple Happiness

Lewis: I've been to mountainous regions in Guangdong and Yunnan provinces for volunteer teaching, and both experiences have left me thinking a lot. I still remember the school in a mountainous region in Guangdong province. Everywhere in the campus was dingy, and the tables and chairs were dilapidated, but the students there paid undivided attention to the teachers and took notes seriously. Many of the students wrote with almost-used-up pencils, with extraordinary difficulty, but still they wrote intently, one stroke at a time. That scene left an especially deep impression on me. When they received the stationery we brought as gifts, they grinned from ear to ear, making us also feel a palpable happiness. Raven, how did you get involved in volunteer teaching to begin with?

Raven: During the Easter holiday in 2009, the Students' Union of my faculty and the Chinese Educators Association of Macau co-organized a volunteer teaching activity in an attempt to promote a spirit of helping others. As the president of the Students' Union, I hoped to mobilize as many students as possible to participate in the activity, and I also wanted to experience volunteer teaching first-hand. So we took a six-hour bumpy journey from Macao to a quiet country school in a mountainous region in Qingyuan.

I was responsible for teaching third-graders. At first, the students were shy. Luckily Prof. leong Sao Leng played some games with them to break the ice. I taught them English through games, and when I saw them engrossed in the games and breaking into smiles, I felt a surge of warmth welling up inside me. It wasn't until I chatted with some students after class that I found out that they didn't quite understand what I was saying in class. Maybe my Mandarin was accented.

Lewis: Yes, sometimes the children would come up with surprising and creative ideas, which is also one of the greatest satisfactions about volunteer teaching. For instance, once I taught them to make objects with paper and clay, and in the end they made a “Lewis” and said to me, “Look! This is you!” Aren't they cute! Another child once asked me: “Big brother, will you come again next year?” Hearing this, I felt very touched. City people don't lack anything, but many people feel discontented and unhappy. Material abundance also make city children take everything for

動。城市人什麼都不缺，但很多人都不滿足，過得不快樂，物質上的富足也令小朋友不懂得珍惜；相比之下鄉村的小朋友簡單得多，玩幾粒彈珠已可以樂上半天。記得我們探訪過一個貧困家庭，他們的棉被很薄，冬天根本不夠暖，但即使基本的生活必需缺乏，他們仍用最

granted. In comparison, children in the country are much simpler. Even just playing a few bouncing balls could keep them happy for a long time. I remember once we visited an impoverished family. They only had very thin quilts which obviously couldn't see them through cold winters, but even though they lacked the essentials, they still entertained us with the best food they had, which deeply touched us.



Lewis（左一）認為跟小朋友互動很快樂
Lewis (1st from left) with the children



澳大義工隊齊合力，創造無限大的快樂
Members of UM's Volunteers Society work in unison to create infinite happiness



Raven（後排左一）與清遠山區小朋友的合照
Group photo of Raven (1st from left, last row) and the children in a mountainous region in Qingyuan

Raven：我想起清遠那間學校，那裡洗手間沒有沖水和洗手設備，更別說空調，整間學校只有一台電腦，但那已算是該區設備不錯的學校了。可是一些成績名列前茅的學生仍要面臨失學的危機。在資源缺乏的環境下成長，讓當地小朋友更懂得珍惜一切，哪怕只是一支筆、一塊橡皮擦，甚至是一塊糖。

Raven: Your words remind me of that school in Qingyuan. There were not even flushing or hand-washing facilities in the bathrooms, not to mention air-conditioners. The whole school had only one computer. Actually that school was already well-equipped in that region, but even some top students still faced the possibility of dropping out. Growing up in a resource-scarce environment makes the local children treasure everything, even just a pencil, an eraser, a candy.

The Power to Create Happiness

Lewis: These volunteer teaching experiences have made me realize with a dawning clarity that actually there are a lot of people in our society who need our help. Our Volunteers Society now has one hundred and eighty members, and about fifty are active members. I often try different ways to encourage more members to participate in our activities, to unite them, so that more needy people can be helped.

Raven: You are right. On my way back to Macao, I started to wonder if I could do something that could make both me and other people happy. So later I joined a volunteer team organized by my middle school, and some passive, overly-active and underachieving students were also invited to join the team. I used adolescent counselling skills I had learned in my elective classes to interact with them, and after a period of gatherings and service activities, you could see the changes in these students.

創造快樂的力量

Lewis：這些義教的經歷，令我清楚地意識到，其實社會上很多人很需要我們的幫助。澳大志願者協會現有180個會員，活躍會員約50人，我常常想方法吸引更多會員積極參與活動，團結他們，讓更多有需要的人得到幫助。

Raven：你說得對，在返回澳門的路途上，我也開始思考自己是否能做些讓自己和別人都快樂的事。所以後來我參加了中學的義工隊，一些被動、好動和成績不太好的學生都邀請他們來加入。我用選修課程學到的青少年輔導技巧跟他們相處，經過一段時間的聚會和服務活動，你會看到這些學生的改變。

好像有一個學生很頑皮、多次留級，老師都不看好他。但我邀請他入義工隊，因為我知道他的媽媽早已過身，爸爸又有新的女伴，他長期得不到足夠的關懷和愛護，取而代之的是眾多的負面評價，所以我特別心疼他，對他我是用鼓勵代替責備。當他成績及格時，我讓他把糖果分給朋友，這樣大家知道他合格時都會分享到他的快樂；有時他會與我分享校內發生的事情，如老師叫他幫忙做事讓他感受到助人的快樂。可見他加入義工隊後的性格明顯改變，成績也逐步提高。

For example, we once had a student who was very naughty and had repeated grades many times. None of his teachers had much hope for him. But I invited him to join the volunteer team, because I knew that his mother had died, and his father had a new girlfriend, and for a long time not only did he not get enough attention and love, but he was heaped with negative comments and criticism. Knowing his situation, I felt especially sad for him, and in my interaction with him I used encouragements instead of blames. When he passed an examination, I would ask him to share some candies with his friends, this way his friends could share his joy. Sometimes he would tell me things at school, like when a teacher asked him to help with something and made him feel the joy of helping others. You could see how much he has changed since he joined the volunteer team, and his academic performance has also improved steadily.



Raven扮小丑逗長者開心
Raven amuses the elderly by posing as a clown



跟小朋友們玩遊戲
The children are taught through games

快樂 X 2

Lewis：這證明了當義工非常有意義。當義工讓我認識了一班志同道合的朋友，累積了籌辦活動的經驗，更重要的是過程中為別人帶來快樂。

Raven：我本身個性比較慢熱，剛剛當義工時都不太說話，令人覺得很嚴肅，小朋友都怕我，不肯和我合照。我發現不能用教導中學生那套去教小學生，而且當義工更要主動積極。這些覺悟都是意想不到的收穫。

Lewis：我和你一樣，加入澳大志願者協會前，我也是比較靜的人，現在變得很吵，哈哈！跟別人分享意見的機會多了，自己的性格也變得開朗。有時候，工作賺錢後買東西獎勵自己，也是為了開心一下，但幫助人後得到的那種快樂卻是無價的。█

Happiness X 2

Lewis: This proves that volunteer work is very meaningful. Doing volunteer work helps me meet like-minded friends and accumulate event-organizing experience. More importantly, during the process I can bring happiness to others.

Raven: I'm not the type of person who clicks with others immediately. When I just started as a volunteer, I didn't talk much, and gave people an impression of being very serious, and children were a little afraid of me and didn't want to take photos with me. Later I realized that I couldn't teach primary school students the way I taught middle-schoolers and that as a volunteer worker I needed to be more active. These understandings are an unexpected bonus for me.

Lewis: I'm the same as you. Before joining UM's Volunteers Society, I was a quiet person, and now I'm noisy. Haha! I've had more chances to share my opinions with other people, and that makes me more outgoing. Some people buy something nice on pay days to reward themselves. They do that to make themselves happy. But the kind of happiness you get after you've helped someone is priceless. █



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