



Cover story: Who will take charge of tomorrow's world? To ensure that Hong Kong will be able to find a pool of high-calibre leaders from its graduates in the future, PolyU launched an intensive summer camp programme quite unlike any others held for local university students in the past. (For more on the all-round education which PolyU is after, read the feature story which follows.)

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Future leaders in the making



This summer, 160 PolyU students took part in a programme quite unlike any other they have experienced in school. There were no classrooms, no books, no tests and no grades. But what these students learned in a matter of 10 days is likely to bring a major, positive change to their lives and their outlook for the future.

In Hong Kong's ever changing and highly competitive environment, being a cut above the rest requires more than mere academic qualifications. One needs to possess the drive, perseverance, assertiveness, and the personal discipline to push the limits.

In a pilot scheme designed to give its students that special edge, PolyU offered these students the chance to participate in a special series of 10-day summer camps in June. Under the theme "Leadership and Competence for Success 2001", this group of full-time undergraduate and sub-degree students, mostly in their second and third year, were given a unique opportunity to explore a side of them that often cannot be revealed in an orthodox educational environment.

"This is the first time we run such a large-scale training programme on leadership for our students," said **Mr Alexander Tzang**, Deputy President of the University, the mastermind behind this initiative. "In PolyU's Strategic Plan for the period 2001–2007, we have put the all-round development of students as our number one objective. This pilot programme is one important step forward in this direction."

"Our approach is to apply fast-pace experiential learning to nurture our students' leadership qualities. We put in a great deal of efforts in making the content of our programme truly international," he explained.

Such intensive training was intended to serve as a passage of ultimate challenge to PolyU students before they graduate. "We hope that having gone through this passage, our students will come out really strong and competitive," Mr Tzang said.

Co-ordinated by the Student Affairs Office under the directorship of Vice President (Student and Staff Development) **Prof. Leung Tin-pui**, this pilot programme has proven that even a few days can make a great difference, and that the best leaders aren't simply born with the talents — they are trained.

What the students say

Perhaps the best endorsements for the camps came from the students themselves. Bubbly final-year nursing student **Teresa Chan** said she did not know what to expect and was initially a little nervous. "I first joined because I just wanted to have fun," she said. "I didn't expect that I would come out with a different outlook on life. Before the camp, I wanted to be a leader but didn't know how to manage myself. The 10 days I spent at the camp changed my life."

Teresa credited her trainer for releasing her potential. "David reached straight into our hearts, and taught us to let go of ourselves and not be afraid," she said. "To become successful we need an open mind and confidence."

Lam Hoi-yin, a final-year student in Social Work, also found herself becoming a 'new' person after joining one of the camps. "I faced criticisms in the camp, but through these I came

to better understand myself and learnt to accept my failures and weaknesses. I know these will be very useful to my career and future," she said.

For **Jonathan Lo**, a second-year student in language and communication, it was an opportunity to change himself. "I have always had an active lifestyle, but I am quite shy," he said. "I joined the camp to improve my relationship with other people."

Like Teresa, Jonathan was skeptical at first. "I think leadership qualities are very intangible, and I

wasn't sure if a camp can teach that," he said. "But I am now convinced that leadership is an attitude. I witness real change in others: people who were shy spoke up, people became more assertive, more expressive of their feelings. Some even cried openly."

Will the effects of these changes last? To Hoi-yin, the answer is positive. "The camp actually reminded us of something we already knew – proper attitude towards life. It provided us with opportunities to reinforce important values and principles so that we can see their significance more clearly," she said. "After the camp, everyone of us made a promise – to continue to contemplate the questions 'who am I' and 'what am I living for.'"

The most valuable thing they gained, however, was friendship. "For 10 days straight we ate, slept, worked and play together," Teresa added. "The intimate setting of the camp allowed us to make friends."



Jonathan Lo



Teresa Chan (front now, third from left) and her new friends



Lam Hoi-yin

In order to provide students in the pilot scheme with the best leadership training programme available, a careful selection exercise was conducted to find the right trainers. There were four camps in total, each limited to 40 participants to ensure that each student received adequate attention. "This is the new trend in education," Prof. Leung said. "The informal circuit of learning is very important to the all-round development of our students. These camps are a new and direct way to let students experience something different; it leaves a lasting impression on them."

During the camps, there were both interactive lectures and various experiential learning activities covering eight major aspects: building self-confidence; leadership and working in a team; communication and interpersonal skills; time management; creative thinking; presenting oneself well and interviewing techniques; problem-solving skills; EQ and AQ.

According to Director of Student Affairs **Prof. Tang Pak-lai**, the Student Affairs Office has had rich experience in organising its Leadership Development Programme over the past nine years. But this year's pilot scheme was a definite breakthrough. "The duration of the new programme has been doubled, allowing more in-depth exploration of the theme. In the past there were mainly talks and discussions; this year all the activities were interactive, involving much more active participation from the students," he observed.

The Office has also invested additional manpower support in organising the camps and assessing their effectiveness. "This is just the start of a long-term plan," Prof. Tang added.



Dr Hanley addressing a student's query.

Facing the challenge

Two of the camps were conducted by **Dr John Hanley** of Transformational Technology Ltd. and two by **Mr David Cheung** of the Institute for Executive Development Ltd. The camps were held at youth villages in Silver Mine Bay, Yuen Long, Pak Tam Chung and Wu Kai Sha.

California-based Dr Hanley is the founder of Lifespring Inc. For almost three decades, Lifespring has been a leader in human potential development, operating 25 offices worldwide. The author of several books, including the influential *Lifespring, Getting from Where You Are to Where You Want To Be*, Dr Hanley is one of the most authoritative figures in leadership and confidence development.

Having worked with countless executives from such corporate giants as Dayton Hudson, Target and May Co as a consultant, Dr Hanley found it refreshing to be with young minds: "In my experience this is the first time that this training has been brought to university students."

"They are at an interesting point in their lives; they are becoming adults and need to be responsible for their behaviour. The camps provided them with a transitional experience," he said. The games, the tasks, and the interpersonal activities involved were all designed to test and train the students for the ultimate challenge, life. "I wanted to show them that in life, there are unexpected events and problems, and how they can overcome these problems to become responsible adults."

What impressed Dr Hanley about students of PolyU were their open minds and willingness to learn.



Besides, Dr Hanley commended PolyU for taking a bold step. "We live in a network economy, on the threshold of China's entry to the World Trade Organization. Hong Kong stands poised to be a gateway to China," he continued. "It is more crucial than ever to develop a work force with managerial qualities. I have great respect for the university's savvy in creating a programme that gets to the heart of the matter."

The other trainer Mr David Cheung observed that leadership quality is all about 'self management'. Mr Cheung, a former banker, established the Institute for Executive Development in 1989. The Institute provides Hong Kong's business and professional sectors with training courses varying from leadership development and personal empowerment to logical and creative thinking.

Magic of a paper clip

"As the name of the programme 'Leadership and Competence for Success' suggests, these camps seek to give these students a foundation for developing themselves," Mr Cheung said. "Leadership is something we cannot teach. We are facilitators; we empower students to better manage themselves, to have a sense of civic duty."

"There was never a dull moment," he recalled. For example, one exercise designed to inspire creativity in students involved a very simple apparatus, a paper clip. The students were asked to divide themselves into groups and to come up with different uses of the paper clip.

"To my surprise, the winning team came up with 93 ideas." Some were quite unusual. "We had an ear pick, key ring, hook... . Even the students themselves were surprised at what they came up with."

According to Mr Cheung, a surprising accomplishment of the camps was the improvement of family relationship among the students. At the beginning of his camps, a questionnaire was passed out to the students asking them why they had taken part in the camp. "I was quite surprised to see students putting down reasons like 'to get away from parents'," he said. But through the activities and sharing their thoughts, these students became more aware of themselves and others, and learned to see things from multiple perspectives.

Towards the end of the camp, the final 'graduation' activity involved students putting together a variety show. This was completely planned by the students. They divided the duties among themselves, designed the programme and even cooked the food served at the gala function. Mr Cheung went on:

"They were asked to invite two people, and I was very pleased that many brought their parents. It was a touching sight to see the joy in some parents' faces when they see the progress their children have made."

It is the University's aim to further extend this opportunity to all students in the near future. Prof. Leung said: "We are conducting feedback sessions to see how we can improve the training programmes. Ultimately, it is our goal to see that every student can take part in this worthwhile experience before graduation."



Mr David Cheung and students.



積極培訓 未來領袖



今年暑假，一百六十名理大學生參與了一項與平日課堂截然不同的活動。在為期十日的活動中，既沒有課室及書本，也無測驗或評分，但這十天的經歷，將教這些學生畢生受用，甚至叫他們日後對人生有重大的改觀。

在香港這瞬息萬變、競爭激烈的社會中，要出類拔萃，講求的不只是學歷，還需要有魄力、毅力、自信和自律，才能挑戰個人極限，盡展所長。

有見及此，香港理工大學於六月特別為學生籌備了一個為期十日，名為「青雲路計劃」的領袖訓練營，參加者多為全日制學位及非學位課程的二年級和三年級學生。

策動是次嶄新活動的常務副校長曾慶忠先生表示：「這是我們首次為學生舉辦如此大型的領袖訓練活動。在理大的二零零一至二零零七年度的策略性發展計劃中，我們訂下首要的策略性目標就是要為學生提供全人教育，而舉辦這項領袖訓練活動正是朝着此目標邁進一大步。」

他續說：「我們採用的方法，是透過密集和以體驗訓練為主的活動去培養學生的領導才能。校方可說花盡心思，務求令活動內容真正國際化。我們希望這種嚴格訓練會成為理大的木人巷，學生在畢業前經過一番考驗，會變得穩紮穩打、競爭力勝人一籌。」

這次訓練營由學生事務處在副校長（員生發展）梁天培教授的領導下負責籌辦，活動說明了領導才能也不純是與生俱來，而是需要經過磨練而生的。

青雲路計劃共分四營，每營只限四十人，好讓每名參加者都得到足夠的關顧。梁天培教授說：「這正是教育的新趨勢。非正式的學習模式對學生的全面發展非常重要。這些訓練營讓學生直接經歷與平日不一樣的體驗，給他們留下深刻印象。」

訓練營採用的課程形式包括互動講座和體驗訓練活動，涵蓋八個主要範疇：建立自信、領導能力及團隊精神、溝通及人際關係、時間管理、創意思維、形象建立及面試技巧、處理問題的技巧，以及情緒商數和逆境商數。

學生事務總監鄧柏濤教授表示，學生事務處在過去九年皆有舉辦領袖訓練課程，但今年的青雲路計劃是一個新的突破。他說：「今年訓練課程的時間比前多出一倍，讓學生可以更深入探索主題。以往的活動主要是講座和討論，而今年所有活動都採用互動形式，學生參與積極多了。」

面對挑戰

是次計劃中有兩個訓練營的導師為 Transformational Technology Ltd 的漢利博士(John Hanley)，另外兩個訓練營則由行政人員培訓有限公司的張錫豪先生負責指導。營地方面則選銀礦灣、元朗、北潭涌和烏溪沙的青年渡假村。

來自加洲的漢利博士是著名人才培訓公司 Lifespring Inc. 的創辦人。該公司在世界各地設有二十五個辦公室。漢利博士也是一名作家，著作包括深具影響力的《Lifespring, Getting from Where You Are to Where You Want To Be》，在訓練領導才能和自信方面，為現時最具權威的代表人物之一。



常務副校長曾慶忠先生談及理大的策略性發展計劃

對於曾經為各大企業如 Dayton Hudson 和 Target and May Co 擔任顧問工作，接觸過無數行政人員的漢利博士來說，為大學生進行這類訓練，還是第一次。

他續說：「他們來到了人生一個特別的階段，開始步入成年，需要為自己的行為負責。訓練營提供了幫助他們過渡為成年人的經驗。」營中各種遊戲、工作和活動的設計都是為了考驗及訓練學生應付最終的挑戰，就是生命。

漢利博士最感印象深刻的，就是理大學生開放的思想和勇於學習的精神。此外，他對理大這項新嘗試深表讚賞。「全球經濟漸成一體，中國入世在即，香港將成為進入中國的門檻。此時此刻培育一群管理專才，更形重要。理大籌辦這項設法需要的課程，足證其真知灼見。」

另一位訓練導師張錫豪先生認為領導才能實建基於「自我管理」。張先生曾是銀行家，於一九八九年成立行政人員培訓有限公司。

百變萬字夾

張先生說：「領導才能不是教出來的，我們所做的，是協助學生更懂得管理自己和培養他們的公民責任感。」

他又形容營內全沒一刻是沉悶的。舉例說，其中一項活動是要學生分組想出一個普通萬字夾的不同用途。他說：「勝出的一隊竟想到九十三種用途之多，實在令我驚喜萬分。」當中更不乏奇趣獨特的意念。「有耳挖、匙扣和鉤子等，連學生對自己可以有這麼多的念頭也感到驚奇。」

是次訓練營一項意外收穫就是學生與家人的關係得到改善。訓練營開始的時候，學生需在一份問卷上填上他們參加的原因，有些學生的原因是「遠離父母」。及後通過活動和彼此分享，學生對自己及其他人都加深了認識，亦學習到以多個角度去看事情。訓練營接近尾聲，學生要負責籌備一個綜合晚會，作為他們的「畢業」活動。由節目安排以至烹調食物各項工作，都由學生一手包辦。張先生說：「學生可以邀請兩位嘉賓出席，我很高興他們很多都邀請了父母出席。看到子女有所進步，不少父母臉上都流露出欣慰之情，情景也真令人感動。」

理大期望將來所有學生都有機會參與青雲路計劃的訓練。梁天培教授說：「我們正在進行營後檢討，聽取學生的感受和意見，讓我們進一步改良這個專為理大同學而設的領導才能培訓計劃。大學的長遠目標是希望每一位理大同學畢業前都有機會參與這項饒有意義的訓練活動。」



副校長梁天培教授

學生怎樣看？

也許，對訓練營最大的肯定，要數來自學生們自己的評價。笑臉迎人、剛完成護理學課程的陳德慧說她初時有一點緊張，也不知道自己有什麼期望。「我最初參加訓練營只是因為貪玩。」她說。「我沒有想過自己在訓練營後會對生命有不同的期望。入營前，我希望成為一個領袖卻又不知從何做起。十日的訓練營改變了我的一生。」對於自己的潛能得到釋放，陳德慧歸功於其訓練導師：「張先生的教導直接觸動我們的心，他教我們要開放自己，不要害怕。要成功，我們要多聽取別人的意見，要有自信。」

另一位就讀社工系畢業班的學生林凱燕也覺得自己在營後好像變了一個「新人」一樣。她說：「在營中，我面對批評和打擊，但經過這些以後，我更加了解自己，也學習接受自己的不足和失敗。這對我日後的事業和將來的發展都有莫大的幫助。」

對於修讀語文及傳意學二年級的盧景祥來說，這是一個改變自己的機會：「我一向都頗為好動，但人卻較害羞。所以我希望藉著參加訓練營改善我與其他人的關係。」盧景祥初時對訓練營感到懷疑。「我覺得領導才能是很抽象的，不是一個訓練營可以教導出來的。但我現在相信領導才能是一種態度。我親眼見到別人的轉變：害羞的變得敢於發言，有些變得更有自信、更樂於表達自己的感受，有同學更無懼在人前痛哭呢。」

這些轉變會持久嗎？對林凱燕來說，答案是正面的：「這個訓練營其實提醒我們一些已知的道理——對生命的正確態度，但是通過活動可以強化這些道理，令我們更清楚明白其重要性。完成了訓練營的課程後，我們每個人都許下了一個承諾，就是繼續思索『我是誰』和『我為什麼而活』的問題。」

然而，學生最大的得益還是彼此建立了的友誼。陳德慧說：「在這十日裡，無論飲食、睡覺、活動和遊戲，我們都在一起，這令我們很容易成為好朋友。」