

榮譽博士學位領受人

HONORARY DEGREE GRADUATES

Dr Chan Tak-lam Norman

陳德霖博士

Doctor of Social Science, *honoris causa*

榮譽社會科學博士

Dr Leung Nai-pang Norman

梁乃鵬博士

Doctor of Social Science, *honoris causa*

榮譽社會科學博士

Professor Helga Nowotny

Helga Nowotny 教授

Doctor of Social Science, *honoris causa*

榮譽社會科學博士

Dr Chan Tak-lam Norman

Doctor of Social Science, *honoris causa* Citation



Hong Kong's financial services sector is pivotal to its strategic position, within China, the region and the world. Indeed, by 2020 it was contributing close to a quarter of the city's Gross Domestic Product, nearly double that of two decades ago.

We can be proud that our city is now famed as a financial capital, with its 163 licensed banks and eight pioneering virtual banks. Among them, as many as 78 of the world's top 100 banks call Hong Kong their home. In addition, over the last decade Hong Kong has come to host the largest pool of RMB outside mainland China, enhancing the city's role as a springboard for foreign companies in accessing the China market, and for mainland firms to go global – one of its key roles in the Greater Bay Area.

This financial infrastructure is vital oil for the wheels of our economy and makes our daily lives more convenient – tapping a card to make a payment, shopping on line, or using the Faster Payment System to transfer money in an instant, being some obvious examples. It also means skilled jobs, with the sector last year employing around 267,000 people – 7.5 per cent of the total employment in Hong Kong.

However, the strength and resilience of our financial services sector was only made possible by astute policies and bold leadership. It thus gives me great pleasure today

to present as an honorand one of its key architects, Dr Chan Tak-lam Norman, the former Chief Executive of the Hong Kong Monetary Authority (the HKMA) until he retired in 2019, and its Founding Executive Director in the 1990s.

Dr Chan's journey from humble beginnings mirrors that of the city he was born into and the financial sector he would go on to lead. He grew up in a society without privilege in the post-war years, when squatter huts still covered Hong Kong's hillsides. The territory had yet to provide basic housing for its rapidly increasing population.

His parents, who like many had recently migrated from the mainland, instilled in their family the principle that education was the way out of poverty. Through merit, Dr Chan secured a place at the prestigious government school, Queen's College, when secondary schooling was not yet universally available. He thrived at school, in the arts stream, and from there was thrilled to pass the entrance exam for our university's Chung Chi College.

Without a career plan, he chose sociology as his undergraduate subject, because it included more study in English. He experienced the wider world as an exchange student at Washington and Lee University in Virginia, USA, and graduated in 1976, becoming one of very few CUHK graduates at that time to join the government service as an Administrative Officer.

After rotations through various departments – honing his versatility in always being ready to learn new things, and ability to see the big picture – Dr Chan finally found himself in the world of finance. That was in 1991, when he was appointed Deputy Director of Monetary Management at the Office of the Exchange Fund. It quickly became clear that the time was ripe for Hong Kong to have its own specialist monetary authority and talent, independent of the Bank of England umbrella. His role would include helping to establish the HKMA, through a merger of the Office of the Exchange Fund and Office of the Commissioner of Banking. He left the administrative service in 1993 to become the new authority's founding executive director. Working outside the

civil service, he could use a market system to recruit and retain staff, and build the authority's reputation.

During this period Dr Chan had his first experience of steadying a ship in times of tempest, intervening to protect Hong Kong in the Asian financial crisis of 1997. Working with the HKMA's then Chief Executive, Joseph Yam, they directed an unorthodox and initially much criticised market intervention to drive away the speculators attacking the Hong Kong dollar. Without this intervention, the financial sector would have collapsed, setting the economy back at least a decade. Dr Chan has since staunchly defended the linked exchange rate system, which maintains the stability of the Hong Kong dollar.

Dr Chan remained with the HKMA until 2005, along with being executive director of the Hong Kong Mortgage Corporation from its incorporation in 1997. He would return four years later, as Chief Executive, after a stint in the commercial sector, with Standard Chartered Bank, as its Vice Chairman, Asia, and then back in

government, as Director of the Chief Executive of the HKSAR's Office.

As the HKMA's new chief executive he needed to steer Hong Kong through the aftermath of the global financial crisis of 2008. Maintaining financial stability was his most important mission in the following years. For example, he sought to avert another dangerous property bubble through nine rounds of counter-cyclical macroprudential measures to tighten the supply of mortgage finance by banks, thereby enhancing the resilience of the banking system to cope with the downward cycle of the property market.

With the foundations stable, he could lead the sector in its innovation. This combination has been the key that enabled Hong Kong to become Asia's premier financial centre. At the policy level, closer cross-border collaboration paved the way for it to become a global hub for offshore Renminbi business. And as the digital revolution gathered apace, he took the daring view that Hong Kong had much more to gain by being an early adopter of

the latest financial technology (or fintech), rather than waiting for others to lead. Standing still was never an option for him. Under his leadership, the HKMA launched smart banking initiatives such as the Faster Payment System. Meanwhile, his readiness to license eight virtual banks spurred digital innovation across the whole sector.

While Hong Kong had developed into a major banking centre, he did not forget that there were still some underprivileged citizens who did not have good access to the basic banking services. Reflecting his commitment to financial inclusion, he devised the "treat customers fairly charter" and persuaded retail banks to open or retain banking facilities in more isolated public housing estates, at a time when elsewhere in the world physical services were fast disappearing.

As a firm believer that businesses need to embrace technology to thrive in the fintech era, he continues to promote innovation. Since retiring from the HKMA he has founded two Fintech companies, RD Wallet Technologies Ltd and RD ezLink Limited,

that support small and medium-sized enterprises in accessing banking services and cross-border payments, and the Hong Kong Acquisition Corporation, which he chairs. He is multi-tasking even further, by recently launching the Hong Kong Institute of Web3.0, a cross-sector and non-profit organisation to develop capacity in Web 3.0 – the third generation of web technologies Hong Kong needs to secure its leadership in the global digital economy of the future.

His contributions have been widely recognised. In 2012 he received the Gold Bauhinia Star, and in 2021 the William "Bill" Seidman Award for Lifetime Achievement in Leadership in the Financial Services Industry, among others.

We are particularly proud that Dr Chan is an alumnus of this university. And we are especially grateful for the services he is now giving back to us, as Chairman of the Board of Trustees of Chung Chi College since 2021, and, since April of this year, as Vice Chairman of the CUHK Council. He is also a member of the Global Alumni Advisory Board. Meanwhile, he passes on his

expertise to the next generation of leaders in finance as an Honorary Professor in CUHK's Faculty of Business Administration, and as senior adviser for the Hong Kong Academy of Finance. It is no wonder he has little time for the squash and golf he likes to play.

We thus have many reasons to honour Dr Chan, for his immense achievements in serving the community, within and beyond his career, always with an eye on the stability and prosperity of Hong Kong, and on the future.

Mr Chairman, it is my honour and my pleasure to present Dr Chan Tak-lam Norman for the award of Doctor of Social Science, *honoris causa*.

Citation is presented by Professor Nick Rawlins, Pro-Vice-Chancellor / Vice-President (Student Experience) and Master of Morningside College

陳德霖博士 榮譽社會科學博士 讚辭

香港金融服務對本土、中國內地、亞太地區、甚至於全球的經濟發展，皆佔有重要戰略地位。事實上，金融服務業在2020年佔香港生產總值的比例達四分之一之多，幾近二十年前的兩倍。

香港在國際金融界的地位，舉足輕重、名聞遐邇，港人皆引以為傲。目前香港有163家持牌銀行和八家先導虛擬銀行。香港亦是國際商貿中心，全球首100間銀行中，多達78家在香港營業。同時，過去十年間，香港已成為中國大陸以外，全球最大的離岸人民幣業務中心，為外國企業在內地投資鋪橋搭路，也為中國企業對外投資帶來新機遇。香港在大灣區發展過程中的其中一個重要角色，正是要肩負協助內地企業走向世界！

金融服務業是香港經濟運轉的潤滑劑，不單能促進經濟發展，亦讓我們的日常生活更為便捷。目前市面通行的如刷卡支付、線上購物、快速支付系統、以至網上即時轉帳等，都是明顯的例子。它為香港培訓了不少專才，去年行業共僱請約267,000人，佔香港總就業人數7.5%。

然而，金融服務業保持強大的實力和韌性，有賴地區恰如其分的政策，和高瞻遠矚的領袖。今天，我深感榮幸，為在座介紹香港金融界中流砥柱、大學榮譽博

士學位受領人—陳德霖博士。陳博士是香港金融管理局（金管局）前任總裁，上世紀90年代初期金管局草創時期擔任助理總裁，自此一直在這個實際上是香港的中央銀行機構服務，直至2019年在總裁任上退休。

陳博士在香港根生土長，成長的歷程與他曾領導的香港金融行業發展過程，有共通之處。他於二次大戰後出生，當時大部份港人生活捉襟見肘，鐵皮木板搭建的寮屋遍佈山坡，基本住房供應遠遠追不上急劇增長的人口。

陳博士的父母與眾多從內地移居香港的人，不約而同抱着望子成龍的心態，總是希望子女能藉教育脫貧。年幼時的陳博士耳濡目染，幼承庭訓，憑藉自身的才華和後天的努力，成功考進享負盛名的政府官立中學皇仁書院；高中時選修文科，以優異成績通過是時香港中文大學入學試，獲崇基學院取錄。

年輕的陳博士在入學時選修社會學，沒有仔細考慮畢業後的就業機會，只認為這門學科提供較多的英語課程。修讀本科課程期間，他參加海外交換生計劃，前赴美國維吉尼亞州的華盛頓與李大學，體驗當地的學習生活。1976年畢業時，陳博士成為當時極少數加入政府任職政務主任的中大畢業生。

陳博士通過在各個政府部門和決策局擔任不同職位，不斷學習各領域的技能和鍛鍊領導才能，為日後擔當政府領導級職位作好準備。經過十數年既充實又饒有意義的政務官歷練後，陳博士走進金融監管的領域。1991年，他被任命為香港外匯基金管理局副局長，負責貨幣管理範疇。香港回歸的臨近，驅使香港政府設置本地專責貨幣管理機構，脫離英倫銀行的「保護傘」，並適時培訓所需專才。作為副局長，陳博士協助政府通過合併外匯基金管理局與銀行業監理處的方案，成立金管局。他於1993年離開政務主任職系，加入新成立的金管局出任助理總裁。金管局員工屬公務員編制以外，讓他可以運用市場機制帶來的優勢，招募人才和挽留出色的員工，並建立金管局在業界的聲譽。

1997年亞洲金融風暴期間，陳博士與當時金管局總裁任志剛攜手合作，為穩定香港金融體系作出非常規的市場干預。是時業界皆就此離經叛道的方案頗有微言。「實踐是檢驗真理的唯一標準」，入市行動成功，讓香港避過金融風暴的影響。若當時不以干預手段擊退狙擊港元的投機者，香港貨幣和金融體系將面臨崩潰，經濟至少倒退十年。此役之後，陳博士持續在工作崗位上堅定捍衛建基於港元與美元掛鈎的聯繫匯率制度，維持港元的穩定性。

陳博士在金管局工作期間，同時出任97年成立的香港按揭證券有限公司執行董事。2005年，他卸下金管局工作，進入金融業界，出任渣打銀行亞洲區副主席。兩年後，他獲委任為香港特別行政區行政長官辦公室主任。

2008年全球金融危機爆發，香港亦受到衝擊。翌年，特區政府委任陳博士為金管局總裁。上任後，博士首要任務是帶領香港走出金融危機的陰霾。接下來的幾年，博士一直為維持香港金融體系的穩健而努力，其中成功的案例包括通過實施九輪「逆周期宏觀審慎監管措施」，收緊銀行的按揭貸款供應以保障銀行體系穩定，從而令香港可以應付房地產在下行周期所帶來的破壞。

在陳博士領導下的十年，金管局砥礪前行，不單為本港金融界建立了穩固基礎，也引領行業逐步改革創新，鞏固了香港作為亞洲首要金融中心的地位。為配合香港與內地於2003年簽訂的自由貿易協議——《內地與香港關於建立更緊密經貿關係的安排》(CEPA)，金管局在政策層面上推行更緊密的跨境合作措施，使香港成為內地以外全球人民幣首要業務中心。隨着全球數字經濟的新趨勢，陳博士雄心壯志，鼓勵業界向數字革命邁進，擁抱金融科技，與時並進，為業界產業增益。博士任內一直努力不懈領導金

融界革故鼎新，推動不少智慧銀行創新項目，諸如快速支付系統等；並發出了八個虛擬銀行的牌照，推動整個行業的數字經濟革新。

發展香港銀行業之餘，陳博士深明社會上還有有一些基層市民未能得到必要的基本銀行服務。為此，他制定了「公平待客約章」，使這批客戶的權益得到保障，落實銀行界公平待客的服務承諾，此約章在在證明博士處事包容的胸襟。他並鼓勵零售銀行在偏遠的公共屋邨保留甚或增設銀行服務，這舉措在實體服務迅速消失的洪流下，更彌足珍貴。

陳博士堅信各行各業都需要擁抱科技，不斷創新，才能在數字時代維持競爭力。自金管局退下來後，他創辦了兩家金融科技公司：圓幣錢包科技有限公司和易信連有限公司，用以協助中小企通過網上認證從而獲取適時的銀行服務，和促進跨境支付。此外，他還擔任香港匯德收購公司的主席。陳博士退而不休，心繫社稷，卸下金管局重擔後，除出任多項公職外，最近更成立香港Web3.0研究院 — 一個跨業界非牟利的機構，旨在推動香港金融業技術變革和產業升級，發展香港成為全球領先的Web 3.0智慧城市，讓香港在數字經濟領域中保持領先地位。

陳博士在金融範疇的貢獻良多，深為業界稱許，亦因此得到多方嘉獎及獲頒不少勳銜，包括2012年的金紫

荊星章，和2021年的威廉·比爾·塞德曼金融服務業領袖終身成就獎等榮譽。

我們倍感自豪，陳博士是中大校友。畢業後一直從眾多途徑回饋母校，貢獻良多，廣為師生敬仰。自2021年起，博士擔任崇基學院董事會主席，今年四月獲委任為中大校董會副主席。他亦是中大「環球校友諮詢委員會」的成員。與此同時，他並兼任大學工商管理學院榮譽教授，及香港金融學院高級顧問的職務，把他的專業知識薪火相傳，授予下一代金融領域的「接捧人」。顯而易見，紛至沓來的公職使他無暇抽空進行他至愛的休閒活動 — 壁球和高爾夫球。主席先生，陳博士在金融界功勳卓著，為社區積功累德，才學超塵拔俗，行止導德齊禮。他心繫香港，一直為生於斯，長於斯的城市穩定與繁榮，以及未來發展，盡心竭力。謹恭請閣下授予陳德霖博士社會科學榮譽博士學位。

Dr Leung Nai-pang Norman

Doctor of Social Science, *honoris causa* Citation



In the chapter Yong Ye of the Analects of Confucius, there is the saying, "If you desire to establish yourself, you should also help others establish themselves. If you desire to rise to eminence, you should also help others rise to greater heights." This means that when one wishes to strive for advancement in life, one should not forget that he also has an obligation to help those who have the same aspiration. Similarly, when one has attained success and become distinguished in society, one should also endeavour to help those who are still attempting to broaden their horizons. The above are not just fine attributes but the righteous quality of an honourable person who, having possessed the means to help others, always uses it generously to help the younger generation and the underprivileged to brave adversity and turn their life around. These good deeds require not only great empathy for people, but also a sense of moral rectitude that brings light into the world and hope for a new day.

Dr Norman Leung Nai-pang was born to a well-off family in Dongguan, Guangdong Province. His family moved to Hong Kong after 1949 but unfortunately, the family's fortune gradually made a downturn and they finally settled down in Cheung Chau. The young Dr Leung attended Hanchuan Primary School and then Cheung Chau Government Primary School. However, he had to drop out of school at the age of 12, due to financial hardship, and worked as a waiter at the Gloucester Hotel in Central to support his family. Dr Leung understood that even when one was in distress, he must not give up but should, instead, move forward to brave the storm. While at work, he continued to take up part-time studies. He knew well

that English would be his life buoyancy and, with determination and perseverance, he took every possible opportunity to practise English through talking to foreign guests in the hotel. At the same time, he set his mind on returning to school later. In 1960, he got himself admitted, as a mature student at the age of 20, to Form Three of King's College, a prestigious government-run secondary school in Hong Kong. In the chapter Xue Ji of the Book of Rites, there is a saying, "Attending school after having passed the due study period will make learning much more difficult." That, obviously, does not apply to the talented Dr Leung, who, determined to turn a new lease of life, completed his secondary education with flying colours. In 1965, he was admitted to HKU to pursue studies in economics and political science. After graduation, he went to the United Kingdom to pursue post-graduate studies at the College of Law at Guildford. Having passed the Solicitors' Final Examination there in 1970, he joined Woodhouse-Smith & Co., a law firm in the UK, as trainee solicitor. After the statutory two-year articleship, he became a qualified solicitor, just four years after he graduated from HKU. In 1972, he returned to Hong Kong and joined Hastings & Co. Two years later, he moved to Woo and Woo Solicitors and became its partner, thus commencing a long and stellar legal career for 22 years. During this period, the business

of the law firm, under Dr Leung's stewardship, grew and achieved fame, with the number of employees rising from 20 plus to 120. For his professional eminence and social standing, he was appointed member of the Council of the then newly founded City Polytechnic of Hong Kong (later City University of Hong Kong [CityU]) in 1985. From 1997 to 2003, he served as Chairman of the Council. Two years after he retired from the Council chairmanship, he was appointed the Pro-Chancellor of CityU. Throughout his 18 years of service on the CityU Council, he guided the institution to rise from a humble beginning to a world renowned institution of higher education. For his long and outstanding contributions to CityU and society at large, he was conferred the degree of Doctor of Laws, *honoris causa*, by CityU in 2004. In 2016, Dr Leung became Council Chairman of The Chinese University of Hong Kong. Since assuming that role, Dr Leung had been actively involved in forging a solid foundation for various educational and research endeavours of the University. From being a hotel waiter to a lawyer, and from a young boy who dropped out of school to the council chairmanship of two local universities, Dr Leung reminisced about his past with fondness, saying, "The reason I was able to overcome difficulties in my early life was that I wouldn't give up. I firmly believe that a good education for all is essential for society

to advance and prosper." With this firm belief, he has repeatedly encouraged students to stay positive and strong when facing adversity, because there is always a rainbow after a storm.

After his luminous legal career, Dr Leung made a change in his career path and stepped into the business world, achieving similar dazzling success. After leaving Woo and Woo, he held various senior executive and directorship positions in a number of local renowned listed companies, including among others, Deputy Chairman of Kowloon Motor Bus Holdings Limited, Director of Wing Lung Bank Limited, and Executive Chairman of Television Broadcasts Limited. Currently, he serves as Chairman and Independent Non-Executive Director of Transport International Holdings Limited, Kowloon Motor Bus (1933) Limited, and Long Win Bus Company Limited. He is also an Independent Non-Executive Director of Sun Hung Kai Properties Limited and Nan Fung Group (Holdings) Limited. With visionary insight and shrewd investment knowledge, Dr Leung brings to the corporations he serves not only his legal expertise but also his supreme management prowess earned through decades of hard work. No wonder, he is well respected in the business circle and a

trusted "general" in the corporate world.

Having achieved incredible success, Dr Leung is committed to serving society by helping others and promoting the general welfare of Hong Kong and beyond. Over the past half century, he has been actively making meaningful contributions to public affairs. For his sharp-wit and civic character, he was appointed to a number of statutory positions, including Commissioner of the Civil Aid Service, Chairman of the Broadcasting Authority, and member of the Electoral Affairs Commission, University Grants Committee, Housing Authority, and Advisory Committee on Post-office Employment for Former Chief Executives and Politically Appointed Officials. Dr Leung thoroughly grasps the importance of education and one's social responsibility. Mencius once said, "Through ethics and moral education will all appreciate the essence of filial piety and brotherhood." In accordance with the teachings, Dr Leung returned to his hometown Dongguan to help set up the Dongguan Polytechnic (DP) in his role as Vice-Chairman of the Preparatory Committee of the institution. DP commenced operation in 1989 and henceforth has been providing the much needed higher education opportunities for aspiring students in the neighbourhood, and making important contributions to

the city. Furthermore, he made generous donations to establish a kindergarten and a primary school in Jintai Village of Dongguan. Moreover, Dr Leung also contributed funds to rebuild two primary schools in Dingxi City, Gansu Province. For his philanthropic acts, these schools after refurbishment were named after Dr. Leung's parents. The virtue of filial piety and family congeniality is evident in Dr Leung's endowment, which benefits thousands of children in the remote areas of Gansu, and allows them to study in a positive school environment. The good deed has helped the children alleviate poverty and reshape their destiny. Dr Leung has also sponsored over a hundred underprivileged village students to continue their secondary education in the town, some of whom finally completed university education. His good deeds in society, particularly in the field of education, has reached far and wide, benefiting numerous students and making positive impacts in his motherland. For all that he did, he gained respect both in Hong Kong and mainland China.

In 2015, Dr Leung started his association with CUHK, first as a member of its Council. A year later, he was appointed Chairman of the Council, until he stepped down in 2022. During his tenure, he made all-out

efforts in making fruitful dialogues with all stakeholders of the University, including staff, students and alumni societies, all for the good of the institution. As Council Chair, he played a vital leadership role in fostering a number of strategic developments of the University. With his perceptive vision and shrewd guidance, he mustered the strength of faculty and students to help the University reach new frontiers in teaching, research and community service. Under Dr Leung's stewardship, the state-of-the-art CUHK Medical Centre officially opened in 2021, providing high-quality healthcare services for the community, the impact of which was keenly appreciated during the challenging COVID-19 pandemic period. The Medical Centre shoulders the important public health responsibilities such as administering vaccination programmes and receiving patient referrals from public hospitals. It supported the Hospital Authority's Public-Private Partnership Programme by expanding healthcare service, providing choices for the general public, and alleviating the heavy burden on public hospitals.

The University recently rolled out its Strategic Plan 2021-2025, outlining its development blueprint. The Plan delivers

a clear roadmap that will guide the University further in fulfilling our vision in achieving “excellence with purpose and responsibility”, as it carries out the role of a civic university that contributes to Hong Kong, our country, the region and the rest of the world. It covers key development areas including research and innovation, student experience, global engagement, talent attraction and development, and social responsibility. The Plan also attempts to reach out to, and rally support from, alumni worldwide. As Council Chairman, Dr Leung carefully steered the drafting of the Strategic Plan, providing valuable guidance and input. Moreover, he strenuously supported the implementation of the University's “Policy on Diversity and Inclusion”, which commits us to fostering an atmosphere of openness, respect, empathy and inclusivity; and respecting individual differences, thereby upholding the University motto “Through learning and temperance to virtue”. During his tenure, Dr. Leung also helped set up six InnoHK research centers at CUHK covering, inter alia, health, biomedicine, robotics and artificial intelligence, thereby making meaningful contributions to the Hong Kong innovation agenda; and showcasing the University's latest knowledge transfer endeavours, while at the same time

enhancing the University image and benefiting society.

A man of high integrity and moral standards, Dr Leung has made notable contributions to both the legal and business sectors in Hong Kong. He has also played a defining role in the local higher education sector. His acts of civic engagement have benefited not only Hong Kong but the nation as a whole, helping people to pursue their dreams. In recognition of his distinguished achievements, Dr Leung has been honoured with titles including Justice of the Peace, the Gold Bauhinia Star, and Officer of the Most Excellent Order of the British Empire. Let us join hands together today to pay tribute to Dr Leung, a highly regarded professional, Hong Kong's venerable community leader and a long-standing friend of The Chinese University of Hong Kong. Mr. Chairman, it is my honour and privilege to present to you Dr. Norman Leung Nai-pang for the award of the degree of Doctor of Social Science, *honoris causa*.

梁乃鵬博士 榮譽社會科學博士 讚辭

孔子《論語·雍也篇》曾說：「己欲立而立人，己欲達而達人。」意謂一己立身處世，奮發圖強，亦願他人努力上進，意志堅定；一己卓然有成，顯達四方，更望後進逆境自強，改寫人生。那是仁者將心比心、達己達人的磊落胸懷，更是智者啟迪後進、同臻至善的仁風美德。

梁乃鵬博士祖籍廣東東莞，自幼家境富裕。1949年後遷居香港，家道中落，卜居長洲。梁博士年青時就讀於島上漢川小學和長洲官立學校小學，年方十二，即因家境清貧，中途輟學，並於香港告羅士打酒店任職侍應，藉以幫補家計。然而，梁博士深明唯有歲寒，方知松柏之後凋；君子身處逆境，更需刻苦上進。他憑藉堅毅意志，工餘進修，自學英語，又藉與酒店外籍賓客傾談，磨練外語，並致力重返校園。1960年，他以20歲之齡，入讀英皇書院中三級別。《禮記·學記》嘗言：「時過然後學，則艱苦而難成。」然而，梁博士不畏艱辛，寒窗苦讀，蹈厲奮發，砥礪前行，不僅完成中學課程，更於1965年考入香港大學，修讀經濟及政治學，並於1968年順利畢業，隨即遠赴英倫，在英國吉爾福特法律學院進修律師執業文憑，並於1970年加入英國Woodhouse

Smith & Co.律師樓出任實習律師，前後不過四載寒暑，即取得英國執業律師資格。1972年回港在希仕廷律師事務所執業，1974年加入胡與胡律師事務所為合夥人，開展漫長的法律專業工作生涯，前後合共22年，期間律師事務所不斷拓展，發展蒸蒸日上，僱員由20多人增至120人，梁博士成為事務所的資深合夥人。1985年起，他出任香港城市大學校董，於1997至2003年間，獲委任為該校校董會主席，並於2005至2016年出任大學副監督，於城市大學校董會服務長達18年之久，貢獻良多，城市大學為此授予榮譽法學博士銜。2016年，梁博士轉任香港中文大學校董會主席，為我校多項教研建設，奠基立業。從酒店侍應到執業律師，從少年失學到歷任兩所大學的校董會主席，梁博士回首往昔，不無感慨：「我之所以能克服少年的困境，全賴沒有放棄接受教育的機會。我堅信市民若有接受良好教育的機會，社會必然穩步發展。」為此，他多次鼓勵身處逆境的莘莘學子，艱苦務須奮進，雨後信有彩虹。

法律事業，顯赫有成；轉而從商，依舊輝煌。梁博士離開法律業務後，歷任多間上市公司的高級行政人員及董事，包括九龍巴士控股有限公司副主席、

永隆銀行有限公司董事，以及電視廣播有限公司行政主席，現任載通國際控股有限公司、九龍巴士(一九三三)有限公司和龍運巴士有限公司主席及獨立非執行董事、新鴻基地產發展有限公司及南豐集團(控股)有限公司獨立非執行董事，眼光獨到，投資精準，管理有道，舉重若輕，深受企業集團信任。

梁博士卓然有成，不忘服務社會，立己立人，念在蒼生。半世紀以來，他積極參與公共事務，多所建樹，歷任民眾安全服務隊處長、選舉管理委員會委員、大學教育資助委員會成員、房屋委員會委員、廣播事務管理局主席，以及前任行政長官及政治委任官員離職後工作諮詢委員會委員等。孟子嘗言：「謹庠序之教 申之以孝悌之義。」梁博士深悟其理，決意於故鄉東莞籌建理工學院，1986年出任東莞理工學院籌委會副主席，學院於1989年順利落成，庠序乃設，教澤功深。他更慷慨捐資，於東莞金泰鄉興辦幼兒園及小學，復於甘肅省定西市捐助重建兩所小學，並以父母嘉名冠名誌念，孝悌之義，昭然可見。甘肅偏遠地區千百孩童，從此可以接受正規教育，進而改寫人生。梁博士更贊助百多名學生到鎮內升讀中學，部分學生如今已然大學畢業，成就多方。梁博士達己達

人，善恩廣種，受惠諸生，同蒙恩澤，銘感不忘。

梁博士於2015年出任中大校董，並於2016至2022年獲委任為中大校董會主席。期間與中大教職員、學生及校友組織，保持良好溝通，積極聯繫，並推動大學多項重要發展，慧眼高瞻，指示津逮，俾使大學同仁同心同德，汪洋浩瀚，揚帆邁進，教研成就，屢創佳績。梁博士領導有方，睿智過人，厥功至偉。在梁博士的領導下，中大醫院於2021年正式投入服務，為病人提供優質醫療服務，適值新冠疫情肆虐香江，中大醫院肩負疫苗注射、接收公立醫院轉介患者等重任，舒緩公立醫院的沉重壓力，多所貢獻。

梁博士亦統領中大制訂《中大策略計劃 2021- 2025》，擘畫未來五年發展大計，提出研究創新、學生體驗、全球視野、人才吸納、社會責任等重要指標，又致力凝聚全球校友，合力推動大學持續發展，力臻卓越，任重志遠。梁博士同時支持大學推行「多元共融政策」，以維護中大博文約禮，兼容多方的核心價值，尤為真知灼見。梁博士在任期間，中大六所研究中心納入港府重點發展科研項目InnoHK，研究範疇涵蓋健康、生物醫學、機械人工程和人工智能等領域，展現中大最新創科成果，並轉化為具體科研產業，彰顯校譽，造福社會。

梁博士立己立人，清高芳潔，多年來在法律界、商界卓有建樹，並推動本港高等教育持續發展，達己達人，成就顯赫，先後獲香港政府頒授太平紳士銜、金紫荊星章、大英帝國勳章等。主席閣下，今天讓我們共同表揚望重士林的仁德長者，香港中文大學的領航先驅，本人謹恭請主席閣下頒授榮譽社會科學博士銜予梁乃鵬博士。

此讚辭由卓敏中國語文及文學教授何志華教授撰寫

Professor Helga Nowotny

Doctor of Social Science, *honoris causa* Citation



Scientific research that has shaped modern humanity, and upon which all our futures may depend, arguably requires three fundamental ingredients to thrive: funding, knowledge, and wisdom.

Without funding there is no research infrastructure or talent development, and without accumulating the knowledge gained from that research there is no innovation. But now, more than ever, the world needs every decision to be guided by that third ingredient, wisdom. And this includes two things often overlooked in the laboratory: an appreciation of the context in which the science is done, and an evaluation of its possible consequences. Here, science meets social sciences, ethics and policy.

Today's honorand has played a distinctive, key role in the progress and understanding of scientific research, not only through her own studies, but by nurturing others through her leadership in research funding and policy across Europe. She is Professor Helga Nowotny, a former president and founding member of the European Research Council (ERC), and Professor emerita of Science and Technology Studies, ETH Zurich.

Professor Nowotny has drawn upon a long career traversing law, sociology and, most significantly, in science and technology studies (or STS) in which she is a true pioneer. She has been

deeply engaged in science and innovation policy, culminating in her role as president of the ERC from 2010 to 2013, after serving as vice president from 2007, the year it was founded as a first pillar and source of science excellence within the European Union's Horizon Europe programme. Previously she had been chair of the European Research Advisory Board, which played a key role in the creation of the ERC.

As a founder and leader, she helped shape the ERC as a funding agency run by scientists for scientists, and embracing the social sciences and humanities, supporting primarily early careers in frontier research, and interdisciplinary collaboration. Since 2007, it has gone on to fund more than 12,000 projects and over 10,000 researchers. More than 850 research institutions now host ERC award grantees, who include 12 Nobel Prize winners.

Professor Nowotny has credited her background in STS with making it easy for her to listen to scientists and understand their work systems and needs, and roles within society. It is no surprise that she has been sought after for so many leadership

and advisory positions. Today, these include being a Foreign Member of the Royal Swedish Academy of Sciences with the privilege to propose names for the most coveted of awards, the Nobel Prizes, and as a member of the Board of Trustees of the Falling Walls Foundation, Berlin, dedicated to creating breakthroughs across borders and disciplines, and connecting science, business and society; and of the Austrian Council and Chair of the Scientific Advisory Board of the Complexity Science Hub Vienna, among others. She is also Vice-President of the Council for the Lindau Nobel Laureate Meetings, a leading forum for inter-generational and cross-discipline knowledge exchange.

These roles in funding and policy have been complemented by her own research and publications, which include most recently in English the hugely topical book, *In AI We Trust. Power, Illusion and Control of Predictive Algorithms*. This unpicks the role of and our ambiguous relationship with Artificial Intelligence, which she has described as developing to herald a new paradigm in human evolution in what she

calls “digi-land” and across digital time. This builds on her previous research related to experiences of time and uncertainty. Her books include *The Cunning of Uncertainty*, which the Financial Times listed as one of the best of 2015; *Naked Genes, Reinventing the human in the molecular age*, (with Giuseppe Testa), published in 2011, and *Insatiable Curiosity, Innovation in a Fragile Future*, in 2008, among many others.

Professor Nowotny has been no stranger to uncertainty, having lived as a child in Vienna, Austria, during World War II, an experience that left her curious to understand how the world works. With a supportive family and particular encouragement from her mother, she was one of relatively few women to proceed from school to the University of Vienna, where she studied law. She excelled, continuing to complete a doctorate in jurisprudence in 1959.

At that point she met an all-too familiar obstacle. When she applied for a post as assistant professor in the Department of Criminology she was initially opposed, on the grounds of being a woman. She agreed

with the Herr Professor that if a more capable man applied he should have the job. The job became hers – an experience that later prompted her to conduct research on gender biases in science, and pay special attention to addressing them in her leadership roles.

It was chance that led her to switch to sociology, after accompanying her husband in his move to New York in the mid-1960s. For want of alternative opportunities in law, she decided to pursue a Ph.D. at Columbia University, where she was mentored by two of the founding fathers of modern sociology, Paul Lazarsfeld and Robert K. Merton.

After completing her PhD, with her thesis focused on macrosociology and its methodology, she returned to Vienna, to be head of the department of sociology at the Institute of Advanced Studies. She has since held teaching and research positions at Kings College, Cambridge; University of Bielefeld; Wissenschaftskolleg zu Berlin; and Ecole des Hautes Etudes en Sciences Sociales, Paris, among others.

It was while spending a sabbatical year at Cambridge, and acting as tutor for a course called “Science, knowledge and belief”, that she broadened her knowledge of the sociology of science to anthropology, and eventually anchored her interest in science and technology studies. Her twin-track in international policy began when she returned to Vienna, where she became the director of a UN-affiliated social research institute in Vienna, the European Centre for Social Welfare Policy and Research. Her non-linear progression left her well placed to contribute at the macro management and policy levels.

Her own studies on our relationship with AI remind us how human evolution has been intimately linked to technology – the quest to extend our capabilities through innovation, from the invention of writing onwards. In recent centuries that technology has come to be underpinned and speeded up by ever growing scientific knowledge. The impact now extends to the heart of modern life, for better and worse. On the one hand we struggle to contain the consequences of the development of the combustion

engine, atomic bomb, and algorithms that can manipulate our thoughts and deeds. On the other, we know even from the work of research conducted in this university that the new knowledge we create can do so much for human health and well-being and, if we heed the predictions on climate change, to protect this planet.

Yet we also know science doesn't just happen. It needs nurturing, understanding, funding and, yes, regulating. This is where Professor Nowotny has had such an influence, as a powerful advocate for an open – rather than determined – future that humans can still shape for the better. Artificial Intelligence will be a supporting tool that she calls to be regulated, as we take for granted for so many other “tools” we use in our daily lives, for safety and to prevent misuse. AI cannot, after all, replace human wisdom.

AI was the subject of a recent conference Professor Nowotny attended, where a haiku written by an AI was used to organize the working groups. She recalls in *In AI We Trust* that she found the result rather bland

and unsatisfactory. So, she decided to write her own in the plane returning home. This one ended with the line "Future needs wisdom".

In these times when the future holds so many uncertainties – despite the best predictive efforts of AI – we all need wisdom. Mr Chairman, it is my great honour to present a leader and scholar such immense wisdom, Professor Helga Nowotny, for the degree of Doctor of Social Science, *honoris causa*.

Citation is presented by Professor Nick Rawlins, Pro-Vice-Chancellor / Vice-President (Student Experience) and Master of Morningside College

Helga Nowotny 教授 榮譽社會科學博士 讚辭

科研塑造現代文明，並影響人類未來的命運。但若若科研行穩致遠，社會必須具備三個基本要素：資金、知識、和智慧。

沒有資金，設立科研設施及培育頂尖人才只會流於空談，遑論通過科研積累知識，更不要說追求創新。此時此刻，世情紛亂不寧，社會盤根錯節，我們更需要智慧導航。科學家在實驗室工作時，往往疏於觀察所處的社會環境，亦沒有就其科研成果對社會的影響作出評估。現實生活中，科學與社會科學、倫理學和科研政策往往相互交織，渾然一體。

今天的榮譽學位受領人Helga Nowotny教授，學識淵博，才思敏捷，在推動科研發展方面，別出機杼，還通過領導歐盟研究資助計劃，培育後進。Nowotny教授為歐洲研究理事會（ERC）前任主席和創始成員，及蘇黎世聯邦理工學院科學技術學（STS）榮休教授。

在悠長的教研生涯中，Nowotny教授在她專注的STS範疇內的貢獻，光芒四射；同時，她的研究亦涉獵法律及社會學等層面。除積極參與歐洲科學和創新的工作，教授更協助歐盟成員國制定這方面的政策。2007年起，她成為ERC副主席；2010至2013年，她更肩負主席重任。ERC在2007年成立，前身為歐盟的Horizon

Europe計劃，用以支援區內前沿研究，教授為計劃發起人之一。此前，她曾擔任歐洲研究諮詢委員會主席，該委員會在成立ERC時發揮了關鍵作用。

作為ERC創始人和主管，Nowotny教授為組織廣納賢士，擬定資助策略，尤以支援傑出青年學者的前沿研究為己任，援助層面更涵蓋社會科學和人文學。2007年以來，ERC已資助了越12,000個項目和10,000多名科研人員，受益研究單位達850個以上；這些項目的首席研究員包括12位諾貝爾獎得主。

Nowotny教授的STS背景，使她更容易聆聽到科研人員所需，體會他們的工作環境，以及洞悉研究項目對社會的貢獻。她這方面才華洋溢，備受青睞，獲邀出任眾多個公共機構和諮詢委員會的成員，包括：瑞典皇家科學院的外籍成員，其一的殊榮為向諾貝爾獎委員會提名；柏林Falling Walls基金會董事會成員，致力資助跨國和跨學科的創新科研項目，嘗試將科學、商業和社會連結起來；奧地利下議院成員；及維也納科學顧問委員會轄下複雜性科學中心主席等要職。此外，她還擔任「林道諾貝爾獎得主大會」理事會的副主席；大會是一個世界頂級、跨世代、跨學科的知識交流平台。

在資助科研和釐定相關政策方面，教授的貢獻備受讚揚，其卓越成就亦彰顯於她的研究成果和著作。她最近耀眼奪目的英文著作是《我們信任的人工智能：預測演算法的力量、幻覺和管控》(In AI We Trust: Power, Illusion and Control of Predictive Algorithms)。這本書剖析了人工智能 (AI) 的功效，及其與人類糾結不清的關係。教授認為 AI 為人類開創嶄新天地，未來屬於「數字世界」，橫跨不同「數字境域及時空」。著作根據教授對 AI 不確定性的深入研究，闡述它如何影響人們的生活。教授其他的著作包括：《狡猾的不確定性》(The Cunning of Uncertainty)，被《金融時報》列為2015年最佳書籍之一；與Giuseppe Testa合著，於2011年出版的《裸露基因：在分子時代重塑人類》(Naked Genes: Reinventing the Human in the Molecular Age)；以及於2008年出版的《永不滿足的好奇心：在不可預測的未來如何帶動創新》(Insatiable Curiosity: Innovation in a Fragile Future) 等等。

Nowotny教授對「不確定性」這概念並不陌生。她成長於奧地利維也納，二次世界大戰的經歷，促使她探索戰爭的因由。年輕的Nowotny獲家庭的支持，特別是在母親的鼓勵下，考進維也納大學攻讀法律，當時很少女士有機會修讀大學課程。1959

年，她以優異的成績獲頒法律博士學位。

畢業後，她遇到女性在職場常見的無形之牆。初期她申請刑事學系助理教授的教席，不獲考慮，理由是她是女性。其後她與負責招聘的教授據理力爭，結果與教授達成共識，即若有一位比她擁有更佳資歷的男士獲選，她便心悅誠服。最終，Nowotny得償所願，獲聘就任。這段經歷後來引發她對性別歧視進行研究，並關注女性在機構內的領導角色。

機緣巧合，Nowotny教授隨後轉攻社會學。20世紀60年代中期，她陪伴丈夫移居紐約。由於教授的法律資歷在美國難以尋獲合適的工作，她決定另闢蹊徑，前往哥倫比亞大學攻讀博士學位，期間獲得Paul F. Lazarsfeld 和 Robert K. Merton這兩位現代社會學殿堂級教授的指導。

在哥倫比亞大學，教授專攻宏觀社會學及其論證的方法。完成博士論文後，她返回維也納，應聘出任該地高等研究院屬下社會學系系主任。嗣後，她相繼在倫敦國王學院、劍橋大學、比勒費爾德大學、柏林科學學院以及巴黎高等社會科學學院等著名學府擔任研究工作。

在研究休假年期間，教授往劍橋進修，並出任學院

「科學、技術與信仰」課程的導師，因此加深了她對科學社會學及人類學的認識，最終導致她埋首研究STS。她在國際舞台上的雙軌發展，始於她回到維也納期間，出任聯合國駐當地的歐洲社會福利政策與研究中心為主任。教授非線性模式的科研工作，在宏觀管理學和宏觀政策的範圍內，貢獻良多。

Nowotny教授在研究AI時，發現科技的發展和應用，對人類的影響日趨廣泛而深遠。從發明書寫時期開始，人類便藉着不斷創新，提高對環境的駕馭力。近幾個世紀，科技帶來翻天覆地的變化，科學知識如泉噴湧，深深影響人類的生活，成果毀譽參半。一方面，我們努力應對內燃機、原子彈、和AI操控人類行為帶來的惡果。另一方面，只是從中文大學研究得來的結論，我們已知道創新知識能促進公共衛生，為社會謀福祉。在氣候變化方面，我們也明白可善用AI 來保護地球。

然而，我們應明白，科學的發展不會從天而降。社會需要理解科學發展的重要性、人才需要培訓，科研項目更需有足夠的資助；當然，發展的過程亦要有適當監管。這正是Nowotny教授的研究，為何能造福世界。她認為人類不單要努力改善現有環境，善用AI，還要虛懷若谷的心態擁抱一個不確定的未來；她這主張，擲地有聲，影響深遠。我們每每抱着理所當

然的心態，毫不思索便使用垂手可及的工具；教授告誡我們，在應用AI生成的工具時，要摒除這心態，並對AI的應用嚴加管控，以確保安全並防止濫用。話說回來，AI畢竟無法取代人類的智慧。

Nowotny教授最近參加一個以AI為主題的學術會議。在小組交流中，與會者測試利用AI撰寫俳句（根據日本古時代和歌格式而創作的定型短詩）。教授回想在她的著作《我們信任的人工智能》一書中，曾指出儘管AI能以秒速完成詩句，但內容往往空洞無物，未盡如意。於是，教授在會議的歸途中，若有所思，從容地寫了一首俳句，末句是：未來需要智慧。

縱然AI能竭力為我們提供適時的預測，人類未來仍充滿不確定性。為此，我們更需要智慧導航，邁步向前。主席先生，教授才德兼備，卓爾不群，孜孜無怠，惠澤社群。謹恭請閣下頒授榮譽社會科學博士學位予 Helga Nowotny教授。