全球頂尖大學冀入北都覓機遇

Global university leaders see opportunities in HK's Northern Metropolis university town

News Buddy

摘錄自11月6日香港《文匯報》：「世界頂尖大學校長論壇2026」本月4日及5日於香港科技大學舉行，匯聚全球各地約50間頂尖大學的逾130位校長、知名學者及國際教育領袖出席，彰顯香港作為連接內地與全球高等教育體系橋樑的獨特優勢與樞紐地位。

The World Class Universities Presidents Forum 2026 was held at The Hong Kong University of Science and Technology (HKUST) on Nov. 4 and 5, bringing together more than 130 university presidents, renowned scholars and international education leaders from around 50 leading universities worldwide. The forum highlighted Hong Kong's unique strengths and role as a bridge connecting the mainland with the global higher education system.

其中，對於香港推動北部都會區大學城建設的宏大構想，全球高等教育界均深表關注。多所頂尖大學的校長於論壇期間接受香港《文匯報》訪問，就入駐北都大學城的意向、對特區政府的期望，以及人工智能（AI）時代下的創新發展分享真知灼見。校長們除對參與北都大學城項目表達強烈興趣，並強調產學研「三螺旋」合作模式及深化國際協作，將會是未來發展的關鍵。

Among the key topics discussed was the city's ambitious plan to establish a university town in the Northern Metropolis. During interviews with Wen Wei Po, university leaders shared their views on potential participation in the project, their expectations of the Hong Kong Special Administrative Region (HKSAR) government, and innovation and development in the age of artificial intelligence (AI). While expressing considerable interest in the initiative, they stressed that the "triple helix" model of collaboration among industry, academia, and research, together with deeper international cooperation, would be crucial to its future development.

英國曼徹斯特大學（The University of Manchester）校長鄧肯·伊維森（Duncan Ivison）形容，特區政府的構想「非常宏偉」，他特別讚賞項目從規劃之初便搭建高校、產業及多方合作的「三螺旋」結構，並指該校正密切跟進，期望進一步了解特區政府的整體構想。他又說，香港已有成熟的合作範本，特區政府釋放出高等教育帶動經濟發展的強烈信號，這在很多地區是難以做到的。

Duncan Ivison, President and Vice-Chancellor of The University of Manchester in the United Kingdom, described the HKSAR government's vision as "very ambitious". He particularly praised the project's plan to establish a "triple helix" framework involving universities, industries and other stakeholders from the outset. Duncan Ivison said the university was closely following developments and hoped to gain a better understanding of the government's overall vision. He added that Hong Kong already had established models of collaboration and that the government had sent a strong signal about the role of higher education in driving economic development, something that was difficult to achieve in many other regions.

英國華威大學（The University of Warwick）校長斯圖爾特·克羅夫特（Stuart Croft）亦高度評價特區政府的戰略眼光，認為全球極少有以大學城為核心、依靠政產學研拉動經濟的全新開發項目，形容是「非常難得的機遇」。他明確表示，將透過與香港院校合作來參與北都發展，不會脫離本地協作而獨立主導，資金統籌亦可由本地主導機構負責。

Stuart Croft, Vice-Chancellor and President of The University of Warwick in the United Kingdom, also praised the government's strategic vision, describing the initiative as a "very rare opportunity". He noted that few places around the world had undertaken entirely new development projects centred on university towns, with economic growth driven by collaboration among government, industry, academia and research institutions. Stuart Croft made clear that The University of Warwick would seek to participate in the Northern Metropolis development through partnerships with local universities rather than taking the lead independently. He added that funding coordination could also be handled by a locally led organisation.

西班牙巴塞隆拿大學（The University of Barcelona）校長瓊·瓜迪亞·奧姆斯（Joan Guàrdia Olmos）指出，該校正將目光從南美轉向中國，「尤其是香港、上海等地」，他期望透過戰略協議在港落地高水平科研創新項目，推動成果轉化。

Joan Guàrdia Olmos, Rector of The University of Barcelona in Spain, said the university was shifting its focus from South America towards China, particularly Hong Kong and Shanghai. He hoped to establish high-level research and innovation projects in Hong Kong through strategic agreements, helping turn research outcomes into practical applications.

英國思克萊德大學（The University of Strathclyde）校長史提芬·麥克阿瑟（Stephen McArthur）則希望借鑑蘇格蘭創新區的經驗，在港探索多方對接的國際合作機遇。南非開普敦大學（The University of Cape Town）校長莫薩·莫沙貝拉（Mosa Moshabela）亦透露，目前正與香港科技大學開展合作，並將與布里斯托大學共建醫院，期望透過創新圈吸引國際人才。

Stephen McArthur, Principal and Vice-Chancellor of The University of Strathclyde in the United Kingdom, said Hong Kong could draw on Scotland's experience with innovation districts to explore opportunities for international collaboration involving multiple stakeholders. Mosa Moshabela, Vice-Chancellor of The University of Cape Town in South Africa, revealed that his university was already working with HKUST and would also establish a hospital jointly with the University of Bristol. He hoped the development of an innovation cluster would help attract international talent.

多位校長亦呼籲，香港應盡快出台更清晰的指引。莫薩·莫沙貝拉強調，特區政府可就北都大學城明確界定「項目成功」的標準及對國際合作方的期望，並制定吸引國際人才的指導性框架。瓊·瓜迪亞·奧姆斯則直言，引進人才離不開政策支持，呼籲特區政府提供資金與政策的靈活性。

Several university leaders also called on the HKSAR government to provide clearer guidelines as soon as possible. Mosa Moshabela said the government should clearly define what would constitute "project success" for the Northern Metropolis university town and set out its expectations for international partners. He also called for a guiding policy framework to attract international talent. Joan Guàrdia Olmos stressed that attracting talent required policy support and urged the government to provide greater flexibility in funding and policy arrangements.

問及北都大學城將如何重塑香港的全球地位，斯圖爾特·克羅夫特認為，大學城的建設給予香港高校提早實現全球深度融合的條件。瓊·瓜迪亞·奧姆斯亦指，現代大學發展不能滿足於簡單的合作協議，必須搭建如歐洲大學聯盟般的全新結構性深度合作架構。莫薩·莫沙貝拉特別提醒，在打造創新生態時，必須兼顧居住空間與社區共融，必須在早期規劃中納入保障性住房及宜居環境的考量。

Asked how the Northern Metropolis university town could reshape Hong Kong's global standing, Stuart Croft said its development would give Hong Kong universities the opportunity to achieve deeper global integration at an earlier stage. Joan Guàrdia Olmos said modern universities should move beyond simple cooperation agreements and establish new, structured frameworks for deeper collaboration, similar to European University Alliances. Mosa Moshabela highlighted the importance of balancing the development of an innovation ecosystem with adequate living space and community integration. He stressed that development projects should be incorporated into the planning process from an early stage.

面對AI時代帶來的挑戰，史提芬·麥克阿瑟指出，AI不會消解教育，而是作為工具輔助培養學生的深度理解力與判斷力，大學應藉此定義未來的職場形態，培養對應的技能人才。

Addressing the challenges posed by the AI era, Stephen McArthur said AI would not undermine education but should instead serve as a tool to help students develop deeper understanding and stronger judgment. He said universities should use AI as an opportunity to redefine the future workplace and cultivate talent with the skills needed to meet emerging demands.

在創新賦能方面，鄧肯·伊維森與斯圖爾特·克羅夫特均強調，科研轉化落地的速度是區分一流高校的關鍵。面對氣候變化等現實難題，大學必須加快將基礎科研轉化為實際價值，並協助大中小企業應用創新技術降本增效。

On innovation and technology transfer, Duncan Ivison and Stuart Croft both stressed that the speed at which research findings are translated into practical applications was a key factor distinguishing leading universities. Faced with real-world challenges such as climate change, universities must accelerate the transformation of fundamental research into practical value, while helping large, medium-sized and small enterprises apply innovative technologies to reduce costs and improve efficiency, they said.

然而，追求速度不能忽視底線。莫薩·莫沙貝拉提醒，在虛假信息泛濫、科學備受質疑的當下，變革必須建立在「信任」之上，這是大學能向社會提供的最寶貴價值。瓊·瓜迪亞·奧姆斯亦分享，大學必須在堅守科研價值的前提下，與私營部門展開戰略協作，藉此重拾並鞏固其作為社會信賴機構的角色。

However, the pursuit of speed should not come at the expense of fundamental principles. Mosa Moshabela warned that amid the spread of misinformation and growing scepticism towards science, transformation must be built on "trust", which he described as the most valuable contribution universities could offer society. Joan Guàrdia Olmos also noted that institutions must uphold their research values while pursuing strategic partnerships with the private sector, thereby rebuilding and strengthening their role as trusted institutions in society. ●DotDotNews



●世界頂尖大學校長論壇2026 資料圖片

治亂興衰誠有序 文章詩賦另為綱

恒 大清思

漢賦、唐詩、宋詞、元曲……每個朝代都有特定的文體代表，也就是所謂「一代自有一代之文學」。這種觀照文學發展的框架源遠流長，其學術貢獻與謬誤已有不少討論，毋庸贅言。值得一談的倒是那「一代」的概念：難道一個朝代滅亡，文學史便會即刻踏入新階段？

翻閱各大中國文學史著作，以朝代為綱目是常見的編輯手法。國祚短促的時代可能合併處理，例如六朝、隋唐、五代、金元等等，但章節起訖終究與朝代分期保持一致。

究其原因，古典時代的詩詞文章主要出自士人之手，文學史本質上可視為他們的生命史；而「士人」的身份包含政治面向，對家國的認同自然會轉化為一種世界觀，用以理解一切事理。

簡單來說，既為一朝之臣民，便會視這一朝為獨立的歷史階段。無論是正史的《文苑傳》《文藝傳》，抑或私人撰作的詩文評，大多採取這種斷代思維，進而建立古典文學史的基本面貌。

循政權斷代難反映文學史

不過，以斷代方式闡述文學發展，無疑漏洞不少。畢竟按常理推敲，朝代更迭之際，大多數人仍會繼續生活，寫作風格和美學觀念不可能兀然大變。歐陽修曾慨嘆唐太宗管治英明，奈何「獨於文章不能少變其體」，六朝風氣猶在；《宋史》亦言：「宋興且百年，而文章體裁，猶仍五季餘習。」每個朝代的前半時期難免沿襲上一代的文學，差異只在於何時懂得變革而已。更何況，寫作技能有賴經驗和知識，許多資歷深厚的文人即使進入新時代，仍會不斷運用既有的才學；創新大任得留待新一代人成長以後。

在某些文學史時期，循政權角度強行斷代更會造成問題。譬如，元代文學史該從何時談起？蒙古有別於金代，其源自草原的文化與文學傳統相當深厚，不可能只看入主中原之後的日子。作為治亂興衰的坐標，元代的「起點」便有金亡、宋亡、忽必烈改元等可能，更遑論成吉思汗早於公元1206年建立大蒙古國。部分學者甚至拒絕囿於政治史分期，認為忽必烈起用耶律楚材才是關鍵。

同樣值得注意的是，各個「一代」的分量並非等同。從南宋滅亡至朱明立國，元代的統治約88年。此「一代」時光如此短促，文學史卻仍習慣把它分作前、中、後三期，可謂瑣碎。

對比唐代文學史的「四唐」框架，最長的初唐達95年左右，最短的中唐亦有約70年，意即任何一期都差不多等於整個元代。在跨代文學史研究中，各期規模之懸殊顯然容易造成偏差和誤會。

正是出於這個原因，現代學者漸漸傾向以世紀作為劃分單位，讓穩定的公曆紀年取代長短不定的「一代」。這不是更直接、更方便嗎？治學者正須永遠腳踏這樣的實地。

香港恒生大學 THE HANG SENG UNIVERSITY OF HONG KONG
●凌頌榮博士
香港恒生大學中文系助理教授

商標不必太複雜 簡單好記易推廣

商 心英語

上文提到，好名字可帶來好生意；本文會繼續列出餘下名次，直至第一位，並簡述它們勝過同儕（outperform）的原因。

第五位是桂格燕麥（Quaker Oats Company）。桂格會（Quakers）是一個友善的基督教團體。不過，這家燕麥公司的創立人並不是桂格會成員，他們只是借用桂格會正直、誠實和純粹的品質（integrity, honesty, and pure quality）作為形象，讓消費者放心食用其燕麥。

第四位是必勝客（Pizza Hut）意大利薄餅店。必勝客開首間店時排除萬難（against all odds），例如資金不足。該店業主有一個契約限制（covenant restriction）：名字不能超過八個英文字母；主打的Pizza一詞必須保留，餘下只有三個字母。創立人見店舖外形酷似一間小茅屋（首店屋頂是用紅色瓦片建成，但這非重點），便命名為Pizza Hut，既符合要求，也很有噱頭（gimmick）。

第三位是Caterpillar Inc.（卡特彼勒）及其縮寫CAT。卡特彼勒是官方名稱，本文則用意譯「毛毛蟲」。早年公司主力銷售農用拖拉機，後來改為履帶拖拉機；因履帶機行駛起來恍如毛毛蟲前行，便成了公司名字。創立人大概想不到的是，毛毛蟲公司曾幾次面臨大挑戰，也靠毛毛蟲般的韌性或復原力（resilience）渡過難關。為推廣起見，公司以首音的三個字母CAT作為別稱；這別稱也隨產品擴展至工業機械，乃至我們較熟悉的工作靴（work boots）等產品。

第二位是蘋果（Apple），曾叫"Apple Computer Inc."，後期把公司名中的Computer省去。當年由喬布斯提出，原因有多個。主流說法是他要仿效牛頓，因蘋果從樹上掉下來而領悟地心引力。

也有說法認為，蘋果暗含象徵意義（symbolic implication）。由於Apple只有兩個音節，我們學ABC時已學A for Apple。公司產品簡單易用，與名字相匹配。

冠軍是3M。3M的產品有文具和清潔用品，也有工業化學品及醫用消耗品。3M公司的原名是明尼蘇達礦業製造公司（Minnesota Mining and Manufacturing Company），現今正式法定名稱為3M Company。

這名字的特性（characteristics）是省字，即快速和便捷：把英文由三個字減至一個字母，對很多不太懂英語的人有點難，讀一個英文字母就輕鬆得多。3M聽起來又有點像化學元素符號，例如水是H2O；對工業和醫療客戶而言多一份親切感。因為3M的第一個縮寫字母源自一個州名，州名不輕易改動，第二、第三個M則是自定，所以3M這名字可恒久使用（everlasting）。

注意，我們常說的「長壽」譯作longevity，是用在人或動物身上。它符合簡約主義（minimalism），是一個易讀易記的名字，同時與產品實體互相呼應，因而實至名歸（well-deserved）。

也許讀者不同意筆者所選，例如認為欠缺客觀性（objectivity），或問入選有什麼先決條件（prerequisite）、優越有何標準（criteria）。確實，這場評選除了一致性（consistency）外，也過分主觀，只能打趣說——情人眼裏出西施（beauty is in the eye of the beholder）。

●林健根 會計師

單詞卡

outperform	勝過同儕	work boots	工作靴	well-deserved	實至名歸
integrity, honesty, and pure quality	正直、誠實和純粹的品質	symbolic implication	象徵意義	objectivity	客觀性
		characteristics	特性	prerequisite	先決條件
against all odds	排除萬難	everlasting	恒久使用 / 永恒	criteria	標準
covenant restriction	契約限制	longevity	長壽（用於人或動物）	consistency	一致性
gimmick	噱頭			beauty is in the eye of the beholder	情人眼裏出西施
resilience	韌性、復原力	minimalism	簡約主義		