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Do old Confucian values belong in today's new business enterprise? The answer, according to Dr Robin Chan Yau-Hing, Chairman of Asia Financial Holdings Ltd (Asia Financial) and Asia Insurance Co Ltd (Asia Insurance), is a resounding yes. In fact, he thinks they are the secret of his success as an entrepreneur. For Dr Chan, Confucian ethics is not a business philosophy but a way of life. He lives by them, transacts business by them and serves his community by them. The ethical lapses within global financial institutions that have brought the world economy to its knees speak to the need for moral values in business.

Dr Chan lives a complete life according to the precepts of the sage: from being a good individual to being a good member of the human community. Through it all, the currency of this banker-financier is trust—by which he opens hearts and attracts opportunities, turning even adversaries into partners.

Within Dr Chan's family business empire, there is little separation between the personal and the familial. His children follow him into business, even into politics. With older son Stephen overseeing investment activities as Executive Director of Asia Financial and younger son Bernard as CEO of Asia Financial and Asia Insurance, Dr Chan has no succession worries. Nor does he have any nostalgic attachment to business segments that have outlived their usefulness. When the banking environment got tough, he wisely unloaded his beloved bank at a princely price. By patient adherence to his prudent business approach, he was able to avert the turmoil which swept through the financial sector when the tsunami struck.

Though tethered to the Confucian tradition, Dr Chan has a good nose for business. It didn't take him long to see that the insurance business was intimately related to banking services. Thus was Asia Insurance born. At that time, the insurance market was cornered by foreign giants. But he soon found his footing, with "trust" as the cornerstone of his new business. When China opened up economically, he identified insurance opportunities in the north. In a three-way partnership, he co-founded PICC Life Insurance. By 2012 its premiums exceeded RMB60 billion, ranked 5th in the industry on the Mainland.

傳統儒家思想是否適用於現今的商界企業？對於亞洲金融集團（控股）有限公司（「亞洲金融集團」）及亞洲保險有限公司（「亞洲保險」）董事長陳有慶博士來說，答案是肯定的。事實上，陳博士認為儒家思想正是他成為成功企業家的秘訣。儒家倫理價值不單是營商哲學，而是生活方式。無論處世、經商還是服務社會，陳博士都秉持儒家價值觀。部分環球金融機構違背商業道德，引發全球經濟風暴，正好反映道德價值在商界是不可或缺的。

陳博士擁有古聖賢眼中的豐盛人生：修身克己，貢獻社群。對於這位銀行金融家，成功之道在乎誠信，他堅持以誠待人，廣納良機，甚至能與競爭對手合作。

陳博士的家族業務中，個人與家族和諧共融。他的兒子承繼父業，跟隨他投身商界和政界。長子陳智文先生為亞洲金融集團執行董事，負責監督投資業務，而次子陳智思先生則擔任亞洲金融集團及亞洲保險總裁，所以陳博士毋須憂慮繼承問題。當銀行業競爭激烈時，陳博士當機立斷，以高價出售銀行業務。因著穩健審慎的營商手法，在金融海嘯席捲整個行業之際，他仍能免受衝擊。

儘管恪守儒家傳統思想，陳博士對營商卻有著敏銳的觸覺。他很快便洞悉，保險業與銀行服務唇齒相依的關係，亞洲保險業務亦因而應運而生。當時，保險市場被外國保險巨頭壟斷，但陳博士不久便找到立足點，以「誠信」作為新業務的基石。當中國經濟開放時，他掌握先機，及時進軍內地，更透過三方合作成為中國人民人壽保險的聯合創始人。及至2012年，中國人民人壽保險的保費已達人民幣600多億元，在內地業界中排名第五。

陳博士高瞻遠矚，看準人口老化帶來的商機，尤其是醫療服務。他的家族在泰國首都興建醫院，並憑藉

He also foresaw opportunities in an aging population, especially in medical services. His family set up a hospital in the Thai capital. Soon it was attracting well-heeled medical tourists from the Middle East, drawn by its state-of-the-art facilities, good patient care and inexpensive services, which, unbelievably, include in-house immigration processing for overseas visitors who now make up 40% of its clientele. Now listed on the Thai stock market, it is valued at HK\$14 billion.

But it is not all business with Dr Chan. His other obsession is public service. With the Chans, being directors of the Tung Wah Group of Hospitals is a three-generation affair. Proudly patriotic, he became a leader of overseas Chinese business people, helping to steer investments to his mother country. He was the founder and President of the Hong Kong Federation of Overseas Chinese Associations and served two terms as Chairman of the Chinese General Chamber of Commerce. While Dr Chan was a four-time delegate to the National People's Congress, his son Bernard has been twice-elected. Getting a Gold Bauhinia Star also seems to run in the family, with Dr Chan and Bernard both proud recipients. Overseas, he was twice-honored by the King of Thailand for his contributions to the kingdom. When he led overseas Chinese business delegations to Thailand, Singapore and Malaysia, they were accorded high-level receptions. In Indonesia, they were received by none other than its President and seven of his cabinet ministers. Such was his standing in South-east Asian countries.

To higher education he offers generous support, with HKUST being a notable beneficiary. From 1999 to 2006 he excelled as our Council member, and thereafter as our Honorary Court member.

Dr Chan's profile is more than the catalogue of his achievements. Yes, he has come a long way from the poor boy sharing a pair of slippers with his younger brother, to the super-successful entrepreneur chairing the boards of conglomerates. But more than that, it is a life well lived. Last year, Dr and Mrs Chan, both octogenarians, celebrated their 60th wedding anniversary. At 81, Mrs Chan is young at heart and stunningly younger in appearance. Her artistic output as a painter rivals that of her son Bernard, currently voted the most popular member of Hong Kong's Executive Council. In celebrating the life of Dr Chan, we are also celebrating his remarkable family.

先進和一流的設備、優秀的護理及廉宜的服務吸引大批來自中東的醫療旅客。醫院更為外國旅客提供出入境手續辦理服務，現在該類旅客佔醫院病人總數四成。醫院現已在泰國證券交易所上市，市值達140億港元。

陳博士除了經營有道，更不遺餘力投身公共服務。陳氏家族三代都擔任東華三院總理，他心繫祖國，以此為榮，出任華僑商人的領袖，為祖國招商引資出心出力。他是香港僑界社團聯會的創會會長兼主席，曾任香港中華總商會兩任會長。陳博士四次擔任全國人民代表大會代表，而兒子陳智思先生亦兩度當選全國人大代表。陳博士及陳智思先生均先後獲頒金紫荊星章。在海外，陳博士兩度獲泰國國王頒授勳章，表揚他對泰國的貢獻。他率領僑商代表團前往泰國、新加坡、馬來西亞考察訪問時，均受到高規格接待。在印尼，他們獲總統及七位內閣部長級的禮待，盡顯陳博士在東南亞國家的地位舉足輕重。

陳博士多年來一直積極支持高等教育發展，科大亦是受惠者之一。於1999年至2006年間，他擔任本校校董會成員，及後擔任顧問委員會榮譽委員。

陳博士的豐盛人生，非其傑出成就所能言表。從一位艱苦的少年，與弟弟同穿一雙拖鞋，到今天成功的企業家、多個董事會的主席，陳博士人生美滿充實。去年，年屆八秩的陳氏伉儷慶祝結婚60週年。81歲的陳夫人保持心境年輕，駐顏有術。她在繪畫方面的藝術造詣，與剛當選全港最受歡迎行政會議成員的兒子陳智思先生不相伯仲。陳博士成就非凡，其幸福家庭亦令人稱羨。



謝清海先生
Mr CHEAH Cheng-Hye

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For a rags-to-riches story in this city of finance, the life of Mr Cheah Cheng-Hye is truly uplifting. Born poor, losing his father to illness at the age of nine, he had nothing beyond a secondary education. Somehow, he pulled himself up by his own bootstraps, becoming a self-taught man through his hunger for reading and thinking. Somehow, he found himself a foothold, managing to snag a job as a financial journalist, first at the now-defunct but highly-regarded *Far Eastern Economic Review*, and later at the venerable *Asian Wall Street Journal*.

From there, Mr Cheah talked his way into becoming head of research and proprietary trader with Morgan Grenfell in Hong Kong. In 1993, he co-founded Value Partners together with his partner, after corraling US\$5 million from people who believed in him.

Today he heads the Value Partners Group as its Chairman and Co-Chief Investment Officer. The fund company, ballooning to an AUM of around US\$9 billion, is now ranked no. 1 in Hong Kong and South-east Asia. Globally, it stands at number 444, aiming in time for a top-five spot. With two million clients in a city of only seven million, scoring an average 16.6% annual return for the last 20 years, and ranked among the Barron's Best 100 Hedge Funds in its latest global report, no one is willing to bet against the man who is affectionately called the "Warren Buffet of the East". He rode his own 3-R formula to success, choosing the right business run by the right people for the right price. Figuring that, over a lifetime, he is blessed with 15 major investment chances, Mr Cheah favors investing for the long haul and dislikes high-frequency trading or overtrade. One third of the good stock picks in his stable has been held since the 1990's. But he is forgiving of wrong calls by his employees, protected as they are by a no-blame culture within his company while adhering to a clients' interests-first policy. Mistakes never kill us. Failure to learn from mistakes do, he loves to say.

As a humble David competing against the Goliaths of international investment houses, Mr Cheah thrives by his natural instincts. Meeting him for the first time, you feel you are in the presence of a first-rate mind. To him the stock market is a complex creature in which psychology, politics and history and even religion all play a part. To tame this beast, he sharpens his strategic skills by studying

謝清海先生在這個金融都會白手興家的成功故事，實在令人鼓舞。他出身基層家庭，九歲時父親病逝，只有中學程度。但他決意發憤圖強，孜孜不倦，博覽群書，好學深思，最終自學成才。他成功開展事業，擔任財經記者，先後在曾享譽一時現已停刊的《遠東經濟評論》和馳譽世界的《亞洲華爾街日報》任職。

從一名財經記者做起，謝先生努力不懈，最終平步青雲，成為香港摩根建富研究部主管兼自營交易員。1993年，他獲得多位投資者的信任，籌得500萬美元資金，與合夥人共同創立惠理基金。

現時，他是惠理集團的主席兼聯席首席投資總監。時至今日，這家基金公司管理的資產規模已擴大至近90億美元，名列香港以至東南亞地區首位。惠理在全球排名第444位，目標是最終躋身全球前五位。香港只有700多萬人，惠理已擁有200萬名客戶，過去20年平均年度回報率達16.6%，並在《巴倫週刊》最新全球報告中獲選為100個最佳對沖基金之一，故沒有人敢於質疑這位「東方巴菲特」的魄力和眼光。他的成功秘訣在於3-R，即是合理的價格(right price)、合適的人才(right price)、合宜的業務(right business)。謝先生回顧過去把握了15個重大投資機遇，他喜歡長線投資，不主張高頻交易或過度買賣。他持有的三分之一的優質股均於1990年代買入至今。對於員工投資失利，他秉持寬以待人的原則，推行「免責文化」，同時將客戶利益放在首位。他總愛說，犯錯不會致命，未能從錯誤中吸取教訓才是失敗的根源。

與國際投資公司競逐爭鋒，猶如身形細小的大衛挑戰巨人歌利亞。謝先生憑著敏銳的直覺打拼天下，與他首次會面，便會感受到謝先生才智不凡。股市對他來說是複雜多變，心理、政治、歷史甚至宗教，都會對股市造成影響。為了駕御瞬息萬變的股票市場，他

military battles and history-makers. He believes that an MBA alone does not equip one sufficiently for a career in value investing.

In October 2010, Mr Cheah became the first Asian keynote at the renowned Graham & Dodd Breakfast hosted by Columbia Business School's Heilbrunn Center for Graham & Dodd Investing. Upon his return, Mr Cheah felt called upon to offer real-life experience to groom homegrown investment professionals, as multinational financial institutions tend to favor their own overseas recruits. Instead of waiting for the phone to ring, he cold-called President Tony F Chan to pitch the idea of Hong Kong's first academic training and research center for investing, so that students can learn value investing in the pit. Thanks to his initiative and generosity, the aptly named Value Partners Center for Investing at HKUST became operational in September 2011.

Mr Cheah considers himself "an accidental child of history" on whom geopolitics and economic opportunity had their intersection. But there is nothing accidental about his achievements. He is the incarnation of the financial investor as a disciplined scholar and battle-tested warrior who rises from the crucible of circumstances. To him discipline is not just an occupational attribute, but a total lifestyle, with 24/7 preparedness, backed by painstaking statistical and on-site research.

As a self-made man Mr Cheah is full of homespun wisdom. He believes, for example, in giving people a stake in society, one of his famous maxims being that "Even bad guys become good guys when they have too much to lose." Social harmony resides in bringing the disenfranchised in from the cold. A devout Buddhist by faith, he considers all mortals transients on Earth. Along the way, we should do good whenever and wherever we can. He may be a contrarian value investor, but there is nothing contrarian in his belief that what goes around comes around.

努力鑽研軍事戰爭及歷史傳奇人物，強化自己的策略。他認為，要在金融投資上成就一番事業，不能單靠MBA學位。

2010年10月，謝先生獲邀成為哥倫比亞大學商學院籌辦的格雷厄姆—多德(Graham & Dodd)早餐年會首位亞洲演講嘉賓。鑒於國際金融機構傾向在海外招聘人才，回港後，謝先生深感有責任培育本地投資專業人才，為他們提供實踐機會。他主動致電陳繁昌校長，提出成立香港首間投資培訓及研究學術中心的構思，讓學生可以實際地學習金融投資。全賴謝先生的倡議及慷慨支持，香港科大「惠理投資研究中心」於2011年9月投入運作。

謝先生謙稱自己是時勢的寵兒，地緣政治與經濟機遇造就了他的事業。但他的成就絕非偶然。作為金融投資者，他集學者的自律與戰士的無畏精神於一身，在不同環境下都能夠克服種種挑戰。對他而言，自律不僅是職業修養，更是生活方式。他必須時刻作好準備，進行鉅細無遺的數據分析及實地研究。

謝先生白手興家，擁有樸實的處世智慧。就如他相信每人都應分享社會成果，他一句名言是：「當擁有太多而不想失去，壞人也會變成好人。」社會和諧取決於幫助未能分享社會成果的一群解困。作為虔誠的佛教徒，他認為，凡人在世都是短暫的。在生命旅途上，我們應隨時隨地竭盡所能，行善積德。謝先生也許是逆向投資者，但他卻堅信因果循環的道理。



西崎崇子教授
Prof Takako NISHIZAKI

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Within classical music circles, Takako Nishizaki is a household name. For untold millions of Chinese she is a world musician who has played her way into their homes and hearts. Her recording of Vivaldi's *Four Seasons* has sold more than one million copies and her recordings of the *Chinese Butterfly Concerto* have sold an eye-popping three and a half million copies in China and South-east Asia alone. By her artistry she has transcended geography and nationality, and even time itself.

She was born into a musical family. Her mother was a pianist, while her father and first violin teacher was the co-founder of the Suzuki Method. Under his tutelage, Nishizaki began performing at the age of five and won her teacher's diploma at the incredible age of nine. Eventually, she found herself at the fabled Julliard School and studied under the celebrated Joseph Fuchs. There she won the Fritz Kreisler Scholarship and in 1964 the Second Prize at the Leventritt International Competition behind Itzhak Perlman. In 1969 she won First Prize in the Julliard Concerto Competition.

From there, her concert career blossomed, performing with many leading orchestras throughout the world. Thirty nine years ago she met and married Klaus Heymann in Hong Kong, for whom she gave up an anticipated professional life with her father who had set up a studio in preparation for her return. But Mr Heymann was to play a key role as the founder of Naxos in producing her 100 CDs which have turned her into a global celebrity. Together, this king and queen of classical music have redefined international musical royalty.

But it was in live concerts that Prof Nishizaki would harvest her most soulful moments. Once in pre-Perestroika Soviet Union, in a concert hall sadly in need of repair, she was deeply touched when a man in muddy boots came running in to offer her a bouquet of lovely mountain lilies after the concert. At another time, in her native Nagoya, seated at the front row of the concert hall was a blind man with a guide dog. The dog sat stone still, as if entranced. But its master had tears silently rolling down his cheeks as she played Mozart's sublime music, a sight that overwhelmed the performer and every single

在古典音樂界中，西崎崇子是家傳戶曉的名字。這位世界級音樂家的演奏風靡數以百萬計的中國樂迷，扣人心弦。她灌錄韋華第(Vivaldi)《四季》的唱片，銷量超過100萬張，而《梁祝協奏曲》更深受歡迎，僅在中國及東南亞地區的銷量已達350萬張。她的藝術感染力超越地域和國界，甚至超越時間，歷久常新。

西崎崇子教授出生於音樂世家，她的母親是鋼琴家，父親是她第一位小提琴老師，亦是鈴木教學法(Suzuki Method)的聯合始創人。在父親悉心栽培下，西崎崇子五歲開始公開演出，年僅九歲已獲頒教師文憑。隨後，她考入著名的茱莉亞音樂學院深造，師從大名鼎鼎的約瑟夫·富奇(Joseph Fuchs)。她在美國獲得弗里茨·克萊斯勒獎學金(Fritz Kreisler Scholarship)，於1964年舉行的Leventritt國際小提琴大賽中勇奪亞軍，僅屈居於帕爾曼(Itzhak Perlman)之後。1969年，她在茱莉亞協奏曲比賽中摘下桂冠。

此後，她的音樂事業進入全盛時期，與多個著名管弦樂團周遊列國巡迴演出。39年前，她與夏希文(Klaus Heymann)先生在香港邂逅並結為夫婦。儘管當時她父親為迎接她回國而成立工作室，但她為了丈夫，毅然放棄與父親一同開創音樂事業的機會。然而，夏希文先生創辦了拿索斯(Naxos)，在她的事業發揮了舉足輕重的作用，他為西崎崇子教授灌錄100張唱片，讓她登上世界殿堂。兩位古典音樂界的國王與王后攜手合作，在國際音樂樹立典範。

西崎崇子教授在現場演奏會中，多次經歷到感動心靈的時刻。一次在前蘇聯演出時，雖然演奏大廳破舊不堪，當演奏結束後，一名靴子沾滿泥濘的男士給她送上一束漂亮的野百合，令她深受感動。另一次，她在家鄉名古屋演出，一位雙目失明的聽眾與導盲犬坐在觀眾席的前排位置。導盲犬坐著動也不動，就像陶

member of the orchestra. Backstage, they all hugged and cried. These are moments that belong to magical music-makers alone.

As a musician, Prof Nishizaki's life may be divided into three stages: as a concert performer, a recording artist, and, in recent years, a violin teacher. In each of these roles, she is an uncompromising perfectionist.

These days she only gives about ten concerts a year, most of her time being devoted to running her Takako Nishizaki Violin Studio founded in 2005, now a stable of three hundred students. She uses the best elements of the Suzuki Method, combining them with traditional teaching. For students too poor to afford a violin, she provides the instrument, one to the student and an adult version to the mother, passionately believing in her unique teaching method in which student, teacher and parent form a tight triangle.

As a person who lives without fuss or fanfare, she is seldom seen in high society events. Whatever time is left in her overscheduled life she donates to fund-raising activities and charity concerts with the proceeds going to various philanthropic organizations, including Po Leung Kuk, the Red Cross and the Society for Abandoned Animals. Her services to the community earned her a Bronze Bauhinia Star from the grateful Government of the Hong Kong SAR in 2003 and her lifetime achievement put her on the list of the Japanese edition of *Newsweek* of the 100 most admired Japanese in the world. Away from the glare of publicity, she is quietly coaxing the next generation of young violinists. Who is to say that one day soon another global violin virtuoso wouldn't emerge from her stable of students to melt the hearts of the world.

醉在美妙的旋律之中。當西崎崇子教授演奏莫扎特的優美樂曲時，這位失明人士的淚水靜靜地從臉頰流淌，這一幕不僅深深打動演奏者，更令管弦樂團每一位團員為之動容。回到後台，他們緊緊抱在一起哭了起來，此時此刻畢生難忘。

西崎崇子教授的音樂生涯可分為三個階段：現場演奏、唱片灌錄，以及近年專注的小提琴教學。無論擔當任何角色，她都是一絲不苟，力求完美。

現在，她每年只會參與約10場演奏會，大部分時間則專注於2005年創辦的西崎崇子小提琴教室。發展至今，小提琴教室已有300名學生。她將鈴木教學法的精髓與傳統教學法合而為一。對於買不起小提琴的窮苦學生，她會為學生及學生的母親一併提供樂器。她對自己獨創的教學法充滿熱誠及信心，相信學生、老師及家長可以形成鐵三角，互相支持。

作風低調的西崎崇子教授，甚少出席社交活動。她生活忙碌而充實，但每有閒暇便會參與籌款活動及慈善義演，所得善款一律捐贈保良局、紅十字會及保護遺棄動物協會等多家慈善機構。她對社會貢獻良多，於2003年更榮獲香港特別行政區政府頒授銅紫荊星章，而她憑非凡成就，獲《新聞週刊》日文版評為全球百大日本名人。她一心遠離公眾的視線，悉心栽培年輕一代的小提琴家。說不定她的得意門生他朝也成為另一位世界級小提琴大師，觸動全球聽眾的心弦。



張亞勤博士
Dr ZHANG Ya-Qin

榮譽大學院士
Honorary Fellow of HKUST

By a masterstroke of fate, Dr Zhang Ya-Qin was born in the year of the Cultural Revolution and, promisingly, came of age during China's greatest economic transformation. His life is the quintessential modern Chinese miracle. Skipping five grades between primary and secondary schools, he was admitted at 12 as the youngest student to the University of Science and Technology of China. By 23, he held a doctorate from George Washington University in electrical engineering. In 1997, he became the youngest IEEE Fellow in its 100-year history. The following year, he was voted America's *Outstanding Young Electrical Engineer*. He soon won award upon award with 50 US patents, a dozen books, and some 500 influential papers and articles to his credit. Called "a treasure of the world", Zhang's star was rising and dazzling.

Conventional wisdom suggested that he remain in the US as the darling of its elite IT research establishment, but Ya-Qin answered the call to a higher purpose. By choosing to return to China, he chose uncertainty. In those days, with scant research infrastructure, China had little to entice a world-class IT scientist. However, where others saw hardship, Zhang saw a once-in-a-century opportunity. Soon, his presence attracted other world-class scientists, and the change he pioneered is still unfolding.

As Corporate Vice President of Microsoft Corporation and Chairman of Microsoft's Asia-Pacific R&D Group, Zhang is given latitude in its broad mandate: raise China while growing Microsoft. To him, China is not just a market for Microsoft products, but a place to groom talent and consolidate Microsoft's global leadership in information technology. By transforming China's IT ecosystem, he has ushered in a culture of innovation.

Among multinationals in China this generous impulse is rare. It has created a special, relationship between company and host country in which both sides win.

To achieve his vast mandate, Zhang works closely with industry, academia and government. On his own time, at his own expense, he crisscrosses the country, spreading his gospel of innovation. He dispenses advice on the boards of

張亞勤博士剛巧出生於文化大革命發生的一年，他的成長經歷了中國規模最大的經濟轉型。他的歷程是典型的當代中國傳奇。張博士中小學階段跳級五年，才12歲便考入中國科學技術大學，成為該校最年輕的學生，更於23歲時獲得喬治華盛頓大學電機工程博士學位。1997年他成為電機及電子工程師學會（IEEE）百年來最年輕的院士，並於翌年獲頒美國「傑出青年電機工程師獎」；其後，所獲的獎項及榮譽不勝枚舉。他在美國擁有50多項專利，編寫過十數本專書，並撰寫了約500篇影響甚鉅的學術論文和期刊論文。被譽為「全世界的財富」的張博士，平步青雲，如日方中。

一般人認為，留在美國一流的資訊科技公司工作，可以大有作為，張博士卻胸懷更崇高的理想。縱使當時中國前景不明，張博士卻毅然選擇回國。當年，中國研究基礎設施匱乏，難以吸引世界一流的資訊科技科學家。然而，別人眼中的艱苦條件，張博士卻認為是百年難遇的大好良機。他回國不久，已吸引不少世界頂尖科研人員紛紛而至，而他帶動的改革也逐步展現。

作為微軟公司全球資深副總裁兼微軟亞太研發集團主席，張博士肩負偉大的使命：發展微軟，同時造福中國。對張博士來說，中國不單是微軟產品的市場，亦是孕育人才的基地，有助鞏固微軟作為世界資訊科技領導者的地位。他成功改變中國資訊科技界的生態系統，締造創新文化。

在中國芸芸跨國企業之中，能有如此量度者寥寥可數。微軟成功與中國建立雙贏的特殊關係，相得益彰。

張博士不負所託，與業界、學術界及政府緊密合作。在公餘時間，他更不惜自費在內地到處宣揚他的創新理念。他為多家小型高科技公司董事會出謀劃策，並無條件為50家新創公司提供發展所需的空間及技術

many smaller hi-tech companies, and incubates some 50 start-ups with space and technical resources — with no strings attached. Under Zhang's leadership, Microsoft spends US\$300 million a year on Chinese companies, believing that what is good for the goose is good for the gander. Every dollar Microsoft invests generates \$16 in partner value. With the Ministry of Education he has eight joint labs. When Chinese officials look at Zhang, they don't so much see a Microsoft man as a world-class scientist returning to help his homeland, earning his research institution the sole privilege of awarding post-doctoral degrees in China by a foreign corporation back then.

Universities are within Microsoft's catchment area. HKUST, for one, has enjoyed a 10-year association. Most of our adjunct IT professors are Microsoft veterans. Many of our graduates are on its payrolls. Our joint lab is accredited by the Ministry of Education. Zhang himself spent a month-long sabbatical here as a visiting professor of our Institute for Advanced Study.

As a Godfather of innovation, Zhang looks for talent with a creative spark and the ability to simplify the complex. By investing 15 years in building a world-class R&D center and grooming talent for his company and his native country, he has cemented a unique partnership between the world's most powerful software company and the world's most populous nation, simultaneously establishing Microsoft's second-largest base.

Zhang is equally kind to the powerful and the powerless, but there is nothing egalitarian in his rejection of mediocrity. With more than 3000 engineers and researchers, and commanding an annual R&D budget of US\$600 million, Zhang has great capacity to do big things. Winston Churchill once prophetically said: "The empires of the mind are the empires of the future." As these empires globally unfold, this hybrid soul, with a Western mind and a Chinese heart, equally celebrated in the East and West, is already a leading imperial citizen.

資源。張博士堅信同業之間可以互相借鑒，因此在他帶領之下，微軟每年投放在中國公司的資源高達3億美元。微軟每投資1美元，即可得出16美元的夥伴價值，產業輻射效應卓著。他更與中國教育部合作，在內地設立8間聯合實驗室。內地官員往往視張博士為學成回國的頂尖科學家，而非單純是來自微軟的管理層，他曾擔任院長和首席科學家的微軟亞洲研究院，亦成為中國第一間培養博士後的境外研究機構。

多所大學亦與微軟建立合作關係，科大就是其中之一，雙方合作長達十載。科大資訊科技的兼任教授大多數是微軟的資深人員，而科大不少畢業生亦投身微軟發展事業。科大與微軟的聯合實驗室獲教育部授權，而張博士本人更利用整整一個月的學術休假在科大高等研究院擔任客席教授。

張博士大力推動創新，尋找富有創新能力，又能化繁為簡的人才。他投放了15年時間建立世界一流的研發中心，為微軟及中國培養大批人才，藉此鞏固世界上最強大軟件公司與世界最多人口的國家之間獨一無二的合作夥伴關係，同時亦為微軟建立第二大基地。

張博士待人平等無私，但他無法忍受平庸。他帶領3,000多名工程師與研究員，每年的研發經費高達6億美元，絕對可以成就大業。邱吉爾曾經預言：「未來的王國是思想的王國。」譽冠中西的張博士，既有西方思維，亦擁有一顆中國心，儼然已是這帝國的領袖。