Commencement Speech

June 19, 2009

Ningbo Institute of Technology, Zhejiang University, China

Phylis Lan Lin, PhD

Presidential International Ambassador

University of Indianapolis

President Xu, faculty, parents, friends, and, especially, graduates of University of Indianapolis-Ningbo Institute of Technology Joint Program cohort 5 (class of 2009):

I am honored to bring greetings today on behalf of the president of the University of Indianapolis, Dr. Beverley Pitts, and on behalf of the University's faculty. President Pitts offers her best wishes for a wonderful Commencement ceremony and expresses her eagerness to visit you again soon.

It is with great pride that I participate in this ceremony at NIT on this day of celebration. I am profoundly grateful for the great honor accorded me by President Beverly Pitts to deliver this commencement speech on her behalf. I am here today also for a very special reason: I am a member of the NIT family. I am not only a visiting professor of this institution but also an administrator of the Sino-American Joint Program, and, most importantly of all, I see myself as a parent to all the students in the Sino-American Joint Program. I therefore speak to the graduates today as a faculty member, an administrator, and a parent.

I have worked closely with you graduates in the past few years. I remember the first time I met you on campus four years ago: You all looked so young, uncertain, and skinny. Today, you have grown, built confidence, and gained a little bit of weight.

I remember the day I accompanied you to Shanghai for your visa interviews: Each one of you walked out the door of the American Embassy with joyful tears in your eyes because you knew your visa had been granted and you were about to journey to a new world for a challenging academic endeavor and to venture into an unfamiliar land to launch a new milestone in your lives. Those who decided to stay in Ningbo to finish their degrees also have undertaken new challenges in their academic lives because they have had to take courses taught by both Chinese and American professors at NIT and simultaneously follow two sets of university policies—Chinese and American. The challenges were no less than for those who went to Indianapolis.

I want to applaud both groups today. You have accomplished what many students could not. You have spent many sleepless nights in the library and in the dorms. Your electronic dictionaries are worn out, and your book covers are tattered. There were times when I saw some of you run into an 8 o'clock class with your hair not combed and teeth not brushed because you had stayed up all night to get a paper done. Many of you had difficulties adjusting to the American system of weekly quizzes, because in China, you needed to worry only about the final exams.

At any rate, you have made it. I am proud of you, and you should be proud of yourselves. Remember, there are many people who are behind you and beside you. They work with you and they support you. We must express our deepest gratitude to your parents, teachers, and close friends. Without their assistance, caring, encouragement, and pressure, you would not be sitting here today. Thank you, parents, professors, and close friends of our graduates.

Delivering a commencement address in China is a great responsibility. I pondered for a few weeks as to what message I should deliver. Several themes came into my mind, including a discussion on how to position yourself in the midst of worldwide financial crisis; how to become a change agent in a changing environment; how to become a global citizen now that you have received a global education; how to instill the responsibility we should have as individuals and as members of a collective group; and how we can make the best use of our American experience in a Chinese setting. The list goes on.

But most of all, I want to answer a few interrelated questions that I have asked myself and been asked constantly since the inception of the Sino-American Joint Program. Answers to questions such as "Why do you think this is a good program? What are you trying to accomplish? Who will benefit from this program?" are not simple. Instead of dealing with the complexity of the program, I would like to take this opportunity to share with you the kind of the program we are creating—a model that I call "the VIP model."

Do we understand what "VIP" stands for? The conventional definition for "VIP" is "very important person." Yes, we want to make you a very important person in this world. But today, I would like to take the opportunity to put a twist on the acronym and offering a new meaning for "VIP": "Vision, Integrity, and Passion."

We have been and will continue building this joint program with a vision of the future. We are training a new breed of work force and intellectuals for tomorrow's China. We want to train a group of young students who can foresee society's needs and who will position themselves well with the skills and knowledge needed for their future careers. Several NIT students were interviewed by the *Reflector* (the UIndy student newspaper) last year,

and by the *Indianapolis Star*, the largest newspaper in Indiana, in April. Here is what you have told the reporters of the *Reflector* and the *Star*:

"Maybe I will run a business by myself and trade between many countries." "I want to be a financial analyst; the study here helps me to reach that goal." "My father wanted to send me to study abroad. I like the people here. They are very kind." "I want to become a banker in China. I want to improve our banking system." "I am an English major but I want to do things in international relations." "The American system is so different from the Chinese system. It has been an eye-opening experience for me. I know what I want to do, and I know I will have the opportunity to practice it when I return to China."

It is a comfort and reassurance to see that you have a sense of what is possible for you in the near future. We are building this joint program with a vision that the graduates will be equipped with a sound foundation for them to realize their potential, to be able to find a niche in a most challenging environment. We want to help you to believe that you are part of something bigger than yourselves. Whether you stay in China or return to the U.S. to continue your graduate studies upon graduation, our goal is to help you to grasp the best of two cultures (Chinese and American), to become a global citizen, to become a change agent, and to strengthen the quality not just of your own lives but also of the world that surrounds you.

Trust is one of the most important ingredients of integrity. It is imperative to have mutual trust in the joint program. We have to be trusted by our students, their parents, and our educational institutions. A high-quality program is based on the integrity of leaders and the institutions where the program is delivered. We trust and believe in ourselves and believe that we will be trusted. Academic integrity must be reinforced. Oftentimes, the process requires violators to face painful consequences, which breaks the hearts of the enforcers. Some students might have learned this the hard way, but at the end, you are proud of yourselves because you know you are a graduate of a program that emphasizes the value of integrity.

Integrity refers to values regarding work, productivity, matters of right and wrong, fairness, and relationships. Although integrity is a worthy universal virtue, differences between Chinese and American cultures sometimes make the implementation of certain policies more challenging than others. In the end, we are able to realize that rigidity and flexibility can actually complement each other; we learn that there are times when we have to agree to disagree. This possibility is based on one assumption: namely, that we trust each other and have a common goal. Today, we can proudly say to ourselves that this joint program is a program with quality and integrity.

Finally, we are passionate; we are committed, and we are engaged. We are ready to educate a new breed of Chinese college students. Several students have asked me, "Dr. Lin, why are you so energetic and tireless?" I reply, "I love what I am doing, and I am in love with what I want to do. In fact, I am passionate with the mission I gave myself."

A senior lecturer at MIT, Jonathan Byrnes, said one of the essential characteristics to lead paradigmatic change is the capacity for passion. He said, "First and foremost, you need a burning drive to make things better. Change management is a grueling process, and passion will see you through it" (Harvard Business School "Working Knowledge" archive,

9-6-2005). Passion provides the motivation, energy, and commitment to do things rigorously. Whether you are planning to reach a specific life goal, reach a certain level of perfection in your work, make good money, fulfill or abide by your parents' wishes, help people in crisis, or make a positive impact on your society, you must, first and foremost, have a clear vision and strong passion and practice your deeds with integrity. Only then will you become an effective leader with the moral character for your endeavor.

A few years ago, one of our students in Applied Sociology, Kristene Ruddle, interviewed me. She asked, "What do you pass on to your students?" My fellow graduates, allow me to repeat to you this morning what I said: "Take pride in yourself. What you do is important. You may affect one person, who then affects more. Be passionate about what you do. See your service, your work, as blessed. You are shaping individuals, and individuals shape society. Be well-rounded, be a lifelong learner, and approach every person as an individual, regardless of his or her socioeconomic status or occupation."

My dear graduates, today's ceremony is a rite of passage in your adult lives. I have high hopes for you. You are a product of the VIP model. I hope you will continue to cultivate it with your traditional Chinese values and practice some of the American values you have cherished since you enrolled in the joint program.

I congratulate your achievements, and I wish you a bright future in the days to come. It has been my privilege to know each one of you, and it is my pride to see your accomplishments. No words can express how happy I am to stand before you today. We have taken a journey together in the past four years; you will always be in my heart. Whatever mountain you try to climb, whatever ocean you try to sail, and whatever organization you try to lead, please remember the spirit of the VIP model. Possess and practice vision, integrity, and passion in your new journeys.

You will be the movers and shakers and the promising leaders for modern China. Lastly, remember, we may be apart, but we uphold the same sky and we stand on similar earth. No ocean will separate us. You are part of the UIndy family, and you are my "adopted" children. Together, we will make the world a better place for all of us.

Best wishes to you all.

Thank you.

05级毕业典礼致辞

2009年6月19日

中国 浙江大学宁波理工学院中美联合班

藍采風博士(Phylis Lan Lin, PhD)
印第安纳波利斯大学 校长国际友好大使

尊敬的许院长，各位老师，各位家长，各位朋友，印第安纳波利斯大学与宁波理工学院中美联合班05级的毕业生们，你们好！

今天，我很荣幸的受印第安纳波利斯大学校长碧薇莉.碧慈及全体同仁之托，向各位致以亲切的问候。碧薇莉.碧慈校长表达了她对毕业典礼的美好祝愿，并希望在不久的将来能再次拜访贵校。

今天在宁波理工参加毕业典礼令我倍感荣幸。受碧薇莉.碧慈校长之托代表她在毕业典礼上致辞的这份荣誉更使我充满感激之情。今天，我站在这里，还有一个特殊的原因：我是理工这个大家庭的一员。我不仅是这个学院的客座教授，也是中美联合项目的负责人。更为重要的是，我还自认为是中美班学生的一家之长。所以，今天我是作为宁波理工的一员，一个项目的负责人，一位家长站在这里与各位共庆今天的毕业大典的。

在过去的几年里，我和大家密切合作。还记得四年前，我第一次在校园里见到你们。你们是那么的年轻，对未来有点迷茫，看起来有点瘦弱。今天，你们已经长大成人，充满了自信，而且变高又变胖。

还记得去上海陪你们去签证的那一天：你们走出美国大使馆的大门的那一瞬间，个个眼含激动与欣喜的泪水。因为你们知道签证已顺利通过，接下来将会步入另一个崭新的世界，去接受学业上的挑战；将要跨入一个不熟悉的国度，在自己的人生旅途中，向另一个里程碑

迈进。选择留在理工完成学业的同学们，同样经历了来自学业上的极大挑战，他们不仅要选学由中美两校教授们各自开设的课程，还要同时符合中美两国的学业要求。他们的挑战一点也不比去印第安纳波利斯大学求学的同学来得轻松。

不论选择出国留学还是留在理工，我都想为你们击掌叫好。你们完成了其他诸多学生无法完成的任务。这两年多的日子里，你们经历了多少个不眠之夜，你们在图书馆用功，在寝室挑灯夜战；你们的电子词典已用烂，书皮也磨损；多少次，我看见你们急急忙忙赶到教室上早8点的课，看来好像头也没梳，牙也没刷，因为前一个晚上你们通宵达旦都在准备论文。还有许多同学很难适应美国教学体制中一周一次的小考，因为在国内，你们只有一个期末考试为之焦虑而已。

不管代价如何，你们都已顺利通过。我为你们感到骄傲，你们更应该为自己感到自豪。要切记：有多少人在背后支持你，在旁边鼓励你。他们与你一起奋战，作你强大的后盾。在此，让我们首先一同表达对他们——你的父母，你的老师，你的挚友的感激之情。没有他们的支持、关爱、鼓励以及压力，今天你们不可能坐在这里。谢谢你们！各位毕业生的家长、教授以及挚友。

在中国，一份毕业典礼致辞背负多大的责任之托呀。多少个日日夜夜，我都在想，我该说什么呢？脑海中曾飘过这样几个主题：讲一讲在全球金融危机下如何定位自我？还是讲一讲在日益多变的环境中如何成为顺势而上的强者？亦或讲一讲既然大家接受了国际教育，那如何成为一个放眼全球的世界公民？还有讲一讲作为个体与集体成员，自己应担负什么样的责任与义务？以及如何使自己的美国经历在中国环境下发挥极大的效用？如此等等。

但是，首先，我想先回答几个相关的问题。这些问题自中美合作这个项目开办以来，我就经常自问，也经常被问及。例如：“你为什么认为这是个有前途的项目？”“你想达到什么样的效果？”“谁能从这个项目中获益?”，可是，要回答诸如此类的问题并非易事。与其谈论这个项目的复杂性，我不如趁此机会与大家分享一下我们开创这个项目的理念—— 一个我称其为VIP模式的理念。

大家都知道VIP表示的是什么？传统的定义是”重要人士”。是的，我们希望将你们打造成这个世界的重要人士。但是，今天，我愿借此机会赋予这三个首字母以新的含义。即：“Vision”表示远见卓识、”Integrity”表示诚实笃信、”Passion”表示热爱工作及众生。

第一个理念：远见卓识。从一开始，我们这个联合办学的项目就充满了远见与愿景。我们立足为明天的中国培养一支新型的劳动大军与知识分子。我们要培养一批年轻有为的学生，他们能预见到社会的需要，从而用自己的技术与学识将自己定位于未来之需。去年与今年四月，印第安纳波利斯学生校报《思》以及印第安纳州最大的日报《印第安纳之星》曾分别采访几位理工的学生。请听他们是如何对记者们说的：

“或许我会自己开公司，做国际贸易。”“我想成为金融分析师；这里的学习助我实现我的梦想。”“我爸爸送我出国学习。我喜欢这里的人。他们人都很好。”“我想成为一位银行家，希望能使中国的银行体系更为完善。”“我是英语专业的，但我想从事国际关系方面的工作。”“美国的体制和中国的体制有很大的不同。我来这里开阔了眼界。我现在清楚了我想要做什么，我相信回国以后我会有机会把我的想法付诸实施。”

同学们对未来的这种憧憬让我们倍感欣慰，也让我们信心大增。我们推行这个合作项目的宗旨就是要让我们的学生在就读时打下坚实的基础以使他们在毕业后能够在竞争激烈的环

境中发挥自己的潜能，找到适合自己的立足点。我们想培养你们相信自己的能力，有一天你们必将超越自我。无论你们毕业后是在中国发展，还是到美国继续读研，我们的目标是帮助你们把握中美两种文化的精髓，成为国际化的人，成为促进和谐社会的有用之才，不断完善自己，提升大家的生活品质。

第二个理念：诚实笃信

信任是诚信的重要因素之一。运行这个合作项目需要我们相互信任。我们必须得到学生、学生家长以及国家教育机构的信任。对于一个高品质的项目的实施，项目领导和机构间的诚信是不可或缺的。我们相信自己的品格，也期待他人对我们的肯定。我们还必须更加强调在求学过程中要守规，在学术上要诚实。有时候，违背诚信者会有痛苦的结局，这常常使我们这些项目负责人痛心不已。有的学生可能已经从教训中成长。同学们，这四年的求学经历是极具挑战性的，但是最终，你们应该为自己骄傲，因为你们已经在这么一个注重诚信的项目中完成了学业。

诚信是指在工作岗位上或处理人际关系时判断是非、坚守公平应持有的价值观。虽然诚信是公认的美德，但是由于中美文化的差异，有时候一些政策的实行会变得更具挑战性。但最终，我们意识到刻板和灵活可以相辅相成；我们也意识到有时候可以求同存异、殊途同归。这都是基于一个设想：我们相互信任，目标一致。今天，我们可以骄傲地对自己说，在推行这个合作项目的过程中，我们一直奉行高品质、诚实笃信的理念。

第三个理念：热爱工作及众生。

我们要热爱工作，关爱学生。我们一直恪守承诺，坚持不懈。我们旨在培养新一代的中国大学生。有不少同学曾问我："蓝教授，你为何总是那么精力充沛，不知疲倦呢？"我的回答是"我热爱我所从事的工作，工作是我的生命。事实上，我热衷于自己所选择的使命。"麻省理工学院的一位高级讲师，乔纳森·伯恩斯曾说过热情是产生变革的必备因素之一。他说："首先，你要有一种热情，要把事情做得更好。实施变革是一个繁重而累人的过程，热情会助你坚持到底。"（哈佛商学院"Working Knowledge"期刊，9-6-2005）。热情使人充满动力，干劲十足，全身心地投入到工作中。无论你是要实现哪一个特定的人生目标：在工作中达到某一层面的完美；赚大钱；实现你父母的期望；帮助他人摆脱困境；或为社会做出积极的贡献，你首先必须要有清晰的愿景和强烈的热情，并且以诚信处之。只有这样，你才会成为一个拥有高尚品德的、具有影响力的领导者。

几年前，一个叫克莉斯汀·拉得尔的应用社会学系的学生采访过我。她问："您给您的学生传递的是什么理念？"亲爱的同学们，在此请允许我重复一下我对克莉斯汀所说过的话："以自己为荣。你所从事的都是重要的。你的所为可能影响某一人，而他可以影响更多的其他人。要热衷于你的所为。珍爱你的工作，全心投入。你塑造个人，而个人继而影响社会。成为一个全面发展的人，活到老，学到老。不论个人的社会经济地位如何，不论个人从事何种职业，我们都应客观平等待之。"

各位同学，今天的典礼是你们成年后的一件大事。我对你们寄予厚望。你们是VIP模式的结晶。我希望你们会继续运用中国传统价值观把VIP模式发扬光大，并且珍惜你们参加了中美合作项目之后所体会到的一些美国价值观。

我祝贺你们的成就，也祝你们前程似锦。我熟悉你们中的每一位，我为你们的成就感到骄傲。今天，我站在这里，喜悦之情难以言表。过去的四年，我们携手走过；以后我也会常常惦记着你们。无论你们将翻越什么高山，跨越什么大洋；无论你们将领导什么团队，请铭记VIP精神。在你新的人生旅途中明确愿景，恪守诚信，投入热情。

你们将会是中国未来的掌舵者、改革者和领导者。最后，请牢记，我们可能天各一方，但是我们顶的是同样的天，踏是的类似的地。大洋不能将我们阻隔。你们是Uindy大家庭中的成员，我将你们“视如己出”。让我们一起努力将这个世界建设得更加美好！

最后，谨祝各位身体健康、人生如意！

谢谢大家！

（张振梅、欧琛 译）

"*Learn to Embrace Cultural Relativism*"

The 2010 Sino-American Joint Program Commencement Ceremony at
The Ningbo Institute of Technology (NIT), Zhejiang, China
June 20, 2010

Phylis Lan Lin (藍采風), PhD
Associate Vice President for International Partnerships, University of Indianapolis

President Jin, Party Secretary Xu, Vice President Yang, distinguished faculty and staff, proud parents, and especially, the graduates of the University of Indianapolis-Ningbo Institute of Technology Joint Program cohort 6 (class of 2010). I am deeply honored to bring greetings today on behalf of the president of the University of Indianapolis, Dr. Beverley Pitts, and on behalf of the University's faculty. President Pitts offers her best wishes for a wonderful commencement ceremony and expresses her eagerness to visit you again soon. I am also honored to stand here next to my respected and dearest colleague, Dr. Mary Moore, Vice President for Research, Planning, and International Partnerships. Dr. Moore and I have been working closely at the University of Indianapolis (UIndy) for more than 20 years. She is my supervisor, co-author, co-researcher, and best friend. On behalf of all of us, I would like to express our gratitude for her countless contributions and endless support since the inception of the UIndy-NIT joint program in 2004. Let's give her a round of applause.

It is with great pride and a sense of privilege that I participate in this ceremony at NIT on this day of celebration. I am profoundly grateful for the opportunity to work closely with NIT leaders, faculty, and staff over the last few years for the pursuit of a common goal: making our Sino-American joint program one of the best in China. If you may forgive my non-humble Chinese expression this morning, I am proud to say aloud that, indeed, our program is one of the best in China. Being the best does not mean that we have already climbed to the top of the hill. It simply means that we have overcome many insurmountable challenges that we were able to deal with and conquer, even with frustration at times. Being the best also means we need to work even harder and smarter so that we can sustain our success and accomplishments in the long run. Sustaining a good program takes courage, mutual understanding, vision, and resilience. There is no such a thing as "perfection." There are only opportunities for us to make improvements and progress. Together, we will make great things happen on this campus and at the University of Indianapolis. Not long ago, the retired Party Secretary Sun Jinquain whispered to me, "Do you know that our joint program is becoming very well-known in Zhejiang Province and many employers will hire graduates from this program with quality assurance and pleasure?" It was quite an encouraging message to receive. As you all know, the job competition for college graduates

is pretty stiff in China nowadays. We are so proud to announce that the last two cohorts' employment rate was almost 100% and many of Cohort 6 graduates here have already lined up good job prospects. Congratulations!

Many of our faculty who came to NIT to teach and those who teach NIT students on the University of Indianapolis campus have told me, "Phylis, thus far, this is the best group." Yes, Class of Cohort 6, you are the best. Congratulations for your academic achievements and successes in many endeavors, including the number of students who own cars, the number of students who have girlfriends and boyfriends, the number of students who have travelled extensively into many parts of America, the number of students who have been accepted by graduate schools, the number of students who have participated in social activities on and off campus—the list goes on. It is my great comfort to see your growth and maturity. Standing here, I am reminded of the time when we went to the Shanghai Embassy for your visa interviews two years ago. It was an amazing moment to see your cheerful faces when you walked out of the embassy. You looked as if you had already made it. You did not realize that the next two years would be a hard journey for you to take. Many of you have said to me, "Professor Lan, I never thought that I would have to study this hard in America. I have never thought that I would have to write so many papers and take so many quizzes." Well, you have really made it this morning. Congratulations for overcoming the challenges in both academic and social lives in America. For those of you who stayed at NIT to finish the degree requirements, your challenges are just as great as those who went to America. You have made it too.

While celebrating your achievements, we must remember that there are many people who are behind you and beside you. They work with you and they support you. We must express our deepest gratitude to your parents, teachers, and close friends. Without their assistance, caring, and encouragement, you would not have accomplished what you have accomplished today. Let's give your parents, professors, and friends three big bows (ketou).

Recently, we conducted an NIT Students American Experiences Survey. Most of you participated in this study. The purpose of the study was to understand NIT students' social/cultural academic experiences at the University of Indianapolis (UIndy) and in America. I am pleased to report to you that a great majority (86%) of the NIT students who participated in the survey felt UIndy had met their learning goals and 91% of them felt they had received a good education at UIndy. Moreover, close to 90% of the students indicated that they had a clear understanding of goals and requirements for the Sino-American program. Clear goals and objectives are essential to realize one's educational aspiration and career plans. We are very pleased with these positive findings. We have definitely made progress in managing and administering the Sino-American Program in the last few years because just a handful of students in the previous two cohorts appeared to have only a vague idea about the goals and requirements of our Sino-American program. However, your cohort appears to have a very good grasp of the full scope of the program. We have learned a lot from this survey. My hope is to be able to use the survey findings to identify key factors that have challenged our students and try to find ways to assist our students to overcome these challenges. The survey showed that there were four key factors that have been attributed to the success of the program. These are (l) a clear understanding of the goals and requirements of the program, (2) close interpersonal relationships with professors and good social relations with the campus community, (3) ample opportunities to seek assistance for language skill improvements, and (4) a sense of belonging at UIndy. Apparently, the NIT students who studied at UIndy seemed to have a relatively positive

experience in America in general and at UIndy in particular. Over three quarters (84%) would recommend NIT students to study at UIndy. These are very positive findings from the survey. However, in spite of the 83% of the students surveyed who felt they were welcome and accepted at UIndy, the research findings also told us that about one-third of our NIT students have encountered unpleasant experiences. Students did not identify what the specific "unpleasant experiences" they had encountered were. Later, I asked them about it. They mentioned that, mostly, they were related to cultural misunderstandings or lack of understanding of each other's culture. We plan to address this and provide more cultural training for future cohorts and the UIndy community (students, faculty, and staff). We were amused to learn from the survey that almost all the NIT students felt Chinese food was far better than American food, and they wished to eat Chinese food every day while studying in America. And most of them would like to have more opportunities to communicate with American students.

These unexpected findings have prompted me to speak on a relevant topic—Learn to Embrace Cultural Relativism—to you all on this graduation day. It is my view that culture includes attitudes, beliefs, behaviors, values, ideas, norms, things we have created, communication styles, clothing, and, definitely, food. In a broad sense, all communication is cultural. We communicate within our cultural framework, and we interpret the communication with our social context. The point I am trying to make here is not to discuss or define culture per se, but to stress the importance of good communication, which must start with an understanding of cultural attitudes; that is, cultural relativism. Because culture varies from one setting to another, the meaning of communication must be interpreted from the speaker's cultural context. In sociology and anthropology, we define "cultural relativism" as "the idea that something can be understood and judged only in relationship to the cultural context in which it appears" (Anderson & Taylor, 2008, p. 57).

When we embrace the concept of cultural relativism, we are bound to become more objective in understanding the nature of our interactions with others, and we will become less ethnocentric—the attitude where one tends to think his or her cultural practice is the best among all. People who were raised in a culture with both a long history and superb technological advancement tend to be more ethnocentric. I think both Chinese and Americans are relatively ethnocentric. Although ethnocentrism can enhance patriotism and group loyalty, by and large, individuals with ethnocentric orientation tend to be less objective and more inclined to stereotype people of other cultures. Ethnocentrism, an opposite of cultural relativism, will hinder communication of all kinds. It can become a stumbling block for interpersonal relationships and, at a macro level, for international relations. Effective communication must start with an attitude that embraces cultural relativism.

My dear graduates, you are about ready to step onto your new life path. Whether you will engage in interpersonal relations, business transactions at work, or even in international politics, your culture and cultural beliefs will affect your behavior and decision-making process. You have received two years of American education at the University of Indianapolis or with American professors at NIT. Our educational goals have been to educate you to embrace creativity, critical thinking, performance, and social responsibility. I would like to add one more; namely, cultural relativism.

Let me share with you an excerpt from an essay written by a student from NIT. "I met some unpleasant things during my residence life in the dorm. One day, my RA (Residence Hall Assistant) came to me and told me that someone was upset with me that I

have a terrible smelly bottle stored in the kitchen. They want me to put it way. I was puzzled. It turned out to be that it was a bottle of soy sauce. I felt so strange about that. Now I understand the differences between American and Chinese cultures." Speaking of food, one of the Japanese students wrote, "having friends from other cultural backgrounds makes you find new perspectives, which are another essential part of global awareness. For example, one of the NIT students always tried to take us to Japanese and Chinese restaurants. One day, I asked her why. The Chinese student simply said that she thought that Japanese people would prefer Asian food because American food is unhealthy. It was a new perspective, because she spoke from her own stereotype." I have received many interesting questions from NIT students about America and Americans. I must admit that I cannot find answers to many of the questions they have raised. Here are some of them:

"Why do most Americans take a shower in the morning instead of at night?" "I think English is a very difficult language to learn. Why is there a 'LIE' in Believe? Why is there an 'Over' in Lover?" "Why do Americans drink ice water with their meals? Why do Chinese serve soup at the end of the meal whereas Americans serve soup at the beginning of the meal?"

You are a very privileged group for having the opportunity to receive both Chinese and American education. In fact, in our survey, 78% of you said, "I feel a sense of pride for having been able to study at UIndy." Now that you are back in China, you will be the best student ambassadors for the University of Indianapolis, and even for the United States. China is the new superpower economically and politically. The world is watching where China is going. China depends on your generation to become a functional player on the world stage. As I have mentioned, China and America are two relatively ethnocentric countries, especially when it comes to issues of international relations. Joshua Cooper Ramo, the managing director of Kissinger Associates and author of The Age of the Unthinkable, wrote in a recent article, "How to Think about China" (Time, April 19, 2010, pp. 26-31):

> So working with China in a way that can protect our interests is less about direct confrontation of the sort we remember from the Cold War—when the U.S. knew it faced a very dangerous enemy—and more about what we might call co-evolution. The phrase comes from biology and describes how some species work together to become stronger over time (p. 31).

The truth is, whether the two nations are dealing with issues of currency, the environment, trade, public health, or even human rights, to be able to work together (co-evolution) and to be able to become true partners, both nations must start from mutual trust and understanding. Any interpretation of the other side's behavior without taking into account the so-called cultural relativism—trying to understand a culture on its own terms—the dialogue will become in vain or even create tension and detrimental confrontation. Cultural relativism means looking at how the elements of a culture fit together, without judging those elements as superior or inferior, right or wrong (Henslin, 2009, p.39). Since you have had the opportunity to experience both cultures, I hope you will keep this sociological/anthropological concept in mind whenever you are working with an individual, a group of people, or even a nation that might have a different culture or subculture than yours. The principle of cultural relativism is the foundation of all harmonious human relations, at a micro or macro level.

Just like you, I had the opportunity to receive both Chinese and American education. I was born in Taiwan and came to America after I finished my college. I became an American citizen in 1975, but I identify myself as Chinese-American. I am proud to be Chinese and I am also proud to be an American. My Chinese heritage cultivates my Confucian values (humanism and humility) and moral teachings (work ethic, filial piety, and royalty), and my assimilation to American culture cultivates my scientific mind (critical thinking and research skills) and democratic ideology. However, my service orientation seems to come from both Chinese and American teachings. I am happy and content because I am able to grasp the best of two worlds and keep an integrated yet balanced framework between East and West. I am blessed to have been socialized in both cultures, and I am not biased toward either Chinese or American culture. I know I still have a long way to go, but I try my best to absorb both cultures and see the goodness of both. I hope someday I can find my inner resilience to lead me to take charge in life; upholding self confidence and being assertive, yet not aggressive; exercising intelligence, yet remaining eager to learn; indulging in cutting-edge knowledge and skills, yet remembering to practice old traditions; maintaining strong Chinese heritage, yet adapting to the mainstream American modern society, abiding to my principles yet being able to agree to disagree. For those of us who have received both Chinese and American education, we shall embrace the best of the two cultures and see neither culture as better or worse than the other. Learn to embrace cultural relativism in your daily encounters. You may be surprised to learn that by respecting different cultures, we may enrich our own lives as well. I have witnessed that understanding and respecting different cultures can make us better people. Just like you, when I first came to America, I refused to try American food. But now, I think American food is just as good as Chinese food, although it tastes very different. Yes, different, but not better or worse! My mom used to tell me, "If everybody enjoys tasting something and you refuse to taste it, you lose one happiness." So, I tasted everything, Chinese and American, and I am happy.

Today, I am not giving you advice but presenting a perspective that I have cherished when I interact with people from different parts of the world. I am seeing that we have something in common, hoping to use the concept of cultural relativism as a motto to encourage each other to enhance mutual understanding and self-cultivation in a global economy and the multicultural world where we reside.

Once again, what a great joy it is to be here with all of you, celebrating the great achievements of those who are graduating on this occasion. You will be the movers and shakers and the promising leaders in a society where you will encounter many cultures. We have high hopes for you. As I have told many of you, we will plan a class reunion when I turn 80, which will be only a few years from now. When that time comes, you will share with me that you have embraced the best of two cultures and you have put your knowledge to work. I am longing for that day to come.

Best wishes and warm congratulations to you all.

Thank you

沟通与文化相对论

（*Learn to Embrace Cultural Relativism*）

2010 年中国浙江宁波理工学院中美联合班毕业典礼上的致辞演讲

藍采風博士（*Phylis Lan Lin, PhD*）

印第安纳波利斯大学　副副校长，掌理国际合作计划

Associate Vice President for International Partnerships, University of Indianapolis

尊敬的金院长、许书记、杨院长，尊敬的各位老师、各位家长、中美联合班 06 级的毕业生们，你们好：

今天，我荣幸地带来印第安纳波利斯大学校长，碧薇莉·碧慈博士最诚挚的问候，她祝愿我们的毕业典礼圆满成功，并表达了她渴望再次访问 NIT 的心愿。我也带来了印第安纳波利斯大学全体教职员工的问候和祝福。我还要荣幸地介绍我身旁的这位女士----印第安纳波利斯大学副校长，玛丽摩尔博士。我和摩尔博士一起在印第安纳波利斯大学（UIndy）工作 20 多年。她负责科研、规划和国际合作，是我的上司，计划合作者与学术研究出版合著者，同时也是我最要好的朋友之一。在这里，我提议，让我们用热烈的掌声对她自 2004 年中美联合项目创建至今所做出的不懈努力、巨大贡献和鼎力支持表示衷心的感谢！

今天参加你们的毕业典礼，我感到非常自豪和荣幸。我庆幸有机会与NIT的领导，教师以及许多部门同仁密切合作。过去几年里我们合力追求一个共同的目标：使我们的中美联合班成为中国联合办学的最佳范例之一。今天请你们原谅我这位毫不谦虚的华人自豪地说，“尽管有时未免会遇到沮丧和挫折感。总体而言，我们的中美合作项目的的确确是中国最好的联合办学项目之一。”做得好并不意味着我们已经爬到了山顶。它只是仅仅意味着我们已经克服许多挑战。已经爬到山顶也意味着我们需要更加努力，更加明智。一个好方案的可持续性需要勇气、相互理解，以及远见和坚韧。世上没有“最好的”只有“更好的”。我们要共同努力，不断地改善和进步，在宁波理工学院与印第安纳波利斯大学的校园里继续创造更加成功的合作办学计划。

不久前，NIT退休的党委书记孙桂铨对我说，“我们的联合办学在浙江很有名气，很多用人单位愿意录用我们培养出来的毕业生,因为学生素质高，他们很满意。这个消息，你听说了吗？”这个消息的确振奋人心。众所周知，当今高校毕业生就业竞争是相当激烈的。我可以很自豪地宣布，过去两届中美联合班毕业生的就业率几乎是100％，而许多06级的毕业生现在已拥有良好的就业前景。可喜可贺。

无论是从UIndy来NIT教学的，还是在UIndy教NIT学生的老师都这样对我说，“菲利斯，我们对这一届的毕业生功课表现非常得满意。”是的，你们是最优秀的。祝贺你们通过自己的多方努力，在学业方面有了好成就，在其他方面也令人兴奋，这些包括：许多同学拥有了私家车，有了女朋友和男朋友，假期游览了美国的名山大川，不少人也被研究生院录取，还有许多人参加了社会活动，许许多多的留美经验，不胜枚举。看到你们的成长和成熟，是我莫大的安慰。看着你们，我想起两年前我们去上海办签证时，你们快乐地走出使馆的样子，好像你已经大功告成。你没有意识到，未来两年要面临人生一段艰难的旅程。后来你们中许多人对我说，“藍教授，我从来没有想到在美国要如此努力地学习。我从来没有想到我要写那么多文章，要参加那么多的考试。”今天我肯定你们已战胜了在美国学习和生活上所遇到的各种挑战，我祝贺你们的成功。对于那些留在NIT完成学业并拿到学位的同学，我也祝贺你们的成功，因为你们所经历的旅程同样充满艰辛和挑战。

今天在庆祝你们毕业的时候，我们必须要饮水思源。首先要感谢你们的父母，老师和朋友们。没有他们的帮助、照顾，和鼓励，你们就不可能获得今天取得的成就。让我们一起给你们的父母，老师，朋友们三鞠躬。

最近，我们进行了一项关于“NIT学生的美国经验”的调查。你们中的大多数人参加了这项研究。研究的目的是了解NIT学生在印第安纳波利斯（UIndy）大学和在美国学习生活所获得的社会、文化方面的感受和体验。我很高兴地向大家报告，大部分（86％）参与调查的学生非常满意他们在UIndy的经历达到了他们所期待的学习目标。91％的学生认为他们在UIndy受到了良好的教育。此外，接近90％的学生表示，他们非常清楚中美联合班的教学目标和要求。因为明确的目标是实现人生愿望和职业规划的必要条件。我们很高兴看到这些积极的结果。

我们从调查中了解到许多信息。可以肯定地讲，过去几年里我们在经营和管理中美联合班的过程中，积累了经验、取得了进步。因为在前两届毕业生中有一小部分的学生对中美联合班的目标和要求还存在模糊的认识。而你们这一届对联合班的培养目标和要求已有全盘的了解。我们从这次调查了解到了许多。显然，在UIndy学习的NIT学生似乎已对美国、特别是对UIndy有了积极的经验体会。超过四分之三（84％）被调查的学生们表示将极力推荐NIT学生来UIndy学习。这些是非常积极的调查结果。但是，虽然 83％的受访学生认为他们受到了UIndy的接受和欢迎，研究结果也告诉我们，大约三分之一NIT的学生表示曾经遭遇过不愉快的经历。学生并没有说明具体的“不愉快的经历”。后来，我问了学生们，我了解到，这些所谓不愉快的经历大多数情况下是文化上的误解造成的。让我与你们分享一段NIT学生的文章摘录 “在住校期间，我在寝室里遇到了一些不愉快的事情。有一天，学生宿舍的管理员来找我说，这里有人埋怨

我在厨房中存放了气味难闻的瓶子。他们要我把它扔掉。我迷惑不解，结果我发现原来他们指的是一个酱油瓶子。这件事使我明白了一件小事也能反映出美国和中国之间的文化差异。”这的确是我们需要解决的问题。我们计划对未来来UIndy学习的学生，教师和工作人员提供更多的跨文化方面的培训。调查中最有趣的发现之一是，几乎所有的NIT学生都感到中国的食物远比美国食物好吃，他们希望在美国学习期间每天都能吃上中国的食物。说到食品，一位日本学生写道：“具有不同文化背景的朋友能使你视野拓宽，这种视野是全球意识的重要组成部分。例如，一位NIT的学生总是说服我们去日本和中国餐馆用餐。一天，我问她为什么？这位中国学生随口就说，日本人比较喜欢吃亚洲食物，因为美国食物对健康不利。对我而言，这是一个新的观点，因为她是从她自己已有的观念看待问题的。”

大多数学生表示希望有更多的机会与美国学生交流。我从NIT学生那里得到许多关于美国和美国人的有趣问题。我必须承认，我对他们所提出的许多问题还不能完全找出答案。例如：学生问我：＂为什么大多数的美国人是在‘早上’淋浴而不是在‘晚上’？＂＂我认为英语学起来很困难。为什么在 ‘相信’(believe)这个单词中还存在‘谎言’（lie）这个单词？为什么在情人（lover）这个单词中还存在结束（over）这个单词？”为什么美国人在用餐时喜欢喝冰水？为什么中国人在餐后用汤而美国人是在饭前？”

从这些调查结果，以及平日与NIT同学的密切接触，还有我在美国40多年来的片面生活经验，促使我有了我今天想以“沟通与文化相对论”的主题发言。我认为文化包括态度、信仰、行为、价值观、理念、规范，所有我们创造的东西、我们沟通的风格、我们的服饰和食品。广义上讲，所有的沟通都是文化层面上的。我们常以文化模式沟通，以我们社会背景理解我们的交流。我并非在这里讨论或定义文化本身，而是要强调良好的沟通是源于客观的文化态度，即，文化相对论。由于不同环境存在不同文化，要寻求沟通必须要了解说话人的文化背景。在社会学和人类学范畴内，我们将“文化相对论”界定为“表述的观点能被理解和仅从呈现的文化背景关系方面进行判断”（《安德森＆泰勒》，2008，第57页）。

当我们拥有了“文化相对论”的观点，我们会更加客观地了解与别人互动的实质，我们会变得不那么种族优越感。态度决定一切。一个在历史悠久、技术精湛，文化进步的国度中生活的人往往更容易产生种族优越感。我认为中国人和美国人都相对具有种族优越感。虽然民族优越感可以加强爱国主义精神和个人对团队的尽忠，但总体上言,有种族中心主义倾向的人往往不那么客观，更倾向于对其他文化排斥或鄙视。“种族中心主义”是“文化相对论”的对立面，它妨碍各种沟通，成为人际关系的绊脚石。在宏观层面上，不利于良好的国际关系的建立。有效的沟通来源于文化相对论，必须抱此态度。我亲爱的同学们，你们即将踏上新生活的征途。无论你们是处理人际关系，还是进行商业交易，甚至是与国际政治打交道，你们的文化和文化信仰会影响你们的行为和决策。你们已接受在印第安纳波利斯大学（UIndy）的美国教育及在宁波理工学院(NIT)的中国教育。Uindy的教育目标是：鼓励学生有创造力，批判性思维，良好的表现和社会责任。我想NIT的教育理念也同样是如此。我想再补充一个，即，接纳文化相对论。

你们是一群很幸运的人，有机会获得中美两国的教育。事实上，在我们的调查结果中，78％的同学说：“能够在Ulndy学习，我感到自豪”。现在你们回到中国，你们就是印第安纳波利斯大学的校友，也是印第安纳波利斯大学的“学生代表”。中国现在是经济上和政治上的新的超级大国。世界都在注视着中国的发展方向。中国依靠你们这一代在世界舞台上发挥作用。中国也依靠你们这一批学生作为中美双方友好邦交的桥梁。

正如我刚才已说过，中国和美国是两个相对拥有种族优越感的国家，特别是当涉及到有关国际关系的问题时，就会显现更加明显。约书亚·库勃·拉模---基辛格协会的管理主任以及《不可思议的时代》的作者----在最近的一篇名为“如何思考中国”（ 4月19日，2010年，26-31页）的文章中写道，“……所以，以一种方式与中国合作，这种方式可以使我们的利益少受到直接的对抗，冷战时期的教训我们记忆犹新，美国明白了那种做法非常危险。我们要多一些‘共同演变进化（Co-evolution）’，这个来自生物学的词汇告诉我们：一些不同物种如何通过共同努力，并随着时间的推移变得更强盛”（第31页）。

事实上，不管是处理涉及货币、环境、贸易、公共卫生问题，还是人权问题，两国应该携手共同演变进化（Co-evolution），成为真正的伙伴。两国都应该从相互信任和相互了解开始。如果没有考虑所谓的文化相对论（任何企图用自己的标准去理解对方文化行为），其结果都必将是徒劳的，甚至会导致紧张局势和不利双方的互相抗衡。文化相对性意味着应该观察各种文化因素的相互融合，而不是根据我们自己的生活方式判断这些文化因素的孰优孰劣，孰是孰非（哈斯林，2009，第39页）。既然你们有机会体验了两种文化，那么我希望不管你们是与具有不同文化或次文化背景的个人、团体，乃至国家进行交往的时候，你们一定要时刻铭记这个社会学的／人类学的思想观念。无论是从微观还是宏观层面来讲，文化相对论是构建人际和谐关系的基石。

像你们一样，我有机会同时接受中国和美国教育。我出生在台湾，大学毕业后到美国，于1975年成为美国公民，但我认为自己是一位美籍华人（Chinese-American）。我既为自己是一位中国人自豪，也为我的美国身份感到幸运。中华文化，培养了我的儒家价值观（谦逊为本）和道德礼教（伦理、孝道、忠义）。美国文化，培养了我的科学头脑（批判性思维和研究能力）和民主思想。可是我觉得我强烈的为人服务及以人为本的观念是来自中国文化和美国文化共同陶冶和教诲的结果。我不断的尝试如何去掌握中美文化最优美的一面。我很高兴并满足，因为我获取了两个世界最好的东西并将二者融合；我很幸运，因为我在两种文化之间保持了平衡，我努力不怀偏见，从容地参与两种文化的社交活动。我知道前边路还很长，但我会尽我所能汲取两种文化的熏陶，学习两种文化的优点。

我真诚地希望有一天我能够运作我的内在毅力，能真正的做到自信但不自傲；热衷创新但不忘传统，保留中华文化也融入美国主流社会；坚持原则，也学会让步。对于各位已经接收了中美两种教育的学生应树立这样的观念----中美文化只有差异之别，没有优劣之分。学会接受“文化相对论”，你可能会惊讶地发现，兼容不同的文化，可以丰富我们的生活。当我第一次来到美国，像你们一样我拒绝了美国食品。但现在，我认为美国食品和中国食品一样好，

只是味道很不同。我母亲曾经告诉我："大家都喜欢品尝的东西，你却拒绝，你就失去了一个口福。"今天，我同时接受了中美两种食品。我多了份口福。

今天，我不给你们提出任何建议，只是提出我的一个观点与你们共勉：在经济全球化、文化多元化的当今世界，人们都希望以"文化相对论"为座右铭，彼此欣赏，加强相互理解与自身修养。毕业不是学业的终点。今天我们将告别学生子生涯、走向社会。作为时代的精英，大家都有独善其身、兼济天下的胸怀，在追求个人事业发展与成功时，还要承担相应的社会责任。我对你们寄予厚望。有一件事我已经告诉很多同学了，我希望在我80岁的时候能够在美国或中国参加你们的同学会，这个日子从现在算起来也不过几年时间而已。届时，请你们与我一起分享你们事业上和家庭上的各种成就。我盼望这一天的到来。再次向你们表示热烈祝贺，我的祝福将永远陪伴着你们！我会经常在美国想念你们。祝你们健康和愉快。

谢谢大家。

（http://www.uindy.edu/asianprograms/articles）

翻译：汪德华，吕西萍，韩征顺
校编：　藍采風

"True·Good·Beauty"

The 2011 Sino-American Joint Program Commencement Ceremony at the Ningbo Institute of Technology (NIT), Zhejiang, China
June 21, 2011

Phylis Lan Lin* (藍采風), *PhD
Associate Vice President for International Partnerships, University of Indianapolis

President Jin, Party Secretary Fei, Vice President Yang, distinguished faculty and staff, proud parents, and especially, the graduates of the University of Indianapolis–Ningbo Institute of Technology Joint Program Cohort 7, Class of 2011. I am deeply honored to bring greetings today on behalf of the president of the University of Indianapolis, Dr. Beverley Pitts, and on behalf of the University's faculty. President Pitts offers her best wishes for a wonderful commencement ceremony and acknowledges her plan to visit your campus in September. I am also pleased to introduce Dr. John Langdon, Associate Dean of the College of Arts and Sciences. Dr. Langdon has been working closely with me on our joint program, and I am glad Dr. Langdon is here today.

This is our joint program's fourth commencement. Again, it is with great pride and a sense of privilege that I participate in this ceremony at NIT on this day of celebration. I am profoundly grateful for the opportunity to work closely with NIT leaders, faculty, and staff over the last few years in the pursuit of a common goal: making our Sino-American joint program one of the best in China.

I especially would like to mention that I had the opportunity to work with President Jin on several occasions this year and I admire his vision and support for our international collaboration. We were much honored that he led the NIT delegation to attend the Commencement and the Senior Banquet held at the University of Indianapolis on May 7. He met many of our NIT joint program students, and he was very pleased with the way these students have been "transformed." President Jin has pledged to expand our two universities' collaboration. He has a good vision for the future of NIT, and he stressed that our joint program has played a very important strategic role in the delivery of high-quality education for the NIT students. On behalf of the University of Indianapolis, I also pledge to President Jin and all of you that we will rise to the horizon together. We will provide for our joint program students the best education anyone can imagine having.

I also have been working closely with Professor Xu Weimin, who has just retired from his distinguished posts at NIT as the former president and the party secretary in April. I was very fortunate to have the opportunities to work with Professor Xu in the last few years on our joint program, and most

recently, I was privileged to co-author a book with him on service-learning to be published by the esteemed Zhejiang University Press. In addition, we will co-chair the Fourth International Symposium on Service-Learning, which will be held at NIT in September. I would like to take this opportunity to express my admiration for Professor Xu's scholarship and leadership.

This is a very special year for NIT. It is the year of NIT's 10th anniversary. Dear graduates, you are part of NIT's growth and its success story. You should be proud of NIT, as NIT is proud of you.

While celebrating your graduation, we must remember that there are many people who are behind you and beside you. They work with you and they support you. We must express our deepest gratitude to your parents, teachers, and close friends. Without their assistance, caring, and encouragement, you would not have accomplished what you have accomplished today.

My dear graduates, you are ready to step onto your new life path. Whether you will continue to pursue your graduate studies, to get married, or to enter into the job market, you will always encounter change in your living environment. You have received two years of American education at the University of Indianapolis or with American professors at NIT. Our educational goals have been to educate you to embrace creativity, critical thinking, performance, and social responsibility. You have attained these goals, and we hope you can start putting your new tools to practical use. They will become your life tools. With these tools, you shall be able to make a difference, not only in your own life but also in the community where you live, where you work, and where you visit as a tourist. With your newly gained knowledge, skills, and most of all, the values that you have learned or reinforced, you are bound to ask a question, "How can I make a better place to live, to work, or to visit?"

People speak of going out and changing the world; this is silly. One person does not change the world. One person can, however, change the community in which he or she lives—the small world in which a person operates. A person can easily have an effect on the local community, the town, the city, the neighborhood in which he or she resides. How can you make a difference? How can you improve the lives of those around you with the gift that you have been given? These are some of the questions you should ask yourself.

There are many goals people have in life: graduating from college is one of them. You have done this today. Getting a good job is another goal for many: this is something that many of you will strive to do in the coming months. A goal that is not shared by many, to society's detriment, is striving to improve the community where you live. What is interesting is that these goals are linked inextricably. Students with college degrees get good jobs; people with good jobs have more resources available to make a difference in the community. You should not only be the locomotive but also the transformer of your community. Many of you experienced community-service projects while you were at UIndy. NIT also has started to launch these projects in the last few years. We hope you carry on the spirit of service even after graduation. Your community needs your expertise and experience in service.

The phrase "making a difference in the community" has been referenced multiple times already. What does this actually entail, though? How does one make a difference? Help the needy, volunteer, recycle, and donate items to others in more need than you. These are not grandiose actions, but they have the effect of making a difference in others' lives, which is more important than an action that serves only to gain notoriety. John F. Kennedy, an American president in the 1960s, once stated, "Ask not what your country can do for you—ask what you can do for your country." This is a powerful quotation; it signifies that we, as citizens of a country and especially as college graduates, have obligations to that country, and more importantly, to the other inhabitants that reside here with us.

There is a global problem with the youth today. In America and in China, we call your generation the "me generation." Young people care about themselves almost too much. Young people tend to be self-oriented. Instead of this "me generation," we should seek to be other- and service-oriented. Thinking of others and acting to improve others' lives is crucial to the development and growth of a modern society. In this competitive world, it is inevitable for your generation to become self-oriented. But today, I would like to share with you a quotation that reflects my life philosophy. It may prompt you to think deeply or puzzle you: "Always think of yourself less, but do not think less of yourself." Dharma Master Cheng Yen (Tzu Chi), who was one of *Time* magazine's 100 most influential people in the world in 2011, said, "To give selflessly with a genuine heart is to be true. To contribute to others unconditionally is to be good. When one is both true and good, beauty is radiated." I hope you will be that "beautiful person" someday.

You are very fortunate to have received two sets of education (Chinese and American) and to have received two sets of degrees (NIT and UIndy). You have the freedom to choose. What you have chosen today will become part of you tomorrow. We hope you will make the best use of your dual assets and to continue on the path of greater learning, commitment to serving your community, and resilience to the ever-changing and challenging world.

Once again, what a great joy it is to be here with all of you, celebrating the great achievements of those who are graduating on this occasion. You will be the movers and shakers and the promising leaders in a society where you will encounter many things that you have learned on both campuses. We have high hopes for you.

As I have told many of you, we will plan a class reunion when I turn 80, which will be only ten years from now. When that time comes, you will prove to me that you have embraced the best from the two educational systems and that you have put your knowledge to work. You also will share with me what you have done for your community and how you have transformed your neighborhood into a better place to live. You will show me what you accomplished in those ten years.

I am longing for that day to come. I am simply so pleased to be part of your higher education journey. I am proud of you. Best wishes and warm congratulations to you all.

Thank you.

“真·善·美”

二零一一年宁波理工学院中美班毕业典礼演讲中文稿

Phylis Lan Lin, PhD
Associate Vice President for International Partnerships
(藍采風博士， 美国印第安纳波利斯大学国际计划协理副校长)

尊敬的金院长，费书记，杨副院长，各位杰出的教职员工，各位家长，尤其是各位宁波理工学院—印第安纳波利斯大学中美联合班的 07 届毕业生同学们:

我今天非常荣幸地代表印第安纳波利斯大学校长 Dr. Beverley Pitts 和所有教师们向大家致以最真挚的问候。Pitts 校长忠心祝愿我们有一个隆重的毕业典礼，并且她计划于今年九月访问宁波理工学院。另外，我非常荣幸地向大家介绍印第安纳波利斯大学文理学院副院长 Dr. John Langdon。他负责中美班的通识教育课程。很高兴 Dr. Langdon 也远道陪我来参加今天的毕业典礼。

今天是我们中美班第四届毕业典礼。能够参加今天的盛典，我感到非常荣幸和自豪。我深深地感谢这些年能有机会与宁波理工的领导，教职工一起工作。我们紧密合作就是为了一个共同的目标：把我们的中美合作项目办成中国最优秀的合作项目之一。

我特别要指出今年有幸与金院长进行了几次印象深刻的会谈，我非常崇拜他在高等教育的远见与感谢他对我们两校合作的支持。金校长曾亲自率领宁波理工代表团参加了五月七日在印第安纳波利斯大学举行的毕业典礼及晚上的毕业生庆宴。期间，金校长看望了来自中美合作项目的学生，他对同学们在各方面的转变与成长感到非常满意。金院长承诺将扩大两方学校的合作。他对宁波理工的未来寄予了厚望。并且强调，我们的合作项目在给予理工学子优质教育方面具有非常重要的战略性的意义。在这里，我谨代表美国印第安纳波利斯大学，也向金院长和各位承诺，我们将一起促进这个项目的提升，并努力为联合培养班所有的学生提供所能想象的最优质的教育。

我与刚刚在四月份退休的浙江大学宁波理工学院前院长和书记许为民教授也一直有密切的工作关系，在过去的几年里，我非常有幸能与他一同致力于我们的合作项目，最近，我与他合著的一本关于服务—学习的论著即将由颇有声望的浙江大学出版社出版。此外，我们将共同主持今年九月份在宁波理工学院举行的第四届服务—学习国际研讨会。我将借此机会表达我对徐教授专业造诣以及领导能力的敬仰。

对于宁波理工来说，今年是非常特殊的一年，因为它是宁波理工成立十周年。亲爱的毕业生同学们，你们是见证宁波理工不断成长并走向成功的一份子。你们应以理工为荣，就像理工以你们为傲一般。

当欢腾地庆祝你们的毕业时，我们应该饮水思源。我们必须牢记有许多人站在你们后面以及身边。他们的辛勤耕耘，他们的不懈努力造就了今天的你们。因此，我们必须向你们的父母，老师，以及好友表达最真挚的感谢。如果没有他们的帮助，关心和鼓励，你们将无法取得今天的成就。

我亲爱的毕业生同学们，你们将由此步入另一个崭新的人生阶段。无论你们是继续深造，结婚，或是走入职场，你们将会遭遇生活环境的变化。你们已经接受了在印第安纳波利斯大学的教育或者在宁波理工美方教授给予的学习指导。而我们的教学目标是把你们培养成具有创新的能力，批判性思维的能力，出色的执行力和强烈的社会责任感的人。你们已经达到了这个目标，我们希望你们能开始将所学到的新的专业技巧与知识运用到实际中去。它们将成为你们以后的生存工具。拥有了这些工具，不仅会对你们今后的生活产生影响，同时将造福于你们所居住的社区，所工作的单位，或一般的周围环境。当你们获取新的知识，技能，特别是这两年中所学习的或曾经再加强的一些传统的价值观，你们一定会问一个问题，“我怎样可以创造一个更好的居住，工作，或是一般的周围环境？”

当人们高谈阔论要去改变这个大世界，这似乎不是很脚踏实际的想法。一个人不能改变整个大世界，但是可以改变他们生活中所能掌握的小世界。一个人比较容易地对其所生活的社区、小镇、城市、街坊产生影响。也就是说，从小世界一点一滴地做起，然后再像波涛一样向整个世界传播你想要改善大世界的理想。那么，你将怎样产生影响？你将怎样利用所学改善周围人的生活呢？

人们会有许多人生目标，比如，从大学毕业是其中之一。你们今天已经完成了这一步。找到一份好工作是许多同学的另一个目标，也是在接下来的几个月努力去做的事情。努力改善所居住的社区既努力改善社会不正义的事情应该是你们各位年轻人所应有的公民责任。有趣的是，这些目标其实是互相关联的。学生借着大学文凭找到了不错的工作，有着不错工作的人们有更多的可利用资源去影响社区。你不仅应是社区的领头人，更应该是一个改革者。你们当中的许多人在美国体验过社区服务学习，宁波理工也发起了类似项目。我们希望你们在毕业后还能一直延续着服务精神。你们的社区需要你们在服务上的专长与经验。

“能对你的社区产生影响”这句话已经被引用了多次。但是，这句话的真谛是什么？一个人如何能对社会产生积极的影响？帮助弱者、自愿、循环利用并捐献一些物品给那些更需要帮助的人。这不是浮夸表面的举动，它们将对别人的生活产生影响，它们比那些只是为了赢得一些虚名的行为更重要。约翰．肯尼迪，一位二十世纪六十年代的美国总统，曾经说过，“不要去问你的国家能为你做什么—而是去问你能为这个国家做什么。”这是一个很有影响力的名言，它意味着，作为这个国家的公民，特别是作为大学毕业生，我们对国家承担着责任，更重要的是，承担着对居住在我们身边的人的责任。这些责任不仅提供人们衣食住行的需求，它也包括道德意识的提升， 例如：环保的意识以及各种商业道德的尊行。

当今，有一个全球性的问题摆在我们年轻人的面前。在中国和美国，我们称你们这代人为“自我中心的一代”。青年人有着强烈的自我意识，更关注自己，倾向于自我为中心。我们应该寻求关心他人，服务他人的价值观，取代自我为中心的思想。替他人着想并致力于提高他人的生活水平对一个现代文明社会的发展与成长是至关重要的，这也是我们对当代知识分子的期待。在这个竞争激烈的社会，你们会不可避免地偏重自我。但是今天，我想与你们分享一句反映我的人生哲学的名言。它可能促使你们深入思考也可能使你们感到困惑，“总是少考虑自己一点，但是不要看轻你自己。”英文的说法是“Always think yourself less, but never think less of yourself!” 被时代杂志评为 2011 年度全世界最具影响力的一百人之一的台湾佛教大师证严上人曾经说过 “带着一颗真诚的心去无私奉献才是真。无条件地帮助别人是善。当一个人拥有“真”和“善”，那么就散发着“美"。”我希望有一天你们会成为那个“美”的人。成为一位追求真善美的人。这也是家父给我的座右铭。我今天与各位毕业生同学们共享。

你们非常幸运能接受中美两种体系的教育并且取得了两所学校的学位证书。你们可以自由地选择，而你们今天所选择的将成为你们未来的一部分。我希望你们要充分利用所拥有的中美的双重无形财富，继续你们的求学深造和承诺服务社区的道路，从而适应这个日息万变的世界，去追

求与创造一个真·善·美的世界。

我还想说：和你们大家一起庆祝毕业生同学们所取得的成绩是一件多么愉快的事情啊。你们将会成为社会发展的推动者，发起者，未来的领导，在这个社会中，你们将会遇到许多挑战。也许你们会对在中美两国所学习的提出质疑。质疑我如何将所学习的回馈到真实的社会。其实今天你们踏出校园之后将会遇到比在校期间所曾经遇到的挑战更艰难的挑战。但是我相信，如果你们可以能够秉承真善美的理念的话，这些挑战都能够一一克服的。我们对你们寄予厚望。

就像我曾经跟你们许多人说过的一样，再过十年，在我八十岁耄耋之年时，我们会策划一个中美班的同学会聚餐。那时，你们将会证明给我看你们汲取这两种教育体系的精华并将其运用到工作中去。你们同时也会和我分享你们为自己的社区做了什么以及如何把邻近社区改造成一个更宜居住及生活的优美环境的许多故事。我迫不及待地来聆听你们未来十年的成就。我会在美国彼岸天天为你们祈福。

我非常高兴成为你们接受中美高等教育旅程的伙伴与监护人。我为你们感到骄傲。再次，向你们表达最衷心的祝福和最热烈的庆贺！记住，你们是有能力与毅力的，你们将以“真善美”的心灵与行动去创造一个更美好的社会。我期待那一天的来临。

谢谢大家。

翻译：温中兰 、吴佳迪

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On Becoming a Champion

The 2012 Sino-American Joint Program Commencement Ceremony
at the Ningbo Institute of Technology (NIT), Zhejiang, China

Phylis Lan Lin, PhD

Associate Vice President for International Partnerships
University of Indianapolis

President Jin, Party Secretary Fei, Vice President Yang, distinguished faculty and staff, proud parents, and especially the graduates of the University of Indianapolis (UIndy)-Ningbo Institute of Technology (NIT) Joint Program Cohort 8, Class of 2012,

I am deeply honored to deliver this commencement address on behalf of President Beverley Pitts and the university's faculty. President Pitts, who will retire at the end of June, offers her best wishes for a wonderful commencement ceremony and acknowledges her and Vice President Mary Moore's pleasant visit to NIT last September, when you celebrated your 10th anniversary. We are so honored to be part of NIT's glorious history, and we cherish our partnership.

We have worked together to overcome many challenges in the past few years, and we have pledged to work even closer in the years to come to continue to make our joint program one of the best in China and the US. We are very proud of the success of our joint program. We have to attribute this success to everyone, including the staff and professional staff, the faculty, the administrative leaders who have been working together both as a team and as a big family, and especially the graduates—you have brought both NIT and UIndy recognition at the provincial, national, and international levels. We salute your graduation today: you are champions.

We have a moral commitment to you. We must provide for you not just a good education but the best education any joint program can deliver. Your academic performance and positive life attitudes have assured us that our program goals and our guidance are on the right course. Your courage and hard work have placed our joint program on the map in China and in the US.

To assess student learning outcomes, I have distributed survey questionnaires to NIT students since 2010. We are so pleased to learn that over 90 percent of you expressed in the 2012 NIT Students American Experience Survey that you "have a sense of pride in the Joint Program." In addition, about the same percentage of students who participated in this biennial survey said that UIndy has provided them with a good education. I also asked you in the survey to list a few general achievements that you have had since you came to America. The most often-mentioned achievements include speaking much better English, learning to be independent, gaining a better understanding of America, and improving your driving skills.

Furthermore, I must share with your parents the following findings: when I asked you "Has the relationship between you and your family changed since you came to America?" you answered that it has, with "getting closer with each other," "more appreciation for my parents," "more communication with family members," "fewer complaints to parents," and "learn how to manage money." What a wonderful byproduct from spending two years in America!

You have grown. We want to congratulate you on your maturity as well. I hope you are as proud of yourselves as your parents are of you. You have worked long and hard to arrive at this point—academic accomplishments and mental maturity. You are the champions. But remember, in any accomplishment in life, there are many hidden heroes, so my congratulations also go to all your parents, grandparents, and extended family members for their continuous support in the past four years. I often said that your hidden heroes deserve half of your diplomas!

As college graduates, you are about to enter the most challenging and paradoxical era in world history. With all the technological advancements, civil wars in certain parts of the world, the global economic recession, the progress in democratization in many countries, the construction of speed trains, the high unemployment rates, and so on, the world economy seems to be growing and declining at the same time, and the world political system seems to be becoming more democratic in certain countries even as other countries have less freedom. You are about to enter a world that Charles Dickens described in his book *A Tale of Two Cities*, written in 18th-century England; he said, "It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the season of light, it was the season of darkness."

Challenges lie ahead of you. Today, you are champions because you have achieved a difficult goal and are proud of that achievement, but today is just the beginning of an end. You have accomplished your first dream—to get a college degree—but you have many more

dreams you want to accomplish. How do you sustain your championship performance? How do you prepare for and achieve the new set of goals in life, graduate school, or the work ahead of you? As you are ready to launch into a new journey and become lifetime champions, I hope I will be able to share some thoughts and shed some light on these questions.

First of all, what is a champion? A champion is someone who can take charge in life (including of one's beliefs, feelings, and actions) and who has made the commitment to do something with passion, to do one's best, and to be proud of what has been accomplished. A champion is someone who competes with himself or herself more than with others. You don't have to be number one to become a champion, but you have to be the best, according to your own standards and expectations, to become a champion. The measurement for the "best" is not set by a referee or a committee but by you. Only you know what is your best, and only if you trust and believe in yourself will you be able to reach your best.

No one is born a champion. A champion is made and thrives even in adversity in the form of situations, physical conditions, mental states, unexpected problems, shortages of resources, and so on. Strength and character are built after one overcomes such adversities. Often, a champion has to learn the hard way, so you must have the determination to achieve an outcome that you desire and that will bring you personal pride. A champion has high self-esteem but does not have a large ego. A champion continues to cultivate inner strength. A champion must have not only physical fitness but also mental fitness, as both physical and mental fitness will bring strength. Marathon runners will never reach the finish line unless they have both physical and mental fitness. They know their limits but are not defeated by their limits. They have the courage to thrive beyond those limits, often breaking their own records.

Champions will accept the praise given by other people, but champions are not blinded by praise; nor do they become too content to make improvements. Champions cherish praise, awards, or rewards for their current accomplishments, but they will use these incentives as new benchmarks from which to do something even better. Many of you have received recommendation letters from your professors while you were applying for graduate schools or jobs. Champions humbly accept recognition from others—especially from those who write recommendation letters! You should not be shy in reading these nice letters about you. You should ask yourself, "Am I really that good? Have I really fulfilled my potential?" These letters about you will lead you to the next higher level of performance. You must continue to thrive, strive, and excel.

Becoming a champion is becoming a peak performer. You must develop a sense of mission that will prompt your passion and commitment. Know what you want, and go for it. Do what you enjoy and enjoy what you do. Don't be afraid of losing or of winning; instead, be afraid of not putting forth your best effort. People can encourage and support you, but the person who will reach that finish line is you. A champion has to make calculated risks. Merely taking a risk may be ill-advised, but when you take a calculated risk, you will have control of the situation. You are in the driver's seat.

It will take a lot of energy and commitment to excel, to become champions. You may have to make sacrifices at times. You will meet demands from all directions. You need to learn how to manage your time and set priorities. Time management is part of stress management. A higher level of time management skill is not just managing how to get things done in the time everyone has available—24 hours a day—but also being able to have fun while working hard. A champion knows how to take time out and relax a little bit. Don't feel guilty for taking a break. Taking a break is not withdrawing or retreating. Use your relaxation time wisely and see it as a chance to recharge your energy and reflect on your thoughts. I love watching movies. Regardless of how busy I am, I always manage to watch one or two movies each month. I especially like Chinese classic historical miniseries (中国历史古装连续剧). But I don't have the time to watch them all, so I watch a few chapters in the beginning, a few in the middle, and a few at the end. If I can't connect the entire story, I ask my husband. He is retired and has time to watch the DVD from the beginning to the end. Winston Churchill took catnaps daily, and he painted as his hobby. He had good ways to revitalize himself. Champions have lives with abalance between work and family and between work and leisure.

Sometimes a champion must be willing to fail. Those who never fail are those who never attempt anything. To reach peak performance, you must be willing to accept the risks, the pressures, and, above all, the possibility that you may be defeated. Champions are willing to do continuous learning and to find ways to improve themselves, to learn from their own performance records, and to learn from others. Champions may choose to receive additional training, read books, or ask their mentors to provide them advice. Many coaches will ask their players to study the opposing team, inside out and outside in, before and after a game. Learning gives us new insights and clues into reasons why the other team could do a better job than our team. Champions are the best learners. Champions learn not only the skills but also rules, attitudes, ethical teachings, and responsibilities. Champions are humble persons because they are willing to learn from other champions and also to be influenced by role models or mentors. There are many real champions in the world. Some inspiring examples are Abraham Lincoln; Helen Keller; Mahatma Gandhi; Martin Luther King Jr.; Albert Einstein; Margret Thatcher; Sun Yet-sen; Jack Ma; the most recent champion in basketball, Lin Shuhao ("Linsanity"); and many others whose lives are full of championship stories.

Build your support system. In China, we use the term "assisted by precious persons" (贵人相助) to describe one of the most important factors for success. Without these supporters, we could accomplish little. I have been very fortunate to have many of these precious persons surrounding me. I would never claim to have accomplished anything without thanking these "angels" first. Champions are good observers and listeners. The champion is like a "360-degree leader" in a company who is willing to take advice and feedback from all directions. There are many success stories in this world. Pick a few of these successful persons' biographies—learn about their success philosophies. In daily encounters, cham-

pions value differences of opinions and lifestyles. When they notice the differences that others uphold, they will pause a minute and seek alternatives. Champions are firm with their principles but flexible enough to consider alternatives.

Our life goal is to accept challenges and to search for excellence. Champions set high standards for themselves. They seek methods of self-development. The word "impossible" is not in their dictionary. Champions set clear goals for themselves. They have dreams that they are determined to reach. They set the best strategies for getting the job done. They focus on what they are trying to do. Learn to ignore what you can't control, and learn to control what you can. The internationally renowned public speaker Anthony Robbins once said, "The amazing fact is that most events in your own life are within your control." The well-known Chinese ancient military strategist Suntze said, "Know yourself and your opponent well; you will always win." (知己知彼，百战百胜) Be honest with yourself, set realistic goals, and work with the best team, and then you are one step closer to the realization of your dreams.

Nothing comes easily. You must try to persevere in all difficulties and challenges. You must never give up. Becoming a champion is like climbing to the top of the Alps; there are hurdles and dangers you must encounter along the way. The Chinese phrase "the carp jumps over the dragon gate" (鲤鱼跳龙门) describes how the carp swims against the current and jumps over the dragon gate to reach to the origin of the Yellow River. It implies that you have overcome all obstacles (against all the odds) to reach the destination or the highest point. A champion never quits. When you believe in yourself and your ability, you will be well prepared and you will achieve your destiny.

Try to be a good and service-oriented person. You will encounter rapid social change, especially the process of globalization and the surge in information technology. Try to make a difference in business, in education, in politics, and in enhancing the quality of life not just for you but also for others. There is an ancient Chinese saying: "When you win, show no arrogance; when you lose, show no discouragement." (位尊而不骄傲；逆境而而不气馁) Your inner strength and self-cultivation shall make you a true champion.

I hope my message will inspire and encourage you to beat all odds, to fulfill your potential, and to have a new life perspective. I salute you again, for you're not only the champions of today but also the champions of tomorrow. Thank you for listening, and best wishes for you all.

成为冠军

在浙江大学宁波理工学院2012届中美合作班毕业典礼上的讲话

藍采風博士
印第安纳波利斯大学国际合作副副校长

尊敬的金院长、费书记、杨副院长、各位老师、家长以及印第安纳波利斯大学-浙江大学宁波理工学院中美联合培养班2012届的毕业生们:

大家好！我很荣幸代表印第安纳波利斯大学校长比弗利·碧慈博士和全体教师在毕业典礼上致辞。在去年9月理工学院十周年校庆之际，碧慈校长与玛丽·莫尔副校长一同非常愉快地访问了贵校。匹茨校长将于今年6月底卸任校长一职，她衷心祝愿我们的毕业典礼取得圆满成功。能够亲眼见证理工学院历史上的今天，我们深感荣幸。我们非常珍惜两校间的合作关系。

在过去几年里，我们双方精诚合作，应对诸多挑战。展望未来，我们还将更加密切合作，力争使我们的合作项目成为中国和美国最成功的项目之一。我们为合作项目的成功感到骄傲。我们的成功应该归功于双方领导和教职员工的共同努力，大家就像大家庭的一份子，通力合作，充分发扬团队精神。我们的成功应该特别归功于毕业生：正是你们，为浙江大学宁波理工学院和印第安纳波利斯大学带来了省级、全国级甚至世界范围的认可。今天，我们向你们致敬：你们是最优秀的；你们是冠军。

我们承担了道德上的义务。我们必须为你们提供优质的教育，提供合作项目所能提供的最好的教育资源。你们的学习成绩和积极的人生态度使我们确信，我们项目确立的目标和给予学生的指导是正确的。你们的勇气和勤奋使我们的项目在中国和美国为人所知。

为了保证我们的教学达到预定目标，自2010年以来，我每年向理工学院中美班学生发放调查问卷。我们非常高兴地了解到，90%多的2012届中美班学生“对参与中美班怀有一种自豪感”。而且，接受调查的学生中有90%多的学生认为印第安纳波利斯大学为他们提供了良好的教育。在调查问卷中，我还请你们在座的2012届学生列出你们到美国以后在哪些方面有最大的进步，其中提到最多的是英语口语进步很大，学会了独立生活，加深了对美国的了解，开车技术有提高，等等。

在此，我必须与你们的家长分享问卷调查的如下结果：当问到“从你来到美国后你与家人的关系有无变化”时，你们的回答是：“彼此间距离更近了”，“更加感激我的父母”，“学会了理财”等。这是在美国留学两年内除了学业上的进步之外，这些真是最好的“副产品”了！

我们祝贺你们长大成人，走向成熟。我希望，就像你们的父母为你们骄傲一样，你们应该为自己感到骄傲。你们一路拼搏，终于走到了这一步 — 学有所成，心理也日趋成熟。你们是最优秀的；你们是冠军。

但是，请记住，在你成功的道路上，还有许多无名英雄。为此，我要向在座的你们的家庭成员表示衷心的祝贺，他们在除了学业过去四年里一如既往地支持你们。要知道，你们获得的学位有一半是你们身后这些无名英雄的功劳。

你们即将作为大学毕业生步入充满挑战和矛盾的历史舞台。当今科技迅猛发展，内战还在有的国家进行，全球经济呈现衰退趋势，众多国家推进民主化进程，高速火车正在加快建设，失业率居高不下，等等。在这样的背景下，世界经济同时呈现增长与衰退的趋势，一些国家政治体制更趋民主，还有一些国家仍然缺乏自由。你们即将进入狄更斯小说《双城记》所描述的世界。他这样写道，“这是最好的时代，这是最坏的时代，这是智慧的时代，这是愚蠢的时代；这是光明的季节，这是黑暗的季节。”

挑战就在你们面前。今天，你们已经成为冠军，因为你们实现了艰难的目标，应该以此而骄傲。但是，今天只是结束的开始。你们已经实现了人生的第一个梦想 — 拿到了大学学位。然而，还有很多梦想等待你们去实现。你们如何才能保持冠军的状态？如何准备并实现人生的一系列目标 — 是继续攻读研究生还是踏上工作岗位？在你们即将开始新的旅程、继续冠军之旅时，我希望能够与你们分享我的一些思考，为你们回答这些问题带来一些启示。

首先，什么样的人是冠军？冠军能够掌控自己的人生（包括自己的信念、感情与行动），尽自己的所能满怀激情去做事，并为自己取得的成绩感到自豪。冠军更多的时候是与自己竞争，而不是与他人竞争。要成为冠军，未必一定要当第一名，但一定要按照自己的标准和期望，成为最好的。“最好的”这一衡量尺度不是由裁判或委员会设定的，而是由你自己设定的。只有你最清楚自己的优势所在，只有信任自己，才能充分发挥你的优势。

没有人生来就能当冠军。冠军是后天造就的，甚至能在逆境中顽强成长，这些逆境包括身体问题、心理问题、突发问题、资源短缺等。在战胜这些逆境之后，人的性格和力量均得到了提升。冠军常常需要付出艰辛和代价才能获得，因此，你必须下定决心，争取达到想要的结果，这会给你带来自豪感。冠军具有很强的自尊心，但不会妄自尊大。冠军不断培养

内在的精神力量，他们不仅需要健全的身体，更需要健全的心智。马拉松运动员要同时兼备良好的体力和心智，才能跑到终点。他们了解自己的局限，但不为之所限。他们有勇气超越局限，打破自己的纪录。

冠军会接受别人的赞扬，但是，不会被赞扬所蒙蔽，也不会因赞扬而沾沾自喜，不求上进。冠军珍惜他人对于其目前成绩给予的赞扬、奖励或回报，但他们会把这些作为动力，作为新基准，以便今后更好地做事。你们中有很多人为申请研究生学习或工作而拿到了教授的推荐信。冠军只是谦卑地接受别人给予的认可 — 特别是来自写推荐信的人。在阅读有关你的推荐信时，不必感到羞怯，你应该问你自己，“我真有信里写的那么好吗？我是否真的发挥了我的潜力？”这些推荐信将促使你更好地展示自己。你一定要继续努力，不断奋斗，追求卓越。

成为冠军就是要成为一个有最佳表现的人。你必须要有使命感，它会激发你的热情和责任感。知道你想要什么，然后尽力为之奋斗。做自己喜欢的事，享受自己做的事。不要担心成败，你应该为自己没有全力以赴而担心害怕。别人可以鼓励你，支持你，但只有你才能到达终点。冠军必须有计划地去冒险，盲目冒险是不明智的。当你有计划地去冒险时，你就会掌控全局，你在掌舵。

想成为冠军，需要付出大量的精力，作出承诺，有时候还要作出牺牲。你要满足来自方方面面的需求。你需要学会管理自己的时间，确定重点。时间管理是压力管理的一部分。时间管理的更高技巧不只是在一天24小时里完成工作，而是在努力工作的同时保持愉快的心情。冠军知道如何休息，如何放松自己。在休息时不必感到自责。休息并不是退出。巧妙安排自己的休闲时间，并把它作为恢复体力和进行反思的机会。我喜欢看电影。不管有多忙，每个月我都会看一到两部电影。我特别爱看中国历史古装连续剧，但没有时间从头看到尾，于是，我就挑选开头、中间和结尾的几集看。如果这样看完后我还是无法理解整个故事，我就问我先生。他已退休在家，完全有时间从头到尾看完碟片。温斯顿·丘吉尔每天要小睡片刻，他把这个称作他的爱好。他找到了让自己恢复体力、精神饱满的好方法。冠军要能够平衡工作和家庭、工作与休闲。

有时候，冠军要能够接受失败。从未尝过失败滋味的人，是那些无所事事的人。为了有最佳表现，你们必须要愿意承担风险、压力以及失败的可能。冠军愿意不断学习，不断完善自我，吸取以往经验教训，虚心向他人学习。冠军还会接受额外培训，博览群书，听取良师益友的建议。许多教练会在一场比赛开始前和结束后，让他的队员研究他们的对手，里里外外，透透彻彻。通过研究，可以了解对手取胜的原因，得到启发。冠军最善于学习，他们不仅学习技能，而且学习规则、态度、道德准则和责任。冠军为人谦卑，他们愿意向其他冠军学习，受榜样和良师益友的影响。世上真正的冠军不计其数，一些给人激励的例子有：阿伯拉罕·林肯、海伦·凯勒、莫罕达斯·甘地、小马丁·路德·金、阿尔伯特·爱因斯坦、玛格丽特·撒切尔、孙中山、马云，以及最近涌现的篮球冠军林书豪，还有其他学多人拥有成功的故事。

建立你自己的支持系统。在中国，我们用“贵人相助”来说明这是成功最重要的因素之一。没有贵人的支持，我们一事无成。我很幸运我的周围有很多这样的贵人。我所取得的成

绩，首先要感谢这些天使般的贵人。冠军善于观察，善于倾听。冠军就像公司的一位“360度全方位领导”，博采众长。世上的成功故事不胜枚举，不妨挑选几位成功人士的传记读读，学学他们的成功理念。冠军能在各种场合尊重不同的意见，不同的生活方式。当他们注意到差异存在时，他们会停顿片刻，以寻求其他解决方案。冠军坚持原则，但又不乏灵活变通。

我们的人生目标是迎接挑战，追求卓越。冠军为自己设定高标准，找寻自我发展之路。他们的词典里没有“不可能”这个词。他们为自己设定目标，他们有一心追寻的梦想。工作时，他们做出最好的决策，并全力以赴。他们学会去忽略无法控制之事，学会去控制所能控制之事。中国古代著名军事家孙子曾经说过，“知己知彼，百战不殆。”只要诚实待己，设定可行目标，与最好的团队合作，你们就会离梦想的实现更近一步。

没有什么事情是唾手可得的。面临困境与挑战，你们必须坚持，永不言弃。冠军之路就像阿尔卑斯山登顶之路，沿途充满屏障和危险。中国有句俗话“鲤鱼跳龙门”，讲述了鲤鱼如何逆流跳过龙门最终到达黄河的源头。这个故事告诉我们，必须克服一切障碍才能到达目的地，到达最高峰。冠军从不放弃。当你们相信自己，相信自己的能力时，你们就能做好充分准备，实现自己的梦想。

要做一个善良的人，做一个助人为乐的人。你们将会经历快速的社会变革，特别是全球化进程和信息技术迅猛发展阶段。你们要为改进商务、教育、政治领域和改善人们的生活质量而努力。你们这么做，不仅是为了自己，而且是为了他人。中国有句古话：“位尊而不骄傲，逆境而不气馁。”你们的内在力量和修养使你们成为名符其实的冠军。

希望我的这番话能给你们启示，激励你们去克服一切困难，发挥自身潜力，树立新的人生观。在此，我再次向你们致敬，因为你们不仅是今天的冠军，还将是明天的冠军。谢谢大家，并祝大家一切如意！

（此中文稿由浙江大学宁波理工学院外国语学院张萍老师翻译自英文原稿。）