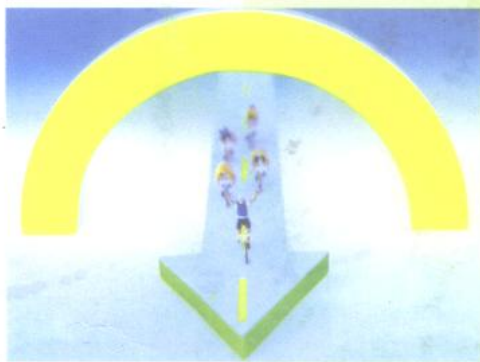


ENGLISH
2000

新世纪 英语阅读文选

殷元骥 石云龙 编



5



南京大学出版社

内 容 提 要

DW04/30

这套英语文选内容丰富，栏目新颖，知识面广，
兼顾实用。其中包括名人演讲、社会广角、校园传真、
人物特写、学生范文等内容。每册最后一篇写作指导，
包括个人简介、论文提要、入学申请等。文选英语可
读性强，适合中高级程度英语读者阅读。

新世纪英语阅读文选

(5)

殷元骥 石云龙 编

*

南京大学出版社出版

(南京大学校内 邮政编码: 210093)

江苏省新华书店发行 扬中印刷厂印刷

开本 850×1168 1/32 印张 1 字数 25 千

1999 年 3 月第 1 版 1999 年 3 月第 1 次印刷

印数 1—5000

ISBN 7-305-03306-5/H·218

定价: 7.50 元 (共 5 册)

Contents

名人演说

- Remarks at Microsoft Infrastructure Summit by Bill Gates (1)

环球瞭望

- Russia's Private Schools Fail to Make the Grade (7)

世界经济

- The IMF and Reforming the Global Financial Architecture (10)

人物介绍

- He Put Humanity Before the Machine, and Is Remembered
for the Mouse (17)

书海导航

- A Citizen's Guide to the Twenty-first Century (19)

人与自然

- Signs of a Changing Season (22)

写作进阶

- How to Write Cover Letters (6)

Remarks at Microsoft Infrastructure Summit

by Bill Gates

Beijing, Dec. 11, 1997

Good afternoon. It's an exciting time in the world of technology. Things are moving very quickly and the big question is how can people take advantage of this?

The PC is at the center of this. The open PC architecture has given people choices of hardware and software like never before. And even the most difficult tasks are being handled by that PC technology as we take the faster processors, combine more of them together, and use advanced techniques like clustering. It's truly the tool of the information age.

But another way to look at these opportunities is to consider the customers — consider the users. What do they want? The vision for information being always available is to define an organization that has a great Digital Nervous System. By Nervous System I mean all of the ways that information moves in a company — the meetings, the paperwork, the discussions — and the most effective part is the move to digital tools.

Where is this used? Well, it's used for all the activities and processes of an organization — the planned events, like deciding who to hire, how to evaluate the work that's being done, how to keep track of the customers and revenues. Perhaps more importantly, though, is dealing with unplanned events — changes in the environment, a customer who has a special request.

So what are the building blocks? The personal computer, the connection to the Internet, electronic mail, productivity software, and finally, special applications — vertical line of business applications that relate to your particular activities. Integrating these together creates a great solution. In order to make this work, top management has to be involved, because everybody has to use the system to make it worthwhile. Now Microsoft's role is providing some of the key software pieces here, but we work in partnership with some of the PC companies, with the vertical software companies, and the communications companies, to make sure that it's easy to have all of these things connected together with great support.

What are some of the top requirements? Well, you have to be able to deal with growth and flexibility. This is scalability, so that you never run out of power. Second, you want to be able to fit in with what computer systems organizations already have. Although PC technology today makes up the majority of all purchases, even when people shift over to buy all new PC systems, they'll still want to keep using their older systems. And so the interconnection capabilities and interoperability, is a big priority for Microsoft. We spend lots of our R&D¹ in making sure that we connect up with the mainframes, Unix systems, and everything else that's out there.

Availability, the reliability of the system, is key. You won't use the mail system unless it's always delivered. You won't put your order system on the computer unless it can make sure the data's there, no matter what happens with the network or even the hardware. And finally, making it low cost to manage the software and the PCs is very

¹ =research and development 研究与开发

key. This is something Microsoft has learned a lot about by talking with customers and so it's the highest priority in the improvements we're making to all the Microsoft software.

A lot of tough requirements. Fortunately, we spend a lot on R&D to be able to fulfill all of these, and because of all the volume software we sell, we can do all of this while continuing to bring down the software prices.

I think the Internet has to be a central part of any good plan for sharing information. Because the Internet makes it easy to share to any location in the world. It's a very big development. This is the future communication system for all business. Finding what products are available, working with partners, eliminating paperwork, the Internet is the answer. And so Internet standards are built into all Microsoft software. There's a very high level of investment taking place in the Internet. That's to bring up to speed the quality of the experience.

There's a lot of innovation in the software. Products like our Internet Explorer, our NetMeeting, our collaboration with Microsoft Exchange, all of these things wouldn't be possible without the Internet. More and more people connect up every day. In fact, in 5 to 10 years, I think everybody you work with will have an electronic mail address, and give that out on their business cards. And so it will be even more popular than the fax machine is today, almost like the telephone, as a standard way of doing business.

The Internet standards can be used across a wide area or simply inside a company. Sharing information inside the company is referred to as an Intranet. But the value here can be very big, making it so that instead of filling out a paper form, somebody simply goes to the

company's Intranet site, and gets the information they care about. It's far more accurate, it's far quicker, and it can even save cost. And so at Microsoft we eliminated all the paper forms. And for things like human resource work, it's all there on our Intranet. And so you don't have to call anyone, you don't have to dig through a printed manual. It's always there, up to date, very interactive.

The kinds of information on a corporate Intranet include everything about the product, the customers, the sales, and it's far better than having it on paper because you can examine it in an interactive way. If you want to look at sales in different locations, if you want to look at sales in different time periods, or in different products, immediately your computer can pull that information together. And so instead of people being in the dark about what's going on, all the data is there, and it makes jobs not only more interesting but much better decisions. When a customer calls in, you call up a page and see everything that's gone on with that person very easily.

While I'm talking about the general business needs, one of those specific needs is project management. Coordinating different people. Not just what individuals do, but what the organization does together, making sure everything comes together at the right time. Also, when you're tracking a project, you need lots of numeric data, and you need to integrate the numeric data with the project information. So you can understand where the cost's high. What things are ahead of schedule? What the impact of the results are? Finally, companies have ways of managing their processes, and good project management tools can fit into that: taking in information and delivering information. So this concept of integration is particularly strong with project management.

Now Microsoft has had a long commitment to this field of software. We are by far the world leader, and part of that is the way that we tie into Windows and Office, and create an open interface for any other products to connect up to.

Some of the key components for information sharing are shown here. Two pieces of individual software that run on the PC — Microsoft Project which, as it was mentioned, a great new version that will be coming out in China this month — that's a very new thing for us — and the latest browser, Internet Explorer 4.0, which has been reviewed very highly. Actually that's a very unique product, because it's a free product, so that everybody can have its rich capabilities. Microsoft's relational database is called SQL Server, and it runs on Windows NT. It's a key member of the BackOffice family. And Microsoft Project has been designed to take advantage of SQL Server when it's there to both deposit information and pull out the information so all the richness and flexibility of the database is available.

What are some of the key features? Project planning made easy. Only an expert could sit down and work with the software. One of our goals is that anyone can be involved in not only seeing the results but also putting in the information. This new version is a big step forward in using Intranet support in allowing people to share information. If you want to be notified about a change, we make that very easy. If you want to publish the change and make sure a lot of people have access to that, we make that very easy.

I mentioned that it connects up to our database, our SQL Server. In fact it can connect up to any database, we particularly tuned it with SQL Server, but any database with a driver called an ODBC driver

can be hooked up. And finally, although we've always had a lot of customizability, we now let you program new capabilities with our built-in support for Visual Basic in the system. That's not the only language you can use, but it's the only one that comes built-in, and it makes it easy to tie in to Microsoft Office.

So we're simply taking all the feedback we've had from customers of Microsoft Project, and we've really made a big investment to deliver on those requests. This isn't the final version, so as we get out in the Chinese market we'll look forward to your feedback, and you can expect major new versions of the project software every couple of years.

I mentioned that we've done very well in this category, by far leading the category. Some of the sample customers are shown here: AT&T, Ford, IBM, Boeing and Motorola. Here in China we've already had some good customers, working with the previous versions, and you'll see those listed and very significant projects being managed with this software. But having the localized version, we think, will increase the market quite a bit.

As we make the PC easier to use by incorporating handwriting recognition, speech recognition, and even visual recognition, it will play an even more central role. I think the opportunity to use technology for greater efficiency is a very timely one. And certainly we appreciate your being here today, and we look forward to working with you to see how you can use the latest technology to build the kind of Digital Nervous System that works best for your organization.

Thank you.

Russia's Private Schools Fail to Make the Grade

Yevgenia Dolginova

Six years ago, the first private schools appeared in Russia. The teaching community was thrilled at this development. In fact, the beginning of the 90's can be characterized as a period of total enthusiasm.

And there were good reasons for the excitement. The new private schools arose not as closed learning institutions for the post-Soviet elite but as particularly democratic, advanced, experimental schools. They were set up mostly by young intellectuals who attempted to combine new teaching methods with the best traditions of Russian pedagogy.

At first, public expectations of what private schools could accomplish were extremely high. On one hand, they were greeted as proof of the liberalization of the entire educational system and, on the other, as a big step toward forming a personal conscience, personal relations toward the child and the possibility of privacy, a word with no direct Russian equivalent, in one of the country's most conservative spheres.

Private educational institutions now make up 1 percent of all schools in Russia today. There are about 700 of them, although the numbers are constantly changing, since many schools close down while new ones open. Many of them are in no hurry to get registered and remain underground institutions.

If three years ago saying “my child studies in a private school” meant the child was receiving an exclusive, original and well-rounded education, then today it means he goes to a good swimming pool and tennis courts, studies American English and, perhaps, ancient Greek, and, at the very least, he is not yelled at or humiliated by the teachers at school. Russian parents are even willing to pay for private schools just so that their children are not humiliated.

The prospects for new schools quickly became bleak². The state provided no support to private schools. Getting a license to open such a school turned out to be rather easy, but all the rest depended solely on the good will of local authorities. Many schools that got off to a brilliant start collapsed only because they recruited the most gifted, rather than wealthiest students.

Many were unable to withstand the pressure of high rates of tax, utilities, rents, inflation as well as the problems with getting accreditation, the ill will of municipal leaders and other factors. And the children, who had acquired a taste for freedom and were already “spoiled” by the habits of individual attention, were forced to return to regular schools.

From the beginning, these intellectual enterprises inevitably became commercialized. And if the school’s director — by profession a scientist, philosopher or researcher — could not also become a successful entrepreneur, then the school would most likely be uncompetitive and cease to exist. Therefore, the second generation of private schools that were formed two to three years ago turned out

² 荒凉的; 荒凉的; 阴冷的

to be lacking in the experimental spirit that characterized the first schools. What became important was not new ideas but reliable sponsors and the support of municipal officials. The deciding factor in accepting students was the influence and wealth of their parents.

Public schools today can be divided into two types: the advanced, which are in the minority, and the comfortable. In schools of the first kind is a cult³ of the child, nonstandard teaching methods, serious scientific work and a priority of personal freedom for the student and development of his individual capacities. The second type of school professes to share the same values, although in reality the child receives a rather mediocre or even weak education. But the student is provided with an auspicious childhood at the school: good food, sporting and health facilities, games, trips and a choice of exotic subjects — from origami⁴ to sculpture.

There are, of course, schools that manage to maintain a high level of education and comfort, but these are exceptions.

It cannot be said that the system of private education discredited itself. It's just that, lacking state support, private schools were not able to develop, despite the enormous intellectual and creative potential of their pioneers. This is more normal than it is alarming. The short history of contemporary private schools in Russia reflects all the paradoxes of the economic difficulties involved in broad humanitarian initiatives.

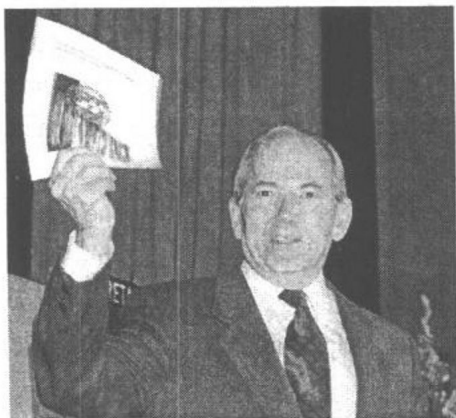
[*The St. Petersburg Times*, July 14 – 20, 1997]

³ 膜拜

⁴ 日本折纸

The IMF and Reforming

The Global Financial Architecture



The financial crises in Asia and elsewhere have underlined the need for governments to make public accurate and timely economic information and to properly supervise their banking systems, says Karin Lissakers, the U.S. Executive Director on the

International Monetary Fund's 24-member executive board, which oversees the Fund's day-to-day operations.

The following is an excerpt from the interview with Karin Lissakers, U.S. Executive Director, International Monetary Fund, conducted by USIA⁵ economics writer Warner Rose.

Q: *What is the IMF's role in the process initiated by the Group of Seven (G-7) industrial countries to reform the global financial architecture?*

A: The beginning of the architecture initiative goes back to the G-7 Summit in Naples in 1994, when President Clinton said we needed to examine whether the institutional basis for international economic

⁵ =United States Information Agency 美国新闻总署

cooperation that was created in the waning days of World War II could meet the needs of a modern global economy. The debate intensified after the Mexico financial crisis in 1994 and 1995 and the current Asian financial crisis.

The IMF plays a central role in the architecture debate for a number of reasons, notably its almost universal membership — 182 member countries — and its mandate to safeguard the soundness and the stability of the international monetary system.

In that context, the IMF conducts an annual economic policy consultation and surveillance⁶ with every one of its member governments. In these annual reviews, known as Article IV consultations, the IMF engages in a broad policy dialogue with member governments, trying to address and anticipate specific problems. The member governments are obliged to accept this surveillance.

If you take the main elements of focus in the architecture debate at the moment — transparency and accountability, strengthening financial systems, and engaging the private sector in the management and resolution of the economic crisis — the IMF is actively involved in all three.

The IMF, after the Mexico crisis, created a new voluntary data standard for members by which governments would disclose information publicly to the markets, to their own people, to whomever.

Q: *How does this disclosure program work?*

A: At present, countries meet the IMF's standard, known as the

⁶ 监督

Special Data Dissemination⁷ Standard, or SDDS, on a voluntary basis. To be identified as an SDDS subscriber, first, one has to be able to certify to the IMF specific characteristics of the data one provides, such as the coverage and how often it is reported and updated. Key data, like foreign exchange reserves, need to be reported on a regular, predictable, and timely basis to be useful to users. Second, all these data must be accessible by the public. Third, the data must be gathered, assembled, and conveyed in credible way. The data points are listed on the IMF's Web site.

In addition to information on the financial condition of the government, countries must also provide certain information on central bank obligations, on the growth of the economy, on inflation, on price changes, and so forth. The IMF is currently reviewing the data standard, and I expect there will be more emphasis on data that cover the condition of the private financial sector in the future.

Q: *How many countries have agreed to participate in the SDDS?*

A: Forty-six of the IMF's 182 members have so far indicated they will participate in the standard. There is a transition period. So one does not have to meet all of the data points at the outset. Eventually, however, the data will be constantly updated and constantly available.

Q: *Specifically, how can the IMF play a role in strengthening financial systems and engaging the private sector, two other areas of financial architecture reform?*

A: They are related. When one deregulates financial markets, one needs to be sure that the institutions that suddenly have fewer constraints on their lending and financing activities know what

⁷ 散播; 传播

they're doing. When one opens up internationally and liberates capital movements, banks may be tempted to take risks that they cannot evaluate or handle. And they can accumulate liabilities⁸ that, in the end, they cannot meet. We have certainly seen some of that in Asia.

So it is very important that banks and other financial intermediaries in any country that is opening up to the world markets be well supervised and well managed and that exposures be identified clearly and that losses be identified early and dealt with.

Q: What was the role of the interlocking relationship between governments and deregulated banks in the Asian crisis?

A: The lack of transparency certainly played a major role. It is not clear that the Asian authorities themselves really knew what the banks were doing. There was a tradition of government-directed bank lending that carried an implicit government guarantee in the event of trouble.

Certainly, the financial intermediaries and those taking on the obligations could reasonably assume that if the government was telling them to do this, then if there was a problem the government would take care of it, even if that was not the explicit intention of the policy.

The IMF, in its policy dialogue, has tried to raise the awareness of member governments to the risks, has tried to convey the need to work more closely with other regulatory bodies and organizations like the Basle Committee on Banking Supervision, which has been working to develop standards of good banking management and good

⁸ 债务

banking supervision that will be accepted around the world.

Q: *Why was the Asian crisis not better anticipated?*

A: It is important to differentiate between the three crisis countries. There were certain similarities, such as the interlocking relationship among government, industrial conglomerates, and banks, most acutely so in Korea. But there were also some significant differences.

Thailand was an acute case of overheating and asset inflation, with a very rapidly expanding foreign debt. The Thais' difficulties were conventional problems that we had identified and that we had anticipated. We had cautioned the Thai authorities — we had warned them very, very forcefully in every way we could for quite a long time before the crisis broke — that they were headed for trouble. We were not as public in our criticism as we may be in the future.

We did not know how serious the balance-of-payment situation was becoming because we did not know that Thailand was taking large forward positions on the foreign exchange markets. Under the data standard we have, Thailand was not required to report the forward contracts. They reported gross foreign exchange reserves, but in fact they had already sold most of their reserves forward.

This was one of the weaknesses of the data reporting standard. And I would expect a change in that. The crisis countries are now reporting net reserves.

In the Korean case, there was certainly some overheating. But Korea had actually slowed, cooled off the economy a bit in 1997. Korea's overall foreign debt is not extraordinarily large. What we did not watch as closely as we should have was the accumulation of short-term foreign obligations by Korean banks.