

UNIT

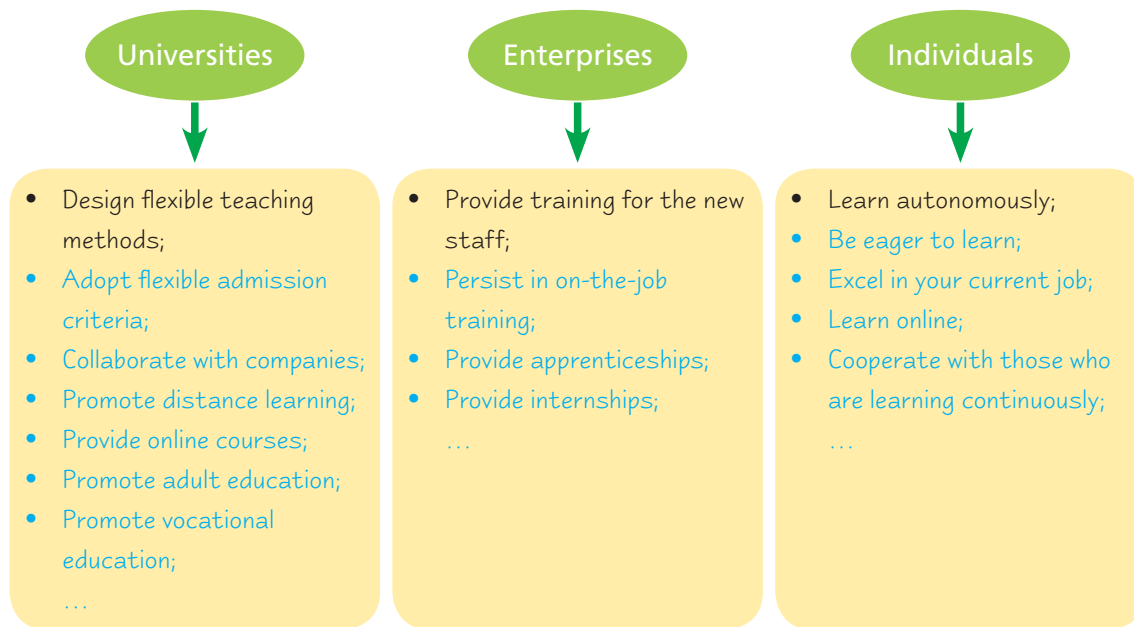
2 Lifelong Learning

After studying this unit, you will be able to:

- ▶ know the importance of constant learning;
- ▶ understand the benefits of lifelong learning;
- ▶ know how to write an application letter;
- ▶ learn to communicate effectively with smiles;
- ▶ know how to conduct an on-the-job training program.

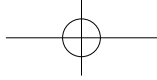
Warm-up

Task 1 To make lifelong learning a habit for people at work, universities, enterprises and individuals should all play a part. Work in pairs to discuss what they should do to cultivate people's habit of lifelong learning.



Task 2 The success of two famous college dropouts, Bill Gates and Steve Jobs, indicates that learning is a continuous process and it doesn't end with graduation. Work in groups to discuss what approaches should be adopted at college and at work to equip ourselves with the ability of lifelong learning. Write down the results of your discussion using some key words or phrases.

Approaches	Benefits
Conduct Internet-based learning.	Enables us to learn at any time anywhere, and to communicate with other learners conveniently.
Develop the habit of learning autonomously.	Improves our ability to learn step by step.
Be curious about new knowledge and technology.	Helps us keep pace with the times, and makes us innovative.
Attend various conferences and seminars.	Expands our horizons and provides us with professional knowledge.
Learn one or more foreign languages.	Sets up a bridge for us to step onto the international stage.
Attend relevant training programs.	Provides us with some special or professional skills.
Persist in reading.	Opens doors for us to learn more about the world, about people and even ourselves.



In-depth Reading



Topic Preview:

The culture of “investing in people” has played a very important role in training employees. Most companies today want to keep their employees well-trained and up-to-date so that they can respond to the ever-changing world in a timely and flexible way. As for those promising employees, constant learning is an essential means of improving their skills and brightening their future.

A Constant Learning Experience

1 Reynolds and Reynolds is devoted to making sure that its employees are provided with new opportunities to educate themselves and expand their knowledge. It doesn't matter if you're working in an **entry-level** field position or a manager working in an office—Reynolds and Reynolds makes sure that everyone at every stage has the support they need to be successful.

2 We spoke with some recent **grads** about their learning experiences at Reynolds and Reynolds. Check it out!

Emma George: from “trainee” to “expert”

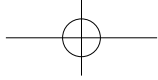
3 As a field marketing professional trainee, Emma George is growing and absorbing the business every day.

4 She is currently going through a training program at Reynolds and Reynolds that teaches her to engage in business-to-business sales, and offers an in-depth education of the product to the company's clients. “I assist in the **installing** of software at different **dealerships**,” she says. “In the future, I will be creating and executing individual **presentations** for each client we visit.”

5 Emma says the initial **attraction** of this role was that it was constantly changing and evolving. While the expectations for a positive outcome are always the same, the approach is different each time to address the client's unique needs. To her, this is an opportunity to forge different connections that will make her more **relatable** in the workplace.

6 “You get to see different dealerships work to achieve things like efficiency goals and customer retention,” says Emma. “It's similar to the case studies we focused on in business classes.”

7 Emma describes the training program at Reynolds and Reynolds as one of the best programs she's ever come across. The month-long training program taught her the ins and outs of the dealership, and all about the different components of the company. She's also had the opportunity to shadow experienced veterans during software **installation**.



T In-depth Reading

Text Analysis

This text is about the constant learning experiences of two new grads in a company. The main idea is that learning doesn't end with graduation and training programs in a company can contribute a lot in the growing-up of new employees.

The first two paragraphs are an introduction of the new opportunities provided by Reynolds and Reynolds to educate employees. Paragraphs 3-10 tell the story of Emma George who has grown up from a trainee to an expert with the help of a training program. Paragraphs 11-18 give a detailed description of the constant learning experience of Carrie Baker who grasps every opportunity to learn.

These two examples encourage us to keep learning all the time so as to achieve our goal.

Detailed Study

Title

1. constant: *a.* continuous or regular over a long period of time 持续不断的, 经常发生的

e.g. ① Her health has been a constant concern for me.

② The weather is a constant topic in daily life.

Paragraph 1

2. educate: *v.* teach sb. about sth. or how to do sth. 教育, 教导

e.g. The activity is intended to educate the public to respect the environment.

【拓展】educated: *a.* 受过教育的, 上过学的; 有教养的

educational: *a.* 教育的, 有关教育的

Paragraph 3

3. As a field marketing professional trainee, Emma George is growing and absorbing the business every day.

该句中的 growing 和 absorbing 都具有引申义。growing 是指 Emma 在公司的学习中不断成长, 对所做的工作更为了解和熟悉, absorbing 是指“对商业活动有了深入的了解”, 如同真正地将其“消化吸收了”一样。

Paragraph 4

4. She is currently going through a training program at Reynolds and Reynolds that teaches her to engage in business-to-business sales, and offers an in-depth education of the product to the company's clients.

1) 画线部分是 a training program 的定语从句, 其中有两个动词短语 teaches her to... 和 offers an..., 阐明“培训项目”的具体内容。

2) business-to-business sales: 企业对企业的销售

【拓展】business-to-customer sales: 企业对客户的销售

3) in-depth: *a.* very thorough 彻底的, 深入详尽的

e.g. The article has given an in-depth discussion of the

problem.

【拓展】in depth: in a detailed and thorough way 全面, 深入

5. presentation: *n.* 展示会, 发布会; 出示; 授予

e.g. The manager is giving a presentation on the latest products.

【拓展】oral presentation: 口头报告, 口头陈述

Paragraph 5

6. address: *v.* 设法解决, 处理

e.g. The essay fails to address the real issues.

7. forge different connections: build different connections 建立起不同的联系, 打造不同的关系

【拓展】forger: *n.* 伪造者; 犯伪造罪的人

forgery: *n.* 伪造, 伪造罪; 伪造品, 赝品

Paragraph 7

8. shadow: *vt.* 跟随……实地学习(或参观); 跟踪, 盯梢

e.g. Next term the students in the Medicine School will go to the hospital to shadow the doctors.

参考译文

一段持续学习的经历

1 理诺公司竭力保证其员工有新的机会接受教育并拓展知识。无论是刚入职的员工还是办公室经理都一样——公司保证每个阶层的每位员工都能得到走向成功所需要的帮助。

2 我们和几个刚刚毕业的学生谈到了他们在理诺公司的学习经历。一起来看一下吧!

埃玛·乔治:从“见习生”到“专家”

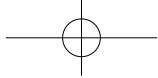
3 作为一名市场营销专业的见习生,埃玛·乔治每天都在成长并不断学习商业知识。

4 她正在理诺公司接受培训,学习如何进行企业间的电子商务销售,并且为公司客户提供详细的产品讲解服务。“我协助不同的经销商安装软件,”她说,“将来我还会给我们拜访的每位客户进行个人业务展示。”

5 埃玛说,起初这份工作最吸引她的地方在于:它是不断变化和发展的。虽然客户的需求迥异,但是解决问题的办法却殊途同归,好评八九不离十。对埃玛而言,这正是建立各种联系的机会,而这些联系将会使她在职场中建立起更大的关系网。

6 “你可以观察不同的经销商是如何提高效率和维持客户关系的,”埃玛说。“这类似于我们在商务课上重点关注的个案研究。”

7 埃玛认为在理诺公司接受的培训项目是她遇到过的最好的培训之一。几个月的培训让她了解了代理营销的来龙去脉和公司的不同部门。她还有机会在软件安装过程中向有经验的老员工学习。



Paragraph 8

9. "At no point are you left stranded without help," says Emma.
- 1) 否定短语 at no point 放在句首时，句子要部分倒装。类似的短语还有 by no means、under no circumstances 等。
- 2) stranded 为过去分词作宾语补足语。have、make、get、keep、leave 等表示“致使”的词可以接过去分词作宾补。

e.g. He got his hair cut yesterday.

Paragraph 9

10. approach a situation: 应对某种情况
- e.g. They have to approach a situation from their own point of view.

Paragraph 11

11. keep sb. on their toes: 使某人保持警觉
- e.g. Sudden visits of the teacher kept the students on their toes.

Paragraph 13

12. Since then, Carrie has been caught up in a whirlwind of learning opportunities—and she's not letting a second of it go to waste.
- 1) 此处的 a whirlwind of 是一种比喻的修辞手法，意为“如旋风般的”，在本句中指学习机会很多。后半句 she's not letting a second of it go to waste 意在强调“一点机会也不肯错过”。
- 2) be caught up in: 被卷入，陷入
- e.g. Some boats were caught up in the storm.

Paragraph 14

13. be dedicated to: 奉献；从事于；献身于
- e.g. To achieve success, one must be dedicated to what one does and diligent.
14. make an impact on: 对……有影响
- e.g. The policy will make a big impact on the quality of life of older people if we get it right.

Paragraph 15

15. She has participated in courses that covered aspects of the company, both inside and out, covering everything from how dealerships work to solutions Reynolds and Reynolds can offer their clients.
- 1) that covered... 是 courses 的定语，分词短语 covering everything... 同样修饰 courses，其中 solutions 后面还有一个省略了 that 的定语从句。
- 2) inside and out: 里里外外，全部
- e.g. The apartment is clean inside and out.

Paragraph 16

16. think outside the box: 创造性地思考，打破常规
- e.g. Highly competent managers who can think outside the box are a must.
17. come up with: 找到

e.g. All we have to do is think more and come up with a solution.

18. contribute to: be one of the causes of 是……的原因之一

- e.g. ① They also contribute to the economic inequality as the insiders.
- ② This meeting will contribute to peace and security all over the world.

8 “你绝不会陷入无人帮助的困境，”埃玛说。“他们的工作效率非常高，因为他们简直无所不知。你永远都不用想‘我现在该干吗’这种问题。”

9 作为一名市场营销专业的见习生，埃玛学到的最为重要的技能就是如何解决问题，以及怎样在自己的岗位上表现得非常专业。她说，能够促成一段长久的合作关系是非常有价值的；想想一年前，自己还是一个缺乏专业经验的大学毕业生。

10 “每天与那么多人的谈话对我来说就是一种挑战，而从这些挑战中我的能力得到了极大的提升，”埃玛说。“我觉得自己不再是一个正在接受培训的 23 岁女孩，而是一位能够指导客户完成整个业务流程的专家。”

卡丽·贝克：一段持续学习的经历

11 作为一名营销传播助理，卡丽·贝克说她总是忙个不停。

12 “每天都不一样，”她说。从设计广告传单和业务介绍，到促销、活动策划和更新公司的网站——卡丽说她喜欢这种快节奏的工作。

13 卡丽来到理诺公司工作不满一年。因为有市场营销、传媒和广告方面的知识背景，她非常适合这份工作。从进入公司起，卡丽就有很多学习机会，而她都把握得很好。

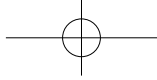
14 理诺公司致力于给员工提供最新的培训资源，并鼓励员工去听课、观看网络研讨会，与时俱进接受新知识。这种不间断的培训对员工的业绩和客户都有很大的影响。

15 卡丽说：“他们非常愿意帮助你学习新东西——你的学习永远不会停止。”她参加的课程涵盖了公司的各个方面，从代理商如何运作到理诺公司给客户提供的解决方案。

16 卡丽在其岗位上掌握了很多新工具的使用方法。从发送市场营销邮件到制作视频，她已经成为了这个领域的万事通。她经常运用打破常规的思维模式——而且她所在的团队也常鼓励成员提出有创造性的新想法，为公司作贡献。

17 卡丽建议在校大学生和刚毕业的大学生好好利用理诺公司提供给员工的这些资源。

18 “抓住一切机会学习，或者去做一些没有做过的事，”她说。“同时也要有创造力——要有你自己的想法，并与他人分享！”

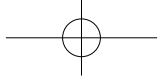


- 8 “At no point are you left **stranded** without help,” says Emma. “It’s so effective because they **literally** cover everything. You’re never left wondering ‘what am I going to do now?’”
- 9 The most important thing Emma has learned during her time as a field marketing professional trainee is how to approach a situation and present herself as an expert in her role. She says having the ability to facilitate an ongoing relationship is incredibly rewarding, considering only a year ago, she was a new graduate with little professional experience.
- 10 “Through those challenges from talking to so many people in a day, I’ve found my skills have **dramatically** improved,” says Emma. “I don’t think of myself as a 23-year-old girl in training. I’m an expert who can help guide the client through this new process.”

Carrie Baker: a constant learning experience

- 11 As a marketing communication associate, Carrie Baker says that her job keeps her on her toes.
- 12 “No two days are the same,” she says. From developing **flyers** and presentations to driving sales, event planning and updating the company website—Carrie says that she loves her **fast-paced** job.
- 13 Carrie started her work with Reynolds and Reynolds less than a year ago. Her background in marketing, media, and advertising made her a perfect match for the role. Since then, Carrie has been caught up in a **whirlwind** of learning opportunities—and she’s not letting a second of it go to waste.
- 14 Reynolds and Reynolds is dedicated to providing its employees with the latest training resources. Employees are encouraged to attend classes and watch **webinars** to keep themselves up to date with the latest knowledge. This ongoing training makes a huge impact on employees’ performances, as well as on their clients.
- 15 “They’re always willing to help you learn something new—your education never stops,” says Carrie. She has participated in courses that covered aspects of the company, both inside and out, covering everything from how dealerships work to solutions Reynolds and Reynolds can offer their clients.
- 16 In her role, Carrie has learned how to use a lot of new tools for her work. From sending out marketing emails to creating videos, she has become a **jack-of-all-trades** in her role. She is constantly challenged to think outside the box—and her team always encourages its members to come up with new, innovative ideas to contribute to the company’s success.
- 17 Carrie’s advice to students and new grads is to take advantage of all the resources Reynolds and Reynolds offers its employees.
- 18 “Take every opportunity to learn or get involved with something new,” she says. “Be creative as well—bring your ideas and share them!”

(737 words)



Words

entry-level /'entri ,levl/ *a.* 1. (of a job) at the lowest level in a company (公司中) 最初级的; 2. (of a product) basic and suitable for new users 适合新用户的, 入门级的

grad /græd/ *n.* (also **graduate**) a person who has a university degree 大学毕业生

install /ɪn'stɔ:l/ *v.* 1. put a new program into a computer 安装, 建立(程序); 2. fix equipment or furniture into position so that it can be used 安装, 设置

dealership /'di:ləʃɪp/ *n.* the position of being a dealer who can buy and sell sth. 专销商, 经销店

presentation /,prezn'teɪʃn/ *n.* 1. a meeting at which sth., especially a new product or idea, or piece of work, is shown to others 展示会, 发布会; 2. the act of showing sth. or of giving sth. to sb. 出示, 授予

attraction /ə'trækʃn/ *n.* a feature, quality that makes sth. seem interesting and enjoyable, and worth having or doing 有吸引力的特征或品质

relatable /rɪ'leɪtəbl/ *a.* that can be connected with, related to or communicated with 可联系的, 可交往的

installation /,ɪnstə'leɪʃn/ *n.* the act of putting a new program into a computer 安装, 建立(程序)

strand /strænd/ *v.* 1. leave sb. in a place from which they have no way of leaving 使滞留; 2. make a boat, fish, whale, etc. be left on land and unable to return to the water 使搁浅

literally /'lɪt(ə)rəli/ *ad.* 1. used when describing sth. in an extreme way that cannot be true (用于夸张地描述某事物) 简直; 2. used to emphasize the truth of sth. that may seem surprising (强调事实可能令人惊讶) 真正地, 确实地

dramatically /drə'mætɪkli/ *ad.* very suddenly and to a very great and often surprising degree 突然地, 令人吃惊地

flyer /'flaɪə/ *n.* (also **flier**) a small sheet of paper

that advertises a product or an event and is given to a large number of people 小(广告)传单

fast-paced /,fɑ:st 'peɪst/ *a.* of sth. that proceeds rapidly 快节奏的, 快速的

whirlwind /'wɜ:l,wɪnd/ *n.* 1. a situation or series of events where a lot of things happen quickly 一片忙乱; 2. a strong wind that moves fast in a spinning movement 旋风, 旋流

webinar /'webɪnɑ:/ *n.* a presentation or seminar that is conducted over the Internet 在线研讨会

jack-of-all-trades /,dʒæk əv 'ɔ:l ,treɪdz/ *n.* a person who can do many different types of work 万事通

Phrases and Expressions

check out look at or examine sb. / sth. that seems interesting or attractive 察看

field marketing field marketing involves people distributing, auditing, selling or sampling promotions on the "field" 现场营销

ins and outs all the details, especially the complicated or difficult ones (尤指复杂或难的) 全部细节, 详情

at no point never, not 不, 不会, 没有

keep sb. on their toes make sb. ready to deal with anything that might happen 使某人保持警觉

be caught up in be unwillingly involved in 被卷入, 陷入

up to date modern, fashionable 最新的, 时髦的

Proper Names

Reynolds and Reynolds /'renɔldz ənd 'renɔldz/ 理诺公司(美国的一家汽车软件和服务提供商)

Emma George /'emə dʒɔ:dʒ/ 埃玛·乔治(人名)

Carrie Baker /'kæri 'beɪkə/ 卡丽·贝克(人名)



Comprehension

Task 1 Decide whether the following statements are true (T) or false (F) according to the text.

- (F) 1 Those working in entry-level field positions are less likely to have access to training than those managers working in the office.
- (T) 2 Emma liked her job in the beginning because it was always changing and developing.
- (T) 3 You will never feel helpless or wonder what to do at Reynolds and Reynolds.
- (F) 4 The most important thing Emma has learned is how to learn from experienced veterans.
- (F) 5 Carrie hates the fast-paced job as it keeps her on her toes.
- (T) 6 Carrie's job is a good match for her background in marketing, media, and advertising.
- (F) 7 Carrie has become a jack-of-all-trades in her job because of the ongoing training.
- (T) 8 Carrie suggests that students and new grads make use of all the resources Reynolds and Reynolds provides and take every chance to learn something new.

Task 2 Complete the following summary according to the text. Write no more than three words on each line.

SUMMARY		
Reynolds and Reynolds is providing its employees with opportunities to educate themselves and expand their knowledge.		
Employee	Position	Constant learning experience
Emma George	field marketing professional trainee	<ol style="list-style-type: none"> 1. Engaging in <u>business-to-business</u> sales and an in-depth education of the product to the company's clients. 2. Forging different connections that will make her more <u>relatable</u> in the workplace. 3. Learning the <u>ins and outs</u> of the dealership. 4. Having the opportunity to shadow <u>experienced veterans</u> during software installation. 5. Learning how to approach a situation and present herself as an <u>expert</u> in her role with the ability to <u>facilitate</u> an ongoing relationship.
Carrie Baker	marketing communication associate	<ol style="list-style-type: none"> 1. Developing <u>flyers</u> and <u>presentations</u>, driving sales, planning events and <u>updating</u> the company website. 2. Attending classes and watching webinars to keep herself <u>up to date</u> with the latest knowledge. 3. Participating in courses that cover aspects of the company, both <u>inside and out</u>. 4. Learning how to use a lot of <u>new tools</u> for her work. 5. Being encouraged to <u>come up with</u> new and innovative ideas to contribute to the company's success.



Follow-up Exercises

I Vocabulary

Task 1 Match the following words or phrases in Column A with their meanings in Column B.

Column A	Column B
1 address	A all the exact details of a complicated situation
2 take advantage of	B greatly and suddenly
3 come up with	C use or make use of
4 shadow	D a meeting at which you describe a new product or idea
5 presentation	E make it easier for a process or activity to happen
6 ins and outs	F follow someone closely to watch what they are doing
7 dramatically	G deal with or cope with
8 facilitate	H bring forward

Task 2 Complete the following sentences with the words or phrases from Column A in Task 1. Change the form if necessary.

- 1 It is often of great help for newcomers to shadow experienced employees in a company.
- 2 Without your suggestions, the situation could have developed in a dramatically terrible way.
- 3 The manager came up with a new idea for increasing sales during the recession.
- 4 He quickly learned the ins and outs of the job during his two months' internship.
- 5 As a global society, tackling food waste will contribute to addressing a number of resource issues.
- 6 The new agreement should help facilitate rapid economic growth in poverty-stricken areas.
- 7 Studios are making monster movies to take advantage of people's enthusiasm for dinosaurs.
- 8 The sales manager gave a presentation on the new products to dealerships from the whole world.

Task 3 Fill in the blanks in the following passage by selecting suitable words from the word bank. You may not use any of the words more than once.

In today's work environment only learners who are constantly improving themselves will be employable. You can't depend on what you learned in school four years ago to carry you through a whole lifetime or work career. Technology is advancing (1) N by the minute. By the time you buy a gadget and get it home, there's a new (2) D on the shelves.

Constant learning will keep you in a state of readiness. Your body needs regular exercise, and so does your brain. You will take (3) G of the habit of continuous learning which will keep you feeling young well into your 80s and 90s.

Non-stop learning and improvement will give you more (4) A. It will (5) I career changes. You'll have more (6) L skills that you can take anywhere. Developing new skills will open new worlds for you. If you learn to play the piano, you can choose to play any piano that you come across at (7) B. If you learn a new language that opens up new channels of communication, you could converse with people that you couldn't before. It would make a trip to a



foreign country more (8) C. Imagine going overseas and being able to communicate with the (9) J. Whether you're learning cooking skills, career skills, speaking skills or parenting skills, your life will be (10) E. Continuous learning will keep you from falling into a rut and even make you a better conversationalist.

A) options	B) random	C) enjoyable	D) version
E) enriched	F) relatable	G) advantage	H) presentations
I) facilitate	J) locals	K) literally	L) transferable
M) grads	N) dramatically	O) advance	

II Sentence Structure

Task 1 Combine two short sentences into a long one after the model.

Model:

Emma George is a field marketing professional trainee.

Emma George is growing and absorbing the business every day.

→ As a field marketing professional trainee, Emma George is growing and absorbing the business every day.

1 I worked as a film-maker.

I didn't see my career was going anywhere.

As a film-maker, I didn't see my career was going anywhere.

2 Jefferson was a politician.

Jefferson frequently debated with his opponents in the press.

As a politician, Jefferson frequently debated with his opponents in the press.

3 He is a footballer.

He admits that he still feels unfulfilled.

He admits that he still feels unfulfilled as a footballer.

Task 2 Rewrite the following sentences after the model.

Model:

You are not left stranded without help at any point.

→ At no point are you left stranded without help.

1 Nobody should be allowed to stay here in any case.

In no case should anybody be allowed to stay here.

2 The witness should not lie to the court under any circumstances.

Under no circumstances should the witness lie to the court.

3 It is by no means true that all English people know their own language well.

By no means is it true that all English people know their own language well.



III Translation

Task 1 Translate the following paragraph from Chinese into English.

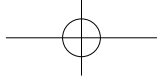
我们从生活里的每一次经历中学到东西, 不断积累学习经验。同样, 在这些经历中所遇到的人也是促进我们学习的关键。从本质上讲, 热爱学习就是热爱生命。不管是在学校还是进入社会后, 我们都可以自由选择: 对于已掌握的和体验过的事可以不再学习, 而是去学习新的经验, 汲取他人身上的美德, 如热爱生命般热爱学习。

We learn from each experience in life and continuously enrich our learning experience. Similarly, the people we encounter in those experiences hold the key to promoting learning. In essence, a love of learning is a love of life. We do have a choice at school as well as in society: We can rest in what we already know and what we have already experienced, or we can embrace new experience, draw on the virtues we see in others, and love learning as much as life.

Task 2 Translate the following paragraph from English into Chinese.

Many people think that training ends after the new employee orientation. Even if you think you've mastered all of the skills essential to your current job, you should never stop training. If you're lucky enough to have an employer that offers additional training opportunities that interest you, then be sure to sign up. Even if it's not relevant to your current position, learning a new program or procedure could open you up to other opportunities and even a promotion.

很多人认为, 新员工完成入职培训后, 所有培训就都结束了。即使你认为自己已经掌握了现在工作所需的全部技能, 也要继续接受培训。如果你有幸遇到一位能够提供额外培训机会的老板, 而且你对这些培训非常感兴趣, 那么一定要报名参加。即使所学的课程或内容与目前的工作不相关, 也可以为你带来更多机会, 甚至在升职时助你一臂之力。



Further Reading

How 30 Years of Experience Helped Me Earn My Degree

- 1 Earning my **undergraduate** degree was initially just a bucket list item for me. I did a lot of self-study and on-the-job training during my more-than-20-year career in the Navy. I am a serial entrepreneur and have built and sold a number of businesses, been a financial planner, and worked with national **civil** rights organizations and youth programs. Over the span of my career, I have learned the skills necessary to be selected as a Navy Command Master Chief and in my **civilian** role as an Executive Director and President of Beowulf Defense and Security.
- 2 My position in the Navy allows me to lead, develop and mentor over 650 **reserve** sailors. These sailors expect their leaders to have credibility behind their orders. I started to notice that a lot of my **junior** sailors were finishing undergraduate degrees or starting master's programs. One was even completing a PhD. I recognized that as a senior military leader, I needed to lead by example when it came to my education. I couldn't expect them to finish school when I hadn't done it myself.
- 3 Over the years, I tried to complete my degree at **bricks-and-mortar** schools. Family demands, time **constraints**, business commitments and **deployment** schedules made it difficult to complete my degree there. I still wanted to get my degree, but I didn't know how it would be possible when I didn't have time to make it to a physical campus for class. While I was managing a small defense consulting firm, one of my employees mentioned that he was completing his degree at Western **Governors** University. He stressed how the **competency**-based programs were ideal for someone like me who had a lot of experience, but needed flexibility due to my busy schedule.
- 4 I looked into WGU and liked how the flexible online programs would allow me to fit school into my full schedule. The **affordability** was also very important to me. WGU charges a flat-rate tuition per six-month term, no matter how many courses I completed. The ability to study and take my assessments in my time and at my own pace was perfect. Even though the program is online, I wasn't alone. WGU connected me with a personal mentor who helped keep me on track during my program. My mentor helped direct me to resources I needed for my courses, put me in contact with course mentors (subject matter experts) when I had questions, and helped me set **attainable** and realistic goals for my studies.
- 5 The flexibility WGU provided was such an asset. When I started my degree program I was an active-duty service member. Between deployments and other work responsibilities, having a degree program that fitted into my life made getting my degree a reality, not just another bucket list item.
- 6 One of the best parts about WGU is the competency-based model. Competency-based education allowed me to make the most of my time. Thanks to WGU's model I was able to **accelerate** through my degree program by drawing on the experience I gained through years of work. Instead of sitting through **redundant lectures**, classes, or programs, I could demonstrate that I knew and understood the





material and move forward to focus on what I still needed to learn. I didn't feel like I was wasting time with my studies because every task and assessment was related to real-world **applications** that I was dealing with on a daily basis.

- 7 For the seasoned learner, the experienced professional, the working adult, and certainly the military service member, WGU is a time-efficient, cost-effective way to obtain your degree. I was able to make the most of my limited time to earn a degree, a benefit I hadn't been afforded at more traditional universities. WGU worked so well for me that I recently **enrolled** in the MBA program and I'm excited about what the future holds for me.

(641 words)

Words

undergraduate /ˌʌndə'grædʒuət/ *n.* a university or college student who is studying for their first degree 本科生

civil /'sɪvl/ *a.* 1. connected with the people who live in a country 国民的, 平民的; 2. connected with the state rather than with religion, etc. 国家的, 政府的

civilian /sɪ'vɪliən/ *a.* connected with people who are not members of the armed forces or the police 平民的

reserve /rɪ'zɜ:v/ *n.* 1. a soldier or a group of soldiers who are not fighting but available to fight 后备士兵, 后备部队; 2. a supply of sth. that is available to be used in the future or when needed 储备

junior /'dʒu:nɪə/ *a.* having a low rank in an organization or a profession 地位(或职位、级别)低下的

bricks-and-mortar /ˌbrɪks ənd 'mɔ:tə/ *a.* of a traditional business that does not operate online 实体的, 传统公司的

constraint /kən'streɪnt/ *n.* a thing that limits or restricts sth. or your freedom to do sth. 限制, 限定, 约束

deployment /dɪ'plɔɪmənt/ *n.* the act of moving soldiers or weapons into a position for military action 部署, 调度(军队或武器)

governor /'gʌv(ə)nə/ *n.* 1. (also **Governor**) a

person chosen to be in charge of the government of a state in the US (美国的)州长; 2. a person in charge of an institution 主管, 总裁

competency /'kɒmpɪtənsi/ *n.* the ability to do sth. well 能力, 胜任

affordability /ə'fɔ:də'bɪləti/ *n.* the ability to pay 支付能力

attainable /ə'teɪnəbl/ *a.* that you can achieve or get 可达到的, 可获得的

accelerate /ək'selə'reɪt/ *v.* happen or make sth. happen faster or earlier than expected (使)加速, 加快

redundant /rɪ'dʌndənt/ *a.* not needed or useful 多余的, 不需要的

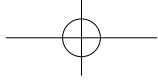
lecture /'lektʃə/ *n.* a talk that is given to a group of people to teach them about a particular subject 讲座, 讲课, 演讲

application /ˌæplɪ'keɪʃn/ *n.* the practical use of sth., especially a theory, discovery, etc. (尤指理论、发现等的)应用, 运用

enroll /ɪn'rəʊl/ *v.* (*BrE enrol*) arrange for yourself or for sb. else to officially join a course, school, etc. (使)加入, 注册, 登记

Phrases and Expressions

keep... on track keep... doing the right thing or in the right direction (使)做正确的事, (使)保持在正轨上



in contact with 1. communicating with 与……联系; 2. touching 触摸, 接触

make... a reality make... come true (使) 实现

make the most of gain as much advantage, enjoyment, etc. as you can 充分利用, 尽情享受

draw on use a supply of sth. that is available to you 凭借, 利用, 动用

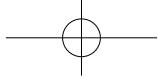
sit through stay until the end of a performance, speech, meeting, etc. that you think is boring or too long 坐到(表演、演讲、会议等)结束

Proper Names

Beowulf Defense and Security 贝奥武甫安防公司(美国)

Western Governors University (WGU) 西部州长大学(美国)





T Further Reading

Detailed Study

Paragraph 1

1. bucket list: 人生清单, 遗愿清单
- e.g. ① I've created a bucket list because there are so many things I still want to do in my life.
② When diagnosed with cancer, she made a list of things to do before she died—which was called “The Bucket List”.
2. I did a lot of self-study and on-the-job training during my more-than-20-year career in the Navy.
- 1) on-the-job training: 在职培训
2) 此处的 the Navy 特指 “美国海军” (United States Navy).
3. civil rights: 民事权利, 公民权利
youth program: 青少年项目
4. Over the span of my career, I have learned the skills necessary to be selected as a Navy Command Master Chief and in my civilian role as an Executive Director and President of Beowulf Defense and Security.
- 1) 画线部分为 skills 的定语, 其中有两个由 as 引导的短语, 表明作者的两种身份。
2) span: *n.* 持续时间, 跨度
- e.g. Kids have a limited attention span and cannot concentrate on an activity for a long time.
【拓展】lifespan: 寿命, 使用期限
timespan: 时间跨度

Paragraph 2

5. These sailors expect their leaders to have credibility behind their orders.
此处的 credibility 是指 “可信性, 可靠性”。
【拓展】credible: *a.* 可信的, 可靠的
incredible: *a.* 不可思议的, 惊人的
6. junior: *a.* 地位 (或职位、级别) 低下的
- e.g. Some junior officers were made to bear responsibility for the accident.
【拓展】junior: *n.* 晚辈; 地位较低者; 大三学生
senior: *a.* 高级的; 地位较高的
n. 上司; 毕业班学生

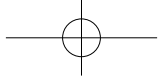
Paragraph 3

7. Over the years, I tried to complete my degree at bricks-and-mortar schools.
此处的 bricks-and-mortar schools 是指 “传统的学校”, 与后面的 physical campus 意思相同。
8. Family demands, time constraints, business commitments and deployment schedules made it difficult to complete my degree there.
- 1) 该句中作为主语的四个名词短语说明了 “我” 取得学位很困难的几个原因。

- 2) constraint: *n.* 限制, 限定, 约束
- e.g. Journalists were given the freedom to investigate and report without constraints.
9. He stressed how the competency-based programs were ideal for someone like me who had a lot of experience, but needed flexibility due to my busy schedule.
- 1) 本句中 someone 后有两个修饰成分, 一个是 like me, 一个是 who 引导的定语从句。
2) competency-based: *a.* 以能力为基础的
① -based 用来构成复合词, 意为 “以……为基础的”, 例如:
an export-based economy: 以出口为基础的经济
computer-based teaching: 以计算机为基础的教学
② competency: *n.* 能力, 胜任 (= competence)
- e.g. He is regarded as a man of integrity and high professional competency.
【拓展】competent: *a.* 有能力的, 能胜任的

Paragraph 4

10. fit into: be suitable for (使) 适合
- e.g. Raising children is a full-time job and you should carefully consider how it will fit into your life.
11. affordability: *n.* 支付能力
- e.g. The government has set up a commission to discuss the affordability of preschool education.
【拓展】affordable: *a.* 负担得起的
12. flat-rate: *a.* 固定费率的, 统一价格的
【拓展】flat rate: 固定费率, 统一价格
13. keep me on track: 让我跟上进度
【拓展】keep track of: 了解动态; 保持联系
lose track of: 不了解动态; 失去联系
- e.g. A doctor has to keep track of the latest developments in medicine.
14. My mentor helped direct me to resources I needed for my courses, put me in contact with course mentors (subject matter experts) when I had questions, and helped me set attainable and realistic goals for my studies.
- 1) 该句中有三个并列的谓语动词, 以说明 “导师” 给 “我” 提供的几个方面的帮助。
2) in contact with: 与……联系; 触摸, 接触
- e.g. He has kept in contact with his mother by telephone for years.
- 3) set goals: 设定目标
- e.g. You are wasting your time if you set a goal that is impossible for you to accomplish.
- 4) attainable: *a.* 可达到的, 可获得的
- e.g. With ordinary talents and extraordinary perseverance, everything is attainable.



Paragraph 5

15. Between deployments and other work responsibilities, having a degree program that fitted into my life made getting my degree a reality, not just another bucket list item.

该句的主干是 having a degree program made getting my degree a reality, 后面的 not just another bucket list item 是对 reality 的补充说明。

Paragraph 6

16. make the most of: 充分利用, 尽情享受
e.g. We only have one ride through life, so make the most of it and enjoy it.
17. draw on: 凭借, 利用, 动用
e.g. He plans to draw on his childhood like many novelists.
18. accelerate: v. (使) 加速, 加快
e.g. The inflation rates started to accelerate last month.
19. sit through: 坐到 (表演、演讲、会议等) 结束
e.g. The movie is so bad that you can hardly bear to sit through it.
20. application: n. 应用, 运用
e.g. It is a software application that is accessed via the Internet.

Paragraph 7

21. seasoned: a. 成熟的, 老练的
e.g. He is a seasoned concert performer.
22. I was able to make the most of my limited time to earn a degree, a benefit I hadn't been afforded at more traditional universities.
- 1) 该句中的 a benefit I hadn't been afforded at more traditional universities 是对前面一句话的补充说明, 可以改写成 which is a benefit I hadn't been afforded at more traditional universities.
- 2) afford 在此处相当于 provide, 意为“提供、给予”。

参考译文

30 年的经历如何帮我获得学位

1 最初, 获得学士学位对我来说只是人生清单里的条目之一。在 20 多年的海军生涯中, 我自学了很多东西, 也参加过很多在职培训。我不断创业, 曾创办过很多企业, 后来都转手了; 我还做过金融规划师, 也参与过国家民权机构和青年项目的工作。在职业生涯中, 我获得了当选海军指挥士官所需的必要技能, 并且以一般公民身份被选为贝奥武甫安防公司的执行理

事和董事长。

2 我的海军官职让我有权领导、培养和指导 650 多名海军后备士兵。他们都希望领导发出的指令是可信的。我发现, 很多初级士兵都即将拿到学士学位或者正准备攻读硕士学位, 有一个甚至在攻读博士学位。我意识到, 作为一名高级军官, 在教育方面我也应该成为他们的标杆。我不能在自己没完成学业的情况下还要求他们完成。

3 多年来, 我竭力在传统学校里完成学业。但因家庭需要、时间限制、公司业务和军队部署等原因, 这一点很难实现。我依然想拿到学位, 但在没有时间去学校上课的情况下, 我不知道怎样使其成为可能。管理一家小型防卫咨询公司的时候, 我的一名员工提到, 他在西部州长大学攻读学位。他特别强调, 该校以能力为基础的课程项目非常适合像我这样的人, 经验丰富, 工作繁忙, 渴望灵活的学习时间。

4 仔细考察了西部州长大学后, 我很喜欢其灵活的网络课程, 使我可以在繁忙的时间表里安排出学习的时间。支付能力对我来说也很重要。在一学期的六个月内无论我修完多少门课, 该校收取的学费都是固定的。能够自己安排时间, 并按照自己的进度来学习及测试, 这简直太棒了。虽然是在线学习, 但我并不是独自一人。西部州长大学帮我安排了一位私人导师, 全程帮我赶上课程进度, 指导我查找学习所需的资源。当我遇到问题时, 导师还帮我联系课程指导老师 (学科专家), 并帮我设定切实可行的学习目标。

5 西部州长大学课程的灵活性很有价值。开始攻读学位时, 我还是一名现役军人。在军队部署和其他工作之余, 这种课程使获得学位成为了现实, 而不仅是人生清单上的一个条目。

6 西部州长大学最大的优势之一就是其以能力为基础的教学模式, 它让我能够充分利用自己的时间。因为有了这一模式, 我才能凭借多年工作积累的经验加快课程的学习。不需要坐在教室里听完冗长的讲座、上完整节课或完成整个课程, 我也可以证明自己已经掌握了那些内容, 然后继续学习所需课程。我并不觉得学习是浪费时间, 因为每一项学习任务 and 测试都与我日常处理的实际事务息息相关。

7 无论是经验丰富的学习者、专业人士, 或是上班族、军队服役人员, 都可以在西部州长大学获得学位, 这是一条省时省力的途径。充分利用有限的时间来攻读学位, 这一好处是很多传统大学无法提供的。西部州长大学非常适合我。最近我又注册了工商管理硕士学位课程。一想到未来, 我就激动不已。



Comprehension

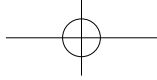
Task Choose the best option to each of the following questions or statements according to the text.

- Which of the following is NOT true about the author? C
 - He was the Executive Director and President of Beowulf Defense and Security.
 - He was an entrepreneur and started and sold a number of businesses.
 - His education background entitled him to become a Navy Command Master Chief.
 - He did a lot of training over the span of his career in the Navy.
- Why did the author long for an undergraduate degree when in the Navy? B
 - Because he wanted to complete a PhD like his junior sailors.
 - Because as a leader, he was expected to be educated.
 - Because he wanted to show it off to his sailors.
 - Because the sailors expected credible orders from their leaders.
- What was the most important consideration for the author in choosing a suitable program for a degree? A
 - Flexible schedules.
 - Affordable tuition.
 - Practical courses.
 - Professional mentors.
- The competency-based model of WGU makes it possible for the author to B.
 - understand the material better
 - learn faster with years of work experience
 - skip the boring lectures or classes
 - deal with real-world applications
- From the text we know that D.
 - WGU is a university established for military members
 - only a six-month term of tuition is required at WGU
 - WGU is more professional than traditional schools
 - one can save time and money when obtaining a degree at WGU

Level-up Exercise

Task Discuss how online learning programs contribute to learning at work.

Learning schedule	<ul style="list-style-type: none"> Having a flexible schedule. Arranging study time according to your work schedule. Saving time, money and energy.
Learning content	<ul style="list-style-type: none"> Focusing on the complicated and important parts. Having a variety of courses to choose from. Having rich resources that are up to date. Connecting work experience with study.
Learning approach	<ul style="list-style-type: none"> Skipping the easy parts. Reviewing the difficult lessons repeatedly. Getting help from mentors or friends online. Learning whenever and wherever.



Vocational Listening and Speaking

Task 1 Listen to a long conversation and choose the best answer to each question you have just heard.

- A. England. B. France.
C. America. D. China.
- A. Because she got into the habit of studying.
B. Because she could not find a satisfying job.
C. Because it's her firm goal to be achieved.
D. Because she wanted to work as a doctor.
- A. Go back to the US for a better job.
B. Stay in the UK to do academic work.
C. Have extra two years of classes.
D. Get married to her boyfriend.

Word Bank

incentive /ɪn'sentɪv/ *n.* 激励, 刺激
academia /,ækə'di:mɪə/ *n.* 学术界

Task 2 Listen to two passages and choose the best answer to each question you have just heard.

Passage One

- A. To enjoy the great coffee.
B. To know something about China.
C. To have a summer internship.
D. To learn different cultures.
- A. Asking each other questions constantly.
B. Having lunch at the office.
C. Talking about work-related problems.
D. Speaking both English and Chinese.
- A. Treating them to a grand celebration on the 4th of July.
B. Making sure they got what they hoped for out of the internship experience.
C. Planning a going-away lunch for those leaving Greenhouse.
D. Keeping in touch with them after they leave.

Word Bank

diverse /daɪ'vɜ:s/ *a.* 多种多样的
genuine /'dʒenjuɪn/ *a.* 真诚的, 真的
proficiency /prə'fɪʃnsi/ *n.* 熟练, 精通
celebration /,selə'bretʃn/ *n.* 庆典, 庆祝

Passage Two

- A. Knowing that everyone may be a little nervous at first.
B. Finding that everyone was very friendly.
C. Checking the telephone numbers and addresses.
D. Auditing information using a spreadsheet.
- A. The speaker learned how to use the computer effectively.
B. The speaker's friends offered great help.
C. The staff were always ready to help.
D. The speaker was more confident.
- A. Dress according to the dress code.
B. Be punctual and willing to learn new skills.
C. Be familiar with the job and the staff.
D. Do not feel nervous at first.

Word Bank

auditing /'ɔ:dtɪŋ/ *n.* 查账, 审计
spreadsheet /'spred,ʃi:t/ *n.* 电子表格程序
newsletter /'nju:z,letə/ *n.* 内部通讯, 简讯
punctual /'pʌŋktʃuəl/ *a.* 按时的, 准时的

Task 3 Listen to three recordings of lectures or talks and choose the best answer to each question you have just heard.

Recording One

- A. There are not enough education programs in the US.
B. People like to walk, swim and bicycle together.
C. It is easier to keep mentally active in a group.
D. People like to exercise and experience new things.



- 2 A. 500. B. 1,000.
C. 150. D. 350.
- 3 A. He was a great and helpful businessman.
B. He took part in many education programs.
C. He paid a lot of attention to education.
D. He supported many education programs.
- 4 A. How long we will live.
B. How many exciting and productive years we will have.
C. How many free education programs we can attend.
D. How to live a happy life every day.

Word Bank

mentally /'mentli/ *ad.* 心理上, 精神上
community /kə'mju:nəti/ *n.* 社区, 社会团体
foundation /faʊn'deɪʃn/ *n.* 基金(会), 基础
productive /prə'dʌktɪv/ *a.* 富有成效的, 多产的

Recording Two

- 5 A. It should update our views on graduation.
B. It is anything but a milestone on the road.
C. It dominates work-integrated learning.
D. It should be a one-way street without end.
- 6 A. When they want to find a new job.
B. When they leave college with professional knowledge.
C. When they need to understand the basics of governance.
D. When they need to make a career change and to acquire new knowledge.
- 7 A. One that knows success depends only on attracting the best talent.
B. One that can satisfy the demand for post-graduation development.
C. One that understands the real meaning of learning-integrated work.
D. One that can enable the continuous development of the staff.

Word Bank

dominate /'dɒmɪneɪt/ *v.* 支配, 统治
integrate /'ɪntɪgreɪt/ *v.* 使一体化, 融合
facilitate /fə'sɪləteɪt/ *v.* 促进, 使便利
enlightened /ɪn'laɪtnd/ *a.* 开明的, 有见识的

Recording Three

- 8 A. Analyzing critical market trends.
B. Repairing a handheld scanner.
C. Using software tools effectively.
D. Understanding intelligence software.
- 9 A. Good communication skills.
B. Good leadership abilities.
C. The ability to cooperate with different people.
D. A good background in math and science.
- 10 A. Developing the habit of reading when very young.
B. Going online to find information that interests you.
C. Pursuing a career that arouses curiosity.
D. Having a passion for continuous learning.

Word Bank

overemphasize /,əʊvər'emfə,saɪz/ *v.* 过分强调
emerge /ɪ'mɜ:dʒ/ *v.* 出现, 浮现
realm /reɪlm/ *n.* 领域, 范围



T Vocational Listening and Speaking

Task 1 Transcript

M: Hi, Jane! Let's get you introduced.

W: Hello! I'm a 29-year-old American, living, working and studying in England for almost six years. I originally moved here to study for my master's degree, and got a job afterward and then managed to stay here.

M: How do you like your learning experience here?

W: In the beginning it was a little bit difficult, but things went well later.

M: After you finished your master's program, what was your incentive to go on a PhD?

W: It seemed like a natural progression. I was working in a research job while pursuing my master's degree and I really loved it. The PhD is something I would eventually do and it's just a matter of when and where. Also, I wanted to make people call me "doctor."

M: So your goal is to continue to work in academia and hopefully be able to stay in the UK to do it?

W: Yeah, that's the plan now. I do love it here, and feel fairly settled. Plus my PhD research is somehow based on the circumstances in the UK. The thesis and extra two years of classes are just as well for me, because all I want to do is the research anyway.

Questions 1 to 3 are based on the conversation you have just heard.

1. Where is the woman living now?
2. Why did the woman go on a PhD after finishing her master's program?
3. What is her plan for the present?

Task 2 Transcript

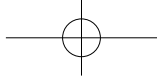
Passage One

When I arrived at Greenhouse Coffee for my summer internship, I could tell that there was something different about the company. Greeted by smiling faces from China, the US and England, I saw a diverse group unified by a true appreciation for coffee and a genuine love for people.

While most employees spoke English and Chinese, they had different proficiency levels and cultural backgrounds. We would constantly ask each other questions to learn from one another, so there were plenty of opportunities to exchange ideas about cultural norms and linguistic differences.

Greenhouse truly made an effort to invest in its interns and employees. When people asked how I was doing, they really cared. Similarly, my boss was intentional about making sure I was getting what I hoped for out of the internship experience. On the 4th of July, Greenhouse treated its interns and employees to a company-wide celebration near a local park. And, when another intern and I were leaving Greenhouse, the company planned a going-away lunch for both of us. I didn't think that I could feel so loved and appreciated at work, especially after only eight weeks.

I still keep in touch with the fellow interns and employees and will always have fond memories about my time at Greenhouse.



Questions 1 to 3 are based on the passage you have just heard.

1. Why did the speaker go to Greenhouse Coffee?
2. How did they exchange ideas about cultural differences?
3. Which is not Greenhouse's effort to invest in its interns and employees?

Passage Two

When I first arrived at the office, I was a little nervous, but everybody was so friendly that I felt at ease immediately.

My first task was to help with auditing of information using a spreadsheet on the computer after checking that the website links, telephone numbers and addresses were correct on the website. I also learned how to construct the weekly newsletter that is sent out each Friday to all registered members. I was really grateful to the staff as they were always attentive and ready to help, which really made me understand how to work effectively at the job I was doing.

During this work experience I learned how to work effectively in an office environment. Before working in this company, I did not know how to use spreadsheets or what auditing was, but now I'm much more confident with doing these tasks. I also feel that I am much better at learning new skills, being punctual and dressing according to the dress code.

I would advise anyone wishing to do well at work to be punctual and willing to learn new skills needed in an office environment. I can also say that although you will initially feel nervous about your first day at work, once having become familiar with your job and the staff, you will soon feel a part of the team.

Questions 4 to 6 are based on the passage you have just heard.

4. What helped the speaker feel at ease on the first day of work?
5. What made the speaker understand how to work effectively on the job?
6. What was the speaker's advice for anyone wishing to do well at work?

Task 3 Transcript

Recording One

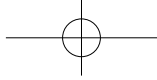
Today, we talk about lifelong learning programs. It is easy for an individual to get exercise by walking, swimming or bicycling. But keeping mentally active is easier in a group. So, many programs have been created for aging Americans where they can continue to learn and experience new things.

There are many education programs in communities across the United States. More than 350 of these learning programs belong to the Elderhostel Institute Network which provides a website where groups from all over the United States can exchange experiences. It helps organize conferences and offers advice for people wanting to start new programs.

In 1997, the University of Southern Maine invited older adults who lived in the area to a meeting to talk about an exciting new chance to learn. The program would offer study groups and discussions on many different subjects, but there would be no tests or grades. It would be open to people who were at least 50 years old. Organizers expected 150 people to attend, but then 500 showed up.

The program, known as Senior College, quickly became successful. In 2001, the Bernard Osher Foundation provided financial support that let the program expand its offerings to almost 1,000 adults.

Bernard Osher was born in the state of Maine. He was a very successful businessman. He started a



foundation 30 years ago to give money to help educational and cultural organizations in Maine and in California.

Mary Bitterman is the president of the Bernard Osher Foundation. She says Bernard Osher always placed a high value on education. He had been giving financial assistance to people who wanted to continue their education but lacked money.

Mary Bitterman thinks that the lifelong learning movement is just the beginning. Americans today are living longer. Yet she says the important issue is not how long we live but how many exciting, productive years we have ahead of us. Taking part in lifelong learning programs lets older people feel that every day there is the possibility of learning something new that will open doors to a new life.

Questions 1 to 4 are based on the lecture you have just heard.

1. Why are many lifelong learning programs created for aging Americans?
2. How many people showed up to the meeting of the University of Southern Maine in 1997?
3. What is NOT true about Bernard Osher?
4. According to Mary Bitterman, what is the important issue for us?

Recording Two

I have never been short on ideas and opinions about higher education, but when forced to highlight my main ideas, I would select the following reality that, in my view, will and should dominate our future debates on the topic.

Like many other people, I believe we urgently have to update our views on graduation. For me, higher education in the 21st century should be an endless one-way street: You enter it, but you shall never leave again. Graduation is nothing but a milestone along the road, a shift in emphasis from work-integrated learning to learning-integrated work. The old concept of “graduation” is seriously outdated.

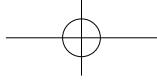
Today’s professionals should be encouraged to return to college whenever they need to make a career jump and to acquire new, relevant knowledge, skills and networks. After all, do you really need to have a profound insight into, for example, what it takes to be a non-executive director of a company when you are still an undergraduate student? A business student will need to understand the basics of governance but no more than that. Yet, when becoming a non-executive, you will need more knowledge and should return to college.

Some graduates will face career changes—in our modern society a high-flyer is unlikely to have just one career. In an ideal educational world, the college should be able to facilitate that. Furthermore, it should be open to partnerships with employers that will facilitate that. Enlightened employers know well that success does not depend only on being able to attract the best employees in the competitive world, but also on their ability to enable the continuous development of the staff.

A college that understands what learning-integrated work really means will be a perfect partner. Moreover, a college that truly understands this can look at its current budget and double it. Such will be, in my expectation, the demand for post-graduation skills development in the knowledge-based economies of the future.

Questions 5 to 7 are based on the lecture you have just heard.

5. What is the speaker’s opinion about higher education in the 21st century?
6. When should today’s professionals be encouraged to return to college?
7. What kind of college will be a perfect partner to employers?



Recording Three

One of the most important changes of the last 30 years is that digital technology has transformed almost everyone into an information worker. In almost every job now, people use software and work with information to enable their organization to operate more effectively.

That's true for everyone from the retail store worker who uses a handheld scanner to track inventory to the chief executive who uses business intelligence software to analyze critical market trends. So if you look at how progress is made and where competitive advantage is created, there's no doubt that the ability to use software tools effectively is critical to succeeding in today's global knowledge economy. A solid working knowledge of productivity software and other IT tools has become a basic foundation for success in virtually any career.

Beyond that, however, I don't think you can overemphasize the importance of having a good background in math and science. If you look at the most interesting things that have emerged in the last decade—whether it is cool things like portable music devices and video games or more practical things like smartphones and medical technology—they all come from the realm of science and engineering.

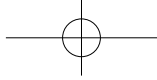
Today and in the future, many of the jobs with the greatest impact will be related to software, whether it is developing software, working for a company like Microsoft or helping other organizations use information technology tools to be successful.

Communication skills and the ability to work well with different types of people are very important too. A lot of people assume that creating software is purely a solitary activity where you sit in an office with the door closed all day and write lots of code. This isn't true at all. Software innovation, like almost every other kind of innovation, requires the ability to collaborate and share ideas with other people, and to sit down and talk with customers and get their feedback and understand their needs.

I also place a high value on having a passion for ongoing learning. When I was pretty young, I picked up the habit of reading lots of books. It's great to read widely about a broad range of subjects. Of course today, it's far easier to go online and find information about any topic that interests you. Having that kind of curiosity about the world helps anyone succeed, no matter what kind of work they decide to pursue.

Questions 8 to 10 are based on the recording you have just heard.

8. What kind of ability is critical to succeeding in today's global knowledge economy?
9. Which of the following is NOT emphasized by the speaker?
10. What does the speaker emphasize at the end of the lecture?



Task 4 Work in pairs to make a conversation according to the situation given below, using the useful expressions given in the box if necessary.

Situation: Two classmates, Steve and John, met at a reunion five years after graduation. Steve found a job soon after graduation and now he has become a manager at an international trade company. John furthered his study after graduation. After obtaining his master's degree, John went on studying abroad for two years. Now he has just started his work in a research center. They shared their experiences and exchanged ideas about continuous learning and career success.

Useful Expressions

Talking about continuing learning at work:

- Graduation doesn't mean...
- The knowledge learned at school should be...
- To seek training and learning opportunities is a great way to...
- Continuous learning will keep us up to date with...
- Learning from experienced workmates gives us...

Talking about further study:

- Through further study one can not only obtain a higher degree, but also...
- By studying abroad we can broaden our horizons and...
- Learning different cultures and ... will be of great benefit to...
- We can also learn different ways of thinking,...

Talking about how to achieve career success:

- To achieve career success, we are supposed to be excellent at what we are doing, no matter...
- We should always keep learning knowledge closely related to...
- Constantly learning new skills is also...
- Developing harmonious interpersonal relationships contributes to...



Practical Writing

Application Letters

When applying for a job, you may be asked to write an application letter. Your application letter is a self-recommendation letter that will make the employer know what position you are applying for, what qualifications you have, and why you are a good candidate.

Here are some guidelines for writing a job application letter:

Salutation: Begin your letter with “Dear Mr. / Ms.” If you do not know the employer’s last name, simply write “Dear Hiring Manager.”

Introduction: Begin by stating what position you are applying for. Explain where you heard about the job.

Body: In a paragraph or two, explain why you are interested in the position and why you are an excellent candidate for the position. Mention the specific qualifications listed in the job posting, and explain how you meet those qualifications. Do not simply restate your CV but provide specific examples that demonstrate your abilities.

Closing: Restate that you are a perfect candidate for the position. State that you would like to be given an interview. Explain what you will do to follow up, and when you will do it. Thank the employer for his / her consideration.

Signature: End the letter with your signature, handwritten, followed by your typed name. If it is an email, simply include your typed name, followed by your contact information.

Sample:

Salutation

Dear Mr. Watson,

Introduction

I am writing to apply for the position of programmer listed on the website of your company. I am very interested in the opportunity, and I believe that my educational background and my considerable technical experience will make me a very competitive candidate for this position.

Body

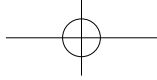
The key strengths that I possess for success in this position are as follows: I have a master’s degree in computing and strive for continuing progress. Moreover, I have a good understanding of the full life cycle of a software development project. In addition, I also have experience in learning and excelling at new technologies as needed. Recently I have successfully designed and developed some smartphone applications. My CV is enclosed as required. Please check it for additional information on my experience.

Closing

Thank you for your time and consideration. I look forward to talking with you about this employment opportunity. I can be reached anytime via email at richard@xxx.com or my cell phone: 183-xxxx-4236.

Signature

Sincerely,
Richard Bradford
Richard Bradford



Task 1 Write a paragraph of self-introduction according to the information given below to explain that you are qualified for the position of Marketing Director.

- **Educational background:** graduated five years ago; marketing; MBA; top student
- **Work experience:** two international trade companies; Sales Representative
- **Personality:** great communication skills; leadership competence

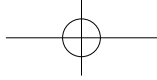
With reference to your advertisement, I'd like to submit my self-introduction for your consideration. I obtained my MBA in marketing five years ago when I graduated from university. I have always been a top student because of my passion for study and my interest in marketing. Furthermore, I have been working as a sales representative for five years in two international trade companies. Besides, I possess great communication skills and the leadership competence to motivate the team members to fulfill their targets together. I am attaching my CV which will give you a detailed account of my qualifications and work experience.

Task 2 Suppose you are Rosh Daniels, majoring in accounting and you graduated three years ago with a master's degree. Now you are going to write a letter of application to apply for the position of Senior Accountant posted on a company's website.

Dear Sir,

This is in reference to your advertisement on the company's website regarding the position of Senior Accountant. I am highly interested in the position and would like to apply for it. My CV is enclosed.

According to your advertisement, a competent person with thorough training in the field of accounting is required. Here are my reasons for believing I am



qualified for that position: I graduated from university three years ago with a master's degree in accounting. My excellent academic performance made me among the most outstanding students in the school. What's more, I have worked as an accountant in a trade company for three years and accumulated a great amount of experience. My specialized knowledge and work experience make me a most suitable candidate for the position of Senior Accountant.

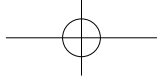
I am eager to get an opportunity to meet you and attend a personal interview. You can reach me by mobile phone at 138-xxxx-8653 or via email at roshdaniels@xxx.com.

Yours faithfully,

Rosh Daniels

Rosh Daniels





Workplace Communication Skills

Smile

Smiling is a simple but powerful tip for interpersonal communication in the workplace. We are always attracted by those who smile a lot. We're willing to spend more time around them.

A genuine smile often tells those around you that you are approachable, trustworthy, and cooperative. Most importantly, a friendly smile directly influences how other people respond to you.

When talking to others on the telephone, you should smile too—your voice sounds cheerful when you are happy and smile. Clients and customers are more likely to talk to a cheerful person and smiling can help to show your enthusiastic personality. When you are chatting online, a smiley will also make the conversation more cheerful and enjoyable.

Here are some methods to help you wear a smile on your face:

1 Use the mirror

You can take several minutes each day to check your smile in the mirror. Exercise your smile like you exercise the rest of your body. Strong smile muscles can make smiles last longer in a sticky situation.

2 Smile with your eyes

Your eyes are essential for a genuine and warm smile, which is not something you can fake. Your eyes don't smile when you're forced to smile for photos. When your eyes do smile, remember how it feels, which muscles are working and how. With practice, you may learn how to smile with your eyes.

3 Get involved in happy situations

Happy environments will guarantee a smile on your face and in your mind. And when you are used to smiling, it will be much easier for you to smile when you need to.

4 Be confident

Confidence will make it easier for you to smile even if you are in a very stressful situation.

5 Recall happy memories

When you recall your happy times, it will be much easier for you to report to your boss or to meet your new clients with a confident smile.

Smiles are contagious—usually when you smile at others they'll smile back. Do not pretend to smile or produce a false smile, as it can be noticed easily and thus make things worse. Make eye contact with others and smile naturally. This will help your customers or clients to feel at ease, and you'll come across a more positive interaction.

Smiling will make you more attractive and confident, and it will also change your appearance and improve your health. A genuine and natural smile will be a great asset in your professional and interpersonal relationships.



Task Work in pairs to role-play the following situations with smiles. When one pair of students is playing, the other students can enjoy the show, paying special attention to the smiles of the two performing students and checking whether they are appropriate by using the table below.

Situation 1: Speak to a stranger (at a subway station, in a restaurant, in an elevator...)

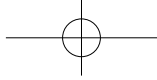
Situation 2: Talk to a new client (about a new product, about a contract...)

Situation 3: Chat with co-workers (during a coffee break, at lunchtime...)

Situation 4: Party with friends (for a birthday, for a promotion, for an outstanding achievement...)

Situation 5: Give a compliment (to your family members, your friends, your workmates, your clients...)

Situation	Smiles	Appropriateness (Yes / No)	
1	greeting		
	talking about weather / hobbies / pleasant experiences		
	asking for help / giving help		
2	greeting		
	talking about the features of a product		
	negotiating a contract		
3	sharing some funny things		
	talking about some problems at work		
	making a plan for the weekend		
4	inviting them or being invited to a party		
	congratulating someone on some good news		
	talking about the wonderful party		
5	complimenting someone on their appearance / hairstyle / new clothes		
	praising the great job they have done		
	praising their achievements in learning / at work		



Workplace Exploring

Work in groups. Suppose you are members of the Personnel Department of a company. Your department is required to devise a set of lifelong training programs for all employees. Now discuss with your workmates to make a practical scheme of the training programs. Take notes with the help of the following table while discussing. Finally, pick out the most valuable training programs (2 or 3) and give a presentation in front of the class.

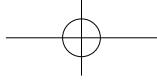


Scheme of Training Programs		
Programs	Modes	Details
History and characteristics of the company	<ul style="list-style-type: none"> • Training classes • Brochures • Online resources 	<ul style="list-style-type: none"> • The history and future development of the company • The characteristics of the company
Interpersonal communication skills	<ul style="list-style-type: none"> • Training classes • Simulating activities 	<ul style="list-style-type: none"> • How to communicate with clients • How to communicate with co-workers • How to communicate with supervisors
Teamwork	<ul style="list-style-type: none"> • Simulating activities 	<ul style="list-style-type: none"> • Cooperating with different co-workers
Learning from the veterans	<ul style="list-style-type: none"> • One-to-one or one-to-more tutor guidance 	<ul style="list-style-type: none"> • Newcomers learning from the veterans • Veterans guiding the new employees
Computer skills	<ul style="list-style-type: none"> • Online courses 	<ul style="list-style-type: none"> • Being competent in using some practical software • Being skillful in smartphone applications
Language competence	<ul style="list-style-type: none"> • Online courses 	<ul style="list-style-type: none"> • Improving foreign language proficiency in communicating, reading documents and writing emails or contracts
Conferences for new ideas and concepts	<ul style="list-style-type: none"> • Seminars • Online courses 	<ul style="list-style-type: none"> • Keeping up to date with the new ideas in the field • Being innovative

Your presentation should:

- ▶ be logically organized;
- ▶ focus on the most valuable programs;
- ▶ prove the feasibility of your programs.

In the end, the most valuable training programs will be picked out by a class vote.



A Glimpse of Culture

Lifelong Learning of the Generation of Quitters

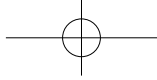
It would be hard to believe that someone with an Internet connection has not come across the **slander** and malicious attacks that Generation Y has received from their **predecessors** lately. While I believe that there is no such thing as a **homogeneous** Generation Y **cohort**, and that there are many **clusters** within this group with different aspirations and beliefs, I as a Generation Y representative will speak for myself.

There is no doubt that young people have high expectations of their workplace. A common generalization is that we're impatient to succeed, we want it all, and we want it now. Instead of waiting for a corporation that sticks you in some place in the system, where you're supposed to stay, until you eventually get the fulfilling career you're longing for, we take fate in our own hands, move on and get it ourselves. We move on to better positions, better fits, and better opportunities. But we're called the generation of quitters and **mocked** for our pursuit for purpose and meaning.

Yes, we're different. For every **era** there have been defining events that have influenced the life of people within the associated generations. What has defined the life of my generation is **globalization**, the rapid technological advancement and an increasing **demographic diversity**. All this has found expression in our belief systems, values, and demands. We're not loyal, employers say. We've seen our parents work hard and get exploited by corporations. We're afraid to commit, they say. While our parents have enjoyed a long period of high economic **prosperity**, we have to enter the workforce in a time of economic **uncertainty** and the worst global **recession** since the 1920s. We start our careers with **unpaid** internships and **atypical** employment contracts. If companies need to save costs or **restructure**, we're the first to get **dumped**. It's socially acceptable to fire a **youngster**. "They're young, they'll find their way." So "job-hopping" is not even always a choice.

But instead of looking for excuses, how about we look at things from a different angle. What makes Generation Y so different are indeed our demands and aspirations. Our **curiosity** and our thirst for





innovation would change. Lifelong learning and job-hopping are **buzzwords** of our time. We fear nothing more than **stagnation**. **Standstill** is our worst enemy. We have higher education levels and our early **exposure** to technology makes us the **tech-savviest** of any generation before. We're looking for our calling, the next challenge, and the next big thing that will get us closer to the larger goal of becoming who we want to be.

Questions:



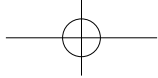
- 1 What causes the problems of Generation Y and how do they solve them?

Generation Y are defined by globalization, the rapid technological advancement and increasing demographic diversity. So their belief systems, values and demands have witnessed great changes. The global recession and economic uncertainty contribute to unpaid internships and atypical employment contracts, which make them the first to be fired. But unfortunately, they are often regarded as job hoppers. Meanwhile, they take fate in their own hands and move on to better positions, better fits and better opportunities in pursuit of purpose and meaning.

Generation Y are curious and thirsty for innovation and change. They look for their calling, the next challenge and the next big goal through constantly learning new things. Lifelong learning will get them closer to the larger goal of becoming who they want to be.

- 2 As the youngsters in the contemporary world, we have many things in common with Generation Y. How can we become lifelong learners?

- *Learn how we learn.*
- *Find out our interests and talents.*
- *View learning as an exploration, not a necessity.*
- *Never stop reading.*
- *Observe and create.*
- *Take both formal and informal classes.*
- *Ask questions constantly.*
- *Evaluate and reflect on what we have learned.*
- *Apply what we learn.*
- *Help and teach others.*



Words

lifelong /'laɪf,lɒŋ/ *a.* lasting or existing all through your life 终身的, 毕生的

quitter /'kwɪtə/ *n.* sb. who gives up easily and does not finish a task started 有始无终的人, 半途而废者

slander /'slɑːndə/ *n.* sth. bad that you say about sb. that is not true and may damage their reputation 诽谤, 诋毁

predecessor /'priːdɪ,sɛsə/ *n.* a person who had a job or official position before sb. else 前辈, 前任

homogeneous /,həʊmə'ɒdʒiːniəs/ *a.* consisting of things or people that are all the same or all of the same type 同种类的

cohort /'kəʊ,hɔːt/ *n.* a group of people who share a common feature or aspect of behavior 一群人, 一批人

cluster /'klʌstə/ *n.* a group of people, animals or things close together 群, 团, 组

mock /mɒk/ *v.* laugh at sb. in an unkind way, especially by copying what they say or do 嘲笑, (模仿) 嘲弄

era /'ɪərə/ *n.* a period of time, usually in history, that is different from other periods 时代, 年代, 纪元

globalization /,glɒbəl'aɪzɪ'n/ *n.* (BrE globalisation) 全球化

demographic /,demə'græfɪk/ *a.* relating to populations 人口的, 人口统计的

diversity /daɪ'vɜːsəti/ *n.* 1. a range of many people or things that are very different from each other 差异性, 不同(点); 2. the quality or fact of including a range of many people or things 多样性, 多样化

prosperity /prɒ'sperəti/ *n.* the state of being

successful, especially in making money 兴旺, 繁荣, 昌盛

uncertainty /ʌn'sɜːnti/ *n.* 1. sth. that you cannot be certain about or depend on 无把握的事, 不确定的事; 2. a nervous feeling you have because you think bad things might happen 紧张不安

recession /rɪ'seʃn/ *n.* a period when trade and industry are not successful and there is a lot of unemployment (经济) 衰退期

unpaid /ʌn'peɪd/ *a.* done or taken without payment 无偿的, 不付报酬的

atypical /,eɪ'tɪpɪkəl/ *a.* not typical or usual 非典型的, 反常的

restructure /,ri:'strʌktʃə/ *v.* organize sth. such as a company in a different way so that it will operate better 改组, 重建

dump /dʌmp/ *v.* get rid of sb. / sth. or leave them for sb. else to deal with 丢下, 抛弃 *n.* a place where waste or rubbish is left 垃圾场, 废物堆

youngster /'jʌŋstə/ *n.* a child or a young person 小孩, 年轻人

curiosity /,kjʊəri'ɒsəti/ *n.* a strong desire to know about sth. 好奇心, 求知欲

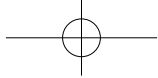
buzzword /'bʌz,wɜːd/ *n.* a word or phrase, especially one connected with a particular subject, that has become popular 时髦词语

stagnation /stæg'neɪʃn/ *n.* the fact of no longer developing or making progress 停滞, 不发展

standstill /'stænd,stɪl/ *n.* a situation in which sth. stops moving or happening 停止, 停顿, 停滞

exposure /ɪk'spəʊʒə/ *n.* the act of showing sth. that is usually hidden 暴露, 显露

savvy /'sævi/ *a.* having practical knowledge and understanding of sth. or having common sense 有见识的, 通情达理的



Phrases and Expressions

in one's own hands being taken care of or controlled by sb. (掌握) 在某人自己手中

find expression in be shown in 表现在

from a different angle from a different position 从不同的角度

Proper Names

Generation Y Y世代 (美国战后及 20 世纪 50 年代出生的人自称“X”一代, 他们的后代通常称为 Y 世代。借此我们会把 20 世纪 60 年代以来的青年人分为“X”、“Y”和“Z”世代。“X”世代指 1963—1973 年间出生的人, “Y”世代指 1974—1979 年间出生的人, “Z”世代则指 1980—1984 年间出生的年轻人。“X”世代和“Y”世代常被称为“新世代”或“新人类”, “Z”世代因而被称为“新新人类”。)

