

國際扶輪訪問泰德·透納

RI Interview: Ted Turner

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"I would be proud and enthusiastic to be associated with Rotary in any way."

全世界一個最直言不諱的慈善家描述慈善捐款的收穫，並重申他對扶輪與其宗旨水遠的敬意。

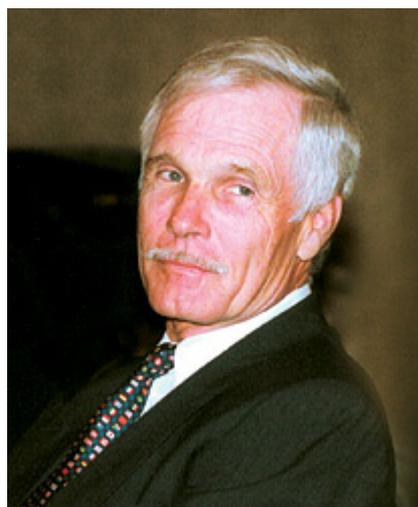
One of the world's most outspoken philanthropists describes the rewards of charitable giving and reaffirms his abiding respect for Rotary and its mission.

知名的企業家與前媒體大亨泰德·透納(Ted Turner)走出他在亞特蘭大的其中一家泰德蒙大拿燒烤餐廳，迎接前來訪問他的「英文扶輪月刊」THE ROTARIAN 人員。他宣稱：「我愛扶輪！嗯，四大考驗是：是否一切屬於其實？是否各方面得到公平？能否促進親善友誼？能否兼顧彼此利益？」父親是扶輪社員，自己年輕時也曾加入扶輪的透納表示，他仍然相信扶輪的標準與價值。

他說：「我從來不曾聽過扶輪所做的事有任何一件不是以行善為目的，不是經過深思熟慮，以大幅改善人類的生活。」

Departing one of his Ted's Montana Grills in Atlanta, renowned entrepreneur and former media mogul Ted Turner greets his interviewer from The Rotarian. "I love Rotary!" he proclaims. "Let's see, The Four-Way Test: Is it the truth? Is it fair to all concerned? Will it build goodwill and better friendships? Will it be beneficial to all concerned?" The son of a Rotarian and as a young man a member himself, Turner says he still believes in Rotarian standards and values. "I've never heard of anything that Rotary has ever done that wasn't well-intended and well-thought out to make a significant improvement in the human condition," he says.

近年來，改善人類的生活也是透納的主要關心重點。1994 年，他捐獻 2 億美元給各慈善機構。自 1996 年他的旗艦媒體企業「透納傳播」與「時代華納公司」合併後(他 2003 年辭去副總裁的職務)，透納便從企業大亨的角色轉變為深具遠見的慈善家，將大多數的時間與半數私人財產，奉獻給致力於健康問題、環境和野生動物保育、人育、人口膨脹等議題的組織。2000 年，擔任非營利組織「透納基金會」會長的透納和家人核准了 574 筆，總金額 4,400 萬美元的獎助金給環保和人口控制團體。去年，他在 1990 年設立的透納基金會，捐獻了 4,900 萬美元給從事各種議題的組織，包括核子武器控制、防止少女懷孕、保護瀕臨絕種的吼鶴、及俄羅斯清除環境污染



Ted Turner

行動。

These days, improving life on the planet is Turner's main concern too. In 1994, he gave \$200 million to charities. Since 1996, when his pioneer media flagship, Turner Broadcasting System, merged with Time-Warner Inc. (he stepped down as vice chairman in 2003), Turner has evolved from business mogul into visionary humanitarian, donating much of his time and half his personal fortune to organizations devoted to health issues, environmental and wildlife preservation, human rights, and problems associated with unchecked population growth. In 2000, as chairman of the nonprofit Turner Foundation, he and his family authorized \$44 million for 574 grants to environmental and population control groups. Last year, the Turner Foundation, which he established in 1990, donated \$49 million to organizations involved in a variety of issues, including nuclear arms control, prevention of teen pregnancy, protecting the endangered whooping crane, and environmental cleanups in Russia.

透納在美國也購得近 200 萬英畝的原始牧地，使他成為美國最大的地主。自 1997 年起，他私人的非營利組織「瀕臨絕種物種基金」便監督許多計畫，來保護這些土地上原生的植物、鳥類、魚類、和哺乳類，並恢復整個區域原有的生物多元性，包括將北美野牛送回莽原，將沙漠大角羊送到新墨西哥州山區，將狼送回落磯山脈。1997 年，透納也承諾捐出 10 億美元的天文數字——當時威信是美國史上金額最高的個人捐款——來成立「聯合國基金會」及其姊妹組織「美好世界基金」，「讓全球更加瞭解聯合國促進一個更和平、繁榮、公正的世界的使命」。他也鼓吹其他富裕者效法他的慈善行為。他說：「我向來對地球的整體性感到興趣。我們能留給後代子孫最好的遺產，莫過於一個更和平、更安全的世界。」

Turner also has acquired nearly two million acres of prime U.S. ranchland, making him the largest individual landholder in the country. Since 1997, his private, nonprofit charity, the Endangered Species Fund, has overseen efforts to preserve indigenous plants, birds, fish, and mammals on this protected land and to restore entire tracts to their original biodiversity, including returning bison to tall-grass prairies, desert bighorn sheep to the New Mexico mountains, and wolves to the Rockies. In 1997, Turner also pledged an astounding \$1 billion — at that time believed to be the largest single donation by a private individual in U.S. history — to create the United Nations Foundation and its sister organization, the Better World Fund, in order to "increase global awareness of the UN mandate to promote a more peaceful, prosperous, and just world." He also challenged others of means to follow his philanthropic lead. "I have always been interested in the totality of the planet," he says. "And there is no greater legacy that we can leave our children and grandchildren than a peaceful and safer world."

可是透納表示，目前他的關心重點依然是「**全球存活的問題**」——他主要指核子毀滅的威脅。2000 年，在與世界各地的安全專家諮商，並親自與俄羅斯總統普丁在莫斯科會談之後，透納承諾捐出 2 億 5,000 萬美元來成立「核子威脅計畫」慈善基金，宗旨在減少大規模毀滅性武器所造成的威脅。就在二年後，該基金承諾捐出 500 萬美元給一項移除塞爾維亞——蒙特內哥羅一座反應爐的鈾料(藏量相當於二顆半核子彈)的計畫。而且透納表示，這只是開始而已。

But Turner's overriding concern today, he says, remains "the issue of global survival," by which he principally means the threat of nuclear annihilation. In 2000, after consultations with security experts worldwide and a personal meeting with Russia's President Vladimir Putin in Moscow, Turner pledged \$250 million to create the Nuclear Threat Initiative (NTI), a charitable fund aimed at reducing the threat posed by all weapons of mass destruction. Just two years later, NTI committed \$5 million to a project to remove a cache of uranium — the equivalent of two and a half nuclear bombs — from a reactor in Belgrade, Serbia and Montenegro. And, he says, that's just the start.

最近，透納成立透納基金會的非營利附屬組織——透納紀錄片協會，針對安全與存活問題——例如國際恐怖主義拍攝紀錄片。該協會的首項計畫——去年 4 月在美國公共電視台 PBS 播出的 8 小時迷你影集「防止世界末日」——乃是 911 事件後第一支調查恐怖主義與大規模毀滅性武器對全球之威脅的紀錄片。透納表示，這支影片的重點是近來對恐怖活動可能使用核子武器的警告其實根本不值得驚訝，因為各國數十年來早已不受國際監督，公開大量儲備這樣的武器。因此，這支影片探討冒險將危急局勢推到頂點的核子邊緣政策、以及新興的核子武器與放射性物質黑市等議題。

Recently, Turner created Ted Turner Documentaries, a nonprofit affiliate of the Turner Foundation that produces documentary films on security and survival issues, such as international terrorism. Its debut program, the eight-hour miniseries "Avoiding Armageddon," which aired on PBS last April, was the first post-11 September documentary to investigate the global threat of terrorism and weapons of mass destruction. The thrust of the film, Turner says, is that the world should not be surprised by recent warnings of possible terrorist activities using nuclear weapons because nations have stockpiled such weapons openly for decades, with little international oversight. Thus, the film explores such issues as nuclear brinkmanship and the burgeoning black market in nuclear weapons and radioactive materials.

Simply put, Ted Turner wants to save the world. He believes that while "intelligent philanthropy is hard work," it is an effective tool for mobilizing good people to do good things. He once said: "Humanitarianism gives a purpose to my life, and it makes me feel good to know that I'm at least trying to help out, that my money is a positive force in the world."

簡單地說，透納想要拯救世界。他相信雖然「明智的慈善工作是靠自己努力，可是動員好人來做好事乃是有效的工具」。他曾經說過：「人道主義賦予我人生目的，知道自己至少試著盡一己之力，知道我的錢是這個世界的正面力量，會讓我覺得好一點。」

今天，他熱切地補充說：「瞧，我想要看見一個可以彰顯人性高貴的世界。一個沒有地雷，放心讓孩子在外頭玩的世界。我想要看到我們大家的舉止都像受過教育的文明人類。」

和「英文扶輪月刊」主編 Vince Aversano 的訪談是在 2003 年 10 月進行的。

Today, he adds fervently: "Look, I'd like to see a world where we see the nobility in people. A world without land mines — with kids outside playing. I'd like to see us all acting like educated, civilized human beings."

This interview with Editor in Chief Vince Aversano took place in October 2003.

你最初如何得知扶輪？

How did you first learn of Rotary?

我父親有很多年是扶輪社員，當我還是個小毛頭時他曾帶我出席過幾次他扶輪社(在美國俄亥俄州的辛辛那提)的例會。青少年時有二個暑假我為父親的業務經理愛德華茲(Russ Edwards)工作，他曾經是查爾斯頓(南卡羅萊納州)當地扶輪社的社長。我當他的打雜——幫他拿公事包跟著他到處走——他每星期帶我出席他的扶輪例會。當我到馬康(喬治亞州)時，我加入當地的扶輪社，並待了幾年。可是當我回到亞特蘭大，我的父親已經過世；此外，「戶外廣告」的職業分類的社員名額已滿。那便是我直接參與扶輪的結束，可是我有 10 到 15 年的時間大量接觸扶輪。我的父親熱愛扶輪，我也是。在我的職業生涯中，我曾應邀至許多扶輪社演講，我也曾於 1987 年冷戰結束前夕，到德國慕尼黑扶輪國際年會演講過。

My father was a Rotarian for many years, and when I was a little shaver he took me to some of his club meetings [in Cincinnati, Ohio, USA]. Then, for two summers as a teenager, I worked for my father's sales manager, Russ Edwards, who was the former president of the local club in Charleston (South Carolina). I was his go-to guy — I carried his briefcase everywhere he went — and he took me to his Rotary meeting every week. When I went to Macon (Georgia), I joined the club there, and I was a member for a couple of years. But when I got to Atlanta, my Dad had died; and, besides, the [vocational] classification for "outdoor advertising" was already filled. That was the end of my direct involvement, but I did have a good 10 to 15 years of heavy exposure to Rotary. My father loved Rotary, and so did I. I've been asked to address a number of Rotary clubs during my business career, and I spoke at the [1987] Rotary International Convention in Munich, Germany, before the Cold War ended.

你還記得你的第一場扶輪例會嗎？

Do you recall your first Rotary meeting?

當時我在辛辛那提，還只是個小孩，我記得頂多只有 6 或 8 歲。我在「父子日」去的。你現在談的都是 60 年前的事了。可是我記得我當時留下很深刻印象，因為我父親經常把扶輪掛在嘴邊，說扶輪有多偉大。他也奉行扶輪的標語。扶輪做的善事多的不勝枚舉。

I was just a little kid in Cincinnati, and I recall that I was not more than six or eight years old. I went on our father-son day. I mean, you're talking 60 years ago! But I remember how impressed I was because my dad talked about Rotary all the time, how great an organization it was. And he lived by Rotary's motto, too. Rotary has done a world of good.

社員成長向來是我們組織的問題，你可以給扶輪任何吸引新社員的建議嗎？

Membership is always an issue with our organization. Is there any advice you can offer Rotary that might help attract new members?

其中一個問題是現代大家的行程都很緊湊。每件事速度都很快，反省和內省變成痛苦的事。這實在很糟糕，因為大家對扶輪的瞭解不夠。我的意思是說事情總是匆匆忙忙，生活壓力太大，事物

改變太快。扶輪社每個星期有例會，邀請優秀的演講人，提供看事情的正確角度，我認為這是一個使人平靜下來的教育過程，十分重要。

One of the problems has to be that there are so many demands on people's time these days. Everything is just so speeded-up that reflection and introspection are suffering. And that is really bad, because we have an underinformed populace. I mean, things are so hectic and life's so stressful and things are changing so quickly. Rotary clubs have those weekly meetings with distinguished speakers coming in and putting things in perspective, and I think that's a calming and educational process that's very important.

遠在 1963 年你接手父親的廣告招牌事業時，慈善工作是你未來願景的一部份嗎？

Was philanthropy a part of your vision back in 1963, when you assumed control of your father's billboard advertising business?

我父親並不是有錢人，可是他很慷慨。我向來都有捐款給聯合勸募和防癌協會，甚至在二十出幾歲時，我便相信自己應該回饋。如果你沒有錢，你可以付出時間，我就是這麼做——付出時間。我的資產不多，所以無法捐出鉅額款項，可是我盡力而為。我很早的年紀便計畫如果我飛黃騰達了，便要成為一個超級慈善家。基本上我就是這樣做。

My father didn't have a lot of money, but he was a generous person. I always contributed to the United Way and the Cancer Society, and even when I was in my early twenties, I believed that I should be giving back. If you don't have money, you can always give time, and I did that — I gave time. I had modest means, so I couldn't make large donations, but I made smaller donations that I could afford. I planned at an early age that if I hit the big time, I would be a big-time philanthropist. And I basically did that.

你是在創立有線新聞電視網(CNN)之後才得以成為你所謂的「超級慈善家」嗎？

Was it after you started Cable News Network that you were able to become, in your words, "a big-time philanthropist"?

是的。當我們有盈餘之後，我開始捐出巨款。然後幾乎在一夕之間，我的事業開始起飛，不出幾年，我從小康成為巨富，因此，我就提高我的視野。我開始研究慈善工作，我創立透納基金會，這是一個以支持美國與國際環境和人口工作為主的家族基金會。我在扶輪的經驗、帆船比賽、和我決定進軍國際的 CNN，都讓我擴展國際視野。

Yes. As we made progress financially, I started giving some substantial sums away. Then my business really took off, relatively overnight, and in just a few years I went from modest means to very wealthy, and so I raised my horizons. I started studying philanthropy, and I started the Turner Foundation, which is a family foundation that supports mainly environmental and population causes here in the United States and internationally. I got an international perspective because of my experience with Rotary, my sailboat racing, and CNN, which I decided to take international.

你試著將更多國際觀引入 CNN ？

You tried to bring more of an international perspective to CNN?

就像聯合國一樣，扶輪試著在這個世界建立正面的消息，這很好，因為美國的新聞媒體對國際事務主要採取負面角度。比方說，我不記得曾經看過許多有關扶輪工作的文章，因為就像曾經有位新人告訴我的：好消息不是新聞。所以我一直努力在 CNN 用很多國際新聞來對抗這一點，平衡報導的新聞。我們的領子上並沒有別美國國旗徽章。新聞報導時背景老是有面美國國旗在飄啊飄和新聞又有什麼關係？

Rotary, just like the United Nations, tries to create positive news in the world, which is good, because the U.S. news media primarily puts a negative spin on international affairs. I don't remember reading too many articles about Rotary's efforts, for instance, because as a newsman once told me: Good news ain't news. So I've tried to combat that with lots of international news at CNN. Balanced news. We don't wear American flags on our lapels. And what does an American flag waving constantly in the background of a newscast have to do with news, anyway?

1997 年，你新成立的聯合國基金會加入國際扶輪、聯合國兒童基金會、世界衛生組織、美國疾病控制及預防中心的行列，一起支持全球根除小兒麻痺計畫。你如何得知扶輪對全世界兒童的這項承諾？

In 1997, your newly formed UN Foundation joined with Rotary International, UNICEF, the World Health Organization, and the Centers for Disease Control and Prevention in support of the Global Polio Eradication Initiative. How did you learn of Rotary's commitment to the world's children?

早在我創辦聯合國基金會之前便知道了。根除小兒麻痺等疾病計畫二十年前就開始了，對吧？我記得我當時的想法：「扶輪再度出場大顯身手了。」我很高興得知有好事在推展，我對該計畫也一直很有興趣。就和天花一樣，小兒麻痺也是可以打敗的。除了聯合國之外我最喜歡的國際組織——國際扶輪——正居於主導地位，努力實現這個可能。

It was long before I started the UN Foundation. The PolioPlus program must have started 20 years ago, didn't it? And I remember thinking, "Here's Rotary, out there swinging again." It just made me feel real good to know that something was happening, and I had an ongoing interest in the program. Polio can be beaten, just like smallpox. And my favorite international organization besides the UN — Rotary International — was in there taking a lead position in trying to make it happen.

你可以預測你的基金會和扶輪之間未來有任何合作嗎？

Do you foresee any future collaboration between your foundation and Rotary?

我會希望當我們把這件事(根除小兒麻痺)完成後，可以再度合作推行另一個計畫。若能和扶輪有任何合作關係，會讓我覺得很驕傲，很熱切。

I would hope that when we get this (polio eradication) done, we could do another project

together. I would be proud and enthusiastic to be associated with Rotary in any way.

7 年前你做出驚人之舉，承諾捐款 10 億美元給聯合國時，曾公開挑戰其他富人也能跟進。你認為為什麼響應的人很少？

Seven years ago, when you made your extraordinary pledge of \$1 billion to the United Nations, you publicly challenged other wealthy people to follow suit. Why do you think so few responded in kind?

嗯，首先，讓我們看看正面。看看比爾·蓋茲所做的。他創立了全世界有史以來規模最大的基金會(蓋茲基金會)。他是我們聯合國基金會的合夥人，是個很棒的人。在做出這種付出的人當中，他算是相當年輕的。他曾經告訴我，我的行為——還有其他因素——影響了他。坦白說，我本身也多少受到索羅斯(一位美國財務專家和慈善家，創立了開放社會研究院)的啟發，因為我在一開始時曾經讀過他捐助巨資給東歐的事。我說：「哇，他捐出了他財產的一大部份。如果他做得到，為什麼我不能？」人們說愛錢是萬惡之首，可是就是有些人熱愛他們的財富，捨不得割愛。我也不知道你是怎樣的人，可是你也沒有付我個幾佰塊錢(笑)。

Well, first of all, let's look at the positive side of it. Look at what Bill Gates has done. He started the biggest foundation [the Bill & Melinda Gates Foundation] in the history of the world. He's our partner in the UN Foundation, and he's a super guy. He was relatively young to make this kind of commitment, too. He has told me that, along with other things, my move had some influence on him. And quite frankly, I was inspired by George Soros [a U.S.-based financier and philanthropist who founded the Open Society Institute] to a degree, because I read about all the money he was giving in Eastern Europe just when I was getting started. I said: "Geez, he's giving away a substantial portion of his worth. If he can do it, then why can't I do it?" They say the love of money is the root of all evil, but there are people who love their money and have a hard time parting with it. I don't know about you, but you haven't exactly hit me up with a hundred bucks or anything. [Laughs.]

訪問還沒結束嘛!說正經的，我們如何利用富人的資源來協助支持人道行動？

The interview isn't over yet. Seriously, how can we tap the resources of the wealthy to help support humanitarian efforts?

嗯，你不能逼別人樂捐——那就叫不樂之捐。他們必須自己想要捐。這很複雜，可是最好的方法就是以身作則。我們許多人，大多數人都受到別人行為的影響。當我們尊敬和景仰的人捐出巨款，對於那些在考慮捐獻的人來說便是一個很好的典範。

Well, you can't make people give — that's not giving. They gotta want to give. It's very complicated, but the best way is to lead by example. Many of us, the majority of us, are influenced by what other people do. When other people that we respect and admire are making substantial contributions, it serves as a good example for those who are considering it.

事實上，這不就是你在 1990 年創立透納基金會所想要傳達的訊息嗎？

In effect, wasn't that the message you intended to send with the establishment of the Turner Foundation in 1990?

坦白說，我首次大筆捐獻 2 億 5,000 萬美元給透納基金會時，最後簽署文件時手還會發抖。名列富士比雜誌美國 400 首富排行榜是很有趣的。我們是一個熱愛排行榜的國家，在見過許多非常有錢的人之後，我知道他們許多人對自我的定義。對他們來說，接近這份排行榜的頂端是很重要的。我是本國前 25 名有錢人之一。(根據富士比誌的統計，透納 2003 年在名單排名第 78。) 嗯，如果你捐出巨款，因此降低你的資產淨值，你的排名就不是第一。我了解到當我在文件上簽名時，便是讓自己退出角逐世界首富的行列。可是我覺得我不要让這樣的排行榜成為我考慮的重點之一。

Quite frankly, when I made the first major gift of about \$250 million to fund the Turner Foundation, my hand shook when I finally signed the papers. To be on the Forbes 400 list [an annual ranking of the 400 richest people in the United States] was a lot of fun. We're a nation that loves lists, and having met a number of very wealthy people, I know that's how many of them define themselves to a large degree. For them, being up near the top of that list is important. I was one of the top 25 richest men in the country. [According to Forbes, Turner ranked 78th on the list in 2003.] Well, if you make a substantial contribution and reduce your net worth accordingly, you're not going to be at the top of the list. I realized that when I signed those papers, I was going to take myself out of the running for one of the richest men in the world. But I decided that I didn't want that list to be one of my priorities.

美國太強調財富了嗎？

Is too much made of wealth in the United States?

當時我建議某些雜誌應該將重點放在捐獻最多的人，因為這是另外一個你可以名列其中的排行榜，並且可以鼓勵捐獻。而富士比的 400 首富排行只是鼓勵你守緊你的錢。我認為那並不是富士比的本意，但卻是這種以每人淨資產來排序的排行榜的意外結果。有些雜誌出版大慈善家的名單，我覺得那已經產生一些正面作用。在這幾年經濟衰退之前，富人的捐款金額一直有相當的增加。

At the time, I suggested that some of the magazines should concentrate on who the big givers were because there's another list you could be on and it would encourage giving, whereas the Forbes 400 list encourages holding on to your money. I don't think Forbes, intended that, but that was the unintended consequence of the list that ranked everybody by his or her net worth. Some magazines have published lists of major philanthropists, and I feel that has done some good. Before the economy went down in the past few years, there had been a substantial increase in the amount of giving among the wealthy.

在聯合國基金會之前，私人組織和聯合國不曾有正式的合作關係。為什麼以前沒有？

Before the UN Foundation, there hadn't been a formal partnership between a private entity and the United Nations. Why didn't it happen before?

我猜想是沒有人想到要這麼做。我猜想每個人都認為聯合國應該由政府來運作。坦白說，在我提出核子威脅計畫的構想之前，聯合國基金會已經成立好幾年，因為和平與安全並不是本基金會原始的目標。我認為和平與安全是政府的責任，我們根本插不上手。可是現在我很清楚明白非政府組織——還有各國政府和國際組織——有很強烈的理由要參與和平與安全的事務。政府和私人組織承受的壓力不同。私人組織在許多這樣的領域都有相當的發揮空間。

I guess nobody thought of it. I guess everybody thought the UN was supposed to be run by governments. Quite frankly, the United Nations Foundation was several years into its existence when I came up with the idea for the Nuclear Threat Initiative, because peace and security weren't among the foundation's original goals. I thought peace and security were the responsibility of governments, and we had no business being involved in that. But now I clearly see there is strong reason for nongovernmental organizations (NGOs), as well as governments and international agencies, to be involved in peace and security. Governments are under different pressures than the private sector is. There is room for the private sector in a lot of these areas.

為什麼？

How is that?

扶輪是非政府組織，就像透納基金會、聯合國基金會和核子威脅計畫一樣，我們對我們的政府可以發揮很大的影響。我們必須這麼做，因為如果政府不聽我們的，就會聽別人的。我保證企業界一定會不斷遊說政府，窮追爛打。我的意思是，我們需要扶輪與其他民間組織參與更多領域，扶輪社員將來是不可能逍遙沒事做的。

Rotary is an NGO, just like the Turner Foundation and the UN Foundation and the Nuclear Threat Initiative, and we can have a lot of influence on our governments. And we need to, because if government doesn't hear from us, it's going to hear from somebody else. I guarantee you that industry is lobbying the living daylights out of government all the time. I mean, we need Rotary's involvement and that of other civic organizations in more areas, and Rotarians are not going to be sitting back relaxing.

這些組織要和彼此與政府合作，有什麼比較實際的方法嗎？

Is there a practical way for such groups to partner with each other and with governments?

我們已經在做了。我們主導成立了一個叫做「合作計畫」的組織，團結環保團體的力量來進行遊說。我們集結了 25 個不同的團體。我們在全國魚類與野生動物基金會也做了同樣的事。我們協助籌資成立羅斯福保育合作協會(提倡狩獵者與垂釣者保育行動的傘式組織)，後者讓他們的團體更深入參與遊說來拯救我們的森林。如果我們能成功保護好環境，地球在未來 50 或 100 年便還適合居住。我們必須集中火力，加速行動。目前我們很顯然在節節敗退。過度撈捕海洋生物的問題還未解決，排放有害氣體的現象也一樣。

We've done that. We were instrumental in the starting of an organization called the Partnership Project to consolidate environmental groups for lobbying purposes. We got over 25 different

groups to work together. We've done the same thing with the National Fish and Wildlife Foundation. We helped fund the start-up of the Theodore Roosevelt Conservation Partnership [an umbrella organization promoting conservation efforts for hunters and anglers], which got their communities more involved with lobbying to save our forests. If we're going to win and preserve the environment so that this planet will still be inhabitable in 50 or 100 years, we're going to have to get into high gear. At the current time, we're clearly losing. We have not reversed the over-fishing of the oceans. We have not reversed the emissions into the atmosphere.

聯合國在這些領域已經擔負起必要的主導角色嗎？

Has the United States assumed the necessary leadership role in these areas?

扶輪社員會明白，因為他們的國際力量向來很強：聯合國參與世界事務的程度不夠，它應該是唯一的超級強權才對。我們美國人已經違反這麼多國際公約。就某種程度而言，我們沒有取得清楚的授權便進軍伊拉克，便是削弱了聯合國。以我之見，我們應該等聯合國安全理事會決議案通過再出兵。有許多問題只能在國際層次解決，我們需要一個合作性的組織來討論事情並採取行動。全世界大約有 220 個國家，可是卻只有一個大氣層。全球只有一大片海洋，是我們全體共有的。我們必須好好照顧它，唯一的方法便是透過一個國際性組織。

Rotarians will understand this because they've always had a strong international focus: The United States is not engaged in the world to the extent that it needs to be as the sole superpower. We're going against so much international protocol. To a degree, we undermined the United Nations by going into Iraq without a clear mandate. We should have gotten another UN Security Council resolution, in my opinion. There are a lot of problems that can only be solved at the international level, and we need a cooperative body to be able discuss things and take action. There are 220 nations, approximately, but only one atmosphere. There is only one set of oceans, and we share it all. We have to take care of it, and the only way to do that is with an international body.

你為何對俄羅斯與冷戰特別感興趣？

What prompted your special interest in Russia and the Cold War?

在我 1980 年創立 CNN 之前，我並非從事新聞業，可是我知道我是這個電視網的主要擁有人，必須對其編輯政策負責。因此我做了許多研究來調查主要的問題，因為我想要找出我們世界的問題，然後試著解決。那便是 CNN 和透納傳播的主要目標——使世界成為更美好的地方，還有賺很多錢。這與扶輪標語也十分吻合：「服務最多，獲益最大。」我奉行這個標語。

Before I started CNN in 1980, I was not working in journalism, but I realized I was going to be responsible for the editorial policy of this network because I was the primary owner. And so I did some research to see what the major problems were, because I wanted us to identify the problems of the world and then try to attack them. That was CNN's and Turner Broadcasting's main goal: to make the world a better place, as well as to make a lot of money. And that comes

right back to Rotary's motto: "He profits most who serves best." I lived by that motto.

現在回到你的問題：20 或 25 年前當我創立 CNN 時的首要問題便是冷戰和可能發射核子武器——不論是意外或估算錯誤。「奇愛博士」(Dr. Strangelove)、「沙灘」(On the Beach)、「自動防護」(Fail Safe)等影片的情節都可能發生。所以首要之務便是結束冷戰。

But back to your question: The number-one problem in the world 20 or 25 years ago, when I started CNN, was the Cold War and the possibility that nuclear weapons, either accidentally or by miscalculation, would be fired. [The films] Dr. Strangelove, On the Beach, Fail Safe — all of those scenarios could occur. So the number-one thing was to end the Cold War.

冷戰結束後浮現的主要問題是什麼？

What major problems emerged after the Cold War ended?

在那之後，世界第二大的問題是人口。30 年前，世界人口只有今天的一半，30 億，現在經超過 60 億。我出生時，只有 20 億，所以在 60 年的時間裡，世界人口暴增為三倍。地球並沒有比 60 年前大。就環境來說，我們的自然資源已經從有餘裕支持所有人類的需求，演變到利用現代科技也無法永續供應全球人類的局面。森林砍伐的速度超過成長。海洋漁獲的數量超過其再生的速度。大氣層承受的污染物超過其得以自行清理的程度。有毒物質和污染物不斷累積，自然的世界在萎縮，而人口則不斷膨脹。如果人口算是第二大問題，那麼保護環境便是第三大。我們必須讓人口成長緩和下來，我們必須修補對環境的破壞。我們不能一直讓地球持續惡化。全世界已經有 30 億人活在赤貧中。全世界有半數人口沒有電力。全世界有 10 億人無法取得清潔飲水。這些向來都是扶輪關心的重點。

After that, the second-biggest problem in the world is population. Thirty years ago, the world population was half what it is today. It was three billion. Now it's over six billion. When I was born, it was two billion. So, in 60 years, the world population has tripled. The world isn't any bigger than it was back then. And environmentally, we've gone from having more natural resources than we needed to support humanity to where the environment is now, with current technologies no longer able to run on a sustainable basis to provide for the people who are here. Forests are being cut down faster than they can grow. Oceans are being depleted of fish faster than they can reproduce. The atmosphere is taking in pollutants faster than it can clean itself out. Poison and pollutants are building, and the natural world is shrinking and the human population keeps on growing. So if population is the second-biggest problem, then preserving the environment is the third one. We have to stabilize population, and we have to stabilize the damage done to the environment. We cannot keep degrading the planet. We already have three billion people living in abject poverty. We have half the world living without electricity. We have a billion people who don't have access to clean drinking water. And these are the things Rotary is always concerned about.

需要改變哪些事情才能解決上述問題？

What specifically needs to change to address these problems?

我們整個價值觀要改變。我們必須竭盡所能。工業革命後幾百年來人類生活的方式並不會就此幡然改變，人類讓自己與地球坐在一輛朝向毀滅的列車。依我之見，要避免列車撞毀現在還不算太遲。可是我們必須行動。我們有資訊，我們知道全球暖化，我們知道人口過剩，我們有先進技術可以轉移為可更新的能源。我們有許多充分的理由要這樣做。

We need a whole paradigm shift. We need to be the best we possibly can be. The way that we've operated in the last several hundred years since the Industrial Revolution isn't going to cut it from here on out. Humanity and the planet are headed for a mankind-induced train wreck. And it's still not too late, in my opinion, to avoid that train wreck. But we have to do things. We have the information. We know about global warming. We know about overpopulation. We have the technological advances to move to a renewable energy economy. We have lots of good reasons to do it.

舉個例子？

For example?

國家安全便是一例。全世界 75% 的石油蘊藏在波斯灣，一個非常不穩定的區域。如果我們繼續向該地購買石油，我們排放的溫室氣體會污染大氣層，讓我們窒息。第二，我們會提供金錢給某些政府用來購買更多武器。因此我們越早改變越好，而且這樣也可以刺激經濟，就像網際網路和電腦一樣。大量投資從不可更新的能源轉變為可更新的能源——加速石化燃料時代的結束——對我們的經濟將是一大福音。投入的金錢將會花在美國，而非波斯灣。

National security is one. Seventy-five percent of all the oil reserves in the world are in the Persian Gulf, a very unstable region. And if we keep buying the oil from there, we'll smother ourselves by polluting the atmosphere with greenhouse gasses, and, secondly, we'll provide the wealth that some governments will use to buy more weapons systems. So the sooner we make the change, the better, and it would stimulate the economy, just like the Internet and the rise of computers did. To make a massive investment in changing to renewable energy from nonrenewable energy — to speed up the day when the fossil-fuel age comes to an end — would be fabulous for our economy. And the moneys that would be spent doing it would be spent here, rather than in the Persian Gulf.

控制核子武器擴散是你目前的首要重點嗎？

Is controlling the proliferation of nuclear weapons your primary concern today?

當然首先必須先控制這些武器。可是我底子裡贊成徹底廢除，堅決相信應該解除核子武裝。總有些人辯稱我們應該保有一部份，可是那仍然足以摧毀世界。如果美國保有——比方說 2,500 項武器，那麼俄羅斯人也會要保留 2,500 項。

Certainly you need to control the weapons at first. But I'm an abolitionist at heart, and a strong believer in nuclear disarmament. There are always arguments that we should keep some of them. But that's still enough to destroy the world. And if the United States keeps, say, 2,500 weapons, then the Russians are going to keep 2,500.

你的核子威脅計畫呼籲 10 年內每年減少 10%的核子武器。你認為你的計畫可行嗎？

Your NTI calls for a 10 percent reduction of nuclear arms every year for 10 years. Do you think your plan is achievable?

絕對可行。這是一個真的很簡單的計畫，但必須做查對進度的工作。我們有聯合國國際原子能署可以提供人力來推動。可是首先大家必須有意願這麼做，大家認為這個世界沒有核子武器會更安全——這是顯而易見的事。

Absolutely. Because it's a real simple plan where you would have to have verification. We have the IAEA (the UN's Inter-national Atomic Energy Agency) and they could staff up and do it. But you have to have people who want to do it, people who think the world would be safer without nuclear weapons, which clearly it would be.

我們來談談這個計畫。它要如何執行？要開始推動需要什麼條件？

Let's talk about that plan. How would it be enacted? What would it take to get the plan off the ground?

它只需要聯合國的會員國投票通過，然後大家就可以開始進行。要減少 10%當然是可行的，每年要減少現有核子武器的 10%將是一項龐大的計畫，可是卻可以查對進度，時間是 10 年。理論上來說，任何人只要願意便可退出，但必須取得全體通過。可是目前僅知有 8 個國家有核子武器，大約有 40 個國家如果願意的話，在相當短的時間內可以取得核子武器。世界上絕大多數的國家——90%的國家——都不想要核子武器。那是相當的絕對多數。

All it would take is for the member nations at the United Nations to vote to implement it, and then everybody would get working on it. It certainly would be doable to remove 10 percent. It would be a big project to destroy 10 percent of existing nuclear arsenals every year, but it would be verifiable. It would be over a 10- year period. Theoretically, anybody could pull out of it if they really wanted to. You would have to have unanimity. But there are only eight nations that we know of that have nuclear weapons and about 40 that could have nuclear weapons in a relatively short period of time if they wanted to. You have a vast majority of the world — 90 percent of the countries — that don't want nuclear weapons. That's a pretty heavy majority.

你對當前世界領袖與國際事務的瞭解相當廣泛，你年輕時誰是你的英雄？

Your knowledge of world leaders and world affairs these days is very broad. When you were younger, who were your heroes?

我桌子上我心中二位大英雄的半身塑像；聖雄甘地和金恩博士。我的英雄從亞歷山大大帝和納爾遜，轉變為金恩和甘地。甘地讓英國和平離開印度，乃是一樁豐功偉業。金恩和民權運動在流血最少的狀況下達成其許多目標。人類在經過數千年才出現甘地和金恩這樣彰顯非暴力反抗的最佳典範後，世界上現在卻還是有戰爭，這一點真讓我覺得十分不安。

I have busts on my desk of my two big heroes: Mahatma Gandhi and Martin Luther King. My heroes went from being Alexander the Great and Horatio Nelson to King and Gandhi. Gandhi

got the British to leave India peacefully, a giant undertaking. And King and the civil rights movement successfully achieved many of their goals with a minimum of bloodshed. It really disturbs me that after all of the thousands of years it took for Gandhi and King to come on the scene and perfect the doctrine of nonviolent opposition, we still have war in the world.

可是你早期的英雄亞歷山大大帝難道不是最早的國際主義者之一嗎？

But isn't it true that your early hero, Alexander the Great, was one of the first important internationalists?

是的，沒錯。在過去軍事征服有其地位，可是那個時代已經過去。在工業革命之前，戰爭死亡人數的平民不到 10%，現在則佔 90%。自工業革命後，我們依賴道路、橋樑、學校、和醫院等基礎建設。你可以在一天之內把它們全部炸毀，可是要重建它們卻要花很久的時間。

Yes, that's true. In the past, military conquest had its place, but that time has gone. Before the Industrial Revolution, less than 10 percent of war casualties were civilians. Now, it's more than 90 percent. And since the Industrial Revolution, we depend on the infrastructure of roads, bridges, schools, and hospitals. You can blow them all up in one day, but it takes a long time to rebuild them.

你曾經說過：「像金恩博士一樣，你必須相信宇宙最終的道德性。」鑑於當前世界上的諸多問題，你仍然這樣相信嗎？

You once said, "You gotta believe, like Martin Luther King, in the ultimate morality of the universe." Given the many problems in the world these days, are you still a believer?

毫無疑問我們必須相信。如果你認為改變是不可能的，我們就不可能大幅改變我們對彼此和對環境的行事方式，那麼人類就沒有什麼希望了。可是如果我們相信，那一切便掌握在我們的手中，那是自由意志的選擇。我們的問題仍然可以解決，沒到無法收拾的地步。可是解決的行動拖得越久，我們的處境也就越不利，做起來也就越困難。看看全球暖化的現象，即使我們從現在開始行動，也要花好多年的時間才能逆轉其影響。重點是我們必須教育大家，今天世界上有數十億人還是文盲。

There's no question that we have to believe. If you don't think that change is possible, that it's possible for us to make a significant change in the way we're doing things in our relations with one another and the environment, there's not much hope for us. But if we do, then it's in our hands. It's a free choice. Our problems are still solvable. They have not gotten out of hand yet. But the longer it takes for remedial action, the further we slip behind the eight ball and the harder it is to do. Look at the global warming that we have: It would take years to reverse that, even if we started right now. The important thing is you've got to educate everybody. There are billions of people in the world today who are still illiterate.

宗教領袖應該更深入參與這些重大議題嗎？

Should religious leaders become more involved in these major issues?

嗯，二年前讓世界宗教領袖集結在聯合國乃是出自我的構想。他們一致通過決定要求他們的追隨者不要以宗教之名挑起任何戰端。我向他們發表演說，並獲得起立致敬。我的意思是大家都來了——回教徒、印度教徒、和世界各地的各種信仰。教宗也派遣其高級代表出席，真是難以置信。Well, it was my idea to get the world religious leaders together at the United Nations two years ago. They unanimously decided to ask their followers to not start any more wars in the name of religion. I spoke to them and got a standing ovation. I mean, it was everybody — Muslims and Hindus and faiths from all over the world. The pope had one of his top representatives there. It was incredible.

你自己的信仰呢？它對你有多重要？

What about your own spirituality? How important is it to you?

我算是神不可知論者。我不知道遙遠的天邊有什麼。我所做的一切並不是因為宗教信仰，而是我認為這樣做是正確的。我詮釋宗教的角度是，無論你如何看待上帝，祂都要我們善待彼此。幾乎每個我曾經研究過的宗教都有類似「不可殺人」的教義，但是殺戮還是不斷發生。所以在許多情況下，人們並不實行其宗教信仰。如果我們有更多人依照應有的方式來生活，那麼世界上的暴力便可減少，對我們生活在地球上的方式與對待彼此的方式也會更謹慎體貼一點。

I'm kind of agnostic. I don't know what's out there. I'm not doing what I do because of religious beliefs. I'm doing it because I think it's the right thing to do. The way I've interpreted religions, it seems to me that no matter how you see God, he wants us to be nice to each other. Virtually every religion that I've ever studied has "Thou shall not kill" as one of its tenets, yet killing goes on. So in many instances, people aren't practicing their religious beliefs. If we had more people living the way they ought to live, then we'd have less violence in the world. And much more sensitivity to the way we live on this planet, and the way we treat each other.

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