

04.25-Returning students

Returning students

Plight of the sea turtles

Students coming back home helped build modern China. So why are they now **faring** so poorly in the labour market?

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Vocab

1. **plight** n. a difficult and sad situation 苦难；困境；苦境
e.g. The African elephant is in a desperate plight. 非洲象正面临绝境。
2. **fare** v. ~ well, badly, better, etc. to be successful/ unsuccessful in a particular situation 成功（或不成功、更好等）
e.g. The party fared very badly in the last election. 该党上次竞选情况很糟。

“I LEFT in 1980 with only three dollars in my pocket,” recalls Li Sanqi. He was one of the first allowed to study overseas after the dark days of the Cultural Revolution. Like most in that elite group, he excelled, rising to a coveted position at the University of Texas, while launching several technology firms. Now he is a senior **executive** at Huawei, a Chinese **telecoms** giant, **enticed** back by the chance to help build a **world-class multinational**.

Vocab

1. **elite** n. 精英;杰出人物 You can refer to the most powerful, rich, or talented people within a particular group, place, or society as the **elite** .
e.g. We have a political **elite** in this country. 我们国家有一群政治精英。
2. **executive** n. 主管;管理者;经理 An **executive** is someone who is employed by a business at a senior level. Executives decide what the business should do, and ensure that it is done.
e.g. ...Her husband is a senior bank **executive**. 她丈夫是银行高级主管。
3. **telecom** n. 电信, 远距通信; 电讯
4. **entice** v. 诱使;诱惑;怂恿 To **entice** someone **to** go somewhere or **to** do something means to try to persuade them to go to that place or to do that thing.
e.g. Retailers have tried almost everything to **entice** shoppers through their doors... 零售商们几乎尝试了所有办法以吸引购物者进入商店。
5. **world-class** adj. as good as the best in the world 世界级的；世界上一流的
e.g. a world-class athlete 世界一流的运动员
6. **multinational** n. a company that operates in several different countries, especially a large and powerful company 跨国公司
7. **coveted** adj. 人人向往的 You use **coveted** to describe something that very many people would like to have.
e.g. ...a supply of highly **coveted** hard currency. 大受追捧的强势货币的供应

Mr Li seems the perfect example of a sea turtle, or hai gui (in Mandarin, the phrase “return across the sea” sounds similar to that animal’s name), long applauded in China for bringing back advanced skills. In the past such **folk** reliably **reaped**

handsome premiums in the local job market, but no longer. Sea turtles are not universally praised, the wage **differential** is shrinking and some are even unable to find jobs. **Wags** say they should now be called hai dai, or **seaweed**. This is a **startling** turn, given their past contributions.

Vocab

1. **folk** n. 人们

e.g. I'd like a job working with **old folk** or kids. 我喜欢与老人或小孩打交道的工作。

2. **reap** v. 获得；收获；得到；取得 If you **reap** the benefits or the rewards of something, you enjoy the good things that happen as a result of it.

e.g. You'll soon begin to **reap** the benefits of being fitter...你很快就会体会到身体更健康带来的好处。

3. **differential** n. 差别；(尤指) 工资级差 A **differential** is a difference between things, especially rates of pay.

e.g. During the Second World War, industrial wage **differentials** in Britain widened. 第二次世界大战期间，英国的劳工工资级差进一步拉大了。

4. **wag** n. 爱说笑的人；幽默的人 A **wag** is someone who makes jokes.

e.g. He's a bit of a **wag**, his dad...他爸爸这个人说话相当风趣。

5. **seaweed** n. 海草；海藻 **Seaweed** is a plant that grows in the sea. There are many kinds of seaweed.

e.g. ...**seaweed** washed up on a beach. 被冲到海滩上的海草

6. **startling** n. extremely unusual and surprising 惊人的；让人震惊的

e.g. a startling discovery 惊人的发现

Sentence

This is a **startling** turn, given their past contributions.

这是一个惊人的转变

这里 given 做 prep. 意思为：when you consider sth 考虑到；鉴于

e.g. Given his age, (= considering how old he is) he's remarkably active. 考虑到他的年龄，他已是相当活跃的了。

所以意思为：考虑到他们过去的贡献，这是一个惊人的转变

Wang Huiyao of the China Western Returned Scholars **Association**, which celebrates its **centenary** this year, observes that sea turtles have returned in five waves. The first, in the 19th century, produced China's first railway-builder and its first university president. The second and third, before 1949, produced many leaders of the Nationalist and Communist parties. The fourth wave, which went to the Soviet **bloc** in the 1950s, produced such leaders as Jiang Zemin and Li Peng.

Vocab

1. **association** n. 团体；协会；社团 An **association** is an official group of people who have the same job, aim, or interest.

e.g. Research **associations** are often linked to a particular industry. 研究协会常与某个特定的行业挂钩。

2. **centenary** n. 一百周年纪念 The **centenary of** an event such as someone's birth is the 100th anniversary of that event.

e.g. ...the **centenary** of the death of the Dutch painter, Vincent Van Gogh. 荷兰画家凡·高逝世一百周年纪念

3. **bloc** n. 国家集团；阵营；共同体 A **bloc** is a group of countries which have similar political

aims and interests and that act together over some issues.

e.g. ...the world's largest trading bloc. 世界上最大的贸易共同体

Sentence

Wang Huiyao of the China Western Returned Scholars Association, which celebrates its centenary this year, observes that sea turtles have returned in five waves.

主干: Wang Huiyao observes that...

which celebrates its centenary this year 这里的非限定性定语从句是对主语的解释, 这里的插入语隔断了主干, 可能会造成理解困难

five waves 这里 wave 是浪潮的意思, 形容人

The present wave began in 1978, and is **by far** the biggest. Since then, about 2.6m Chinese have gone abroad to study. The **exodus** has grown of late to about 400,000 per year. The majority stay overseas, but the 1.1m who have come back have made a difference. Mr Wang argues that **whereas** the first three waves **revolutionised** China and the fourth **modernised** it, the fifth wave is **globalising** the country.

Vocab

1. **by far** 到目前为止; 远, 非常 (与比较级或最高级连用)

2. **exodus** n. a situation in which many people leave a place at the same time (大批人同时) 离开, 外出, 出去

e.g. the **mass exodus** from Paris to the country in the summer 夏日大批人从巴黎外出到乡村

3. **whereas** 连词 (表示对比) 但是, 然而 You use **whereas** to introduce a comment which contrasts with what is said in the main clause.

e.g. Pensions are linked to inflation, **whereas** they should be linked to the cost of living... 养老金与通货膨胀挂钩, 然而它们其实应该和生活费用挂钩。

4. **revolutionize** n. to completely change the way that sth is done 彻底改变; 完全变革

e.g. Aerial photography has revolutionized the study of archaeology. 航空摄影已经给考古学研究带来了一场革命。

5. **modernize** v. 使现代化 To **modernize** something such as a system or a factory means to change it by replacing old equipment or methods with new ones.

e.g. There is a pressing need to modernise our electoral system. 我们的选举制度迫切需要现代化。

6. **globalize** v. (*economics* 经) if sth, for example a business company, **globalizes or is globalized**, it operates all around the world (使) 全球化, 全世界化

e.g. Companies will come together because of the sheer costs involved in globalising their businesses. 由于业务全球化的成本太高, 公司将进行合并。

Sea turtles are helping to link China's economy to the world. They founded leading technology firms such as Baidu. Many are senior managers in the local **divisions** of multinational firms. They are helping to connect China to **commercial**, political and popular culture abroad.

Vocab

1. **division** n. (大机构的) 部门 In a large organization, a **division** is a group of departments whose work is done in the same place or is connected with similar tasks.

e.g. ...the bank's Latin American **division**. 该银行的拉丁美洲分部

2. **commercial** adj. connected with the buying and selling of goods and services 贸易的;

商业的

e.g. the commercial heart of the city 城市的商业中心

Sentence

Sea turtles are helping to link China's economy to the world.

They are helping to connect China to commercial, political and popular culture abroad.

两个 are helping to 来表明海龟们所正在做的贡献!

Why then is their importance declining? Several studies show that sea turtles on average must now wait longer to find a less senior post at a smaller salary premium over local hires. The weakening job market for all graduates is one reason. Another is that, as China's domestic market has **taken off**, industries such as e-commerce have evolved in ways unfamiliar to those who spent years abroad. Gary Rieschel of Qiming Ventures, a **venture-capital** firm, says that investors who a decade ago would have funded only those returning from Silicon Valley are now backing **entrepreneurs** from local universities, who are more familiar with local consumption patterns, computer-gaming habits and social media such as Weibo and Weixin.

Vocab

1. **take off** PHRASAL VERB 短语动词 (产品、活动、事业等)腾飞, 突然成功 If something such as a product, an activity, or someone's career **takes off**, it suddenly becomes very successful.

e.g. They need to expand the number of farmers who are involved if the scheme's going to really take off...这个方案要想真正成功, 他们就需要增加参与的农场主的人数。

2. **venture-capital** n. 风险资本;投机资本 **Venture capital** is capital that is invested in projects that have a high risk of failure, but that will bring large profits if they are successful.

e.g. Successful venture capital investment is a lot harder than it sometimes looks.成功的风险投资有时要比它表面看起来困难得多。

3. **entrepreneur** n. 企业家 An **entrepreneur** is a person who sets up businesses and business deals.

Sentence

Several studies show that sea turtles on average must now wait longer to find a less senior post at a smaller salary premium over local hires.

这句话信息量很大: that 后的内容短短一句话提供了很多信息, wait longer to find a less senior post 等很久去找一个不那么高端的职位, 这里 senior post 是指高级职位, at a smaller salary premium over local hires. 这里说明他们的薪水不比本地雇员高

As China has **boomed**, its managers have started to **shed** their **inferiority complex**. A senior executive at Tencent, a Chinese social-media giant, says he still **poaches** sea turtles from foreign firms, but finds they have difficulty managing local engineers. A European investment banker says turtles often **cling to** quaint Western notions like **transparency**, **meritocracy** and **ethics**, which puts them at a disadvantage in China's **hyper-Darwinian** economy, where locals are more willing to do whatever the boss or client wants.

Vocab

1. **boom** v. (经济或生意)景气, 繁荣 If the economy or a business **is booming**, the amount of things being bought or sold is increasing.

e.g. Sales are booming...销售额在快速增长。

2. **shed** v. 摆脱;去除;抛弃 To **shed** something means to get rid of it.

- e.g. The firm is to **shed** 700 jobs...公司将裁员 700 人。
3. **inferiority** n. the state of not being as good as sb/ sth else 低等；劣等；劣势
e.g. social inferiority 社会地位低下
4. **inferiority complex** n. 自卑情结;自卑感 Someone who has an **inferiority complex** feels that they are of less worth or importance than other people.
5. **poach** v. ~ (sb/ sth) (from sb/ sth) to take and use sb/ sth that belongs to sb/ sth else, especially in a secret, dishonest or unfair way 盗用；挖走（人员等）
e.g. I hope I'm not **poaching on your territory** (= doing sth that is actually your responsibility).但愿我没有侵犯你的职权。
6. **cling to** **PHR V** 'cling to sth |, cling 'on to sth to be unwilling to get rid of sth, or stop doing sth 不愿放弃；坚持
e.g. She managed to cling on to life for another couple of years. 她顽强地又活了几年。
7. **transparency** n. the quality of sth, such as a situation or an argument, that makes it easy to understand 易懂；清楚；透明度
e.g. a need for greater transparency in legal documents 对法律文件更简明易懂的需求
8. **meritocracy** n. a country or social system where people get power or money on the basis of their ability 精英领导体制；英才管理制度
9. **ethics** n. moral principles that control or influence a person's behaviour 道德准则；伦理标准
e.g. **professional/ business/ medical ethics** 职业/商业道德；医德
10. **hyper-Darwinian** n. 超达尔文主义

Even foreign firms in China are getting **pickier** about whom they hire. Yannig Gourmelon of Roland Berger, a German management consultancy, believes the broader profit squeeze at multinational firms that killed off gilded expatriate packages has also sharply reduced the salary premium offered to sea turtles.

Vocab

1. **pickier** adj. 挑剔的；吹毛求疵的 (picky的变形)
2. **consultancy** n. a company that gives expert advice on a particular subject to other companies or organizations 咨询公司
e.g. a management/ design/ computer, etc. consultancy 管理、设计、计算机等咨询公司
3. **gilded** adj. (*literary*) rich and belonging to the upper classes 富贵的；上层阶级的
e.g. the **gilded youth** (= rich, upper-class young people) of the Edwardian era 爱德华时代富贵的年轻人
4. **expatriate** n. 移居国外者;侨民 An **expatriate** is someone who is living in a country which is not their own.
e.g. ...British **expatriates** in Spain. 在西班牙的英国侨民

Sentence

Yannig Gourmelon of Roland Berger, a German management consultancy, believes the broader profit squeeze at multinational firms that killed off gilded expatriate packages has also sharply reduced the salary premium offered to sea turtles.

主干: Yannig Gourmelon of Roland Berger believes (that) ...

a German management consultancy 解释 Roland Berger

believe 后的从句主干: the broader profit squeeze

that killed off gilded expatriate packages 这个从句的主语是 packages 前面是修饰成分, 谓语是 has also sharply reduced

C grade turtles

There is another **explanation**: many of the latest wave are of lower quality. In the past, only the very best were allowed to go out and so competition for government **scholarships** was fierce. But as incomes have risen, many families of **mediocre** Chinese students have spent a **fortune** on degrees from universities of **dubious** quality that do little to enhance their job prospects. Worse yet, partly because of the **downturn** in Western economies, many have come back without work experience.

Vocab

1. **explanation** n. 解释;说明 If you give an **explanation** of something that has happened, you give people reasons for it, especially in an attempt to justify it.

e.g. She told the court she would give a full **explanation** of the prosecution's decision on Monday...她告诉法庭她会在星期一对原告方的决定作出全面解释。

2. **scholarship** n. an amount of money given to sb by an organization to help pay for their education 奖学金

e.g. She **won a scholarship** to study at Stanford.她获得了奖学金，得以在斯坦福大学求学。

e.g. He went to drama school **on a scholarship**.他靠奖学金上了戏剧学校。

3. **mediocre** adj. not very good; of only average standard 平庸的；普通的；平常的

e.g. I thought the play was only mediocre. 我认为这部戏剧只是平庸之作。

4. **fortune** n. a large amount of money 大笔的钱；巨款

e.g. He **made a fortune** in real estate.他在房地产上发了财。

5. **dubious** adj. (荣誉、名声等) 不好的,不光彩的 If you say that someone has the **dubious** honour or the **dubious** pleasure of doing something, you are indicating that what they are doing is not an honour or pleasure at all, but is, in fact, unpleasant or bad.

e.g. Nagy has the **dubious** honour of being the first athlete to be banned in this way...纳吉作为第一个以这种方式被禁赛的运动员而“出名”。

6. **downturn** n. (经济等的)衰退，下降趋势 If there is a **downturn** in the economy or in a company or industry, it becomes worse or less successful than it had been.

e.g. ...unchanged profits for 1990 due to a sharp **downturn** in the industry.行业的急剧衰退导致了1990年利润维持不变

Even as **hordes** of less employable expatriates return, the brightest remain abroad. A study funded by America's National Science Foundation found that 92% of Chinese with American PhDs still lived in that country five years after **graduation**. For Indians, the figure was 81%, for South Koreans 41% and for Mexicans 32%.

Vocab

1. **horde** n. a large crowd of people 一大群人

e.g. Football fans turned up **in hordes**.来了大批大批的足球迷。

2. **graduation** n. 毕业 **Graduation** is the successful completion of a course of study at a university, college, or school, for which you receive a degree or diploma.

e.g. Upon **graduation** he joined a small law firm.他一毕业就进了一家小型律师事务所。

Sentence

For Indians, the figure was 81%, for South Koreans 41% and for Mexicans 32%.

主干: the figure was 81%

事实上是三个并列的句子，但是后面两个直接省略了主谓: for South Koreans 41% and for

Mexicans 32%

To **lure** such superstars back, the Chinese government is pouring **pots** of money into a scheme called 1,000 **Talents**, which offers **generous** subsidies and other **perks**. The powerful Organisation Department of the Communist Party is urging **regional** leaders and university heads to meet quotas for **securing** talent. In a forthcoming paper, Mr Wang and David Zweig of Hong Kong University of Science and Technology argue that China has been “perhaps the most **assertive** government in the world” in such efforts.

Vocab

1. **lure** v. 引诱；诱惑；哄骗 To **lure** someone means to trick them into a particular place or to trick them into doing something that they should not do.

e.g. He **lured** her to his home and shot her with his father's gun... 他把她哄到家里，用他父亲的枪射杀了她。

2. **pot** QUANT 数量词 一大笔；很多；大量 If you have **pots of** money, you have a lot of it.

e.g. He must have **pots of** money. 他一定有很多钱。

3. **talent** n. people or a person with a natural ability to do sth well 有才能的人；人才；天才

e.g. There is a **wealth of** young **talent** in British theatre. 英国戏剧界年青一代人才辈出。

4. **generous** adj. ~ (with sth) giving or willing to give freely; given freely 慷慨的；大方的；慷慨给予的

e.g. a **generous gift/ offer** 丰厚的礼物；慷慨的提议

5. **perk** n. something you receive as well as your wages for doing a particular job (工资之外的) 补贴，津贴，额外待遇

e.g. Perks offered by the firm include a car and free health insurance. 公司给予的额外待遇包括一辆汽车和免费健康保险。

6. **regional** adj. of or relating to a region 地区的；区域的；地方的

e.g. regional variations in pronunciation 发音的地区差异

7. **secure** v. ~ sth (to sth) to attach or fasten sth firmly 拴牢；扣紧；关严

e.g. She secured the rope firmly to the back of the car. 她把绳子牢牢地拴在车后面。

8. **assertive** adj. expressing opinions or desires strongly and with confidence, so that people take notice 坚定自信的；坚决主张的

e.g. You should try and be more assertive. 你应该努力坚定信心。

Sentence

In a forthcoming paper, Mr Wang and David Zweig of Hong Kong University of Science and Technology argue that China has been “perhaps the most assertive government in the world” in such efforts.

主句很长，抓住主干，对描述性信息选择性的看

主干：Mr Wang and David Zweig argue that...

从句：China has been...

Will it work? It seems doubtful. Despite the policies, returning entrepreneurs hit many problems. Labour and land costs are rising, the **theft of intellectual property** is still **rampant** and corruption is widespread. Few **top-tier** scientists have returned. Mr Wang and Mr Zweig's paper explains why: “If China wants to bring back the best, it needs a fundamental reform of its academic and scientific institutions” to break the power of politicised administrators over hiring and funding.

Vocab

1. **theft** n. 偷窃; 盗窃(罪) **Theft** is the crime of stealing.

e.g. Art **theft** is now part of organised crime. 盗窃艺术品如今成为一种有组织的犯罪活动。

2. **intellectual property** n. an idea, a design, etc. that sb has created and that the law prevents other people from copying 知识产权

e.g. intellectual property rights 知识产权

3. **rampant** adj. =**unchecked** (of sth bad 坏事) existing or spreading everywhere in a way that cannot be controlled 泛滥的; 猖獗的

e.g. Unemployment is now rampant in most of Europe. 在欧洲的大部份地区, 失业问题难以控制。

4. **top-tier** 顶层; 高层

Sentence

Mr Wang and Mr Zweig's paper explains why: "If China wants to bring back the best, it needs a fundamental reform of its academic and scientific institutions" to break the power of politicised administrators over hiring and funding.

主干很明显: Mr Wang and Mr Zweig's paper explains why

to break the power of politicised administrators over hiring and funding. 这里表示, ...要去打破什么样的政治的权力, 这里什么什么样表示的就是: administrators over hiring and funding 即, 管理者过度招聘和资金的问题

The hard truth is that Chinese abroad often have **ambivalent** attitudes towards their homeland. The wife and children of Huawei's Mr Li, the **seemingly archetypal** sea turtle, still live in America. Rather than just shovelling out subsidies, Chinese officials might do better to strengthen the rule of law, root out corruption and clean up China's air, water and food. Sea turtles would be sure to notice.

Vocab

1. **ambivalent** adj. having or showing both good and bad feelings about sb/ sth (忧喜参半、好坏参半等) 矛盾情绪的

e.g. She seems to feel ambivalent about her new job. 她似乎对她的新工作忧喜参半。

2. **seemingly** adv. in a way that appears to be true but may in fact not be 看似; 貌似; 表面上

e.g. a **seemingly endless** journey 似乎永远走不完的路

3. **archetypal** adj. having all the important qualities that make sb/ sth a typical example of a particular kind of person or thing 典型的

e.g. The Beatles were the archetypal pop group. 披头士乐队是典型的流行音乐乐队。

4. **shovel** v. 迅速把...大量送入 If you **shovel** something somewhere, you push a lot of it quickly into that place.

e.g. Randall was **shoveling** food into his mouth. 兰德尔将食物大口大口地塞进嘴里。

5. **root out** PHRASAL VERB 短语动词 根除; 杜绝; 彻底解决 If you **root out** a problem or an unpleasant situation, you find out who or what is the cause of it and put an end to it.

e.g. There would be a major drive to **root out** corruption... 将会有一场根除腐败的大规模运动。

Sentence

Rather than just shovelling out subsidies, Chinese officials might do better to strengthen the rule of law, root out corruption and clean up China's air, water and food. Sea turtles would be sure to notice.

这最后一句简直太美, 用了很多很棒的词: shovel 大量的补贴, strengthen 法制, root out 腐败, clean up 空气水和食物, 一个 clean up 描述了三样东西

From the print edition: China

Returning students Plight of the sea turtles

归国留学生：海龟困境

Students coming back home helped build modern China. So why are they now faring so poorly in the labour market?

归国留学生曾为中国现代化作出贡献，为何如今却难就业？

“I LEFT in 1980 with only three dollars in my pocket,” recalls Li Sanqi. He was one of the first allowed to study overseas after the dark days of the Cultural Revolution. Like most in that elite group, he excelled, rising to a coveted position at the University of Texas, while launching several technology firms. Now he is a senior executive at Huawei, a Chinese telecoms giant, enticed back by the chance to help build a world-class multinational.

“1980年我出国时，兜里只有3美金”，李三琦回忆道。他是文革后第一批出国的留学生之一。和他那个时代精英团体中大多数人一样，李三琦表现突出，在德克萨斯大学取得了令人羡慕不已的职位，并开办了几家技术公司。现在，他回国在中国电信巨头华为担任高管，这个职位对他的吸引力在于，能有机会协助建立一个世界级跨国企业。

Mr Li seems the perfect example of a sea turtle, or hai gui (in Mandarin, the phrase “return across the sea” sounds similar to that animal's name) , long applauded in China for bringing back advanced skills. In the past such folk reliably reaped handsome premiums in the local job market, but no longer. Sea turtles are not universally praised, the wage differential is shrinking and some are even unable to find jobs. Wags say they should now be called hai dai, or seaweed. This is a startling turn, given their past contributions.

李三琦应该是中国“海龟”（在普通话中“海归”与“海龟”同音）的最佳榜样，他们给中国带回先进技术，一直以来很受国人欢迎。在过去，这些人在就业市场倍受青睐。但好景不再。海龟不再受到人们的一致好评，与“土鳖”的薪资差别在缩小，一些人甚至找不到工作。有人打趣海龟现在该叫“海带”（海草）。考虑到他们过去的贡献，这确实是个惊人的转变。

Wang Huiyao of the China Western Returned Scholars Association, which celebrates its centenary this year, observes that sea turtles have returned in five waves. The first, in the 19th century, produced China's first railway-builder and its first university president. The second and third, before 1949, produced many leaders of the Nationalist and Communist parties. The fourth wave, which went to the Soviet bloc in the 1950s, produced such leaders as Jiang Zemin and Li Peng.

中国欧美同学会到今年成立整整一百年，副会长王辉耀说，中国有过五次海龟回国大潮。第一波在十九世纪，他们建造了中国第一条铁路、开办了中国一所大学；第二波和第三波在1949年前回国，许多人成了国民党和共产党的领导；第四波在二十世纪50年代去了苏联阵营留学，造就了江泽民、李鹏等领导人。

The present wave began in 1978, and is by far the biggest. Since then, about 2.6m Chinese have gone abroad to study. The exodus has grown of late to about 400,000 per year. The majority stay overseas, but the 1.1m who have come back have made a

difference. Mr Wang argues that whereas the first three waves revolutionised China and the fourth modernised it, the fifth wave is globalising the country. 目前这一波留学热潮就始于1978年，而且是迄今为止规模最大的一波。1978年至今，已有大约260万中国留学生出国学习。近几年，每年的出国留学人数已达到约4万人。留学生毕业后大多数继续留在国外，但有110万人选择回国，他们在国内大有作为。王耀辉认为，前三波留学归国人员完成了中国革命，第四波实现了中国现代化，而第五波正在实现中国的国际化。

Sea turtles are helping to link China's economy to the world. They founded leading technology firms such as Baidu. Many are senior managers in the local divisions of multinational firms. They are helping to connect China to commercial, political and popular culture abroad.

海龟们正在把中国经济与世界相连。他们建立了一系列领先技术公司，例如百度。有许多人在跨国公司的中国机构担任高管。他们把中国与海外的商业、政治、流行文化连接在一起。

Why then is their importance declining? Several studies show that sea turtles on average must now wait longer to find a less senior post at a smaller salary premium over local hires. The weakening job market for all graduates is one reason. Another is that, as China's domestic market has taken off, industries such as e-commerce have evolved in ways unfamiliar to those who spent years abroad. Gary Rieschel of Qiming Ventures, a venture-capital firm, says that investors who a decade ago would have funded only those returning from Silicon Valley are now backing entrepreneurs from local universities, who are more familiar with local consumption patterns, computer-gaming habits and social media such as Weibo and Weixin.

那么他们的重要性为何还会下降？许多研究表明，总的来说，海龟找工作要比以前花费更多时间，岗位不再那么高端，而且与本土雇员薪资差别也在缩小。毕业生就业市场总体不景气是一个原因。另一个原因是，随着中国国内市场的腾飞，电子商务一类产业的发展模式不再被海龟所熟悉。风投公司启明创投的盖里·瑞斯彻（Gary Rieschel）表示，十年前投资者只会给硅谷回来的留学生提供资金，而如今他们更愿意支持本土大学毕业生，因为本土毕业生更了解当地消费方式、电游习惯以及微博、微信这样的社交媒体。

As China has boomed, its managers have started to shed their inferiority complex. A senior executive at Tencent, a Chinese social-media giant, says he still poaches sea turtles from foreign firms, but finds they have difficulty managing local engineers. A European investment banker says turtles often cling to quaint Western notions like transparency, meritocracy and ethics, which puts them at a disadvantage in China's hyper-Darwinian economy, where locals are more willing to do whatever the boss or client wants.

随着中国经济发展，中国企业的本土管理者也不再自卑。中国社交巨头腾讯的一位高管表示，他仍会到外企里去挖掘海龟，但他发现这些海龟很难管理本土工程师。一位欧洲投行家说，海龟常常囿于西方理念，比如透明、精英管理、道德，这使他们在这样一个过度奉行物竞天择法则的经济环境中处于不利地位，相比之下，本土雇员更愿意做老板或客户需要的事情。

Even foreign firms in China are getting pickier about whom they hire. Yannig Gourmelon of Roland Berger, a German management consultancy, believes the broader profit squeeze at multinational firms that killed off gilded expatriate packages has also sharply reduced the salary premium offered to sea turtles.

外企在招聘中也变得更加挑剔。德国管理咨询公司贝格咨询公司的Yannig Gourmelon认为，跨国公司利益空间逐渐压缩，取消海龟丰厚的国外综合工资，极大的减少了海龟的附加薪水。

There is another explanation: many of the latest wave are of lower quality. In the past, only the very best were allowed to go out and so competition for government scholarships was fierce. But as incomes have risen, many families of mediocre Chinese students have spent a fortune on degrees from universities of dubious quality that do little to enhance their job prospects. Worse yet, partly because of the downturn in Western economies, many have come back without work experience.

还有这样一种说法：最后这波海龟中很多人并不优秀。在过去，只有最优秀的学生才能出国，因此争夺政府奖学金的竞争非常激烈。而今，人们收入水平提高，许多中等成绩学生的家长花费大量金钱让学生去不入流的学校留学，这对海龟的工作前景起不到任何强化作用。更糟糕的是，由于西方经济衰退，许多海龟回国时并没有任何工作经验，这也是他们在就业市场竞争力下降的一个原因。

Even as hordes of less employable expatriates return, the brightest remain abroad. A study funded by America's National Science Foundation found that 92% of Chinese with American PhDs still lived in that country five years after graduation. For Indians, the figure was 81%, for South Koreans 41% and for Mexicans 32%.即便有大批就业竞争力差的留学生回国，最优秀的还留在国外。据美国国家科学基金会的一项研究表明，中国在美获得博士学位的留学生中，有92%五年后仍留在美国，印度留学生中这一比例为81%，韩国为41%，墨西哥是32%。

To lure such superstars back, the Chinese government is pouring pots of money into a scheme called 1,000 Talents, which offers generous subsidies and other perks. The powerful Organisation Department of the Communist Party is urging regional leaders and university heads to meet quotas for securing [talent.in](#) a forthcoming paper, Mr Wang and David Zweig of Hong Kong University of Science and Technology argue that China has been “perhaps the most assertive government in the world” in such efforts.为了吸引这些超级巨星回国，中国政府斥巨资实施“千人计划”，向归国人才提供丰厚补贴及其他津贴。强大的中共组织部正在督促地方领导及大学校长，完成留住人才的配额。王辉耀和香港科技大学教授崔大伟(David Zweig)即将合作发布一篇论文，指出中国政府在吸引人才方面“或许是世界上坚定的”。

Will it work? It seems doubtful. Despite the policies, returning entrepreneurs hit many problems. Labour and land costs are rising, the theft of intellectual property is still rampant and corruption is widespread. Few top-tier scientists have returned. Mr Wang and Mr Zweig's paper explains why: “If China wants to bring back the best, it needs a fundamental reform of its academic and scientific institutions” to break the power of politicised administrators over hiring and funding.”

这项计划会起作用吗？似乎很值得怀疑。尽管有了政策上的优惠，归国创业者仍面临诸多问题：劳动力和土地成本增加、知识产权剽窃猖獗、腐败横行。几乎没有顶级科学家回国。王辉耀和崔大伟在论文中做出解释：“中国要想吸引最优秀的人才回国，就要彻底改革学术及科研机构”，打破在人员聘任和项目资金安排上的行政化色彩。”

The hard truth is that Chinese abroad often have ambivalent attitudes towards their homeland. The wife and children of Huawei's Mr Li, the seemingly archetypal sea turtle, still live in America. Rather than just shovelling out subsidies, Chinese officials might do better to strengthen the rule of law, root out corruption and clean up China's air, water and food. Sea turtles would be sure to notice.

海归对祖国有着很矛盾的情感，这是铁的事实。华为员工李三琦是海归的典型，而他的夫人和孩子仍生活在美国。中国政府不应只在丰厚补贴上下功夫，更应该下大气力强化法制、根除腐败、净化环境、保障食品安全，才能吸引海龟的注意。