

## 甘苦躬耕十五年：與卸任校董會主席陳智思先生一席話

Labour of love for fifteen years:

A conversation with outgoing Council Chairman Mr Bernard Charnwut Chan

由開始時出任大學校董會及諮議會成員，到歷任校董會司庫、副主席、主席之職，陳智思議員（金紫荊星章，太平紳士）服務嶺大十五年，作出了激勵人心而卓越的奉獻。在六年時間的領導中，陳先生帶領大學進入一個新的發展階段，直至2014年10月交棒給繼任人。在公務繁忙之際，他跟《嶺大薈訊》的總編輯及執行編輯坐下來對談，回顧他在嶺大的工作，也對大學的未來提供幾點思考。

### 從學習博雅到領導博雅

作為一個成功的商人，出任亞洲金融集團及其附屬亞洲保險有限公司總裁，又或者作為衛生保健等行業的創業性投資者，「陳智思」未必為香港一般市民所熟悉。然而作為一個公共服務界非官方的頂級人物，陳先生的名字幾乎是家喻戶曉。他是全國人民代表大會香港特區代表、香港特區行政會議成員、香港社會服務聯會主席、可持續發展委員會主席、活化已修復堆填區資助計劃督導委員會主席、活化歷史建築諮詢委員會主席，還有自三十出頭的年紀便已肩負的各種過去及目前的重要職任，包括由1998年到2008年出任立法會議員。

對嶺大社群來說，一位來自美國頂級博雅學院——波莫納學院——主修工作室藝術的畢業生，具備能把點畫藝術轉化為精準商業判斷的多面才華，最終出任香港唯一的博雅大學的校董會主席，實在適合不過。對於他能充分掌握嶺大的願景和使命，以及他本人對這項事業的承擔，我們都有理由感到樂觀。

### 「立善有遺愛」

六年過去了，這份樂觀已清楚證明正確無誤。陳先生心繫嶺大的發展，勞心勞力，參與了每一項發展工作。他曾與兩位校長共事，現任校長鄭國漢稱讚他是「博雅教育者的真正榜樣，將一生最好的15年貢獻嶺大。在智思的領導下，嶺大在晉身為地區內最佳博雅大學之一的路上取得了重大進展。嶺大能得到一位有遠見、有魅力、富進取心、具高度溝通能力、才華多面而又興趣廣博的領導者作最高嚮導，可說幸運之至。」

前任校長陳玉樹亦指出：「智思本身就確信一個具有廣闊基礎的課程、舍堂生活以及國際學生交換計劃對嶺大博雅教育的價值；為達到這些目標，他協助我們爭取贊助以及進行籌款活動。有人向他尋求建議時，他總是和藹可親、

*From initial membership of the University Council and Court to subsequent appointments as Treasurer, Deputy Chairman and Chairman of the Council, the Hon Bernard Charnwut Chan, GBS, JP, served Lingnan with inspiring dedication and distinction for a total of 15 years. In October 2014, Mr Chan handed over the baton to his successor, having guided the University through a new phase of growth in six years of leadership. Amid his busy schedule, he sat down for a conversation with the chief editor and the managing editor of the Lingnan Chronicle, looking back on his work at Lingnan and offering a few thoughts on the University's future.*

### From studying liberal arts to leading liberal arts

As a successful businessman, "Bernard Chan" may not be well known to the average citizen of Hong Kong in his identity as President of Asia Financial Holdings Ltd and its subsidiary Asia Insurance Co. Ltd, or as an entrepreneurial investor in health care and other sectors. Yet as a top-level non-government figure in public service, Mr Chan comes close to being a household name in Hong Kong society: as a Hong Kong Deputy in the National People's Congress of the PRC, a member of the HKSAR Government Executive Council, Chair of the Hong Kong Council of Social Service, Council for Sustainable Development, Steering Committee on Restored Landfill Revitalisation Funding Scheme, Advisory Committee on Revitalisation of Historical Buildings, along with other current as well as former weighty posts since his early thirties, including serving as a member of the Legislative Council from 1998 to 2008.

To the Lingnan community, it is only fitting that the graduate of a first-tier liberal arts college in the US—Pomona College—with a major in studio art and the versatility to turn pointillism into pinpoint acuity in business judgment, should end up serving as the Council Chairman of the only liberal arts university in Hong Kong. One could be sanguine not only about his grasp of Lingnan's vision and mission, but also about his personal commitment to the cause.

### "He who does good leaves affection behind"

Six years later, that optimism has proven emphatically to be correct. Mr Chan took Lingnan's progress to heart, labouring mentally and physically, participating in its work every step of the way. Of the two presidents he had worked with, current President Leonard K Cheng praised him for being "a true role model of the liberally educated, contributing 15 years of his prime time to Lingnan. Under Bernard's leadership, Lingnan has made momentous progress in advancing itself to be one of the best liberal arts universities in the region. Lingnan is fortunate to have a visionary, charismatic, enterprising and superbly



反應敏捷，並能顧及包括學生在內的不同持份者，也積極響應各種大學活動。他對嶺大事務的獻身和參與令人欽佩。」



同樣地，嶺南校董會新任主席歐陽伯權先生高度讚揚陳先生對嶺大的廣泛貢獻：「當我細看大學各項重大的成就，從本科學生四年全宿、交換生計劃，以至籌款、實習計劃等，我都見到他在每件事情上投放了心力。這些事情告訴我：智思的關心緊緊著嶺大的福祉。」

事實上，陳先生的個人投入，促使他任職主席期間讓校董會所有成員都為嶺南的福祉獻謀劃策。他說：「我跟他們講說『對一個嶺南人的期望』。除了參與校董會會議和大學的活動，所有成員都應為大學和學生的利益提供他們的專業知識和經驗，例如協助大學替嶺大學生安排就業機會和實習，向他們可能接觸的公眾或個別人士介紹嶺大。當校董參與嶺大的工作，就能對它瞭解得更深，從而作出更好的判斷，並加深他們的歸屬感。」陳先生充分認識到單人匹馬不可能實現一個共同的目標，因此以身作則領導和感召他人，並盡力激發整個管治團隊的力量。說他盡心幫助每一個校董會成員成為積極的嶺南人，並不為過。也許這就是他在嶺大的領導和影響力卓越之处的真正所在。

與此同時，陳先生與嶺大社群也開展了更多溝通。「信任基於理解，」他說：「我在任期間，發覺大學最高管治層對學系和學生知之甚少，而他們也不太了解我們。」於是，他努力與校內的持份者建立一種較密切的關係，例如讓學生參與新校長的遴選，以及造訪學術部門進行公開對話。有見持份者對校董會的真誠努力反應良好，陳先生認為這樣的做法將有助嶺大建立更完善的社群意識。

## 公共服務衛士的塑造

略去他整體人生的宏觀背景，就不能充分瞭解陳先生對嶺大的獻身精神和種種功勞。那些把他看作健康生活的典範、擁有無盡精力的人並沒有看錯，但他們未必知道陳先生從18歲起，便一直在克服身患的嚴重血管問題。「我年輕的時候就面對重大的考驗，包括身體上和心理上。等待、挫折、希望、埋怨，我一一經歷過。到30歲前的某個時刻，我決定接受自己，在上天給予我的限制裡好好過活。」身體的病

communicative leader with diversified talents and interests as its top guide”

Likewise, former President Chan Yuk-shee noted that “Bernard needs no persuasion about the value of a broad-based curriculum, residential life and international exchanges to the liberal arts education offered by Lingnan, and lent his weight in helping us secure sponsorships and raise funds for such initiatives. He is always accessible, responds promptly when his advice is needed, reaches out to various stakeholders including students, and also responds positively to invitations to university events. His dedication to and engagement with Lingnan is admirable.”

In a similar vein, new Council Chairman Mr Rex Auyeung Pak-kuen spoke very highly of Mr Chan's extensive contributions to Lingnan: “When I look at all the major achievements of the University, from full residence for undergraduates and exchange study to fund-raising and internships, I see his fingerprints all over the place. What they tell me is that Bernard has stuck a very personal interest in the welfare of Lingnan.”

So personal, in fact, that Mr Chan managed to get all Council members involved in Lingnan's welfare during his tenure as Chairman. “They were informed of the ‘Expectations of a Lingnanian’: apart from participating in Council meetings and University functions, all members are expected to offer their expertise and experience for the University and students' benefit, e.g. to help the University by referring job opportunities and internships to Lingnan students, to promote Lingnan to the public or people they may come into contact with. As they take part in the institution's work, they get to know it better and so make better judgments, while deepening their sense of ownership,” he said. Knowing full well that no common goal can be achieved by a single person, Mr Chan led and inspired by example, while making every effort to energise the whole governance team. It is fair to say that he did his best to help every Council member become an active Lingnanian. This may be what makes his leadership and his legacy at Lingnan truly distinctive.

At the same time, Mr Chan also initiated more communication with the Lingnan community. “Trust is based on understanding,” he stated, “but I realised along the way that the University's highest governing body knew little about how faculty and students think, and they didn't know much about us.” So he adopted a more connecting approach to stakeholders on campus, such as involving students in the selection of the new President, and visiting academic departments to engage in open dialogues. Finding good response to the Council's sincere efforts, Mr Chan believes such an approach will help to build an even better sense of community at Lingnan.

## The making of a guardian in public service

Mr Chan's dedication and contributions to Lingnan cannot be fully appreciated without the larger context of his life as a whole. Those who rightly see him as a model of healthy life and a source of boundless energy may not realise that he has been dealing with grave vascular problems since he was 18 years old. “I was put through a hard test early in my life, physically as well as psychologically. I went through waiting and frustration, hope and complaint. Then at one point, before turning 30, I decided to accept myself and make the best of my life within the limits I am given.” Out of an ailing body rose an even stronger spirit and a caring mind that have revitalised and elevated his life for the past 20 years. Such is the mystery of existence.

態，卻打造出更堅強的精神及關愛的心靈，為他過去20年的生活注入活力，提升質素。這就是存在的奧妙。

出生於富裕和顯貴的家庭，作為第三代的大亨，陳先生可以輕而易舉地過著一種奢侈的精英生活。他卻反而選擇把大部分時間用在香港的非謀利職務上，名副其實地贏得「公職王」的暱稱。他的服務紀錄長得不能全面縷述，但嶺大的工作顯然只是他對香港社會的廣泛貢獻的一小部分；在教育、福利、生活質素這三個社會政策領域上，他尤其廣泛參與。對這些領域「一以貫之」的關注，都本於他對市民和弱勢群體的關懷。

舉例說，作為香港社會服務聯會主席，陳先生積極地投入創設「商界展關懷」行動。這是一個為商業和福利範疇建立夥伴關係的框架。他也曾是樂施會香港委員會副主席。作為可持續發展委員會的主席，他更領導集體力量，為污染和城市環境問題向政府提供建議。甚至在較私人的層面上，他亦是太太堅定的支持者，支持她開辦一所「另類」的私立小學，營造一個溫暖、關懷的環境，讓包括有特殊需要的學生得到支援。近幾年，他對自己說要慢下來一點；但隨著卸下嶺大的職務，可以預期陳先生會擔任其他公共服務的要職。

### 歡送承諾並不言退的人

2014年10月6日，在為他舉行的告別宴會上，一眾嶺南人對陳先生為大學作出的傑出貢獻讚不絕口。陳先生熱誠地感謝所有曾跟他在嶺大各個崗位上共事的人，表示他的心思和精神還未打算離開嶺大。「在未來很長的一段日子裡，我都不會忘記這十五年時間。我會在你們左右，我也將繼續支持嶺大，」他以堅定的語調作出承諾。

鄭龔子教授代表校方創作了一首古典詩致送給陳先生，並由校友李穎妮小姐以毛筆書法寫出，以表深厚的感謝之情。陳先生的中文姓名鑲嵌在詩中，貫串著他一生的事業。將四句詩開首一個字連讀，就是「廣泛地施展睿智的心思」。這首詩表揚他廣闊的社會視野和服務香港社群的奉獻精神，並說明他如何將自己的思想與博雅精神融匯貫通，恰如其分地總括了陳先生的內在情操及服務公眾的紀錄。

廣肩公務重  
陳力展胸襟  
智抱經匡念  
思參博雅音

Born into a family of wealth and privilege, Mr Chan could easily have led a lavish elitist life as a third-generation tycoon. Instead, he has chosen to spend the majority of his time on non-profit duties in Hong Kong, earning him the deserved nickname of “doyen of public service”. His service record is too long to be recounted in full, but clearly his work at Lingnan is only a small part of his extensive contributions to Hong Kong society, and in particular of his broad concern for three social policy areas: education, welfare and quality of life. What links up such interests is a concern for the life of the average citizen and the disadvantaged.

For instance, as Chairperson of the Hong Kong Council of Social Service, Mr



Chan played an active part in the creation of Caring Company, a framework that sets up partnerships between the business and welfare sectors. He was also Deputy Chairman of the Council of Oxfam Hong Kong. And as Chair of the Council for Sustainable Development, he leads a collective effort to advise the government on pollution and urban

environment issues. Even on a more private level, he is a strong supporter of his wife's effort in running an “alternative” private primary school, which fosters a warm, caring environment that also admits pupils with special needs. In recent years he has told himself to slow down a little, but as he leaves his post at Lingnan, Mr Chan is expected to take on other key roles in public service.

### A fond farewell to one who pledges not to leave

At a farewell banquet held in his honour on 6 October 2014, Lingnians were full of praise for Mr Chan's distinguished contributions to the University. Warmly thanking all with whom he had worked in his Lingnan positions, Mr Chan did not see his heart and spirit leaving Lingnan any time soon. “These fifteen years are certainly not to be forgotten for a long, long time to come. I will be around, and I will continue to support Lingnan,” he pledged in a firm voice.

On behalf of the University, a classical Chinese poem composed by Prof Charles Kwong and written in calligraphy by alumna Miss Lynn Li Yingni was presented to Mr Chan as a token of deep appreciation. Mr Chan's Chinese name is embedded in the poem and related to his entire career: linking the first character in the poem's four lines will yield “broadly applying wise thoughts”. Honouring his expansive social vision and dedication to serving Hong Kong society at large, and noting how his thoughts are infused with the spirit of liberal arts, the poem serves as a fitting summary of Mr Chan's inner spirit and record of public service.

Broadly shouldering heavy public duties,  
You apply the talents of an expanding vision.  
Your wisdom nurses the goal of bettering society;  
Your thoughts blend the spirit of liberal arts.