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Meet the man who literally moved mountains to lay the foundation for the HKUST campus precisely 30 years ago. Meet Ir Dr Andrew Chan, the chief geotechnical engineer who prepared the University's site formation and its structural foundations. Without him, we can say without exaggeration that there wouldn't be the HKUST as we know it today.

After spending time as researcher at Cambridge University in a then new field called "Critical State Soil Mechanics", Dr Chan returned to Hong Kong with a PhD in 1979, just a few years before the Chinese economic engine began revving up and Hong Kong's economy began roaring, at the start of a virtual Golden Age for Civil Engineers. He joined Arup in London, and has stayed with it since. Today, he has reached rarified corporate heights as its global group Deputy Chairman.

Dr Chan considers himself a lucky man, being at the right place at the right time. He is thankful for the torrent of opportunities that flows his way for serving his city and his country. He totally buys into his company motto: "Shape a Better World". Anywhere you look, Dr Chan's engineering handiwork is everywhere in evidence: the HSBC Building, the Central Plaza, the IFC, the ICC, the Stonecutters' Bridge, the MTR, and of course Hopewell Center, the tallest building in Asia in the 1980s. Up north, he has left an equally large engineering footprint, partnering Sir Gordon Wu in the construction of the epoch-making power stations, the Guangzhou-Shenzhen-Zhuhai Superhighway, and super-highrises in many cities.

Post-Millennium, he took part in the design and construction of the Beijing Capital International Airport Terminal 3, the CCTV Tower, and the world-famous Bird's Nest and Water Cube — the architectural pride of the 2008 Beijing Summer Olympics. His next project is also one for the history books: the mammoth Hong Kong-Zhuhai-Macau Bridge.

Dr Chan's impact on our physical landscape is matched only by his professional influence. He sees himself not so much as an engineer and corporate leader, but more as a designer of our community. In his inauguration address as President of the Hong Kong Institution of Engineers (HKIE) in 2009, he called upon fellow engineers to design a resilient Hong Kong, making use of the unlimited possibilities of engineering to give the city low-carbon infrastructure and an environment fit for the future. He implored them to show individual and collective leadership in sustainability. And as

陳嘉正博士、工程師曾於30年前為科大校園開山劈石、奠定穩固地基。科大籌建之初，陳博士擔任總土力工程師，策劃和統籌科大校舍的土地平整和結構地基工程。可以說，如果沒有陳嘉正博士，便沒有我們今天見到的科大。

陳博士早年於劍橋大學留學，鑽研當時新興的臨界狀態土力學，取得博士學位後於1979年返港。數年後中國內地經濟起飛，香港亦蓬勃發展，土木工程行業開始進入黃金時期。適逢其會，陳博士加入跨國集團奧雅納工程顧問，在倫敦工作，現已晉升至集團副主席。

陳博士謙稱自己是幸運兒，得到天時、地利的配合。有機會服務自己身處的社會及自己的國家，令他心存感戴。他真心相信、並切實遵行奧雅納的格言 "Shape a Better World"，共同締造更美好的世界。舉目四望，陳博士的建築作品隨處可見——滙豐銀行總行大廈、中環廣場、國際金融中心、環球貿易廣場、昂船洲大橋、港鐵，還有一度是亞洲最高的建築物合和中心。北望神州，陳博士同樣留下深深的足印。他與胡應湘爵士合作建造劃時代的廣深珠高速公路跨境基建等。

千禧年後，他參與設計和建造北京首都國際機場、中央電視台總部，以及舉世矚目的2008北京奧運場館鳥巢和水立方。他下一個項目，是參與建設具前瞻性、影響深遠的港珠澳大橋計劃。

陳博士在建築工程界有非凡的成就，其在專業領域的影響力同樣積極而深遠。他視自己為社會設計師，更甚於工程師或企業領袖。2009年，他在香港工程師學會的會長就職典禮上，呼籲同業發揮工程設計的無限潛能，建設更環保與節能的建築物、更衛生的環境，推動香港成為自強不息的城市。他鼓勵工程師發揮個人和集體領導才能，促進可持續發展，同時呼籲本港在綠色建築方面需趕上其他國際都會。

陳博士有兩個願景，分別是改善人們的居住環境、以及培訓更多優秀的人才以創造更佳的环境。作為科大

Inaugural Chairman of the Hong Kong Green Building Council, he lamented the fact that Hong Kong lags behind other world cities in green buildings, advocating the adoption of policies and appealing to all stakeholders to bring about a built environment market transformation.

Dr Chan has a bifocal vision — giving people a better living environment and training better people to achieve it. In this latter mission, he has been a highly respected Adjunct Professor at our School of Engineering. And there are things only he can do for our students. As a young university, we initially lacked the “town-and-gown” connections, Dr Chan helped fix this missing link with practice-based lectures, collaborative projects and research, as well as employment opportunities at his company. These offerings cover not only Civil, Electrical and Mechanical Engineering, but also Environmental Engineering. For graduates from our Chemical Engineering Department, the only one among Hong Kong universities, these opportunities are especially welcome, as job openings in this field are thin on the ground in this city. He has also provided scholarships and summer internships for our undergraduates. One of his innovations as HKIE president was to create the President’s Apprenticeships for best young engineers, an impressive number of which have gone to HKUST graduates. In fact the Young Engineer of the Year award in 2011 was won by one of our alumni.

Engineering graduates lucky enough to join his firm are pleasantly surprised by the intellectual freedom employees enjoy there. Arup, being trust-owned, has no real boss. But it has a distinct ethos. It is a company with a flat democratic structure, in which individual creativity blossoms. Dr Chan has helped shape this corporate culture that promotes personal growth and interactions between sister disciplines, making it a great learning environment and a fertile ground for creative and holistic solutions in engineering. Dr Chan, who likes to say that he works among his professional betters, is modesty itself. To him every day is a learning day, often learning from his colleagues. In recruitment, he looks for engineers who can go beyond merely doing what is required, but those who dare to break free from received thinking and accepted practice in search of better solutions. His choice of books tells us something, one of his favorite being “*The Art of Looking Sideways*”. For him, it is not what you do, but how you do it that holds the key to innovative success. This is an engineer who, amazingly, has philosophy in his bones. Who would have thought that out of the mouth of a practicing and practical engineer would come the sage words of Lao Tzu: “The Master doesn’t talk; he acts. When his work is done, the people say, “Amazing: we did it, all by ourselves.” In Dr Chan we have a self-effacing leader, whose hand is invisible, and whose heart is forever young and noble.

工學院備受尊崇的兼任教授，他為學生提供獎學金和暑期實習機會，利用其專長與獨有的優勢培養人才。科大成立初期亟需與業界建立緊密的關係，陳博士透過奧雅納聘用科大許多優秀的畢業生。此外，科大是全港唯一設有化學工程學系的大學，其畢業生自然希望能夠學以致用；但本港沒有大型的化工廠，陳博士積極聘用有海水淡化、膜技術與泥水處理等專業知識的人才，與科大培育人才的宗旨不謀而合。他任職工程師學會會長時一項創新之舉，便是透過「師傅計劃」為優秀的年青工程師提供培訓機會，其中不少參加者是科大畢業生；2011年傑出青年工程師獎的得獎者，亦是科大的傑出校友。

加入奧雅納的工學院畢業生，能夠在公司內享有極大的思考空間，無不感到喜出望外。奧雅納是一家以信託形式擁有的公司，沒有真正的主人，卻有與別不同的經營理念。奧雅納採用精簡、民主的管理架構，鼓勵個人發揮創意。陳博士協力提倡積極進取的企業文化，促進不同部門與範疇的互動，協助員工提升技能與個人發展。員工不斷學習求進、充滿朝氣，有利於尋求富有創意的解決方案。陳博士經常謙稱，同事的專業造詣比他更勝一籌，每天都是學習日，與同事互相砥勵、激發創意。他亦自有獨特吸納人才的方針，是工程師除了要做好份內事，更要敢於突破傳統思維和成規，以追求最佳的解決方案。陳博士最愛的讀物之一 *The Art of Looking Sideways* 《從旁看事物的藝術》，亦反映其創新思維。對他來說，創新的成功關鍵不在於所做的事情，而在於做事的方法。想不到這位務實的工程師，對老子的至理名言琅琅上口：「悠兮其貴言，功成事遂，百姓皆謂：『我自然』。」在陳博士身上，我們看到一個謙遜自持、處事圓融、心境永遠年輕，具高尚情操的領導者。