



范凱霖教授  
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As befitting a man of finance, the story of Prof Laurence Franklin can be quickly told in numbers. He has been an Adjunct Professor at our Business School for 14 years beginning in 1999. During this time, he has taught more than 130 courses and more than 6,500 BBA, MBA and EMBA students. He is the only teacher invited to teach in 3 different departments in the Business School — Finance, Accounting and Management. And he is consistently the highest-rated teacher among 140 in the School. He is the only HKUST faculty member invited to teach students in 6 Kellogg EMBA programs around the world, including Germany, Israel, Canada as well as the US.

These numbers are enough to make you dizzy. But what is equally head-spinning is that beneath them is the sheer dedication and ingenuity that have made him a teacher of the highest order, in quantity and quality.

From the jumble of numbers emerges the picture of a teacher who sees a need and designs a course to meet it, resulting in 13 new courses that would otherwise be unavailable at our School. Typically, as someone holding both a Doctor of Jurisprudence and an MBA from Stanford, when he was asked to teach Business Law, he pored over 40 existing textbooks, picking out the best and promptly arranged to meet the author before sitting down to hammer out his own course material. All the while, he was mindful of the fact that law cannot be taught to business students the way it is taught to law students, whose focus is on theories, while business students are naturally drawn to market realities.

Prof Franklin is no accidental teacher. His simple ambition in life is to be a good teacher. This inspiration came from his father, a law professor for 51 years, and to whom success in life is not measured by the size of your paycheck or the corner office, but by incubating young talents.

Being a perennial perfect teacher is no mean feat. Prof Franklin has met and exceeded the core metrics of excellence in teaching, which include (1) whether the teacher has challenged the students to think for themselves. In the classroom, he is clearly in his elements, engaging his students through Socratic questions. (2) Whether the teacher has succeeded in breaking down difficult concepts into digestible pieces. One talent which Prof Franklin has in spades is his ability to see things from the learner's perspective, turning the intimidating into the fascinating. (3) Whether the teacher offers students a taste of the real world in which theories have real life consequences. With his vast experience doing deals from Burma to Boston, Prof Franklin is able to lead his

范凱霖教授不愧為金融翹楚，他的故事可以用幾個數字概括。他於1999年起在科大商學院擔任兼任教授，至今已14年。期間，他曾執教130個課程，教導6,500多名工商管理學士、工商管理碩士及行政人員工商管理碩士。他是唯一獲邀在科大商學院三個不同學系——財務、會計和管理學系任教的教授，並在商學院140名優秀的教授中屢獲最高評價；亦是唯一一位獲邀任教6個凱洛格行政人員工商管理碩士課程的科大教授，分別於德國、以色列、加拿大、美國等地授課。

這些驚人數字背後反映了范凱霖教授令人敬佩的奉獻精神和創新思維，他憑著這些特質在教學的質與量方面達致最高水平，成為最優秀的教授。

透過這些數字，便知道范教授絕對是一位傑出的教學專才。他與時並進，努力設計滿足學生與社會需要的課程，更在科大商學院創辦了13個全新課程。擁有史丹福大學法理學博士和工商管理碩士學位的范教授獲邀教授商業法時，會先閱讀40多本教科書，並挑出最好的幾本，盡快與作者會面詳談，再仔細預備教案。他明白法律系學生重視理論，商學院學生注意市場現況，因此向商學生教授法律時，會因應學生需要調適教學法。

范教授選擇為人師表，並非偶然。他的父親擔任法律教授51年，得到父親的啟迪與薰陶，他亦以作育英才為終身職志。他不會以收入或地位來衡量一個人的價值，而是以培育人才作為成就的指標。

要成為模範教授，殊不容易。范教授不但已經達到、甚至已超越了卓越教學的核心指標。第一，他能激發學生獨立思考；在課堂上，他透過類似哲人蘇格拉底的提問，啟發學生的思維。第二，他能深入淺出地解釋艱深晦澀的概念，有助學生理解與消化；他與生俱來便能夠從求學者的角度看事物，將令人望而生畏的課題變得引人入勝。第三，他幫助學生體驗現實世界、認清理論在現實生活中的實際果效；透過曾在緬甸以至波士頓等地進行貿易的經驗，帶領學生突破美國哈佛商業案例研究的限制，並啟發學生明白一分耕耘、一分收穫這個道理，方可務實地處理和解決複雜多變的個案。

students beyond the confines of Harvard Business Case Studies. In the process, inspiration and perspiration come to his students in equal measure.

No ivory tower academic, Prof Franklin has invested 25 years of his life in the corridors of power among blue-chip companies and blue-ribbon institutions. His resume includes being General Manager and Head Legal Counsel at Hutchinson Whampoa (China) Ltd., Deputy Managing Director for AIA, and China Country Head of the First National Bank of Chicago, responsible for doing US\$9 billion in China and Asia-related investments and financings, on top of being a consultant to global iconic companies such as Samsung, HP, and Dow.

Prof Franklin is a faculty member any university would kill for, not just because of his wealth of corporate and teaching experience which takes in Stanford, MIT Sloan, Kellogg, Chicago and Tsinghua. He does something else few academics do. Though not a wealthy person, he has donated \$5 million over the years for scholarships and towards creating the Prizes for Teaching Excellence at the School. He has successfully raised more than \$3 million in government matching funds for HKUST through making qualifying gifts. A strong believer in diversity, he has created the first Scholarship in the Kellogg-HKUST EMBA program for candidates from Non-Profit Organizations, who otherwise can't afford to attend the program. This NPO presence has since spread to other Kellogg programs in other countries.

Fittingly, the one attribute that defines Prof Franklin has been identified by a famous study for effective college teachers. That quality is "purposeful perseverance". Prof Franklin has reaffirmed in his readings on the art of negotiation, a course he teaches, that in bargaining as in life, Polite Persistence pays. Earlier in life, his dream was to teach at Stanford, his alma mater. But each time he approached either its Business or Law School, he was turned down — a total of 10 times. But on the 11th try, with a new dean in the saddle, he finally received the coveted invitation from both the Stanford Law School and Stanford Business School. He has now taught a dozen courses for Stanford over the past six years.

Today, we salute Prof Franklin, a Renaissance Man and a peerless teacher who loves learning, but who loves teaching even more.

范凱霖教授並不是象牙塔內的學者。他曾於藍籌企業和卓越的機構身居要職，在商界縱橫馳騁25年。他曾擔任和記黃埔(中國)有限公司投資總經理及總法律顧問、友邦保險副董事總經理、芝加哥第一國民銀行中國部主管，曾負責價值90億美元於中國和與亞洲相關的投資及融資項目，同時亦是三星、惠普及陶氏等國際企業的顧問。

范教授是任何一所大學都渴望羅致的教學人才，這不僅是因為他有豐富的企業和教學經驗，足跡遍及史丹福大學、麻省理工大學斯隆商學院、西北大學凱洛格商學院、芝加哥大學和清華大學等頂級學府，更由於他並非一般的學者。他算不上十分富裕，卻在過去數年捐出500萬港元設立獎學金，及在科大商學院設立卓越教學獎。他還透過捐獻，為科大取得300萬港元的政府配對基金。他深信多元化教育的重要性，因而設立凱洛格—科大行政人員工商管理碩士課程第一個為非牟利組織行政人員而設的獎學金，鼓勵難以負擔高昂學費的人士修讀該課程。自此，這種優良的做法亦擴展至凱洛格商學院於其他國家提供的課程。

范教授有鍥而不捨的精神，著名的研究亦確認這種可貴的特質是優秀大學教授應該具備的條件。他執教有關談判藝術的課程時開宗明義地指出，無論在人生路上還是在談判的過程中，擇善固執總會帶來回報。他早年的夢想是回到母校史丹福大學任教，但他先後10次應徵商學院或法學院的教席均遭拒絕。直到作第11次嘗試時，遇到新任院長上任，他亦同時獲得來自法學院和商學院的聘書，並在過去六年，於史丹福教授十多個課程。

范凱霖教授博學多才，既愛學習、更熱愛教學，是一位不可多得的傑出教授。今天，讓我們一起向范凱霖教授致敬。