

努力 機緣 中國情

陳萬華博士的人生旅途



陳萬華博士
Dr. Luke Chan

人的一生活想成就一番事業，個人的奮鬥固然很重要，但是機緣也是不可少的因素，機緣素有可遇而不可求之說，而把握機緣，令其促成人生的轉機，不僅需要敏銳的眼光，而且要有付諸行動的智慧和才幹。

1984年，一次去中國教書的機會，使麥馬斯達大學副校長陳萬華博士(Dr. Luke Chan)涉入中國剛剛崛起的改革開放浪潮中。陳萬華說，那一年是他一生事業的轉折點，他抓住這一「點」，在爾後的25年中，義無反顧地在經濟改革的浪潮中，尋找立足點，發揮自己的專長。令他欣慰的是，他所鑽研的經濟學和圍繞經濟學周邊的浩瀚知識，正好可以用來幫助他所熱愛的中國和其他開發中的國家。陳萬華強調他非常熱愛加拿大這個國家，因為他是在這裡成長、受教育、奠定事業基礎的，但是作為一名華人，他有一股強烈的心願，希望中國富強，願意為中國盡點棉薄之力。

讀完數學轉攻經濟學

陳萬華1948年出生於十里洋場的上海，父輩從事交通運輸事業，1949年以前舉家移居香港，將他與祖母留在上海，直至1955年七歲時，他才同祖母赴港與父母親團聚，陳萬華排行老大，下有弟妹三人。在香港仔工業學校讀完中學第五班之後，憑著所學的專業，在大東電報局謀得一份修理Telex機器的穩定工作，但他不甘安逸，1970年，他聯繫到已來加拿大求學的師兄，在對方的協助和鼓勵下，申請到愛德華王子島大學(University of Prince Edward Island)就讀，當時全校只有900個學生，是全國人數最少的大學，但學習風氣很好。他學的是數學，原本需要四年的課業，他以三年的時間修完，於73年獲得數學(Mathematics)的學士學位。在P.E.I.幾年中最大的收穫除了完成大學學業以外，他在這裡遇上一輩子的伴侶，成為結髮夫妻，陳夫人在同一所大學攻讀營養學。

陳萬華最初是打算學成後返回香港工作，因此在申請讀研

研究所的時候，首先考慮加拿大和英國的大學，因為香港承認英聯邦國家的大學學歷，他最終選擇了麥馬斯達大學(McMaster University)，改讀經濟，一年的時間就取得碩士學位，繼續留在麥大攻讀博士學位，1977年取得博士學位之前後，他受聘到多倫多大學教書，後來考慮到家在Hamilton，遂於1981年申請回到麥大，他選擇了商學院的教職，放棄了經濟系，儘管從感情上，當時許多昔日他所尊重的教授都在經濟系，但去商學院，對他而言是他所尋求的挑戰，因為他認為商學院著重金融(Finance)業務，是將經濟學的理论拓寬活用，而且涉及公司運作、股票市場、債券市場、銀行操作等，範圍涵蓋宏觀和微觀經濟的領域，直接影響大眾的生活。

84年赴華培訓影響一生

在麥大商學院，他曾擔任過財務系系主任，陳萬華除了教學，還擔任行政工作，這時候的他，卅出頭，事業剛起步。他回憶起這段往事時說：「當時加中關係相當友好，昂首闊步走向改革開放的中國，各方面都求才殷切，尤其是金融財務、人事、會計方面的管理人才十分缺乏，基於傳統的友好關係，中國要求加拿大提供這方面的人才培訓，我正好有這方面的專長，順理成章成為這個隊伍的一名重要成員。」

陳萬華說，他是1955年離開中國的，當1984年他以協助中國培訓管理人才的「機緣」重返祖國時，時隔已近30年，這一趟中國之行對他日後的發展有著非常重要的影響，「無可否認，這是我一生的轉捩點。」為了工作上的方便，陳萬華苦練普通話，兩年之後，他已能夠使用普通話教學，他說，這是他人生最驕傲的時刻。

橋搭了，門開了，自己又是華裔，而且具有中國當時正好欠缺的專長，他從此利用寒暑假和自己的休假，經常往返於太平洋兩岸，透過「加拿大國際發展總署」—Canadian International Development Agency(簡稱C.I.D.A)和其他政府的資助項目，應聘帶領專業團隊到中國各著名高等學府進行學術交流和教育培訓的工作。例如1986年他向加國政府申請經費資助，成立了一個管理培訓班，利用暑期應聘到天津南開大學，北京科技大學（原北京鋼鐵學院）代為培訓師生，成效顯著。

陳萬華指出，中國改革開放之後，許多國企改組，原先的

管理概念未必跟不上社會的變化，中央政府和高等院校都希望開展國際聯絡，建立國際關係，吸收新的觀念和知識，尤其在管理概念方面，中西方的認知差距相當大。1989年，陳萬華和一批學者專家，在加國政府的資助下設立另一個項目，前往上海的復旦和北京的清華大學展開高級經理人員的培訓，這個計劃實施了七年，也因為這種機緣，他有機會結識中國學術界、商界和政界各方面的高層人士，建立了個人寬廣的人際網絡。有鑒於此，諸多想進入中國大陸市場做生意的加國公司紛紛登門上訪，向他諮詢，希望他提供有關幫助。

培訓人才交流學術

從人才培訓和學術交流的互動之中，陳萬華進一步留意到，中西方社會在碰到問題時的解決方法不同。由於中西文化的差異，容易產生誤會，如何減少誤會，解決問題，進一步攜手合作，創造雙贏，這才是最高目標。累積了多年的經驗，他在這方面可以說是專家，因此，那些想和中國大陸做生意的加拿大及美國企業公司經常找他，要求他代為培訓人才或代為策劃去中國投資做生意，同時了解與中國談判時必須注意的問題及掌握一些談判的技巧。他以培訓IBM在中國的員工為例，中國大陸一般大公司員工的技術水平都相當高，但是對管理方面的知識卻十分貧乏，如果不設法提升員工的管理知識，企業將很難再往前發展，甚至會停頓或倒退。

陳萬華對中國文化遺產也有濃厚的興趣，作為學者，他力圖從現代角度對古代文化加以詮釋。當年在頻繁往來於復旦大學、清華大學、北京科技大學、以及南開大學進行培訓交流的同時，他努力鑽研「孫子兵法」，因為他認為「孫子兵法」中的很多戰略戰術，都是商業管理運作上的「高招」。他將「孫子兵法這本中國古代兵書重新譯成英文，並分別對13章的內容從管理角度進行評論。1989年該書在復旦大學出版社出版，備受歡迎，距今已廿年，讀者還可以從Amazon.com訂購。

贊成在穩定的基礎上求變

談到中國現階段發生許多大企業群體請願和維權等問題，陳萬華認為這是相當複雜的問題。他承認在人民普遍渴望脫貧致富的過程中，難免會發生許多集體請願或群眾維權的事件，他不認

為這是金融的問題，而是社會文化體制的問題，他同意某些制度要變，但不贊成常變，尤其是亞洲國家。他認為西方國家要求中國「變」，但不了解「變」必須因地制宜，更需要教育文化水平的配合，否則就會造成動亂，甚至解體，像當年的蘇聯一樣。陳萬華強調：「要在穩定的基礎上，按部就班求變」，必須累積了經驗和教訓後向前走，不能躁進。他認為追求完美固然是好事，但是世界上沒有一個完美的體制，也沒有一個優勢的文化，從金融海嘯可以看出西方的金融體制和民主政治並非完美無缺。

既然中西方現有的體制都不是完美的，什麼樣的政治體制和領導者最合乎理想？陳萬華博士舉出一個烏托邦式的想法，他說，最理想的體制是「仁慈的獨裁者，但壽命不要太長。」但他也知道這是不可能的事，不過，這位西方受教育的學者專家並不同意專制就一定是「殘民以逞」，他以中國古代的仁君為例，認為專制體制亦有公平合理、體恤愛民的盛世年代。他以西方國家的選舉為例，指出太多的政客在選前承諾要減稅、要增加服務，為的是想再連任，但選上後就一股腦兒「全忘了」，不把選前的Promises當一回事。

保守黨走錯中國棋

既是華人，又長期為中國高校和企業界培訓人才，如何看待這兩年中關係的降溫？陳萬華博士以「走錯棋」來形容哈珀所領導的聯邦保守黨政府，陳萬華指出三點：其一是聯邦保守黨在野的時間太長，沒有留意到中國的崛起和中國市場的潛力，事實上，加拿大對中國的需求，遠比中國對加拿大的需求更甚；其二是加拿大長期以來的保護主義，限制了加國國際貿易的發展；其三是過去保守黨與台灣的關係甚好，經常邀約加拿大的國會議員往訪，這雖然不是壞事，但影響了加中關係的正常發展，幸好兩岸已逐漸邁向和解，這有利於加中關係的回暖，再說，經過加中雙方的努力修補之後，他對今後兩國的關係表示樂觀。陳萬華指出，哈珀政府早前任命曾任駐上海總領事及出使亞太多國的「中國通」大衛·穆隆尼(David Mulrone)為駐華大使，即是釋出對華友好的訊號。

2008年11月，他應香港中文大學之邀請，參加一項有關「中國經濟開放30週年」的研討會，陳萬華以個人的人生經歷說出一段觀感，他說，1984年他去中國培訓人才，住在南開大學的

宿舍，早上去餐廳吃早點，你指著要點餐牌上寫著的東西，但是廚房告訴你這個沒有，那個也沒有，所以當時有位洋人朋友告訴他，來中國只學會「沒有」兩個字。從當年中國建成唐沽到北京第一條付費的高速公路，如今大陸的高速公路已建成網，民生所需要的物品沒有任何一樣缺乏的，25年來的變化真是翻天覆地。

談到他與華社的關係，陳萬華表示，麥大雖然在Hamilton，但是多年來，他以華裔加人的身份致力搭建與主流社會的溝通平台，也幫助許多慈善團籌款；他曾在CFMT所屬的電視台主持過一個「談天說地」華語的節目，以介紹中華文物，風土人情為主，長達六年半。

擔任麥大副校長的工作

1948年出生的他，剛滿60歲，仍顯得活力十足，他目前擔任麥大負責協調國際事務的副校長，同時他也有自己的商務諮詢業務(Business Consultant)，校方借重他的國際關係和宏觀角度，提升麥大的知名度，招到更多的國際學生；他亦藉此拓展顧問公司的業務，校方和他本人都認為可以互補互利。目前麥大的中國學生多達600餘人，在全校21,000多名大學部和研究所的學生中，國際學生佔7%，算是相當高的比例。

他感謝麥大對他的培育和給他這個機會，他兩度出任麥大商學院副院長，現任副校長，他坦承以副校長的身份與國際交流，有立即的可信度(Instant Credibility)。他目前的工作範圍主要有四部份：其一是幫助發展中的國家；其二是將學校的優勢專長推廣到全世界；其三是為麥大招募更多國際學生（目前學生來自70幾個國家和地區）；其四是聯繫麥大的國際校友(遍布全球130個國家和地區)。

除了被選為2009年「紅楓傳奇」人物以外，陳萬華博士亦剛獲選為「咸美頓傑出市民」— (Hamilton Gallery of Distinction)，可謂雙喜臨門。



Family picture taken in Hong Kong in 1955.
Luke Chan (left), his parents and his brothers and sister
1955年在香港拍攝的全家福，陳萬華(左)父母
和他的弟妹



1968 graduation picture at Aberdeen Technical School
1968年畢業於香港仔工業學校



Leading McMaster alumni to visit China
率領麥大校友訪問中國



With his wife Raphael in Beijing Hutong
與妻子Raphael同遊北京胡同



2007 Luke Chan had an exhibit of his collection of Chinese
paintings in Hamilton Art Gallery. Taken with his family
2007年陳萬華在Hamilton藝術館展出他所
蒐集的中國畫，與家人合影



With his wife Raphael at the Art Institute of Chicago
與妻子Raphael觀賞芝加哥藝術學院時合影

Father and daughter visiting Rome
父女同遊羅馬，憑弔歷史古城



Father and daughter dancing at the Chinese New Year
celebration dinner, held by the McMaster University
Alumni Association (Toronto). Next is Chancellor
Dr. Peter George and his daughter
麥大同學會慶祝中國新年的餐舞會上，父女共舞，
旁為麥大校長Dr. Peter George和他的女兒



2009 faculty members from Nanjing University Finance
and Economics Faculty, being trained at McMaster
2009年，一批來自中國南京大學金融和
經濟系的學員，在麥大接受培訓



Father and son visiting Shanghai, enjoying breakfast in the
hotel enjoying the scene of the famous Waibaidu Bridge
父子同遊上海，一方面享用酒店的早餐，
同時欣賞滬上街景

Father and son visiting Nanjing, and the
birthplace of Luke's grandmother
父子遊南京，重訪陳萬華祖母的出生地

PROFESSOR LUKE CHAN

To be successful in one's career, getting an opportunity is as crucial as hard work. It has been said that an opportunity comes when one least expects it. When it arises, not only do you need a sharp eye to seize the opportunity properly, but you also need wisdom and capability to leverage that opportunity to change your life.

In 1984, an opportunity to teach in China allowed Dr. Luke Chan, Associate Vice-President at McMaster University, to get involved in China's economic reform. Luke says that year was a turning point in his career. He seized the opportunity. In the following twenty-five years, he sought a place for himself amidst the reforms to apply his professional skills. He is elated by the fact that his expertise in economics and related areas can help not only the country that he loves, but also other developing countries. Professor Chan stresses that he loves Canada, because he grew up here, received his education here, and this is where he has built his career. However as a Chinese-Canadian, he also has a strong desire to see China prosper, and is proud to be able to contribute to it.

Luke Chan was born in Shanghai in 1948. His father was in the transportation business. In 1949, his family moved to Hong Kong, leaving only him and his grandmother in Shanghai. It was only in 1955, when he was seven that he and his grandmother reunited with his parents in Hong Kong. Luke was the eldest child in the family, and there were three younger siblings. After finishing grade 11 at Aberdeen Technical School in Hong Kong, Luke got a job with Cable and Wireless to repair Telex equipment. But he was not content with just a steady job. In 1970, he contacted an older schoolmate who had left for Canada to study. With his help and encouragement, Luke applied to University of Prince Edward Island to study. At that time there were only nine hundred students in the entire university, the smallest university in the country, and it provided a very good learning environment. He majored in mathematics, and completed the 4-year program in three years, getting the Bachelor's degree of Mathematics in 1973. The biggest reward from those years at PEI aside from getting a university degree is that there he met his life partner Raphael, who was

studying Home Economics in the same university.

Luke's original plan was to return to Hong Kong for a job in his area of study. When he selected a research institution, he considered Canadian and British universities first, because Hong Kong would recognize degrees from Commonwealth countries. In the end he chose McMaster University and switched to economics. Luke obtained his Master's degree in a year, and stayed on for his PhD degree. After completing that in 1977, he was hired by University of Toronto, but since his family was in Hamilton, he returned to McMaster in 1981. Luke chose a teaching job in the DeGroote School of Business, giving up economics, even though he was emotionally tied to it and many professors he respected were in the field of economics. But Business School was a challenge that he welcomed, because teaching business stresses finance and applies the theory of economics to real life. This incorporates the study of management and operations, stock market, bonds, banking etc. The scope is much wider: the study of microeconomics where it has a direct impact on people's lives.

At McMaster, Luke became Chair of the Finance and Business Economics Department. He then became the Associate Dean of the School of Business. At that time, he was in his early thirties. Recalling the past, Luke says, "At that time the relationship between China and Canada was friendly. China was just stepping into economic reform, and needed expertise in many areas, especially finance, human resources, accounting, and management. Building on this friendly relationship, China asked Canada to provide training. I happened to have expertise in these areas, so it was natural that I became an important member of this team."

Luke left China in 1955. When he returned in 1984, using the 'opportunity' of providing management skills training, it was almost thirty years later. This first trip to China had an everlasting impact on Luke's career. 'No doubt, that trip was a turning point in my life'. To make it more convenient to work in China, Luke practiced Mandarin for two years until he was able to teach in Mandarin. He says that was his proudest moment in his life.

The bridge has been built. The door is now open. He is a Chinese-Canadian, and he has the knowledge that China needs. During the summer and winter vacation time, Luke has since travelled frequently between the two coasts of Pacific Ocean. Through Canadian International Development Agency (CIDA) and with help from other sources of government funding, Luke led teams of

professors to several universities in China for academic exchanges and to provide training. As an example, in 1986, he applied for a grant from the Canadian government to develop a curriculum in management training, which Luke taught during the summer at Nankai University in Tianjin and the University of Science and Technology Beijing (previously Beijing University of Iron and Steel) with outstanding results.

Luke points out that since the economic reform in China, a great number of national enterprises have been restructured. The traditional management concepts in place were often not able to keep up with the dramatic changes in society. Both Central Government and institutions of higher learning expected to liaise with international organizations, and establish working relationships in order to absorb new concepts and knowledge. This is especially true in the area of management where there is enormous difference between east and west. In 1989, Luke and a group of scholars developed another business collaboration program with funding from the Canadian government. With cooperation from Fudan University in Shanghai and Tsinghua University in Beijing, the program trained hundreds of high profile executives in seven years. Throughout the executive training program, Luke met many Chinese academics, business and political leaders, and built a wide personal network. Because of Luke's connections, many Canadian companies wishing to enter the China market seek consultation and assistance from him.

Through his experience in management training and academic exchanges, Luke noticed that there are differences between the west and the east in the way problems are resolved. Since our cultures are different, misunderstanding is easily generated. He developed an approach to help reduce misunderstanding, solve problems, and partner together to create win-win situations for both parties. Luke's track record has helped him gain a reputation as an expert in this area. Consequently, many Canadian and American businesses intent on doing business in China often ask him to help train people or plan their investment strategies in China. At the same time they want to acquire an understanding of negotiations with Chinese companies, and to master negotiation skills with their Chinese counterparts. Taking his experience with the IBM training program in China as an example, he was able to determine that most employees in large companies have very good technical skills; however, their knowledge in management is quite limited. Without making efforts to improve its employees' management

knowledge, an organization will find it difficult to expand further; moreover, it may stop growth or regress. His insights allowed IBM to plan effective growth strategies.

Luke has a strong interest in Chinese cultural heritage. As a scholar, he tries to use a modern perspective to explain ancient culture. During his frequent travels to Fudan University, Tsinghua University, University of Science and Technology - Beijing and Nankai University, he made thorough study in *The Art of War* by Sunzi, as he believes that the warring strategies in the book can be applied to business operations. He translated the ancient book into English, and discussed the contents of each of the thirteen chapters from a management perspective. In 1989 the book 'Sunzi on the Art of War and Its General Application to Business' was published by Fudan University Press and became quite popular. It has been twenty years since, and readers can still buy this book on amazon.com.

On the subject of mass petitions from some large enterprises on the issue of rights protection in China, Luke thinks these are exceptionally complex problems. He admits that when the general population is trying to get rich, these types of problems cannot be avoided. He does not think they are the problems of the financial system, but rather they are problems of a changing society and changing culture. He agrees that certain aspects of the system have to change, but he does not support changing often, especially in Asian countries. He feels that while western countries want China to change, they don't understand that 'change' must happen at a suitable pace and must synchronize with the education levels of the people. Otherwise there would be chaos, or breakdown, just like the Soviet Union before. Luke stresses that change must be orderly and must be built on a steady foundation. It cannot be rushed. The country must accumulate enough experience and lessons learned before going forward. He thinks it is a good thing to pursue perfection, but there is no perfect system in the world, and there is no superior culture. From the recent financial tsunami, one can observe that the financial system and democratic government in the west are not perfect.

Since neither the current system in the east nor the one in the west is perfect, what political system and leadership are the most desirable? Dr. Luke Chan asks us to consider a Utopian idea. He says that the most desirable system is a 'benevolent dictator, who does not live very long.' But he also knows that it is not possible in a practical sense. The point he makes though, as a western

educated scholar, is that autocracy is not always bad for the people. He cites examples of benevolent rulers in ancient Chinese history, when there had been autocratic systems which were fair and reasonable, showing concern and love for their citizens. In contrast he refers to some systemic problems in the democratic election process in western countries, pointing out that most politicians are driven to make election promises about cutting taxes and increasing services only to be elected or re-elected. Once in power, they are consumed by the realities of administering government, which are in fact universal. In other words, a benevolent, accessible autocrat and an elected democrat are in similar positions in exercising power.

As a Chinese-Canadian who has long been involved in management and executive training for Chinese universities and enterprises, what does he think of the chilling of the relationship between China and Canada in the last two years? Dr. Chan uses the phrase 'the wrong chess move' to describe the current situation. Luke notes three points: First, the federal Conservatives were in opposition for too long, and did not take heed of the rising potential of the Chinese market and the blooming Chinese economy. In fact, Canada has far more to gain from China than for China to gain from Canada. Secondly, Canada has always used protectionism for local political purposes with an effect of limiting Canada's international business development. Thirdly, the current government has a good relationship with Taiwan, while they were working as the opposition party. Although not a bad thing, it impacts the normal development between China and Canada. Fortunately both Taiwan and China are now proceeding towards reconciliation, which would be advantageous for the relationship between Canada and China. What is more, seeing remediation efforts by both countries to mend their relationship, Luke has a positive outlook for the future. He points out that the recent appointment of David Mulroney as the Canadian ambassador for China, is a signal of friendship. David was once Consul to Shanghai and other Asian countries and he is a China expert.

In November 2008, Luke was invited by Hong Kong Chinese University, to participate in a discussion on '30 Years of Economic Reform in China'. He expressed his views based on his personal experience. He said, in 1984 when he first went to China to conduct training, he was living in the foreign experts' guest home of Nankai University. In the morning when he had breakfast at the dining room, whichever item he ordered from the menu, the kitchen staff would

tell him that it was not available. At that time, a foreigner friend told him that in China the only Chinese words he learned were for 'not available'. The first toll expressway was built at that time from Tanggu to Beijing. Now the expressways in China have formed a vast network. There is no shortage in any necessities in everyday life. The changes in 25 years have been astonishing.

Talking about the relationship between him and the Chinese community in Canada, Luke says although McMaster University is in Hamilton, as a Chinese-Canadian, he also builds channels of communication in mainstream society. He has helped local and national charities with fundraising for many years. He hosted a Chinese language program on CFMT television station for six and a half years, helping to bring the Ontario Chinese community together and introduce Chinese culture and heritage to Ontarians.

Luke just reached sixty years of age, yet he is still full of energy. He is now the Associate Vice-President for International Affairs. He also has his own very active consulting business. The university leverages his international relationships and his macro perspectives to raise the profile of McMaster University internationally and recruit more international students. At the same time he is able to expand his consulting business. He and the university mutually benefit from each other. At this time there are over 600 students from China attending McMaster. Out of the 21,000 students in the whole university, international students account for 7%, a high percentage for a top tier Canadian University.

He is ever thankful to McMaster University for his education and all the opportunities in his career life. He was the Associate Dean for the Business School for two terms. He acknowledges that as an Associate Vice-President, he gets instant credibility. At this time his work has four parts:

1. help developing countries;
2. promoting the university's strengths to the whole world;
3. recruiting more international students for McMaster University (currently students come from seventy countries);
4. maintaining contacts with McMaster international alumni that are spread throughout 130 countries around the world.

Aside from being selected as a recipient of this year's Chinese Canadian Legend award, Professor Luke Chan has also just been honored as Hamilton's outstanding citizen for the Hamilton Gallery of Distinction.