

2019 年秋

國立交通大學理學院

四十周年專刊（2019 年秋發刊）の

肆 啟山林者（歷代理學院長に聞く）

「獨飛，領飛，放手飛」 李 遠鵬

English translation of the part related to Masuhara

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"Fly solo, Lead, and Let it go"

啟山林者

獨飛，領飛，放手飛 李遠鵬

採訪 / 吳盈熹、范瑀真  
撰文 / 范瑀真

學而優則仕，這條路徑不只是古代讀書人的「指定賽道」，在今日台灣亦為學界鉅子拓展事業第二春的熱門選項。但也有一群「學術狂人」，若擔任行政顯要是「江山」，研究與教學是「美人」，他們肯定直奔美人懷抱。交大理學院的箇中代



## **“GOING INTERNATIONAL” by placing full time leading experts from Japan**

Among all in-depth international exchange promoted by both Applied Chemistry department and Electrophysics department, the collaborations with Japan were bonded the most.

With the lead of Professor Hiroshi Masuhara and Professor Hiro-o Hamaguchi, both honored with Medal of Purple Ribbon, many other Japanese professors have joined the faculty of the Applied Chemistry. The Department of Electrophysics, too, have the world famous, Takayoshi Kobayashi, who is the expert of ultrafast laser in the early stage, worked in SPROUT, NCTU for over ten years. And Kimitoshi Kono, the low-temperature physics expert has also joined us last year.

Professor Lee found it difficult to invite prominent Japanese professors to NCTU full-time without any prior interaction. So he planned first to invite professors' students to deepen exchanges with NCTU students having them build up an academic bridge and then invite professors. However, NCTU has prepared ample research funds. NCTU thought that by inviting the entire group, including associate professors and assistant professors, NCTU could attract prominent Japanese professors to NCTU. And then, professors would accept the invitation from NCTU.

Until the past few years, the reputation of accepting Japanese professors has spread out, a lot of Japanese professors are willing to come to NCTU with their equipment to continue on their research career. “Professor Kimitoshi Kono joined NCTU last year. He brought not only his existing equipment, but also with JPY¥10 million/per year for research use.”

## **Amazing Professor Hiroshi Masuhara – Promoting academic exchange between Taiwan and Japan**

Among all these Japanese Professors in NCTU, Prof. Masuhara has the greatest contribution to Taiwan. Speaking of his contribution, Prof. YP Lee knows better than anyone. Who would have known that a small talk between Prof. Masuhara and him would turn out to today's Taiwan-Japan academic exchange, not even Prof. Lee himself. At that time, while Prof. Masuhara was invited to NCTU ten years ago, the original plan was going to hire his student to NCTU for the collaboration. But around the same time, Prof. Masuhara's private foundation in Japan was going to closed for

some certain reasons. Prof. Lee, “So I asked him, why don’t you come to Taiwan instead? I believed that he also found it unbelievable himself.”

With the support from the President of NCTU, Mr. Chong-Yu Wu, on one hand, and enough funds from the Ministry of Education on the other, he went on continuing contact with Prof. Masuhara. Not only providing research funds, but Prof. YP Lee also committed to Prof. Masuhara that he will maintain the Japanese System, which is to keep “a research team” as a unit for him as much as he can. Prof. Lee, “It is different in Japan. In Japan, apart from a Professor, a research team also includes an Associate Professor and an Assistant Professor. So, we kept this system for him.” It only took about nearly two months to went from coming to an agreement to going through all the DAC procedures and preparing a lab. “I believe his contribution will be extraordinary after he joins us,” said Prof. Lee. While Prof. Masuhara continues to his research, he also pulls strings for the young researchers in Taiwan with the ones in Japan, have them to join international conferences in Japan, and even recommended awards. Prof. Lee mentioned that Prof. Masuhara guides a research team in Japan as well, which has about 30 to 40 young researchers. “He had all these 30 to 40 researchers come to Taiwan for meeting because he thinks that the young generations should take the chance to know more about Taiwan, learn from each other, or make friends.”

In the past few years, Prof. Masuhara has put his influence on “research” to the “education” level. He called out to the teachers and students of science high schools in Japan and had them come to visit NCTU and join a seminar. Prof. Lee, “Not just one high school, but 2 to 3 high schools, which includes 80 to over 100 people.” He also hosts a Summer Course every year inviting various top foreign professors to join and give a lecture. We had 25 Japanese students joined us last year, this year, we even had students from Australia as well. This is a great opportunity for our students to build up their international connections. Prof. Lee was impressed to say, “His energy is really something, and these international experiences is a good thing for our students.”

Little by little, this academic exchange mode has opened its publicity, and we have even more Japanese Professors joining us, and more people in Japan recognizes NCTU. These top researchers have brought us a great amount of energy in research, and for them, coming to Taiwan and continue on their research life is also a good way to go. One of our NCTU students is now an Assistant Professor in Japan.

After more than a decade, this win-win path is still been carried on through succeeding Deans with great supports from the past Principles. As a pioneer, Professor Yuan-Pern Lee didn't take it all for himself but to give all the credits to others. "This requires the right time, the right place, and the right people. It needs NCTU's open atmosphere and the flexible administration to achieve; and nothing can be done without the 500 million in 5 years from the Ministry of Education. I am truly grateful to our President, Mr. Chong-Yu Wu, and the following two as well, Ms. Yan-Hwa Wu, Mr. Mau-Chung Chang. With their 100% of trust and fully support, I can go ahead and do it without asking everything one by one."

學而優則仕，這條路徑不只是古代讀書人的「指定賽道」，在今日台灣亦為學界鉅子拓展事業第二春的熱門選項。但也有一群「學術狂人」，若擔任行政顯要是「江山」，研究與教學是「美人」，他們肯定直奔美人懷抱。交大理學院的箇中代表人物，無非是在海內外獲頒榮譽無數的中研院院士——李遠鵬，交通大學理學院第十任院長。李遠鵬人如其名，志在更寬廣的科學殿堂，行政工作關不住他的翅膀。然而與他共事的同仁都知道，他的行政能力高超，沒有續任院長不是「不能」，而是「不願」。

李遠鵬雖自承對行政「沒興趣」，卻在院長三年任期做了相當十年的重要工作：設立前瞻跨領域基礎科學中心、理學院學士學位學程班、完成科三館興建構想書及設計、整修科一、科二館、支持新創開放式課程（OCW）、以及透過高強度的國際合作等方式，拉拔理學院迅速壯大。

### 轉任交大還接院長，清華同仁：跌破眼鏡

回首 14 年前，當李遠鵬要從清大化學系轉往交大任職時，他的同仁對此「搬遷」是相當錯愕。「很多人覺得不可思議，為什麼我從一個那時候比較好的系跑到一個比較差的系。」誠如眾人之惑，客觀來看當年台灣的理學院，交大的理科研究無論是 paper 的發表數目、成就、國際名聲等等，都遠遠落在台大、清大之後。那李遠



#### ——關於 李遠鵬

第十任院長（2005 – 2008）

##### ■ 學歷

加州大學柏克萊分校化學博士（1979）

台灣大學化學系學士（1973）

##### ■ 經歷

新世代功能性物質研究中心主任

（2018 – 2019）

前瞻跨領域基礎科學中心主任（2006 – 2017）

交通大學理學院院長（2005 – 2008）

交通大學分子科學所所長（2004 – 2007）

交通大學應化系、分子科學所講座教授  
（2004 –）

東京大學講座教授（1997）

中央研究院原子與分子科學研究所合聘研究員  
（1988 –）

清華大學化學系教授（1985 – 2004）

清華大學化學系副教授（1981 – 1985）

美國海洋及大氣總署環境研究所研究員  
（1979 – 1981）

鵬為什麼會做此決定呢？他解釋，時任校長張俊彥請了中研院院院士林明璋來到應

因不易吸引日本大牌教授來交大全時工作，院裡先聘用了這些大牌教授的學生，透過他們建立起橋樑，接著再進一步力邀教授們來合作；或是學校要給予充分資源，一次聘任含副教授和助手的團隊，才有機會吸引他們前來。

等到後期，交大接納日本教授的名聲打開了，日本教授都願將儀器搬來交大，延續他們的研究生涯。「去年來到交大的河野公俊教授，他不僅搬儀器，更從日本理化研究所每年帶 1000 萬日幣過來，供研究運用。」

## 積極協助台日交流，活動力驚人的增原宏

這些教授中，增原宏對台灣的貢獻最大。談起他的貢獻，李遠鵬如數家珍，語調也輕快了起來。遙想十年前，增原宏與他的一場對話，竟開啟日後如此蓬勃的台日交流，似乎連他自己也未曾想過。當時李遠鵬邀增原宏來台訪問，原是計劃要聘其學生來交大展開合作，孰料那時在日本資助增原宏的私人基金會因故要關閉。「所以我就跟他說，那你要不要乾脆來台灣，我相信他那時候也覺得不可思議。」

欲借東風的李遠鵬，左有校長吳重雨全力支持，右有教育部的充裕經費，他便積極和增原宏協談。除了給予研究開辦費，李遠鵬也承諾盡量讓增原宏維持日本制度：以「整組團隊」為單位的人力配置。「日本跟我們不一樣，他們除了教授，一定要有一個副教授、一個助理教授（助手），所以我們就維持這樣的制度給他。」從雙

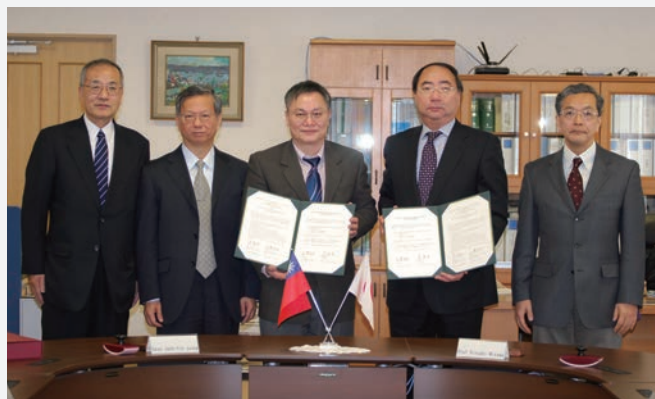
方達成共識，到應化系這邊走完程序、備妥實驗室，前後不過兩個月的時間。「結果他進來後，我相信他對臺灣的貢獻是無與倫比的。」增原宏不單只是做自己的研究，他還積極幫助台灣的年輕科學家與日本建立關係、協助他們去日本的學會演講，甚至推薦得獎。李遠鵬提到，增原宏在日本也負責指導一個研究學者群組，裡頭大約有三、四十名年輕學者。「他就把這三、四十人都帶來台灣開會，他認為日本年輕一代也應該要認識台灣，要跟台灣年輕的科學家有往來、做朋友。」



李遠鵬與實驗室學生、日本教授們聚餐合影。（圖片來源 / 李遠鵬提供）

近年，增原宏更將他的影響力從「研究」推展到「教育」層次。他號召日本科學高中的師生前來交大理學院參觀、座談，「而且不只一個學校，是兩三個學校，人數 80 幾到上百人不等。」每年暑假他也會舉辦暑期課程，請大牌外籍教授來指導。去年起有 25 個日本學生一同過來參加，今年連澳洲的學生都會加入，讓我們的學生早早建立起國際網絡。李遠鵬讚嘆道，「他的活動力真的是不得了的，而對我們的學生來說，有這些國際的經驗是很好的一件事情。」

漸漸地，在這套交流互惠模式打開知名度後，越來越多日籍教授加入行列，也越來越多日本人認識交通大學。這些國際級學者為我們注入豐沛的研究能量，同時對他們而言，能夠來台延續研究生涯，亦不失為一個好選擇。而我們的學子，已有一位因為此種交流，現已在日本擔任助理教授。



2011年理學院幸由太田信廣教授（左一）作媒，與北海道大學電子研究所所長三澤宏明簽訂合作協定。交大代表團為太田信廣教授、李遠鵬前院長（左二）以及時任院長莊振益（左三）。（圖片來源 / 李遠鵬提供）



2012年李遠鵬參加第七屆亞洲及大洋洲光化學會，受邀參加開酒儀式；2018年更榮獲「亞洲及大洋洲光化學會增原宏講座」。（圖片來源 / 李遠鵬提供）

十多年了，這條雙贏之路仍透過後繼院長們接續耕耘著，並得到歷任校長們的大力支持。李遠鵬是開路先鋒，他卻把功勞都「推」給別人。「這個也是要天時地

利人和，要有交大開放的風氣及靈活的行政才可以做成；若沒有教育部的五年500億，也不可能做成。我也很感謝吳重雨校長以及其後的吳妍華、張懋中校長，他們給我完全的信任及大力的支持，所以我不用事事都請示，可以放心去做。」

## 在研究狂熱中，用規劃平衡生活

春秋以來我們從幽默的孔先生那裡得知，做學問有「止飢、解憂、抗老化」的神奇功效。在這方面，李遠鵬恐怕更勝一籌。他曾風趣地對辦公室同仁說，每當覺得有感冒跡象時，只要進實驗室便「不藥而癒」了。「因為我喜歡研究工作啦，注意力轉移了之後，身體的一些不適就拋到腦後去了！」李遠鵬對做研究樂此不疲，他笑說即使到了現在，每週一、四仍鑽研到半夜才離開學校。「因為南大門要關了，所以我只能待到半夜，如果有選擇的話也許我會待更晚，因為跟老婆請假，兩小時也算一次，六小時也算一次。」此話驚為天人，莫非他竟會如學生一般熱血「看日出」？原來純屬俏皮的玩笑一場，他直言「倒是不會做到天亮，身體還是重要，年輕的時候我也不是會任意熬夜做事情的人。」想不到以嚴謹形象示人的李遠鵬，其實有這活潑靈轉的一面。

「我想我對時間的規劃及掌控都還不錯，他們應該很少看到我焦頭爛額、超過期限才交卷的時候。」李遠鵬在當院長時，發表的論文數也絲毫沒有減少。他表示，當事情都按部就班地照規劃走，自然能平衡工作和生活。同仁吳盈熹也回憶道，李遠鵬雖然公務、研究繁忙，仍不忘陪伴家