# 中欧上海校园三期工程——访项目经理章诚明先生

# Shanghai Campus Phase III -Project Manager Jeremy Zhang

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为中欧上海校园扩建工程的项目经理,章诚明认为欣赏三期校园的最佳角度是站在酒店公寓外的长廊上,面朝教学中心。这幅风景也是他电脑的屏保。可是现在他却无暇欣赏美景,因为他正在争分夺秒,确保项目圆满完工。

从今年早些时候开始,扩建校园设施已逐步投入使用。但现在对章诚明来说,最重要的目标是确保明年 11 月中欧 20 周年校庆活动可以在目前尚未竣工的中欧会堂举行。他正是实现这一目标的不二人选。他曾经负责过中欧上海校园的一期工程与二期工程(两项工程于1997-2004 年完工)。在之后离开中欧的那段时间里,他参与了全球知名企业米其林和波音的多个项目,积累了丰富的专业知识。

1998年,章诚明加入中欧,当时校园一期工程已完成近半。章诚明曾是一名大型国企的翻译,对于大量建筑专业词汇熟稔于心,来到中欧后不久便担当起学院与一期项目管理团队以及外聘的项目业主代表之间沟通的重任。而他的本职工作是担任当时的中欧副院长张国华的秘书。

从一名英语专业的学生,到中欧价值两亿元人民币的三期建设项目的筹建负责人,从迎接挑战到实现卓越,让我们一起来了解章诚明的职业之路。



or Jeremy Zhang, Project Manager for CEIBS Campus Expansion Project, the best view on Phase III is from the arcade outside the residence buildings, facing the academic centre. It's the screen saver on his computer. He doesn't have a lot of time to enjoy the view though; he's busy working round the clock to get the project done.

Phased use of the facility began earlier this year but Zhang has to ensure that the stillbeing-constructed conference centre is ready for use when CEIBS celebrates its 20th anniversary next November. If anyone can pull it off, he can. He's been at the helm of Phases I and II, built between 1997 and 2004. He also accumulated a wealth of knowledge when he took a break from CEIBS to work on projects for global powerhouses Michelin and Boeing.

Zhang joined CEIBS in 1998, with Phase I almost halfway completed. Coming from a large SOE where his work as a translator had given him an extensive vocabulary about the construction industry, he was soon given the task of being the school's point man who would liaise with the project management team and the externally hired project owner's representative. This was in addition to his original role as Secretary to then Vice President Zhang Guohua.

Read on for more about how Zhang, an English Literature major, accepted – and now excels at - the challenging job of overseeing the construction of CEIBS' three-phased RMB200 million Shanghai Campus.

## 《TheLINK》: 您曾在国有企业和两家跨国公司工作, 这些经历对于 您担任中欧上海校园建设的项目经理有哪些帮助?

在国企工作的三年非常有益,我学习了大量与合同有关的知识。 但我的知识储备大多来自于在中欧工作期间。中欧一期工程结束后不 久,二期工程便迅速上马,2000-2004年我专职负责此项目。在那段 日子里, 我确实收获了很多专业知识。

二期工程临近尾声时, 我得知米其林将建设一个生产轮胎的大 项目,并有幸加入米其林工作了两年。很遗憾,2004-2006年中国 汽车市场不景气,米其林的扩建项目也因此搁置了。项目团队选择改 造现有生产设备用于轮胎生产,但这更多是和机械、生产有关,而不 是建筑。因此两年之后我选择离开,并得到了参与波音机库项目的机 会,开始了一段飞速成长的时期。波音的业主代表是一支非常专业的 管理团队,他们负责指导我们;而我们作为项目管理公司,负责管理 整个项目和所有承包商——从采购、报建,到现场管理、洽商合同, 我们进行项目全过程管理。在从事波音项目的两年时间中, 我学到了 很多知识与经验。之后,我再次回到中欧负责现在的三期工程。

## 《TheLINK》:项目经理的职责是什么?您的工作是不是要找到专业 人才,并确保他们认真做事?

那只是我工作的一部分。事实上,我还需要负责协调国内项目管 理团队与设计院以及纽约的贝·柯·弗联合建筑师事务所(PCF) 之间的沟通。我必须深入了解每一处细节,确保工程进展顺利。

## 《TheLINK》:三期工程建设过程中,什么时刻是您觉 得最为开心和满足的?

对我而言,最开心的时刻是看见建筑图纸逐步完 善,整个校园在图纸上逐渐呈现出来。一个完美的梦 想终于创建完成,召唤着你去努力实现它。在那个阶 段,你满怀信心。而且在图纸阶段所发现的问题或 错误,也很容易被修正。但是一旦工程真正开始, 你会发现所遇到的问题就没那么容易解决了。 尤其是努力之后,发现实际效果与图纸设计之 间仍存在差距,那将会非常令人沮丧。我是一 个极其严格而挑剔的人, 能够看到许多别人未 必在意的问题与缺陷,但发现时,往往已经 错过了改正的时间,这让人心存遗憾。

我非常幸运能够与 PCF 建筑师事务所合 作。他们总能通过非凡的创意去寻找到解决 方案,一直在追求最高标准。我从他们那里 学到的最重要的精神,就是凡事力求完美。

### 中欧上海校园三期简介

建筑设计公司: 贝·柯·弗联合建筑师事务所(PCF)

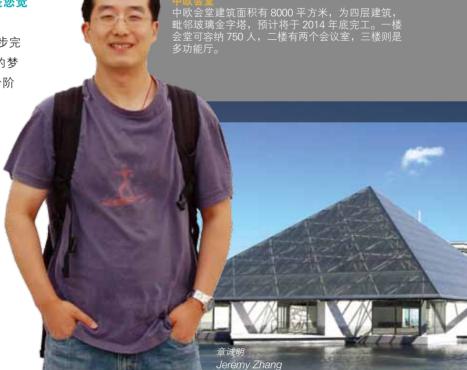
休息亭采用单层钢结构建造,配以宏大的玻璃金字塔,最高处距离地面 12.5 米,覆盖在一个正方形的玻璃空间之上。玻璃金字塔位于三期校园的中心位置,四周环绕着中欧标志性的黑色池底的内湖。

教学中心(四)是一幢三层建筑,也是主要教学场 所。其中的阶梯教室均配备有最先进的同传设备, 并且可以与中欧北京校区和深圳代表处进行视频会 三楼是高层经理培训部的课程办公室。

数授楼建筑面积有 6000 平方米,共五层,设有 数授办公室、会议室和接待室。

够增加学生们在课堂之外交流的机会。酒店公寓 中约有一半的房间可以欣赏到玻璃金字塔的美景。

及日比权生登记处、两间宽敞的大厅和数个小型 休闲区域。一座水边露台为极具设计灵感的建筑 增添了静谧的背景。



### **Phase III Facts**

Architectural Design by: Pei, Cobb, Freed & Partners (PCF)

- 12.5 metres above the ground at its peak – covers a square glass box. The focal point of Phase III, the glass pyramid is surrounded by CEIBS' signature black-granite-floor indoor lake.

This three-storey building is the main teaching venue. Its lecture theatres have state-of the-art simultaneous interpretation and video conferencing links to CEIBS Beijing Campus and Shenzhen facility. The administrative offices of the Executive Education Programme are

This five-floor 6,000-square-metre administrative building houses faculty offices along with conference facilities and meeting rooms.

Two 4,700-square-metre student residences have been completed; each has 7 floors. There are two common use areas on each floor for group discussion assignments as well as casual conversations. The layout enhances communication, outside the classroom, between residents. Fifty percent of the rooms have a stunning view of the glass pyramid.

The Commons Building is a two-floor 3,500-square-metre building. It has three dining halls on the second floor, each providing a unique view of the campus. The first floor includes the check-in area for student residences, two spacious lounges, as well as smaller areas for relaxation. A waterside terrace provides a tranquil backdrop to the architecturally stimulating design.

This four-floor 8,000-square-metre facility is being constructed next to the glass pyramid, and will be completed by the end of 2014. It will house a 750-seat auditorium on the first floor with two smaller



## TheLINK: How did working at a state-owned enterprise and two MNCs help prepare you for being project manager for CEIBS Shanghai Campus?

The job with the SOE was an amazing three-year-long experience during which I learned a lot about contracts. But most of my knowledge came from learning on the job at CEIBS. Very soon after Phase I, we started Phase II and I worked on that full-time from 2000 to 2004. During that period I really enhanced my professional knowledge.

When the job was almost finished I heard that Michelin had a big project and I could possibly have a job there. I was at Michelin for two years but unfortunately their expansion project was shelved because of a slowdown in China's car market during 2004 to 2006. They chose instead to convert the existing facility to produce Michelin tyres. But that's machinery-related and more operational than construction. So after two years I thought it was time to move on. Then I had a chance to work on a Boeing project and that was another big leap forward. They had a very professional team from the Boeing side managing us, the owner's representative. We, as the project management company, managed the contractors - we did everything from procurement, permits, construction site management, contract negotiation, everything. So during those 2 years on that project I really learned a lot. Then after that I came back to CEIBS to manage Phase III.

## TheLINK: What does a project manager actually do? Is it your job to find people who have the expertise to do the job and make sure they actually do it?

That's part of it. We have a Chinese project management team and I am often the liaison between them and the design institute as well as PCF, our architect based in New York. I need to be hands on to ensure that the process goes smoothly.

## TheLINK: What has been your greatest moment of joy/accomplishment while working on Phase III?

The joy came from seeing progress made on the architectural drawing. That was the dream, the ideal, something you think you can realize. At that stage, all you feel is hope. If there are problems, adjustments can be easily made. But once you begin construction you have a lot of new problems which



## 《TheLINK》:对您而言这个项目的最大的挑战是什么?您如何克服它?

确保项目团队中的每位成员都能有上佳表现——这是我最大的挑战。我的方法是以身作则。我的逻辑是:我将比项目中的任何人都更加努力工作,让每个人看到,他的业主能够每天工作12-14个小时,那么他自己起码要认真工作8小时。他们发现我每天都工作到晚上8点,回到家2小时之后,我又开始在电脑前工作和收发邮件,直至深夜12点,日复一日。除了上下班2小时、吃饭洗澡2小时、睡觉6小时之外,我一天确实有14个小时在工作,每天如此。

are not as easily fixed. It can be disappointing if there is a gap between what's done and what was supposed to be done. And I am my harshest critic. I see every imperfection, though they may not be noticed by anyone else.

Working with PCF, the architectural firm, we've been really, really lucky. PCF always finds solutions, they're always working towards high standards and this is what they taught me. Never accept less than perfection. They are really creative.

## **TheLINK:** What's your biggest challenge and how are you working to overcome it?

Getting optimal performance from everyone working on the project is my biggest challenge. But my approach is to lead by example. My thinking is: I will work harder than you guys. You need to see that your boss is working 12 to 14 hours a day, so you need to work at least 8 hours. That's what I tell them. And they see that every day I'm working till 8pm. And when I go home, after two hours I start working on the computer and send emails till 12 midnight. That's every day. So they see that I am really working 14 hours a day. I use two hours for commuting, two hours for eating and showering and six hours sleeping. Every day is like that.