

Institutional Governance: A Perspective of Academics

院校治理：学术人员的视角

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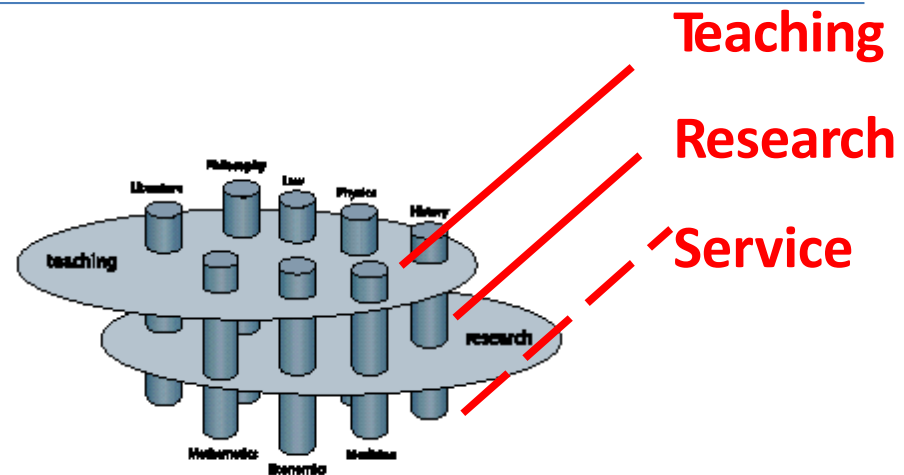
Academic and Administrative system in university

- ◆ Faculty controls teaching and research quality

学术是大学的生命，大学管理应确保学术自由，而学术人员主要聚集在学院一级，大学内部管理应以学院为重心。

- ◆ Administrative system supports and provides service to the academic system.

提供对学术系统的支撑和服务。涉及大学治理、支撑学术目标的行政系统流程再造。



(John V. Lombardi, 2002)

China Public Policies for University Governance

- ◆ Enacted in 2010, “China's national plan for medium and long-term education reform and development (2010-2020)” and in 2013 “on several major issues of deepening reform decision” both state that the deepening education reform and improving internal governance structure.
《国家中长期教育改革和发展规划纲要（2010-2020）》、《中共中央关于全面深化改革若干重大问题的决定》
- ◆ Formulating the charter of university
制订大学章程，推进依法治校。建立现代大学制度，明确治理结构及权力划分 (2011)
- ◆ Strengthening the construction of academic organizations 加强学术组织建设，协调行政权力和学术权力之间的关系。将学术委员会作为校内最高学术机构(2013)
- ◆ Increasing the democratic councils involvement in university governance 完善民主管理的权力机构，促进大学治理的监督。如教代会制度
- ◆ First-class university and discipline “双一流” 建设 (2015)
- ◆ Delegate powers and improve regulation and services “放管服” 改革

Internal Governance of University

随着教育领域的深化改革，政府一直致力于给予大学办学自主权，我国大学的外部治理架构及体制基本稳定。The external governance structure of universities in China is basically stable.

大学内部治理，尤其是校院两级治理已然成为激发学院的办学活力，从而提升大学竞争力的关键影响因素。

Internal governance of universities has become a key factor to stimulate the vitality of academics and enhance the competitiveness of a university.

Distribution of Power between College and University level in China

	主体 Main body	预算与财政权 Budget and financial power	学术成员聘任与晋升权 Academic members' appointment and promotion	房屋与设备资产权 Housing and equipment assets	招生权 Enrollment right	学科与课程设置权 Subject and curriculum rights	研究决策权 Research decision-making power
学院层面 College level	executive leadership	B	B	B	B	B	B
	Academic leadership		B			B	B
学校层面 University level	President and administration	A	A	A	A	A	A
	Academic leadership		B			B	B

A means having the final decision-making power, **B** means having part of the decision-making power.

Governance Paradigm Shift

In the management mode, it is inevitable that the university will shift its focus from university-level (administration) to college-level (academic). 学术权力主要体现在学院一级，而行政权力主要体现在学校一级，在管理模式上必然要求大学从以学校一级(行政) 为重心转移到以学院一级（学术）为重心。

- ◆ Activating the vitality of the college 激活学院办学活力
- ◆ Improve internal governance and implement comprehensive reforms 完善内部治理，实施综合改革
- ◆ Student-centered concept of running a school 以学生为中心
- ◆ Improve academic productivity 提升学术生产力

Questions:

1. 大学校院两级治理中权力分配和治理模式应该如何？ **What should be the mode of power distribution and governance in the two-level governance of university and college?**
2. 如何保障学术人员的相应权力？ **How to protect the academic rights?**
3. 中国大学校院两级治理的优化路径是什么？ **What is the optimal path of the two-level governance for Chinese universities?**

Thank you!

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