

创意先锋

CREATIVE PIONEER

浙江工业大学建筑规划设计和研究院作品选
Selected Works of the Architectural and Planning Design and Research Institute of ZUPT

中国电力出版社
China Electric Power Press

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Creative Pioneer

Selected Works of Architectural Design and Research Institute of ZJUT

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Zhang Miaogen / Zhang Libin / Cheng Taining

赠言

张苗根 张立彬 程泰宁

創新創意創作
佳品佳作佳績

張苗根

二〇〇八年七月

Innovation, Inspiration, Invention / Masterpiece, Showpiece, Success
创新创意创作/佳品佳作佳绩

Zhang Miaogen Chief, Construction Dept. of Zhejiang Province Jul. 2008
张苗根 浙江省建设厅厅长 2008年7月

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张立彬 浙江工业大学校长

究
 天地人文之际
 通古今中外之变
 创中国建筑之新
 敬与
 浙江工业大学建筑规划设计院共勉
 程泰宁
 二〇〇八年八月

Investigate relationships between nature and culture / Acknowledge changes of times and environments / Create originality for architecture in China
 Congratulations to The Architectural and Planning Design and Research Institute of ZJUT
 究天地人文之际/通古今中外之变/创中国建筑之新
 敬与浙江工业大学建筑规划设计院共勉

Cheng Taining Academician, China Engineering Academy Aug. 2008
 程泰宁 中国工程院院士 2008年8月

Contents

目录

002-005 赠言
INSCRIPTION

003-003 赠言1 张苗根
Inscription 1 / Zhang Miaogen

004-004 赠言2 张立彬
Inscription 2 / Zhang Libin

005-005 赠言3 程泰宁
Inscription 3 / Cheng Taining

008-009 序言
PREFACE

008-009 序言 汪晓村
Preface / Wang Xiaocun

010-024 论文
ESSAYS

010-017 重温历史，把握现在，成就未来 单玉川
Recapture the Past, Grasp the Present, Achieve the Future / Shan Yuchuan

018-023 作为教育的建筑 宣勇
Architecture, as Education / Xuan Yong

024-024 重要获奖项目
Selected Award-winning Project List

026-231 主要作品
SELECTED WORKS

026-081 教育建筑
Education

082-105 宾馆建筑
Hotel

106-125 体育建筑
Stadium

126-187 公共建筑
Public

188-205 住宅建筑
Dwelling

206-225 环境艺术
Environment

226-231 城市规划
Planning

232-239 建筑作品清单
DATA OF ARCHITECTURE WORKS

232-239 建筑作品清单
Data Of Architecture Works

026-081	教育建筑 Education	026-029	浙江工业大学屏峰校区总体规划 Pingfeng Campus Master Planning of ZJUT
		030-033	浙江工业大学屏峰校区理学院 Pingfeng Campus Science Building of ZJUT
		034-037	浙江工业大学屏峰校区体育馆 Pingfeng Campus Gym of ZJUT
		038-041	浙江工业大学屏峰校区图书馆 Pingfeng Campus Library of ZJUT
		042-045	浙江工业大学朝晖校区机电学院楼 Zhaochui Campus Mechatronics Building of ZJUT
		046-047	浙江工业大学朝晖校区图书馆 Library of Zhejiang University of Technology
		048-051	浙江工业大学之江校区图书馆 Zhijiang Campus Library of ZJUT
		052-055	浙江树人大学图书信息中心 Book Information Center of Zhejiang Shuren University
		056-057	浙江师范大学校园总体规划 Master Planning of Zhejiang Normal University
		058-059	浙江师范大学学生活动中心及食堂 Student Center and Cantine of Zhejiang Normal University
		060-061	浙江师范大学教学主楼 Teaching Building of Zhejiang Normal University
		062-065	浙江林学院教学主楼 Teaching Building of Zhejiang Forestry University
		066-069	浙江金融职业学院新校区 New Campus of Zhejiang Financial Professional College
		070-073	杭州市文澜中学 Hangzhou Wenlan High School
		074-077	杭州聋人学校下沙新校区 Xiasha New Campus of Hangzhou School for the Deaf
		078-078	杭州钱江苑小学 Hangzhou Qianjiangyuan Primary School
		079-079	杭州市丁桥高级中学 Hangzhou Dingqiao High School
		080-081	浙江丽水中学 Zhejiang Lishui High School
		082-087	杭州开元名都大酒店 Hangzhou New Century Grand Hotel
082-105	宾馆建筑 Hotel	088-089	瑞安国际大酒店 Rui'an International Hotel
		090-090	宁波恒元大酒店 Ningbo Hengyuan Hotel
		091-091	绍兴迪荡新城B2地块 Shaoxing Didang New Zone B2 Block
		092-093	宁波开元九龙湖度假村 Ningbo Jiulonghu New Century Village
		094-095	王家桥经济合作社商业综合用房 Wangjiaqiao Village Economic Cooperation Commercial Complex
		096-096	舟山花园大酒店 Zhoushan Garden Hotel
		097-097	开元之江度假村 Zhijiang New Century Village
		098-099	浙江玉环五星级大酒店 Zhejiang Yuhuan Five-star Hotel
		100-103	宁波余姚阳明山庄 Ningbo Yuyao Yangming Villa
		104-105	杭州云石度假酒店 Hangzhou Yunshi Vacation Hotel
106-125	体育建筑 Stadium	106-109	浙江工业大学朝晖校区师生活动中心、游泳馆 Zhaochui Campus Student Center & Natatorium of ZJUT
		110-115	浙江工商大学游泳馆及风雨操场 Natatorium & Covered Sports Field of Zhejiang Gongshang University
		116-117	江西上饶师范学院体育馆 Gym of Jiangxi Shangrao Normal University
		118-121	浙江安吉县龙山体育公园体育场馆设施 Gym Facilities in Anji Long Mountain Sports Park
		122-125	温州大学体育馆、游泳馆 Gym of Wenzhou University
126-187	公共建筑 Public	126-127	杭甬运河杭州段新坝船闸 Hangzhou New Dam Ship Lock of Hang-Yong Canal
		128-131	杭州市中级人民法院新审判办公楼 Judicial Office Building of Hangzhou Intermediate People's Court
		132-135	丽水市国土资源局 Office Building of Lishui Land Resource Bureau
		136-137	浙江钛合·国际 Zhejiang TWIN Tower
		138-139	杭州永通信息广场 Hangzhou Yongtong Information Square
		140-145	杭州良渚文化博物馆 Liangzhu Culture Museum of Hangzhou
		146-149	杭州高新区之江会展中心 Zhijiang Exhibition Center of High-tech District of Hangzhou
		150-153	衢州书城 Quzhou Bookmall
		154-155	杭州华鸿科技广场 Huahong Science and Technology Square of Hangzhou
		156-157	留下镇资产经营管理办公室用房 Building of Liuxia Town Assets Management Office
		158-158	三门核电有限公司办公用房 Office Building of Sanmen Nuclear Power Co., Ltd
		159-159	杭州市古荡综合商务大楼 Gudang Business Building of Hangzhou
		160-161	杭州风尚蓝湾 Fengshang Lanwan Mansion of Hangzhou
		162-163	浙江省国家大学科技园 National University Science Park of Zhejiang Province
		164-164	萧山明新广场 Xiaoshan Mingxin Plaza
		165-165	杭州新客站商业城 The Commercial Center of New Hangzhou Railway Station
		166-167	安徽马鞍山海外海广场 Haiwaihai Plaza of Maanshan, Anhui Province
		168-168	长广集团煤矿职防所 Meishan Occupational Disease Dispensary of Changguang Group
		169-169	海宁医疗及公共卫生管理中心 Medical Center and Public Health Management Center of Haining
		170-171	淮安市中级人民法院 The Intermediate People's Court of Huai'an
		172-173	杭州汽车南站 Hangzhou Southern Bus Station
		174-174	浙江永康五金城 Yongkang Hardware Mall of Zhejiang Province
		175-175	非盟会议中心 The Africa Union Headquarters Center
		176-177	湖州市吴兴区行政中心 Administration Center in Wuxing District of Huzhou
		178-178	杭州笕桥历史街区保护方案 Preservation Project of Jianqiao Historical Block of Hangzhou
		179-179	陈亮故居与普明禅寺 Chen Liang's Former Residence and Puming Buddhist Temple
		180-181	杭州市保俶路综合整治工程 Comprehensive Regulation Project of Baochu Road of Hangzhou
		182-183	瑞安市汽车站 Bus Station of Ruian
		184-185	桐庐电力局 Tonglu Power Bureau
		186-186	武义电力局 Wuyi Power Bureau
		187-187	钱江电力大厦 Qianjiang Power Mansion
188-205	住宅建筑 Dwelling	188-191	台州云顶佳苑 Yunding Jiayuan Residential Quarter of Taizhou
		192-193	杭州翰墨香林住宅小区 Hanmo Xianglin Residential Quarter of Hangzhou
		194-195	金华保集长堤花园 Baoji Changdi Garden of Jinhua
		196-197	开元九龙湖D区低层住宅及会所 D-Zone Low-rise Dwelling & Chamber of Jiulong Lake New Century
		198-198	杭州市机关三堡经济适用房 Sanbao Affordable Housing for Hangzhou Municipality Government Agencies
		199-199	杭州水岸枫庭 Shui'anfengting Residential Quarter of Hangzhou
		200-201	温州瑶溪住宅小区 Yaoxi Residential Quarter of Wenzhou
		202-203	湖州凯莱国际居住小区 Kailai International Residential Quarter of Huzhou
		204-204	杭州滨江春波小区 Chunbo Residential Quarter in Binjiang District of Hangzhou
		205-205	台州开元中贝住宅小区 Zhongbei New Century Residential Quarter of Taizhou
206-225	环境艺术 Environment	206-209	浙江师范大学图书馆 Library of Zhejiang Normal University
		210-211	乾隆与茶文化陈列馆 Qianlong & Tea Culture Museum
		212-213	杭州伍公庙 Wugong Temple of Hangzhou
		214-217	杭州南宋官窑博物馆 Southern Song Dynasty's Guan Kiln Museum of Hangzhou
		218-219	杭州康桥汽车博物馆 Kangqiao Automobile Museum of Hangzhou
		220-221	杭州盖叫天故居 Gai Jiaotian's Former Residence of Hangzhou
		222-225	杭州都锦生故居 Du Jinsheng's Former Residence of Hangzhou
		226-227	杭州市体育设施专项规划 Special Planning for Sports Facilities of Hangzhou
226-231	城市规划 Planning	228-228	杭州市望湖地区武林路历史街区规划 Planning for Wanghu District & Wulin Road Historical Block
		229-229	西湖风景区梅家坞—梵村整治设计 Regulation Design of Meijiawu-Fancun in the West Lake Scenic Area
		230-230	杭州市地铁1号线周边地区城市设计 Urban Design for the Surrounding Area of Metro No.1 Stations
		231-231	桐庐老城区控规 Regulatory Detailed Planning for Old City Zone of Tonglu

Preface

Wang Xiaocun

序言

汪晓村

25年,对于一座具有悠久历史的城市而言,可能不足以道,但对于一个从无到有、由小变大、数历波折的设计院来说,是值得好好地回味、总结和思考的。浙江工业大学建筑规划设计研究院从25年前只有寥寥几人的建筑设计研究室,发展成今天有250余名员工、80多名各类国家级专业注册师、十多个领域设计资质、年产值达亿元、名列浙江省建筑设计行业 and 全国高校设计院前茅、硕果累累的甲级设计研究院,发展成绩可庆可贺,发展经验可圈可点!

设计院的成长和发展,是我国改革开放事业的真实写照,是浙江工业大学快速壮大的一个缩影,凝聚了员工们的才智、心血和汗水。以出作品集的形式来庆祝建院25周年,可能是文化人的一个偏好,其意义在于真实地记录历史,客观地记载成就,科学地探讨问题,宁静地思考未来,这种形式和行为对设计院的进一步发展,对员工自身的进一步提高都是极为有益的。为此,我为作品集的出版而喝彩!

设计院的全称是“浙江工业大学建筑规划设计研究院”,是大学的设计院。大学是什么?大学是思想的集散地,是现代文明的发源地,是引领社会文化风尚的主阵地。大学担负着追求科学真理、传承人文精神、培养社会精英的崇高使命。因此,大学的设计院注定要秉承大学的特质,在作为企业必须顺应市场经济潮流、运用市场经济法则发展自己的同时,要更多地思考现代社会的发展趋势,更多地创造符合文明社会需求的设计成果,更多地传承人文精神、引领社会风尚,更多地参与培养建设领域的优秀人才。

设计是设计者思想的表达,设计是一种生活态度,设计是一种精神奉献。设计者是辛苦的,日以继夜,冥思苦想,费尽心血和汗水;设计者是快乐的,先进的设计理论和优秀的设计作品给人们带来美的享受,给历史留下永恒的记忆和话题。我衷心祝愿浙江工业大学建筑规划设计研究院全体员工以孜孜不倦的探索与追求获取更多、更优异的成果,祝愿设计院的未来更加美好、辉煌!



浙江工业大学党委书记

2008年6月26日

25 years might seem quite trivial for a city with such a long history; but for an institute, which was built from scratch, to have expanded its scale and experienced so much growth, we should review and summarize this past quarter of a century. Started from a research room of architectural design with only a few staff 25 years ago, The Architectural and Planning Design and Research Institute of Zhejiang University of Technology has actually developed into a prolific A-Class design and research institute with over 250 staff, over 80 registered engineers in different kinds of state-level specialties, design qualification in over 10 fields and an annual worth of 100 millions RMB yuan. It is at the top of the architectural design industry in Zhejiang Province, and ahead of other design institutes of universities in China as well, experiencing delightful success fascinating growth!

The growth and development of the institute, due to a combination of staff's intelligence and diligence, is a true reflection of reform and opening in China, a miniature of this rapidly thriving development for Zhejiang University of Technology. Releasing a collection to celebrate the 25th anniversary of institute's foundation might be a preference of literati. However, this kind of expression is significant to truly record the history, to objectively inscribe the accomplishments, to scientifically study the issues and to peacefully consider the future. This collection is beneficial for further advancement of the institute, and improvement the staff themselves. Therefore, I hereby applaud this collection!

The institute, whose full name is The Architectural and Planning Design and Research Institute of Zhejiang University of Technology, is affiliated with the university. What then should we consider a university? It is a distribution center of thoughts, a cradle of modern civilization and a main position of prevailing social customs. The university undertakes a lofty mission to pursue scientific truth, to strive towards the humanistic spirit, and to cultivate social elites. While developing itself as a corporation complying with market economic trends and applying market economic rules, the university's institute is destined to inherit the qualities of the university: to think more about development trends of modern society, to create more design production in accordance with the demand of civilized society, to emulate more humanistic spirits, and to participate more in cultivating excellent talents in the field of architecture.

Design is an expression of the designer's thoughts, a kind of life attitude, and a spiritual dedication. The designer is diligent, who has to work and think day after night; the designer is joyous, whose advanced theories and outstanding work provide people with aesthetic pleasure and eternal memories. I sincerely wish all the staff, owners of a tireless drive to explore and pursue, success and also wish the institute a splendid perspective!

Wang Xiaocun

CPC Chairman of Zhejiang University of Technology

Jun. 26th, 2008

Recapture the Past, Grasp the Present, Achieve the Future

History and Prospect of The Architectural and Planning Design and Research Institute of Zhejiang University of Technology

Shan Yuchuan

重温历史、把握现在、成就未来——浙江工业大学建筑规划设计研究院发展历史与展望

单玉川

在浙江工业大学朝晖校区，一条“人”字形运河流贯校园。在“人”字上面的河畔，横跨运河的东新古桥旁，绿树丛中有一幢红砖楼房——博文园。沿着宽大的石阶拾步而上抬头望去，简洁文雅的矩形门框上镶嵌着“浙江工业大学建筑规划设计研究院”的字样。这是一个现代化的设计院，它不仅办公场所装饰现代、前卫并体现行业的特质，更重要的是它有一大批具有现代理念、充满创作激情、和成就自己梦想、实现人生价值的人。在这里，他们用自己的智慧和才华去筑就现代人居的生活，塑造城市个性的品质；他们用实际行动实践着发挥高校优势、加强产学研结合，主动为国民经济主战场服务的任务；他们用辛勤劳动和汗水铸就了今天设计院的辉煌与成就。

近十年来，设计院发展迅猛，现有在职员工250余名，具有国家级各专业注册师80人，是年产值达亿元的以建筑设计、城市规划为主业同时具有其他12个领域设计资质的甲级设计研究院。设计的工程获省部级一、二、三等奖共50余项，并在许多重大工程设计投标中屡屡中标。2001年，设计院通过了ISO9001国际质量管理体系认证。对承接的工程设计项目，因精心设计、效率高、出图周期短、后续服务佳，得到了用户的充分信任和较高评价，使设计院在社会上树立了良好的信誉，先后入选首批浙江省勘察设计行业讲信誉单位，被评为浙江省“重质量，守承诺”首批“公众三满意”单位，荣获杭州市下城区“重点企业”称号，并连续四年荣获中国银行AAA等级信誉称号。由中国勘察设计协会、《建筑时报》、《美国工程新闻记录》杂志三家联合调查公布数据显示：2004年我院获中国工程设计企业人均产值第10名，2005年我院获中国工程设计企业60强单位；由上海社科院、《设计新潮》杂志共同调查公布数据也显示：我院获中国民用建筑设计市场综合排名2006年为第36名，2007年为第34名。的确，我院在浙江省内和全国高校所属设计院中排名均名列前茅。

今年是我们国家改革开放30周年，浙江工业大学建校55周年，也是我院建院25周年。我们的发展离不开国家改革开放带来的机遇，离不开学校快速发展给我们有形和无形的巨大支持，离不开同志们在设计院历经坎坷的征途中坚持不懈的奋斗与拼搏。重温历史，了解历史，会使我们格外珍惜今天的成果，倍感身上责任的重大，更激发人们的工作热情，立志为设计院美好的明天而努力奋斗。

一、创立

1983年4月19日，在原浙江工学院土木系孙焕彬、李鸿懋等12位教师向学校申请成立浙江工学院建筑设计研究室的要求下，学校同意并正式以“浙工院[1983]34号”文件向浙江省建委提出了“关于建立浙江工学院建筑设计研究室的请示报告”。报告中明确了成立建筑设计研究室的主要任务：“对工业与民用建筑设计、结构设计中有关课题开展科学研究，以加强土木工程工业与民用建筑专业实践性教育环节，特别是毕业设计环节的指导，培养和提高学生的工程设计能力，对外承接部分建筑工程设计任务，为四化建设多做贡献”。现在已无法考证当时省建委是否批准了浙江工学院成立建筑设计研究室。在这期间教师仍忙于教学主业，只有以单玉川为首的少数教师在教学工作以外，利用业余时间主动为学校设计了机械厂铆焊车间、良渚化工厂等建筑工程设计项目。直到1985年7月16日，浙江省城乡建设厅以浙建规[1985]164号《关于颁发第三批建筑工程勘察设计的资格证书的通知》文件，明确了浙江工学院建筑设计研究室具有暂定乙级（限于教学）的设计资格，当时的资质证书编号为“浙建设证字第124号”。

取得了设计证书，土木系并没有组建正式的设计室，只是在现朝晖校区尚德苑学生宿舍4号楼一楼划出一间15平方米房间作为设计室，哪位老师接到设计任务就用这间房，当时只有李鸿懋和洪慧老师接到一些村镇规划的设计任务，带一些青年教师到那里办公，后来这间房成了土木系单身青年教师聚集交流的场所。实际上当时的设计室是一个没有负责人、没有固定设计人、没有任务来源、没有发展规划的空壳，错过了1985年全国基本建设大高潮的发展机遇。

转眼到了1987年，土木系领导考察了福州大学土木系，了解到他们建筑设计室在学科建设、社会服务、创收效益上发挥了巨大作用，感触深刻，随即研究决定向福州大学学习办好设计室。2月份土木系决定抽调结构教研室单玉川老师为设计室负责人，并抽调建筑制图教研室应建敏老师、新调入的吴萍萍工程师和新来的职



单玉川

浙江工业大学建筑规划设计研究院院长，教授级高级工程师。国家一级注册结构工程师，国家注册咨询师，浙江省勘察设计协会常务理事，浙江省土木建筑学会理事，国家商务部对外援助项目评审专家，浙江省建设厅科学技术委员会委员。

Shan Yuchuan

President of The Architectural and Planning Design and Research Institute of Zhejiang University of Technology,
Professor and Senior Engineer,
National A-class Registered Engineer of Structure,
National Registered Consultant,
Member of Standing Council of Zhejiang Reconnaissance and Design Association,
Member of Standing Council of Zhejiang Civil Building Association,
Evaluation Expert in Foreign Aid Project of China Ministry of Commerce,
Member of Science and Technology Committee of Construction Department, Zhejiang Province

A V-shaped canal flows through the Zhaohui Campus of Zhejiang University of Technology. Close to Dongxin Ancient Bridge is a red brick building – Bowen Garden in the woods. Looking over the stone steps, a line of Chinese characters stating, “The Architectural and Planning Design and Research Institute of Zhejiang University of Technology” are incised on the rectangular doorframe, which is simple but elegant. This is a modernized institute, which has not only a modern and avant-garde office building reflecting professional qualities, but also a large number of people with modern concepts, creating enthusiasm to realize their own dreams and life values. By their wisdom and talent, they create a living modern settlement and mold a quality of urban character; by their actions, they carry out the task of advancing the university, strengthening the combination of production and education, and serving on the main battlefield of the national economy; by the sweat of their labor, they make splendid and prolific accomplishments for the institute as it is.

In the last ten years, the institute has rapidly developed into a prolific A-Class design and research institute with over 250 staff, over 80 registered engineers in different kinds of state-level specialties, design qualifications in architectural design, urban planning and other 12 fields, and an annual worth of 100 millions RMB. Projects designed by the institute have won a bunch of provincial prizes, and also won many bids of important projects. In the year 2001, the institute was accredited the ISO9001 international quality system certification. The characteristics of elaborate design, high efficiency, short plotting terms and fine follow-up service have gained clients' trust and high appraisals for the institute. These characteristics have also made the institute renown as a creditable unit in reconnaissance and design industry of Zhejiang Province, one of the first groups of public-satisfied units attaching great importance to quality and credit, a “Key Corporation” of Xiacheng Area of Hangzhou City, and recipient of AAA-Class Credit title by China Bank for four successive years. According to the data collectively investigated and announced by China Reconnaissance and Design Association, Architecture Times and Engineering News-Record (USA): in 2004, the institute's per capita output value ranked No. 10 among engineering and design enterprises of China. In 2005 the institute was one of the top 60 units among engineering and design enterprises. According to the data collectively investigated announced by Shanghai Academy of Social Sciences and Design Trends, in 2006 the Institute was No. 36 in the comprehensive ranking of civil buildings design in China; in 2007 it was No. 34. Indeed, the institute is ahead of other institutes in Zhenjiang and others affiliated to universities.

It has been 30 years since Reform and Opening-up in China, 55 years since Zhejiang University of Technology was founded, and also 25 years since the institute was founded. Our thriving is indispensable to the opportunities attributed to Reform and Opening-up, through both material and intangible support by University's rapid development; and staff's persistent striving and fight under the frustrated and difficult circumstances. Recalling and understanding the past will make us treasure our present accomplishment, undertake heavier responsibilities, invigorate our work with more enthusiasm, and further, motivate us to work harder for the institute's brighter future.

I. Foundation

On April 19th, 1983, Zhejiang University approved the application, which was submitted by Sun Huanbin, Li Hongmao and other 10 teachers from original Zhejiang Institute of Technology, to found an Architectural Design and Research Room, and following submitted a “Instruction and Report on Foundation of Architectural Design and Research Room of Zhejiang Institute of Technology” to Zhejiang Construction Committee as the document “Zhejiang Institute of Technology [1983] No.34”. In the report, it defined principal tasks for founding Architectural Design and Research Room: scientific research related to industrial and civil architecture and structure design; strengthening the link between practical education for Industrial and Civil Architecture of Department of Civil Engineering, especially the conduction of graduation projects; cultivate and improve students' abilities in engineering design; undertake some tasks of design in architecture projects; contribute to four modernization's construction. Nowadays, we cannot check whether the provincial Construction Committee approved Zhejiang Institute of Technology to found such a design and research room. During that time, teachers were still focusing on education, only a few teachers like Shan Yuchuan in their spare time offered to undertake several projects like riveting and welding workshop of machinery factory and Liangzhu Chemical Factory. Until July 16th, 1985, in the document of “Zhejiang Construction Regulation [1985] No. 164, Report on Accrediting the third group of Certification of Reconnaissance and Design in Construction Project ” defined that the “Architectural Design and Research Room of Zhejiang Institute of Technology ” was entitled to have a temporary B-Class Design Qualification (limited to education), whose serial number was “Zhejiang Construction Certification No. 124”.

After acquiring the certification, Dept. of Civil Engineering did not found

工子女谈莹4人组建土木系建筑设计研究室。他们承接的第一个项目是德胜南村浙工院5号楼宿舍和杭州味精厂糖化车间,这是设计室成立以来第一次用正式图签出图的施工图,当时的条件可谓一穷二白,没有图集资料、没有经费,只得在非常艰苦环境下开创局面。后陆续调进了张俪、朱坤和、郑大玺、董子万4人,这8个人就是设计室初创时期的全部人员。1988年6月单玉川因病辞去负责人职务回教学岗位工作,由董子万任设计室负责人。

当时社会上还没有人敢提市场经济这个名词,许多人长期处在计划经济模式下去考虑问题,解决问题。所以设计室的定位不明确,没有配套政策相适应,没有作为一个企业发展所具有的人事、分配、经营权;人员素质不高,大事做不了小事又不做,闲而生怨不团结,导致设计任务匮乏,发展停缓,效益低沉,设计室面临艰难的困境中。

二、转折

1992年邓小平南巡讲话,像一股春风吹遍华夏大地,万物复苏,斗艳争芳。此时也正值国家建设部进行设计资质认证工作,目的在于:“清理整顿勘察设计市场,优化勘察队伍结构,压缩队伍总量,推进体制改革,提高设计水平,保证工程质量”。土木系设计室的生死存亡之问题又一次提到土木系和学校领导议事日程上来了。

当时土木系杨承善总支书记约单玉川谈话。主要内容有三点:①一个有土木建筑的工科院校不能没有建筑设计室,它的存在与发展对教学、科研、社会服务具有重大意义;②希望他重新回设计室领导工作;③设计室后续发展应具有面向市场的体制、模式、利益来适应市场的竞争。谈话很简短,但对设计室日后的发展方向,工作思路基本上达成共识。其后的1992年8月28日,浙江工学院第十八期党委扩大会议上做出重大决定:“同意土木系设计室扩大为设计院,该院为企业编制,实行企业化管理、自负盈亏、自我发展”。这表示学校进一步明确了办好设计院的决心和设计院发展的模式与机制。为了加快设计室的发展,针对当时土木系设计室的现状,解放思想大胆提出了与社会上声誉较好的设计单位联合办院,重新整合人力资源。当年9月,单玉川与浙江时代建筑设计所所长江华阶高级建筑师在其家里达成了合并的意向。11月原浙江时代建筑设计所的骨干成员潘丽春、周晓悦、周芬娟、李伟仁、任小明、龚泽红、陈伟东、卢忠调入浙江工学院、原土木系建筑设计室7位人员(其中朱坤和已调离)与新分配来的大学生钱权、劳晓镜一起组成新的浙江工学院建筑设计研究院。11月24日,经原浙江省教育委员会“浙教计字(1992)第278号”文件批复,同意“浙江工学院建筑设计研究室”更名为“浙江工业大学建筑设计研究院”。土木系建筑设计室多少岁月的徘徊到此结束,新的建筑设计研究院诞生了。

江华阶同志为首任院长,单玉川同志和董子万同志为副院长。新一届领导班子给设计院带来了新气象。①理清了浙工大设计院的办院理念:办出高等院校设计院的特色,即集教学、科研、生产为一体的设计院,充分利用学校优势;②明确了设计院以企业化管理模式发展,即自我经营、自负盈亏、自我约束、自我发展、摒弃以前计划经济环境下给企业发展设置的许多羁绊;③争取到独立自主的人事权与分配权。设计院调进人员首次在工大人人事管理上出现冠于“企业编制”人员。

建院一年以后,设计产值从以前10多万元上升到150万元,设计面积达32万平方米,设计了我院第一幢高层建筑:杭州港航大楼(25层,80米高,建筑面积4万多平方米),这是一个飞跃。几年后设计人员发展到30多人,各专业人才基本配齐,购置了十几万元的计算机及应用软件,办公条件也得到改善,初具了进一步壮大发展的基础。

1996年4月,江华阶因到退休年龄辞去院长职务。学校任命原建工学院副院长周公宁任第二任设计院院长。

三、发展

1996年7月15日,学校党委任命单玉川为常务副院长并全面主持设计院的工作(1997年4月由单玉川任设计院法人代表)。当时设计院工作几乎全面停顿,人心涣散,甚至出现了发不出工资的绝境。面对濒临倒闭的局面,单玉川在任职感言中曾这样说过:“我们正处在一个日新月异、风云直上的社会大发展环境中,当历史把机遇推到我们面前时,只有智者和勇士才能紧紧抓住它。机会绝不惠顾那些麻木和懦弱之人,市场经济的残酷性,在于它那冷漠无情的竞争性——不进则退、退则必亡。现代社会将只为强者和成功者竖立丰碑。放眼社会、反观自身,设计院现在的境遇可谓困难和希望同在,机遇和挑战共存,只要我们同甘共苦,励精图治,我们的希望会因磨炼而愈加放出光彩”。单玉川背负着压力,手攥着向两位成功校友个人借贷的20万元钱上阵了。

单玉川上任伊始,大刀阔斧做了如下几件事:

从人事制度、分配制度、劳动制度、企业成本核算为切入口,加强管理,首次制定了设计院各岗位工作职责,在浙江工业大学校内率先进行全员聘任制,打破设计院原有的干部群众之分、职称高低之分、学历高低之分、年老年轻之分的界线,一律实行能者上,庸者下,优胜劣汰;双向选择,择优录用,自愿组合设计团队。奖金分配上实行按劳取酬,设计产值累进提奖制,体现多劳多得、少劳少得、不劳不得。在全省设计行业,首先进行了设计院下属设计所一级的成本核算,把原院部控制的总成本,按项目按设计所分摊管理包干使用,杜绝浪费,使生产成本走入良性循环。

经营上坚持按市场经济的规律办事,主动去适应市场、拓展市场、加强市场营销力度。



a formal design room, but marked a 15-square-meter room as the design room located on the ground floor of No. 4 Student Dormitory in the Shangde Garden of Zhaohui Campus, which could be utilized by anyone who undertakes a task. At that time, only Li Hongmao and Hong Hui went there along with several young teachers for work. Later, it became a center for single young teachers from Dept. of Civil Engineering where they could gather and communicate with each other. Actually, it was merely an empty room with no person in charge, no permanent designers, no tasks and even no developing scheme. Eventually, we missed the golden time for national infrastructure construction in 1985.

Then in 1987, leaders of Dept. of Civil Engineering visited Dept. of Civil Engineering of Fuzhou University, and became aware of the function of architectural design room in disciplinary construction, social service and incomes. Such a sensible experience brought about the immediate decision to make the design room a success by learning from Fuzhou University. In February, the department decided to transfer Shan Yuchuan, who was going to take the charge of the Room, from the structure teaching-research section, and Ying Jianmin from the architectural plotting teaching-research section, along with Wu Pingping and Tan Ying to run the Room. The first project they undertook was the No. 5 dormitory building of Zhejiang Institute of Technology in South Desheng Village and the saccharification workshop of Hangzhou Monosodium Glutamate Plant. It was the first time working drawings were finished with formal labels. Because of poverty and blankness, we did not have an atlas, information or funds, and we had to open up the new prospect under harsh conditions. Subsequently, Zhang Li, Zhu Kunhe, Zheng Daxi and Dong Ziwan were transferred into the Room one after another. These eight people were the initial intire staffs when the Room was newly founded. In June 1988, due to illness, Shan Yuchuan resigned from the post of person in charge, and Dong Ziwan took over the Room.

A lot of people were accustomed to consider and solve problems in the mode of planned economy at that time, so, not a single person dared to bring forth the term--market economy. Many negative factors, for example the obscure orientation of the Room, no corresponding policies, no departments of human resources, assignment and management which should be essential for corporation's development, low quality of staff, improper attitude toward work, endless complaints and disunity, resulted in lack of tasks, sluggish development and low profits. The Room was in a difficult situation at that very moment.

II. Transition

The spirit of Mr. Deng Xiaoping's speech during his whirlwind tour of south China in 1992 spread all over China, everything was refreshing and blooming. The Ministry of Construction was carrying on design qualification certification in order to "clear up and regulate the market of reconnaissance and design, optimize the team structure of reconnaissance and design, compress the total volume, boost the system reform, enhance the design level and guarantee the project quality." The problem of the fatal future of the design room returned to the top of the agenda.

General Secretary of Dept. of Civil Engineering Yang Chengshan had a conversation with Shan Yuchuan. The major contents were: I. A college of technology which has Dept. of Civil Engineering could not live

without an architectural design room, whose existence is significant to teaching, scientific research and social service; II. Hope Shan could return to design room; III. The design room should have the market-oriented system, mode and benefit to stand up to the market competition. The conversation was brief but clear and definite for the future of the design room. On August 28th, 1992, it was decided at the 18th enlarged meeting of the party committee of Zhejiang Institute of Technology that everyone "agrees to extend the design room to design institute, change to corporation staffing, and implement corporate management, sole responsibility and self development". It marked that Zhejiang University further defined the determination to develop the design room, and mode and system of the institute's development. They improved the design room in view of the situation by emancipating the mind and bringing forth the ideas that run the institute, combined with design units with good reputations and re-integrated human resources. In September, Shan Yuchuan and Senior Architect Jiang Huajie, Director of Zhejiang Times Architectural Design, reached an agreed to come together over the institute. In November, original mainstays from Zhejiang Times Architectural Design, like Pan Chunli, Zhou Xiaoyue, Zhou Fenjuan, Li Weiren, Ren Xiaoming, Gong Zehong, Chen Weidong and Lu Zhong, were transferred into Zhejiang Institute of Technology, joining the original 7 staff (Zhu Kunhe had left the post) from the design room, and newly transferred graduates Qian Quan and Lao Xiaojing thus formally establishing The Architectural Design and Research Institute of Zhejiang Institute of Technology. On November 24th, in the reply "Zhejiang Education Plan (1992) No. 278" from the former Education Committee of Zhejiang Province, they agree to change "The Architectural Design and Research Institute of Zhejiang Institute of Technology" to "The Architectural Design and Research Institute of Zhejiang University of Technology". The time of the wandering design room finally was over, a new architectural design and research institute was born.

Jiang Huajie was the first President of Institute; Shan Yuchuan and Dong Ziwan were the vice-presidents. The new leadership brought some changes. I. Straighten out the principles of running the institute by showing characteristics of the design institute of university, namely an institute integrating teaching, scientific research and production, while taking advantage of the parent university; II. Define the development model of corporate management for the institute, namely self operation, sole responsibility, self restriction, self development and banishing the fetters set up in the mode of a planned economy; III. Strive for independent right of human resources and assignment. Newly transferred staffs who have "corporational staffing" first appeared in personnel management of Zhejiang University of Technology.

One year after the institute's founding, design output value boosted from 100 thousand RMB to 1.5 million RMB, and the design area summed up to 0.32 million square meters. Additionally the institute designed a high-rise building for the first time: Hangzhou Ganghang Building (25-floor, 80 meters high, building area's over 40 thousand square meters). It was quite a leap. After several years, it had over 30 personnel who basically covered every specialty. Computers and application software valued over a hundred thousand RMB were procured to improve the office conditions. All of the above laid the foundation for further development.

In April 1996, Jiang Huajie retired, and the original Vice-President of the Institute of Architecture and Civil Engineering Zhou Gongning was

在未恢复生产以前,贷款花巨资为每人购买一台电脑,组织培训设计人员计算机绘图基本技能,这为后来提高生产效率,提高设计质量起到巨大作用,这也使我院成为全省设计行业首先甩掉图板用电脑进行设计,并且CAD制图率达100%的设计单位之一。

1997年2月3日,建设部“建设[1997]19号”文件,正式批准设计院为建筑工程设计甲级资质单位,证书编号120121。这表明设计院经改革整顿,职工们努力拼搏后,获得又一大成果,验证了学校采取的措施、我们制定的方向、所走的路没有错。同时,为设计院的进一步快速稳健发展创造了条件,奠定了胜利的基础。

近10年来,设计院坚持以市场为导向,企业化运作为操手,与时俱进促管理,在思想认识、实践运作、人才培养方面到位正确,取得突飞猛进的发展和成绩。

①经济规模迅速成长。设计产值从1997年263.36万元到2007年9981.92万元增加了37.91倍,设计产值每年按平均44.82%速度递增;资产总额从1997年115.60万元到2007年11705.65万元增长了123.53倍;注册资金从14万元增加到600万元;近五年上交税收2080.75万元;上交学校和建工院1257.30万元;资助公益活动150万元。

②工程设计资质逐渐申报齐全。工程设计资质由单一的建筑设计资质发展到建筑、市政、岩土、风景园林、城市规划、工程咨询、造价分析、智能化、环境污染防治、招标代理等12个设计资质。

③质量稳步提高。建立了一套科学的完整的质量管理体系,培养了一大批国家级注册工程师,获省部级优秀设计奖的设计项目数量众多,有210篇学术论文在各类杂志上发表,参编了数部设计规范,设计了浙江省第一座最高楼——杭州开元名都大酒店(210米高,42层,五星级大酒店)。

④制度日趋完善管理逐步现代化。建立了一整套适应市场变化,适合自身发展的人事、劳动、分配制度,企业管理模式,经营运作方式。在设计行业较早全面使用计算机的管理系统,进行业务和行政管理。

⑤社会声誉不断提高。参与许多地区重大工程的规划设计,荣获许多荣誉,排行榜上有名。目前在全省设计行业,全国高校所属建筑设计院同行内名列前茅。

总结设计院这10年来的发展,可以看出设计院的领导与职工时时刻刻把“开拓、创新、务实、求精”作为企业的宗旨,“以管理求活力,以质量求生存,以信誉求发展”作为我们的工作内容与指南,把“成为行业内公认的最优企业”作为我们的奋斗目标。归纳起来做了如下的工作:

坚持不断机制创新,探索最适合企业发展的模式。

设计院领导班子始终能自觉学习党的方针政策和社会主义市场经济理论,勤于思考,善于理论结合实际,解放思想勇于改革,在设计市场激烈竞争中保持先人一步,快人一拍,高人一筹的态势。

在2000年的初期,全国设计单位正处在股份制改造浪潮之中,国企优秀人才纷纷出走之际,设计院果断实施了名师挂牌制,以他们名字命名成立工作室,吸引院外许多优秀人才的加盟,同时也稳定了设计院内部优秀人才的外流,发挥了优势群体在激烈市场竞争中的作用。

以“品牌统一、质量统一、财务统一、信息统一”为全院经营生产管理之纲,放权搞活下属设计所的经营生产之网,完善院所二级管理体制,制定院、所、个人利益分配机制,使企业充满勃勃生机与活力。

完善职工考评及聘任机制,三年进行一次全员聘任工作,重组上岗,与时俱进,不断完善和制订一套适应市场竞争、激励员工干劲、促进企业发展的奖金分配政策,设计院从过去单一考核完成产值计奖向综合能力评分计奖转变,以此来充分体现设计人员在企业发展中的创新能力,协调能力,公关能力,知识能力和技术能力。

适应不断的形势变化,不断调整企业流程的重组,注重管理的信息化、数字化、现代化。2003年在浙江省建筑设计行业内率先使用企业管理信息系统,2008年又进行了更版换代,这使我院的设计效率和管理效率得到大大提高。

坚持以人为本,制定企业人才发展战略与激励机制。

设计院是智力密集型企业,我们深深懂得“人”是企业生存发展的第一要素,因而人才的成长、发展、创新环境是至关重要的。设计院适时地制定了五年人才发展规划,构建人才梯队,明确人才需求、成长、使用的原则。用正确的利益导向凝聚人;用历史的机遇造就人;用制度约束人;用模范行为带动人。

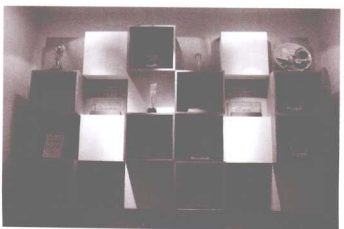
在设计院采用师傅带徒弟方式提高年轻人的进步与成长;设置不同类型的先进人物评选以激发人们各尽所能积极向上;加大出国考察力度,增强国际视野,从设计匠向设计大师方向上培养;出资送各类人员进行现代企业管理的进修学习,把单一的技术人才向综合素质人才发展以适应市场竞争。

总之在设计院,给你一个空间,让你尽情挥洒自己才情;给你一段时间,让你充分展示自我风采;给你一个支点,让你撬起一片事业的新天地。

坚持与加强企业文化建设,树立企业知名品牌。

我们深深懂得:企业文化是企业赖以生存和发展的灵魂,是推进企业进一步发展,增强企业凝聚力,有效提高企业核心竞争的关键。随着设计院的发展,我们提炼出符合我院发展的企业核心价值观、企业精神、企业宗旨、企业伦理、企业道德,也就是企业文化追求的人与企业共有的四品:品德、品质、品位、品牌。

品德:设计院每一员工与设计院的发展荣辱相融、命运共存,设计院的竞争压力也应层层分解传递、人人



appointed as the second Present of the design institute.

III. Development

On July 15th, 1996 Shan Yuchuan was appointed as Standing Vice-President by the party committee of the university to preside over the institute. (In April 1997 Shan Yuchuan formally accepted legal representative of the institute.) At that moment, the work had come to a standstill, team's unity had been undermined and the payroll was hardly met. While facing a sleepy institute, Shan Yuchuan said, "we are in such a circumstance with rapid changes that only the wise and warrior can grasp the opportunity which is in our ways. Opportunity will not patronize cowards. The cruelty of market economy lies in its cold competitiveness – moving forward or falling behind. Only the strong and the victorious will be remembered by modern society. Look at the whole society and then examine ourselves within it. The institute confronts both difficulty and hope, both opportunity and challenge. Standing together through thick and thin will polish the institute's prospect." Shan Yuchuan presented himself with heavy responsibilities and loan of 200 thousand RMB from his alumni.

As soon as Shan Yuchuan took office, he made sweeping changes: He embarked on a personnel system, assignment system, labor system and cost accounting similar to a corporation, while he strengthened the management. He was the first to adopt an appointment system in Zhejiang University of Technology to break down the differences between cadres and the masses, high and low titles, high and low education backgrounds, the young and the old, to develop the superior and eliminate the inferior. He adopted the principles of two-way selection, admitting who are best qualified and teaming up voluntarily. He also implemented the principles of paying each staff according to his/her work, allocating bonus according to his/her progressive design output, which showed that the greater the contribution, the higher the pay would be; the less the contribution, the lower the pay would be; and if there was no contribution, there would be no pay. In the provincial design field, the institute was the first to implement cost accounting in a design firm affiliated to a design institute in order to make the utmost of the total cost controlled by the department originally, eliminate waste and form a benign circle of production cost.

In operation, he persisted in market economy rules, adapted to the market, developed market and strengthened market management. Before the institute restored production, he used loans to procure computers for every staff person, organized staff to learn basic computer drawing abilities to improve production efficiency and design quality in the future, which made the institute one of the first group of units using computers and CAD to draw instead of boards.

On February 3rd, 1997, in the document "Construction [1997] No. 19" from the Ministry of Construction, the institute was formally accredited the A-Class Qualification Certification of Construction Engineering Design, whose serial number was 120121. It represented a huge achievement after the system's reform and rectification and staff's diligence; it showed approval for the path we chose as well and lay a foundation for future success.

In the past ten years, the institute persisted through the guidance of the market, enterprise operation as an instrument, and management keeping pace with the times. Correct conduction and choices in ideological understanding, practical operation and talent training have

brought a lot of development and achievement.

I. Economic scale boosted. Design output value increased from 2.6336 million RMB in 1997 to 99.8192 million RMB in 2007, 37.91 times the 1997 figure, boosting 44.82% on average per year; total assets increased from 1.156 million RMB in 1997 to 117.0565 million RMB in 2007, 123.53 times the 1997 figure; registered funds increased from 0.14 million RMB to 6 million RMB; pay taxes of 20.8075 million RMB in recent five years; the institute turned over to University and Architectural and Civil Engineering Institute a sum of 12.573 million RMB; and sponsored public welfare of 1.5 million RMB.

II. Declaration for qualification certification of engineering design completed gradually. Starting from a unitary qualification certification in architectural design, it then has qualification certifications in 12 different fields including architecture, municipal, geotechnical, landscape architecture, urban planning, engineering consultation, cost analysis, intelligence, environmental pollution control, and bidding agency.

III. Quality enhanced steadily. A set of scientific and complete quality management systems have been established. A group of national level registered engineers were cultivated there, while a great number of design projects had won many provincial prizes of excellent design, and 210 academic papers were published. They also participated in compiling several design norms, and designed the first high-rise building in Zhejiang Province – New Century Grand Hotel Hangzhou (210 meters high, 42-floor, five-star hotel).

IV. System improved, management modernized. A set of personnel systems, labor systems, assignment systems, management modes and operation modes, which adapted to market change and self-development, has been established. Computer management systems were used earlier than others in the field of design to carry out business and administrative management.

V. Social reputation improved continuously. It participated in planning and designing major projects in many areas and won a number of honors building a good reputation. Nowadays, the institute is ahead of other design institutes affiliated to universities in China.

To sum up this ten-year development, we can tell the whole staff take "development, innovation, practicality and refinement" as the aim of corporation; "seeking vitality by management, seeking living by quality, seeking development by credit" as the work content and guidance; "to be the best corporation universally acknowledged in the industry " as our target. Work can be summarized as follows.

Adhere to and continually innovate systems, seeking the most favorable mode for corporation's development.

Study the leadership guidelines for CPC and market economy theories in socialism consciously. They are diligent in thinking and good at combining theory with practice. They bravely open minds to reform, and keep the lead in the strong competition of design market.

At the beginning of the year 2000, while the whole national design units were in the wave of shareholding system transformation and many talents were leaving state-own corporations, the institute decisively carried out a shingle-hanging system of famous teachers. Design rooms were named after those teachers in order to attract more talents to join in and prevent the brain drain. The advantage group played a vital role in the fierce market competition.

The operation, production and management statement of the whole institute, "to unify the brand, quality, finance and information", authorized and invigorated the network of operation and operation of