



Building Leadership Capacity Envisioning University Future

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中外大学校长论坛文集

教育部中外大学校长论坛领导小组



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BEIJING 2002





2008年奥运会北京奥运会火炬接力传递活动

火炬接力传递活动









在中外大学校长论坛 开幕式上的致辞

(代序)

教育部部长 陈至立

在风景秀丽的北京，酝酿已久的中外大学校长论坛隆重开幕了。我们有幸邀请到来自国内外著名大学的校长，共同探讨高等教育的重大课题，交流有益的经验，这具有非常重要的意义。在此，我谨代表中华人民共和国教育部，向远道而来的各位来宾，向在座的中外教育同行，表示热烈的欢迎和诚挚的感谢！

教育是人类文明进步与繁荣的重要标志，是经济社会发展的重要动力源泉。在人类不懈奋斗、竭力前行的历史进程中，教育承担了不可替代的使命和职能，发挥了重要的作用。早在两千多年前，中国先秦时期一部经典著作《大学》这样说：“大学之道，在明明德，在亲民，在止于至善。”这一教育思想与一千多年后发祥于欧洲的近代大学开启智慧、弘扬文化、传播知识



的精神是相通的。千百年来这一传统薪火相传，经历了历史长河的洗礼而历久弥新，显示出蓬勃的生命力。大学作为最高学府，从为少数人提供专门训练到高等教育的大众化，从学术的象牙之塔到与社会的联系日趋紧密，从相对封闭到置身于社会生活的中心，不仅在知识生产、传播方面起到重要基地的作用，并且不断地为政府和社会提供各种各样的咨询服务和课题研究，成为促进社会发展与进步的“思想库”，成为哺育知识型企业的“孵化器”。大学的形态、功能和使命，随着这一系列历史性演变，而不断丰富、发展和拓展，发挥着越来越重要的作用。

历史的脚步已经跨入21世纪，科学技术迅猛发展，知识经济扑面而来，人类社会面临着深刻的变革。时代赋予大学新的使命和丰富的内涵，也提出了前所未有的挑战和变革要求。

未来的大学，将在知识创新、知识传播和培养人才等方面承担更加重要的使命。大学将成为培养和造就高素质的创造性人才的摇篮，成为认识未知世界、探求客观真理、为人类解决面临的重大课题提供科学依据的前沿，成为知识创新、推动科学技术成果向现实生产力转化的重要力量，成为民族文化与世界先进文明成果交流借鉴的桥梁。

未来的大学发展将更加多样化，发展空间和方式将得到不断的拓展，将以不同的层次、类别、形式满足人们的不同需要，受教育者的成分将更为复杂和多样化，高等学校更加重视人的全面发展，形成鲜明而丰富多彩的办学特色。

未来的大学与社会的联系将更为广泛和紧密，对社会的影响力将日益增大，为国家、民族和个人的发展承担起更为重要的责任。大学将利用自身的知识和人才优势，直接参与经济生活和社会生活，为国家发展提供不竭的动力。这种趋势必将使大学成为所在地区政治、经济、文化的一个重要组成部分，成为人的全面发展中不可或缺的关键一环。

未来的大学将建立起更为灵活和富有活力的学习制度，适应终身学习的发展趋势。今后大学将按照以学生为中心的学习新思路和新模式重新组织教学、设置课程，提供更加宽松的学习环境，为社会成员提供各种形式的终身教育机会创造条件，使学习者拥有更为灵活的受教育的选择权和机会。



未来的大学将顺应经济全球化和科学技术迅猛发展的潮流,在更迅速的技术创新、更快捷的知识流动和更激烈的人才竞争中,谋求自身发展,全球范围内的教育交流和合作将进一步加强。现代信息技术极大地拓展了教育的时空界限,大学的资源将跨越时空,为更多的学校和学习者所共享。

大学的这种新的发展趋势,对学校管理提出了更高的要求。现代的大学必须有现代的管理,一流的大学必须有一流的管理,大学校长责任重大。时代要求大学校长具有战略思维和长远眼光、国际视野和前沿意识,善于进行科学的定位和制定长远发展战略,善于协调大学与社会的关系,善于动员和配置各种资源。世界各国的大学有着共同的人类文明渊源,又深深植根于各自所处的社会、历史和文化土壤之中,形成各具特色的办学传统和风格。因此,中外大学校长在此进行交流、研讨,具有特殊的意义。

中国是一个发展中国家,具有现代意义的大学刚刚走过百年的历史。一个多世纪以来,中国的高等教育事业从无到有,从小到大,取得了长足的发展。

进入新的世纪,中国政府确立了“人力资源是第一资源”的指导思想,更加重视高等教育在促进经济和社会发展中的重要作用。为更好地发挥科技和教育在推动中国现代化进程中的基础性、全局性和先导性作用,中国政府确立了“科教兴国”的战略,进一步加大对教育的投入,加快了教育改革与发展的步伐,力求使之与21世纪中国经济和社会的发展趋势相适应。在高等教育方面,中国高等教育正在经历着自她诞生以来最为深刻的变革,面临着历史上最好的发展机遇。到2001年,全国普通高校在校生由1998年的643万人提高到1214万人,增长了89%。高等教育毛入学率由1998年的9.8%提高到13.2%。

通过“共建、合作、调整、合并”等措施,我们大规模地进行了教育资源的整合,打破了原来条块分割的局面,高等教育体制和布局发生了历史性的变化,为高等教育发展扫清了体制性障碍;改变了一些学校学科单一的状况,形成了一批学科齐全的高等学校,加强了多学科融合和跨学科人才的培养,大力改善了办学条件,促进办学观念的更新,提高了大学的整体



实力。可以说,21世纪的中国高等教育的发展有了良好的体制基础。

我们正在进行人才培养结构及学科专业结构的调整,以保障我国经济结构战略调整和产业升级对人才的需求。我们始终把提高质量作为高等教育发展的主题,十分注意推动教师更新教育观念,促进自然科学和人文社会科学的交叉渗透,重视学生全面素质的培养,注意用最新的知识成果、教育方法和手段教育学生。

计算机网络和多媒体技术对大学教育影响深刻,顺应这种潮流,我国已有67所大学举办了网上大学课程。中国政府将抓住新技术革命带来的机遇,大力发展网络教育和现代远程教育,向社会公众提供各种学习途径和培训机会。

我们注意发挥高等学校在发展高新技术产业方面的重要作用,积极探索高校高新技术转化为现实生产力的有效途径。近些年来,中国出现了北大方正、清华紫光、东大阿尔派等为代表的一批高校高新技术企业。在高校集中的地区已经建立了22个国家大学科技园。由大学派生或衍生的高新技术企业已成为我国经济增长的新的生长点。

这些新的发展,使得中国高校的组织形式、规模、发展战略、竞争策略等都正在发生深刻变化。学习世界各国的管理经验,在大学管理上有所突破和创新,是十分必要的。

我们希望这次论坛,能够对当前高等学校发展中大家所普遍关心的问题,进行深入的研讨。我们尤其希望通过对大学领导和管理的成功要素,大学发展目标与战略调整,人才培养模式的创新,学科以及师资队伍建设,大学资源开发与配置,以及现代大学管理模式等课题进行研究,促进大学领导者拓展国际视野,提高战略思维和领导管理水平,增强创新意识和能力,促进国际合作与交流。

这次中外大学校长论坛是在我国加入世界贸易组织以后举行的,对中国高等教育的进一步对外开放将起到十分重要的推动作用。希望中外大学校长通过论坛,加深相互了解,建立友谊,建立更广泛的合作关系。

最后,预祝这次中外大学校长论坛取得圆满成功!



Speech at the Opening Ceremony of Chinese-Foreign University Presidents Forum

Chen Zhili Minister of Education

In the picturesque city of Beijing, the Chinese-Foreign University Presidents Forum is declared open after a long period of preparations. We feel very honored to have invited presidents from well-known Chinese and foreign universities who have on their shoulders the important mission of jointly discussing the major issues and exchanging experiences concerning higher education. On behalf of the Ministry of Education of the People's Republic of China, I would like to extend a warm welcome and sincere gratitude to all the guests from afar and both Chinese and foreign educational colleagues present here today.

Education, a symbol of progress and prosperity of human civilization, provides a strong motive force for socio-economic development, shouldering an irreplaceable mission and function and playing a major part in human history characterized by unremitting struggle for progress. According to "The Great Learning", a classic written prior to the Qin Dynasty over 2000 years ago, "The purpose of the great learning is to acquire the universal truth and disseminate it among the people until the best result is achieved." This educational thinking coincides with the spirit of unleashing human intelligence, promoting cultural development and spreading knowledge advocated by the modern higher education originated from Europe more than a thousand years later. Emerging fresh and vigorous from the test of history, this tradition has been like a torch being passed on from generation to generation over the years. As institutions of higher learning, universities have turned from a place providing special training to a small number of people to one popularizing higher education,



from an academic ivory tower to an integral part of the society and from a closed shop to the center of social life, not only serving as the basis for knowledge generation and dissemination, but also providing the governments and the society with all kinds of consulting services and research results, thus becoming the “braintrust” driving social progress and the “incubator” cultivating knowledge-based enterprises. The form, function and mission of the universities have been enriched, developed and expanded with the above historical changes and the ever-growing role they play.

The footstep of history has marched into the 21st century when human society is facing profound changes as science and technology are evolving fast and knowledge economy is approaching with a vengeance. Our era has bestowed new mission and rich meaning on universities and also posed unprecedented challenges and reform demand.

The universities of the future will bear greater responsibilities in knowledge renewal and dissemination and talent upbringing and become a cradle for nurturing and training people of high quality and creative capability, standing in the forefront of discovering the unknown and objective truth and providing the scientific basis for addressing the major issues faced by mankind, driving knowledge innovation and translation of R&D results into real productivity and building a bridge between the splendid national cultural heritage and advanced achievements from other civilizations in the world.

The universities of the future will be more diversified and keep pushing back the boundaries of space and form to satisfy the varied needs of people at all levels, in different categories and in varying forms. As education receivers come from more diverse backgrounds, institutions of higher learning should be focusing on the all-round development of a person and offer distinct and colorful features in running schools.



In the future, the universities will be more extensively and closely tied with the society, having a growing influence on society and taking heavier responsibility for the development of the countries, ethnic groups and individuals. The universities will take advantage of their strengths in knowledge and talents to get directly involved in the socio-economic life and act as an inexhaustible powerhouse for the national development. Such trend will inevitably turn universities into a key political, economic and cultural component of the areas in which they reside and an indispensable link in the all-round human development.

The universities in the future will put in place a more flexible and lively learning system to comply with the growing trend of life-long education. They will reorganize their teaching and courses according to the new student-centric educational concept and mode and create a freer learning environment, in order to lay the basis for offering all types of life-long education opportunities to the public at large and provide them with more flexible choices and opportunities for receiving education.

The universities of the future will move along with the deluge of economic globalization and technological development and seek self-improvement in an environment of faster technological innovation, more rapid knowledge flow and more intense competition for talents, which will lead to more frequent educational exchanges and cooperation on a global basis. Modern information technology has immensely extended the scope of education, enabling the university resources to transcend time and space and be shared by more schools and learners.

This new trend of university development has posed more stringent requirements on school management. That modern universities should be placed under modern management and top-notch universities should be supported by top-notch management has placed a huge responsibility on university presidents who are requested by our times to acquire strategic way of thinking and



foresight as well as global vision and forward-looking mindset and be good at harmonizing the relationship between universities and the society and mobilizing and deploying various resources. The universities all over the world share the common origins of human civilization and are deeply rooted in the social, historical and cultural soil of their own countries, thus giving rise to their unique educational traditions and styles. It is therefore of special significance for Chinese and foreign university presidents to exchange views and discuss issues at this meeting.

Since China is a developing country, the Chinese universities in a modern sense have just turned over their 100 year chapter in history. In over century or so, the higher education in China has grown from scratch to a large-scale undertaking and has made tremendous progress.

Since the turn of the century, the Chinese government, under the guiding thinking that “the human resources are the No.1 resources”, has placed higher importance on the role played by higher education in boosting socio-economic growth. To give better play to the basic, overall and leading role of science, technology and education in advancing the modernization drive in China, the Chinese government has formulated the strategy of “invigorating the country with science, technology and education” and further increased input in education to quicken its pace of reform and development in the hope of adapting it to the momentum of socio-economic development of China in the 21st century. The Chinese higher education is undergoing the most profound reform since its birth and is faced with the best ever development opportunities in history. By 2001, the number of students studying in regular institutions of higher learning had increased 89% from 6.43 million in 1998 to 12.14 million and gross higher education enrollment gone up from 9.8% in 1998 to 13.2%.

By adopting such measures as “joint facility building, cooperation, readjustment and merger”, we have consolidated educational



resources on a grand scale, broken the traditional segmentation by regions and sectors, introduced historic changes to the structure and distribution of higher education and cleared institutional barriers to higher education development. By changing some universities offering limited courses to ones providing full courses, we are more capable of bringing up people with interdisciplinary knowledge and have enhanced the overall strength of the universities by improving university management and helping update educational concept. It is fair to claim that solid structural groundwork has been laid for the development of the Chinese higher education in the 21st century.

We are in the process of adjusting the structures for talent training and specialty teaching to ensure supply of human resources for the strategic economic restructuring and industrial upgrading in China. We have always given priority to quality improvement in higher education development, paying particular attention to the teachers' educational concept renewal, the marriage between natural science and humane and social sciences, the development of students' overall quality and the education of students with the latest knowledge, educational means and methodology.

Computer network and multimedia technology have had a profound impact on university education. Conforming to the tide, 67 Chinese universities have offered courses on-line. Our government will seize the opportunity brought by the new technological revolution to vigorously promote on-line education and modern distance learning in order to provide diversified learning media and training opportunities to the public.

We stress the important role of the institutions of higher learning in developing hi-tech industry and look hard for effective means to turn hi-tech into real productivity. In recent years, a number of hi-tech companies such as Founder of Beijing University, Tsinghua Ziguang and Alpine of the Northeast University have emerged in China. So far, 22 national university science parks have been



established in areas of high university concentration. The hi-tech spin-offs from universities have become the new growth points of our economy.

These new developments have led to in-depth changes in the organization, scale, development strategies, competition policies, etc. of the Chinese universities. It is crucial to learn from the managerial expertise of other countries and effect breakthroughs and innovations in university management.

It is our wish that the common concerns arising from university development today be thoroughly addressed at this forum. We especially hope to help university leaders broaden their horizon internationally, improve their strategic way of thinking and the level of leadership and management, enhance their spirit and capability of innovation and facilitate international cooperation and exchanges by summing up the factors contributing to the success in university leadership and management, adjusting the development goals and strategies of universities, introducing new talent training modes, building up disciplines and faculties and studying issues such as university resource development and deployment as well as modes of modern university management, etc.

The Chinese-Foreign University Presidents Forum, which has been conducted after China's entry to WTO, will extremely facilitate the further open policy of Chinese Higher Education. It is helpful for Chinese and foreign university presidents to promote mutual understanding via the forum, and to establish friendship and a broad relationship of cooperation.

Finally, I wish this Chinese-Foreign University Presidents Forum full success.