

高校后勤社会化改革丛书

*Socialization of Rear Services
in Institutions of Higher
Education from the
World Perspective*

高校后勤社会化
全球视野

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前 言

一场深刻的变革在中国高等学校迎接新世纪的进程中正在进行。在 1999 年 11 月召开的全国高校后勤社会化改革工作会议上,李岚清副总理深刻地指出:“高校后勤社会化改革的实质,是要实现我国高等学校办学模式的重大转变”,“要改变政府包办高等教育的模式,将本该由社会办的事情交给社会,使学校集中精力搞好教学、科研,同时为学校的发展腾出空间。”岚清同志的讲话从根本上揭示了高校后勤社会化改革的意义和方向,是我们继续推进改革的基本指导原则。

高校后勤社会化改革所要解决的问题主要集中在这样几个方面:打破高校包办后勤的局面,改变高校一家一户自办后勤的模式;沟通社会资源为高校所用的渠道,促使高校后勤部门之间、高校后勤与社会第三产业之间的联合,提高后勤的规模效益;建立多渠道筹集资金的机制,吸引社会企业和个人投资建设和管好后勤设

施；改革高校后勤事业型和福利化的运营机制，引进现代企业的管理方式、竞争机制和经营理念，进一步调动后勤干部职工的积极性，提高后勤工作的效率，从而更好地为教学科研和师生服务。

在去年的会议之后，全国各地大力推进高校后勤社会化改革，并在借助社会力量，多元筹资建设学生公寓；促使后勤部门从学校规范分离，组建企业化的后勤实体；实现更大规模的后勤联合，提高规模效益；以及引进社会企业进校服务，进一步建立有序的竞争机制等方面取得了很大进展。经过一年多的改革实践，各地在改革过程中有很多新的经验和体会，也遇到了一些难题和挑战，迫切希望创造一个交流探讨的机会。

我国高校后勤社会化改革具有中国的特点，是我国从计划经济体制向社会主义市场经济体制过渡过程中高等教育的必然选择。随着中国加入 WTO 即将成为现实，中国经济、社会的方方面面不可避免地受到国际新规则的冲击和挑战，其中也包括高等教育和高校后勤管理的领域。高校后勤工作要想很好地迎接挑战，必须认真学习邓小平关于教育和改革的理论，不断借鉴工业、商业、金融等领域内改革的经验，同时，也必须了解并借鉴国际高校后勤管理的先进经验。

为此，我们特举办高等学校后勤社会化国际论坛。希望通过这次会议，为大家创造一个了解借鉴国际上高校后勤管理的先进经验、交流学习国内高校后勤改革体会的场所和机会。

本书是这次会议召开前提交论文的汇编。这些论文从不同的角度对当前高校后勤社会化改革和工作过程中面临的问题进行了研究和探讨,有的针对当前后勤社会化改革过程中遇到的困难和问题,从理论与实践的结合上加以分析;有的针对一所高校或一个地区的改革实践,着重总结经验,同时也对当前改革过程中遇到的难题进行理论思考和操作方法的探讨。由于全面改革尚处于初始阶段,大家对当前改革中存在的问题的看法可能不完全一致,但从另外一个角度来说,会议的目的就在于研讨,所以在将论文收入文集时,我们尊重作者的原意,只在文字上稍加修改,而不在具体的内容上做大的变动。

本次“高等学校后勤社会化国际论坛”以“学生生活、财务管理及后勤人事改革”为主题。所以论文以后勤社会化改革的内容为主,同时包含了关于高校财务、后勤人事管理的内容。为了给会议代表提供更多的背景资料,我们将教育部规划发展司组编的《若干国家后勤管理概况》作为附录,以备参考。

本文集由上海市教育委员会薛沛建负责组织,陈国良、卜中和、晏开利、魏志强负责本书的组稿、修改工作,最后和主编一起审定全稿。上海市教育科学研究院高等教育研究所、上海市高校后勤社会化改革研究中心具体负责编写“高等学校后勤社会化国际论坛背景报告”。

本次国际论坛的召开,美国宾夕法尼亚大学严正女士和教育研究院国际交流办公室为邀请国外代表与会

前 言

以及提交论文做了大量工作,在此表示衷心的感谢。

因为时间仓促,文集编辑过程中可能出现一些缺点错误,欢迎批评指正。

编 者

2000 年 10 月 18 日

Preface

At present a profound revolution is under way in the Chinese universities to meet the challenge of the new century. At the Conference of National Higher Education Rear Service Socialization Reform held last year, Li Lanqing, vice premier of China, pointed out: " We should change the pattern in which the government takes charge of higher education, leave to the society those things that should be done by the society, make it possible for the institutions of higher education to concentrate on teaching, scientific research and fostering qualified personnel, and make space for the development of the institutions. ". During the course of reform, we are fully aware that the speech of the vice premier revealed the significance and the direction of the socialization reform of rear service of the institution

of higher education. So we should go on propelling the reform in the direction.

The problems to be solved in the reform focus on the following several aspects: breaking the mode in which the government takes full charge of education and the institution is fully in charge of rear service, making good use of the social resources and strengthening the foundation of support; changing the mode of management in rear service, impelling the unification of rear service of the institutions, the rear service and the tertiary industry of the society so that it can improve the overall benefits of rear service; reforming the operating mechanism of the rear service, introducing the managing style, competition mechanism and management theory of the modern enterprises to improve the efficiency of rear service.

Since the national conference held last year, institutions all around the country have actively and effectively probed into the problems. Progress has been made in the following aspects: taking advantages of the social potency, raising funds in many ways to build the students' flats; impelling the rear service to separate from the institutions in a standard way, and then forming the enterprising rear service entity; realizing the union of the rear service and improving the overall bene-

fits; introducing social enterprises into the service field of the institutions. After the reform practice of more than one year, we have gained much valuable experience and also have met with some puzzles or difficulties. Thus, we need to create an opportunity to exchange ideas.

The socialization reform of rear service of the institution of higher education is a phenomenon unique to China. It's an inevitable choice for higher education of China according to the transition from planned economy to market economy. During the course of reforming, we should absorb some advanced management methods and experience in the rear service management of foreign institutions of higher education, and use them for reference. At the same time, with the entrance into WTO, Chinese economy and society will inevitably be strongly affected and be faced with challenges. The higher education and the rear service system of China won't be an exception. Thus, in order to accept the challenges, the rear service should learn and make good use of the advanced experiercer of the international rear service of the intuitions of higher education.

Therefore, we hold this international forum on the rear service socializotion for higher education instilut-

ions. We wish to provide a chance and venue for everyone present to learn from the advanced experiences of the international institutions on the rear service management. And it is also an occasion for the domestic institutions of rear-service to communicate with and learn from each other.

This book is a collection of the papers at the conference. All of these papers study and discuss the problems in the process of socialization reform. Some of them aim at solving the difficulties and problems coming up during the course of reforming, paying particular attention to the theory research, and applying relevant theories in the analysis. Others aim at the reforming practice of a specific institution or a specific region, focusing on the summarization of the experiences, including some theoretical thoughts about the present problems at the same time. As our research is still in the stage of exploring, the opinions of the problems met with the reform won't be the same. On the other hand, as the aim of the conference is to exchange ideas, we respect the original intention of all the authors. We have modified only a little in language, keeping the idea and content unchanged.

This conference of "International Conference on Higher Education Management" deals with the theme

of "Reforming of students' lives, financial management and personnel management". So the focus is on the rear service socialization reform, and we also include the finance and personnel management. In order to provide more background materials, we added some of the brief account of the rear service management of several other states at the end of this book.

We would like to express our gratitude to Mrs. Cheng Yan Davis, and the office of international programs of Graduate School of Education of University of Pennsylvania, for the enormous efforts they put into inviting the overseas representatives to the Conference with their theses.

As the time is pressing, there are inevitably some mistakes during the course of editing. Your criticism will be highly appreciated.

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