



马德秀 著

变革与超越

走中国特色的一流大学之路

把握机遇 赢得发展 改革创新 与日俱进

聚焦质量 探索内涵发展新路 扎根中国 建设世界一流大学



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SHANGHAI JIAO TONG UNIVERSITY PRESS



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内容提要

本书作者担任上海交通大学党委书记十多年,基于上海交通大学的改革发展和实践,从大学战略管理、科学建设、英才培育模式、人才强校主战略、研究型大学科技创新体系建设、国际化办学、校区建设和管理、现代大学治理体系、党的建设、大学文化的传承与创新等多方面,全面阐述了作者对如何将上海交通大学建设为世界一流大学的独到见解和深入分析。

全书内容丰富,观点鲜明,案例生动,语言流畅,既适合高校干部参考借鉴,也适合广大教育工作者和教育科研人员阅读。

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变革与超越



序 一

PREFACE 1

探索中国特色一流大学之路，是变革时代大学领导者义不容辞的责任。我国大学的一批领导者，他们以强烈的使命意识和紧迫感，殚精竭虑、锐意进取，不仅带领各自学校朝着一流大学的目标迈进，也在工作中丰富和拓展了高等教育的理论和实践。上海交通大学马德秀同志就是其中一位。

马德秀同志在担任上海交通大学党委书记的十年中，带领上海交大领导班子坚持党委领导下的校长负责制，汇聚集体智慧，在制定学校发展规划，优化学科布局，创新科研组织模式，探索开放合作办学之路，加强产学研合作、人才队伍建设、创新型人才培养、党的建设，做好知识分子工作等方面进行了卓有成效的工作，取得了丰硕的成果。本书真实记录了上海交大在迈向世界一流大学道路上所进行的艰辛探索和



不懈努力,梳理了学校十多年的改革脉络及巨大变化,阐述了对“世界一流大学”的理解,也记载了马德秀同志的心路和思考,是一部既有理论高度,又有实践总结;既全面深刻,又重点突出、特色鲜明的好书。能应邀为本书作序,我感到很高兴。

改革开放三十多年来,中国大学在与世界各国大学的交流中更加理性地认识到世界一流大学的深刻内涵及自身的差距,世界各国同行也在与中国大学的对话中深切感受中国大学的深刻变化和前进的步伐。一批历史悠久、基础深厚的中国大学正在努力奋斗,冲击世界一流,在中国高等教育改革与发展中担当先行者,上海交大就是其中的一员。读完书稿,我有感于上海交大跨越三个世纪的辉煌历史,有感于交大人“求真务实、努力拼搏、敢为人先、与日俱进”的精神品格,有感于交大十年来的发展变化及所留下的宝贵经验,深切体会到马德秀同志 and 所有交大人的开阔视野、务实作风、高度责任



感和开拓创新精神。

上海交大许多具有战略意义的成功决策，都源于开阔而独特的视野，源于他们脚踏实地、一切从实际出发的务实作风。学校始终将一流大学建设与国家战略需求紧密结合，在全球大变革和国家大发展中抓住机遇，努力争创一流。上海交大一方面顺应全球高等教育发展的趋势和规律，紧紧把握世界新科技革命和知识经济的时代特征，不断在学科建设上取得新的成就；另一方面深深扎根中国实际，紧紧围绕国家经济社会发展的重大战略问题，组织力量进行攻关，做到紧密对接，奋发有为。这都折射出上海交大领导班子高瞻远瞩的眼光和视野。

“选择交大，就选择了责任”，这是马德秀同志从 2006 年起坚持每年给全校新生主讲大学第一课的主题。这不仅是对学生价值观的塑造，也将交大人强烈而持久的责任感层层传递到每一位师生心中。到访过上海交大的人，都会被“饮水思源、爱国荣校”的精神所感染。那种



爱国爱校、勇于担当、迎难而上的精神，使上海交大实现了前所未有的提升，被称为改革开放以来进步最快、最具活力的大学之一。

这十年的交大路是踏石见印的传承之路，更是敢为人先的创新之路。十年中，学校把人才培养作为大学的根本任务，积极推动高水平科研反哺人才培养，在探索拔尖创新人才培养新模式上成效显著；率先确立人才强校主战略，构建立体式人才结构，实施人才制度的分类改革，在岗位设置、考核评价、薪酬激励等方面先行先试，为优秀人才脱颖而出营造良好环境；坚持面向世界科学前沿和面向国家战略需求，强化交叉集成和协同创新，形成一批学科和科研高峰；成功走出了综合性大学建设一流医学院的独特道路；开创了密西根学院、中法卓越工程师学院、上海高级金融学院等多个办学特区，为国际合作开辟了新的空间，等等。这一切都凝聚着马德秀同志和她的同事们的心血和智慧。

今天，中国的高等教育正在从高等教育大国



向高等教育强国迈进，既面临难得的历史机遇，也面临严峻的挑战。作为伟大时代的大学领导者，任重而道远。时代要求我国高等教育在改革中不断提高办学质量和水平，在探索中完善治理结构，在服务国家战略需求中寻求新的发展，为推动社会进步做出不可替代的贡献。我们欣喜地看到，中国大学追求卓越的脚步从未停歇、探索人类未知的创新从未中断、贡献社会的行动从未懈怠。正是一代代高等教育工作者孜孜不倦、呕心沥血、不懈奋斗，才成就了今天中国高等教育欣欣向荣的景象。祖国和人民不会忘记他们所作出的历史性贡献。

党的十八大提出了两个“百年”目标，这既是举国上下团结一心振兴中华的动员令，也是中国高等教育迈上新的台阶的动力源。党的十八届三中全会《决定》明确提出“创新高校人才培养机制，促进高校办出特色争创一流”，再次吹响了建设中国特色世界一流大学的号角。实现中华民族伟大复兴的中国梦对中国高等教育



人才培养、科学研究、服务社会、文化传承与创新提出了新的更高的要求。相信广大高教工作者将不负众望，继续奋斗，在变革与超越中建设高等教育强国并走出中国自己的一流大学之路。

陈至立

2014年9月

序 二

PREFACE 2

Madame De-Xiu Ma is a remarkable leader in higher education in China. I have had the great pleasure of knowing and working with her for many years as we led our respective universities (the University of Michigan and Shanghai Jiao Tong University). What I discovered as our friendship developed, was that we shared a vibrant vision of international collaboration in higher education in the 21st century. So while we pursued our careers on the opposite sides of the earth our willingness to learn from each other brought us together for a most productive academic endeavor that has been of great benefit to students and faculty at both of our academic institutions.

It is a great pleasure for me to offer a preface to this important work about the



development of Chinese higher education in the last decade. This book describes how China is transforming its higher education institutions with the realistic long-term goal of competing with the very best universities around the world.

Preparing a nation's citizens to lead in modern economies is an important role of higher education and those countries that have invested in creating outstanding institutions have benefitted enormously over time. However, there is no single model for higher education. Rather, the manner in which higher education develops is related to a nation's culture and history, so that institutions can be a projection as well as a mirror of the society in which they reside.

Certainly, American universities have gone through many changes over time. As an example, in the post World War II period,



US universities expanded enormously their commitment to research and graduate education and to creating robust international collaborations and exchanges. Universities in China are now undertaking vast and important transformations, and through my association with Madame Ma, I have become very familiar with the changes underway at Shanghai Jiao Tong University (SJTU), which have rapidly emerged as one of China's premier higher education institutions.

SJTU was extremely fortunate to have Madame Ma in a principal governance role. She understood the important link between rapid economic development and advances in Chinese education and she ceaselessly promoted policies and investments that spurred rapid progress within the University. During our many conversations about higher education policy, it became clear to those of us at



the University of Michigan that Madame Ma would implement those plans consistent with her vision of having SJTU recognized as one of the best universities in China.

During the past twelve years during my presidency of the University of Michigan, I visited China twice. Each time I was treated with great hospitality. Highlights of these visits (in 2005 and 2010) included very warm meetings with Chinese State Councilors Mesdames Zhi-li Chen and Yan-dong Liu. I was also able to meet with leaders from the Chinese Ministry of Education and the Shanghai Municipal Government in addition to many administrators, faculty and students from SJTU. I was enormously impressed with their shared vision of a prominent future for Chinese higher education institutions and this gave me and my colleagues great confidence in developing collaborative relationships, the most enduring



of which has been with SJTU.

Our strategic partnership with SJTU was implemented formally shortly after my first trip to China in 2005, when we established a University of Michigan—Shanghai Jiao Tong University Joint Institute (UM-SJTU JI) with emphasis on engineering education at both the undergraduate and graduate level. The goal of this Joint Institute was to create the Michigan engineering education model at SJTU that offered a rigorous educational program equivalent to that experienced by students at the University of Michigan in Ann Arbor. Included within the model was an opportunity for faculty from both institutions to collaborate and visit both institutions and for students from Ann Arbor to study at the JI as well as JI students to study in Ann Arbor.

Dedication by faculty and administrators over many years has resulted in an academic



entity that has garnered international attention along with many successful alumni. In the spring of 2014, the Institute for International Education based in Washington, DC, recognized our UM-SJTU JI with the Andrew Heiskell Award for International Education. Certainly this award is a reflection of an enduring and successful international collaboration that has brought enormous satisfaction to both institutions.

In reflecting on why this collaboration has been so successful, I have concluded that early in my association with Madame Ma, we had the opportunity to learn and discuss higher education policies and options in an ideal setting and prior to the formal establishment of our Joint Institute. That setting was a University Leadership Forum in Ann Arbor at the University of Michigan (a two-week intensive experience) that had been