



LEAD Workshops

Leadership on research innovation  
科研创新

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Topics

University and research context today 当今大学和科研环境

Research strategy and its relevance 科研战略及其意义

Research, innovation and translational research  
科研、创新和转化研究

Question and issues to be discussed 需探讨的话题



## Globalisation 全球化

- it affects all human activities and processes 影响人类所有活动
- demand for more research and research practices to address them 需要更多研究来应对
- need to promote a future development of a knowledge-based society, both in developed and developing countries 需要发展知识为本的社会



an increased strategic role for universities  
(WB, OECD, EU...) 大学的战略角色更重要



## Two-dimensional university 大学的两个层面

General perspective: Education教育 - Research科研



*"ivory towers" no permeability in – out of the outside world cont. "象牙塔" 无法向外扩散*

- *no mass education 无大众教育*
- *not competitive, not on national, not on European /world scene 无竞争, 无法登上国家/欧洲/世界舞台*
- *modest financing, but modest demands as well 资金少, 需要也少*
- *assured for students, positions, salaries 学生、职位、工资稳定*
- *very limited number of universities 大学数量有限*

*assurance of social position of the universities,  
their teachers and students - graduates  
确保大学、教师、学生-毕业生的社会地位*



### Research perspective: 科研的角度

- majority of the universities are humboldtian type of university 大部分大学遵循洪堡理念
- majority claiming their research profile 大部分有科研功能
- research itself much less competitive 科研本身的竞争性较弱
- majority , if not all, funds are national 大部分由国家出资
- international component less prominent 国际部分较弱
- much lower pressure for publishing as well as where to publish 发表压力小得多



### Facts on ERI triangle "教育-科研-创新"三角

Three roles of a modern university in the modern knowledge economy: 现代大学的三个角色

- Higher education 高等教育
- Research and development 科研和发展
- Innovation and technology transfer 创新和技术转移



## Research today 今天的科研

- Competitive 竞争
- International 国际
- Pressure for publishing 发表  quality 质量  
quantity 数量
- Collaborative 协作
- To be transferred 转移  Innovation 创新
- Importance of capacity 能力的重要性  Infrastructure 基础设施  
Human 人



There is a clear need to develop Institutional  
research strategy 战略



Clear vision on institutional profiling 特征



A need to 'know' the institution – research  
strengths and weaknesses you 优势劣势



To define and support role of teaching and research  
staff 定义并支持教学和科研人员



Teaching/research/ students relationship  
教学/科研/学生关系



**University classification (and ranking)**  
**大学分类(和排名)**

- **Research 科研**
- Teaching 教学
- **Innovation 创新**
- Internationalization 国际化
- **Regional impact 地区影响**



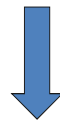
**University reform**  
**大学改革**



- Global 全球
- European 欧洲
- Local 本地



**restructuring**  
**结构调整**



- ❖ economic crisis 经济危机
- additional booster 额外促进

World class universities 世界级大学 • good (local and regional) universities (本地和地区) 优秀大学 • comprehensive universities 综合大学 • field-oriented universities 专业大学 • research universities 研究型大学 • old and new universities 老/新大学



**The knowledge society: universities play the key role**  
**知识社会：大学作用关键**

- Educating future employees and training researchers 教育未来的员工，培养科研人员
- Key role in performing basic and collaborative research 进行基础和协作科研
- Performing interdisciplinary research 跨学科研究
- Contributing to social and economic development 促进社会和经济展
- Fostering international cooperation 促进国际合作



**Institutional Networking & Linking with Society**  
**机构网络&连接社会**

- the importance of universities to society and the economy 对社会和经济的重要性
- Industry and local/regional/national authorities 工业和地方/地区/国家官方机构
- Research organisations 研究机构
- Local/regional HE partners – universities and colleges 地方/地区高等教育伙伴-大学和学院
- International HE partners 国际高等教育合作伙伴



**Directions for change  
变革方向**

Questions instead of Directions:

Institutional level

1. Do we have **research capacity**? 科研能力?
2. Is our research **up-dated**? 与时俱进?
3. Is our research **internationally** relevant? 国际意义?
4. Can we recognize easily **productive research group**? 有成效的科研团队? Do we support them?
5. Do we know what is our **research profile**? 科研特色?



Questions instead of Directions:

What do we need? 我们需要什么?

1. Policy paper / Strategy 政策文件/战略
2. Capacity: human resources / infrastructure 人/设施
3. Adequate financing 充足资金



Prerequisites are:

- knowledge 知识
- understanding of global/regional changes and context 理解全球/地区变化和背景
- appropriate funding (mixed) 恰当资金(混合)
- strength from institutional to individual level 从机构到个人优势



The level of institutional ambitiousness:

- do we want to be one of many or one of few? 我们想成为多数还是少数?

What is our critical mass? 临界点?

- e.g.
- research 科研
  - qualitative administrative support 行政支持
  - good quality teaching, research-based 教学质量, 以研究为基础
  - innovation 创新

How to reach critical mass? 如何达到临界点





World Class University: 世界级大学

- **High concentration of talent** (faculty and students) **人才高度集中** (教职工和学生)
- **Abundant resources** to offer a rich learning environment and conduct advanced research **资源充足**
- **Favourable governance** **治理优秀**

**encourage** 鼓励

**vision** 愿景 • **innovation** 创新 • **flexibility** 灵活

and

enable institutions to make decisions and manage resources without being encumbered by bureaucracy

*Jamil Salmi, 2009*



**On World Class University:**

“Everyone wants one, no one knows what it is,  
and no one knows how to get one”

"人人都想要，没人知道是什么，也没人知道如何得到"

*(Altbach, 2004)*



### **Questions and issues to be discussed**

Does your university have a research strategy? Who participated in developing it?  
贵校有科研战略吗？是谁参与制定的？

What are the KPIs (Key Performance Indicators)? KPI是什么？

Who are the stakeholders contributing to the research? 贡献于科研的利益相关者有哪些？

How much can a leadership support research and innovations? What are your expectations related to research? 领导对科研和创新能起多大支持？您的科研的期待是什么？

What are the pros and cons for university rankings, nationally and globally? What is an alternative approach for quality? 大学排名的优点和缺点？评选质量有没有别的方式？

How to choose partners for research cooperation?  
如何选择科研合作伙伴？

