

TheLINK

中欧国际工商学院校友杂志 CEIBS Alumni Magazine

2012年第三期 Volume 3, 2012



“看准了的，就大胆地试，大胆地闯”

王生洪回顾“中欧国际工商学院”创办过程

Wang Shenghong: The Founding of CEIBS



融世界之博大 合本土之精深

中欧国际工商学院EMBA课程 CEIBS Global Executive MBA

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中国和欧盟合作创办的高学院。拥有遍及全球逾万名政商界领袖校友网络。获AACSB和EQUIS两大国际权威认证。2012级EMBA秋季班9月开学。

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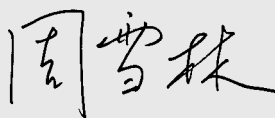
作为中欧大家庭的一员，现在正是令人振奋的时刻！中欧正在不断扩大规模，中欧国际工商学院新校园结构封顶仪式日前在上海校园成功举办。与此同时，我们请来了世界一流的教授，增加了许多新课程，还启动了一系列精彩活动，让学生和校友们受益匪浅。

正当我们对未来满怀信心、准备阔步向前时，不妨暂且歇息一番，读一读本期《TheLINK》“封面故事”专栏刊登的原上海市政协副主席、复旦大学校长王生洪教授对中欧创办历程所作的一次回顾。王生洪教授时任上海市人民政府教育卫生办公室主任和上海市高教局局长，后成为中欧首届董事会董事。他以自己的视角生动地讲述了中欧建校的种种曲折。当时邓小平的名言“看准了的，就大胆地试，大胆地闯”极大地鼓舞了中欧的创建者们，这句话直到今天对学院的发展仍有着非常积极意义。

Dear Alumni:

It's an exciting time to be part of the CEIBS community! The school is growing – expanding physically by adding a Third Phase to the Shanghai Campus and moving ahead with solidifying its presence in Shenzhen and Ghana. At the same time, we are hiring more world-class faculty, adding new programmes, and launching exciting initiatives that will benefit our students and alumni.

As we eagerly anticipate what lies ahead, we pause, in this issue, to take a look back at how we got here. In the **Cover Story**, Prof Wang Shenghong, Vice Chairman of the Shanghai Committee of the Chinese People's Political Consultative Conference and Former President of Fudan University shares his memories about the founding of CEIBS. One of the members of CEIBS' first Board of Directors, he weaves an interesting tale from his view as the then Director of the Shanghai Office of Education and Health and head of the city's Higher Education Bureau. As he tells it, CEIBS' founders were greatly inspired by Deng Xiaoping's famous words, "Get on with it if you're sure of it!" These words are still relevant to CEIBS' development today.



周雪林

院长助理、《TheLINK》执行主编

Snow Zhou

Assistant President & Editor-in-Chief of *The LINK*



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“2012相约上海”中欧国际艺术论坛暨 中欧新校园结构封顶仪式成功举办 CEIBS & the Arts: 2nd Artist in Residence, 1st Art Forum

7月15日，“2012相约上海”中欧国际艺术论坛暨中欧国际工商学院新校园结构封顶仪式在中欧国际工商学院上海校园成功举办，论坛举办期间还举行了中欧国际艺术展启动暨玛利亚·萨邱画作捐赠仪式。

上海市政协副主席、浦东新区区委副书记、区长姜樑先生，原上海市人大常委会副主任周禹鹏先生，原上海市政协副主席谢丽娟女士，原上海市政协副主席王荣华先生，意大利驻沪总领事德卢卡（Vincenzo De Luca）先生，保加利亚共和国驻沪总领事白爱琳（Irina Beleva）女士等中外贵宾出席了活动。出席活动的学院领导有：中方院长朱晓明教授、欧方院长佩德罗·雷诺教授、名誉院长刘吉教授、副院长兼教务长约翰·

奎尔奇教授和副院长兼中方教务长张维炯教授。上海市外管局局长郑杨先生、上海市教育委员会副主任印杰先生、上海金桥（集团）有限公司总裁张素心先生、上海市教育委员会国际交流处处长杨伟人先生和上海建工上海五建集团董事长张九东先生等有关单位领导也出席了此次活动。

上午8时50分，嘉宾及学院领导在西班牙中心室外举行了铲混凝土仪式，共同把即将用于结构封顶的混凝土铲入吊箱。

在新校园结构封顶仪式上，上海柘中电气股份有限公司总经理陆嵩校友（EMBA2010）、远东控股集团有限公司董事长蒋锡培校友（CEO2008）向新校园捐赠了高低压柜设备和电缆。刘吉

名誉院长和雷诺院长代表学院接受了捐赠。随后，在张维炯副院长邀请下，15位中外嘉宾来到台上，共同按下启动中欧新校园结构封顶仪式的按钮。霎时，大屏幕上展现出工地现场吊车将适才嘉宾们铲入吊箱的混凝土倒入新校园主楼楼顶的实况，全场掌声雷动。

“2012相约上海”中欧艺术论坛在封顶仪式后正式开始。雷诺教授致开幕辞。朱晓明教授做了题为“踵事增华——中欧建筑文化及其艺术诠释”的主题演讲，从“简约·书卷”、“上善若水”、“妙手点睛”、“诸圣聚宝”、“情愫育人”五点展开，详细讲述了中欧新校园建筑文化所融合的新高度、新想象和新的艺术韵味。

随后，中西方艺术家们围绕“欧洲艺术和中国文化”分别发表演讲，现场激荡出艺术的魅力和思想的火花。西班牙著名画家玛利亚·萨邱（Maria Eugenia Sancho）女士和意大利著名雕塑家、画家、设计师吉诺·罗佩菲多（Gino Loper-do）先生分别就现代西方艺术之美进行讨论。中国国家文物鉴定委员会鉴定委员、书画鉴定专家鲁力研究员做了题为“傅抱石的艺术世界”的演讲。中国雕塑院院长吴为山教授也发表了“我的雕塑艺术中的文化观”的演讲。

第二场题为“中欧上海新校园设计”的讨论由中欧院长助理周雪林博士主持。约翰·奎尔奇与张维炯教授分别发表了题为“艺术与商界”与“管理教育的生产流水线——中欧新校园的设计理念”的演讲。论坛最后，雷诺院长进行了总结。他说：“我们希望有最棒的校园，培养最好的学生，吸引最好的教授。我们把艺术、常识和现实融合在一起，打造出最出色的经理人。”

CEIBS continued its efforts to include the arts and culture in on-campus activities with the inauguration of two paintings by Spanish artist Alberto Reguera on July 11, and an International Art Forum and Exhibition on July 15. The large-scale forum was the most recent activity spearheaded by the CEIBS Arts and Cultural Committee.

Mayor of Barcelona Xavier Trias, Consul General of Spain Gonzalo Ortiz, CEIBS Executive President Zhu Xiaoming and Vice President & Co-Dean Zhang Weijiong were among the guests attending the unveiling of Reguera's paintings. The mayor and his delegation had just landed in Shanghai as part of an official visit to China.

Those at the ceremony all agreed that Reguera's work is yet another example of the collaboration between the two countries. Prof Zhu lauded the artist and said that there would be even more artwork displayed on campus in the future – Phase III of the CEIBS Shanghai Campus is now under construction and will include a glass pyramid in which works of art will be on display. Consul General Ortiz, meanwhile, said it was fitting for a business school to also place emphasis on the arts and culture, since they can provide both aesthetic and commercial value. Reguera is CEIBS' second artist in residence who has created works of art at the Shanghai Campus.

The CEIBS International Art Forum also included a ceremony to mark the substantial progress made on the Expansion Project, and Prof Zhu Xiaoming's presentation

showed the audience an exciting preview of the future campus.

The forum featured speeches by Spanish artist Maria Eugenia Sancho and Italian artist Gino Loperfido, as well as lectures by Lu Li, Member of the National Committee of Cultural Relics and Painting, and Prof Wu Weishan, President of the China Sculpture Academy.

Dean Quelch also spoke about the reasons that business schools should be involved in art, introducing the "3 E's: Education, Entertainment, and Endowment". "We need leaders who are interested in arts management," he said. With the rapid growth of China's art market, it is important for b-school professors and students to think of the integrity of the art market and the ethics that govern pricing, he explained. He added that because it is such a young school, CEIBS' cache of endowments is miniscule compared with other great business schools. He emphasised that an art collection that would increase in value with time, would provide the school with a financial cushion, even though the aim is not to sell the art work.

After the forum, the audience moved to the Student Centre for the opening of the CEIBS International Arts Exhibition. There was a brief address by Maria Sancho, who also donated a painting. The exhibition features works from an array of international artists, and its theme centres around the ecological coexistence between man and nature, and the cultural ideas that can contribute to their harmonious development.





中欧再次获得欧洲质量认证体系EQUIS续认 CEIBS Re-accredited by EQUIS

6月15日，中欧国际工商学院再次获得欧洲质量认证体系EQUIS续认，此次续认将为期5年，从2012年至2017年。EQUIS和AACSB认证是全球商学院质量认证的两大权威体系，中欧于2004年首次获得EQUIS认证，是大陆首家获此认证的商学院。

院长朱晓明教授获知此喜讯后指出，EQUIS作为全球商学院两大认证的权威机构之一，认证要求在不断提升。中欧获此续认，表明学院的质量也在与时俱进。在新的起点上，他深信全院师生员工将不懈努力，不断创新，创造新的高度。

副院长兼教务长约翰·奎尔奇（John A. Quelch）教授表示，中欧再次获得EQUIS续认，表明学院长期以来持续不懈地提供世界一流的工商管理教育服务，培养出众多具有“中国深度、全球广度”、胸怀社会责任的商界领袖，也表明中欧对学术内容和课程传授方面的专注。同时，这也是对中欧出色的教职员工多年来辛勤工作的肯定。

EQUIS的评测范围包含一所学院提供的全部课程。获得EQUIS认证的学院不仅在各项教学、活动方面展现出极高的平均水平，同时国际化程度也很高。

获得EQUIS认证的商学院必须在高度的学术水准和与企业界的紧密互动之间取得完美的平衡。与商业世界的紧密联系和学术研究能力一样，都是商学院获得EQUIS认证的必备条件。该认证尤其重视商学院能否营造出有效的学习氛围，发展学员自我管理及创业技能，并培养学生的全球社会责任感。EQUIS认证还特别关注商学院包括课程设置、教学方法等在内的全方位创新能力。

This June, CEIBS was re-accredited by EQUIS, the European Foundation for Management Development's globally recognised system of quality assessment. The renewal will last for five years. EQUIS and the U.S.-based Association to Advance Collegiate Schools of Business (AACSB) are



recognised as the two leading systems of academic quality assessment worldwide. CEIBS was one of the first business schools in mainland China to receive EQUIS accreditation, in 2004.

“The fact that CEIBS has again been accredited by EQUIS, despite increasingly more stringent requirements, attests to the quality of our institution,” said CEIBS Executive President Zhu Xiaoming in reacting to the news.

EQUIS' scope covers all programmes offered by an institution. Accredited institutions must demonstrate not only high general quality in all dimensions of their activities, but also a high degree of internationalisation.

EQUIS looks for a balance between high academic quality and the professional relevance provided by close interaction with the corporate world. A strong interface with the world of business is, therefore, as much a requirement as a strong research potential. It attaches particular importance to the creation of an effective learning environment that favours the development of students' managerial and entrepreneurial skills, and fosters their sense of global responsibility. It also looks for innovation in all respects, including programme design and pedagogy.



中欧参与承办2012陆家嘴论坛 CEIBS Co-hosts 2012 Lujiazui Forum

6月28日至30日，由中国人民银行、中国银监会、中国证监会、中国保监会、上海市人民政府共同主办，上海金融办、中欧国际工商学院等具体承办的第五届陆家嘴论坛在上海盛大召开。本届论坛的主题是“金融治理改革与实体经济发展”。中共中央政治局委员、上海市委书记俞正声，上海市市长韩正，中国人民银行行长周小川，银监会主席尚福林，证监会主席郭树清，保监会主席项俊波等出席了本届论坛。中欧国际工商学院院长朱晓明教授在题为“‘十二五’时期的上海国际金融中心建设”的全体大会上发表题为“数字技术：金融业的明日之星”的演讲。中欧国际工商学院西班牙巴塞罗那储蓄银行金融学教席教授黄明博士在浦江夜话“创新型企业的金融服务需求”发言，并主持了全体大会“面向新时期的改革：全球金融市场和监管框架”。

The 5th Lujiazui Forum, jointly held by the Shanghai Finance Office and CEIBS from June 28 – 30, explored the theme “Reforming Global Financial Governance For Real

Economic Growth”. Leaders attending the forum included CPC Central Committee Politburo Member and CPC Secretary General of Shanghai Yu Zhengsheng, Mayor of Shanghai Han Zheng, Chairman of the People's Bank of China Zhou Xiaochuan, Chairman of the China Banking Regulatory Commission Shang Fulin, Chairman of the China Securities Regulatory Commission Guo Shuqing, and Chairman of the China Insurance Regulatory Commission Xiang Junbo. CEIBS President Prof. Zhu Xiaoming delivers a speech entitled “Digital Technology: The Future Star of Finance” on the conference themed at “Developing Shanghai into an International Financial Center in the 12th 5-Year Plan”.

家族企业：国际与本土的对话——中欧首届家族企业与家族财富论坛成功举办 Family Business & Family Wealth Forum

7月1日，2012首届家族企业与家族财富论坛在中欧上海校园成功举办，论坛吸引了150余名家族企业创始人和传承者及20余家中外主流媒体参加。学院中方院长朱晓明教授、欧方院长佩德罗·雷诺（Pedro Nueno）教授、副院长兼教务长约翰·奎尔奇（John A. Quelch）教授、副院长兼中方教务长张维炯教授四位院长悉数出席论坛并发表讲话。清华凯风家族传承中心主任沈栋先生，IESE商学院财务管理学与综合管理学教授、家族企业教席教授胡赛普·塔皮斯（Josep Tapies）教授、前香港大学亚洲研究中心主任黄绍伦教授等多位国内外知名专家、学者及家族企业高管应邀出席并发表演讲。

Representatives of outstanding family businesses from China and around the world, along with business school professors dedicated to family business research, gathered at the Shanghai Campus on July 1 for the 1st Annual Family Business & Family Wealth Forum. During the event, co-organised by CEIBS and Tsinghua Kaifeng Family Heritage Centre, participants discussed the unique characteristics of family businesses in China.



中欧第三届中国企业组织管理高峰论坛隆重举行 3rd Organisational Management Summit for Chinese Enterprises

6月14日，中欧在上海校园举办“2012（第三届）中国企业组织管理高峰论坛”，该论坛由中欧组织能力建设学习联盟（OCLA）承办。此次论坛的主题聚焦于企业的“变革创新、持续成长”，即企业如何通过变革创新，突破在经营理念、战略方向和组织能力方面的瓶颈，赢得持续成功。哈佛大学最具号召力的动态竞争力专家迈克尔·塔什曼（Michael Tushman）教授带来了主题演讲。

CEIBS hosted the 3rd Organisational Management Summit for Chinese Enterprises at its Shanghai Campus on June 14. Sponsored by the Organisational Capability Learning Association (OCLA), the forum focused on a theme of “Reform and Innovation for the Continual Development of Enterprises”. Harvard University's Prof Michael Tushman delivered the keynote speech.





ECCLAR举办智慧管理论坛 Wise Management Conference

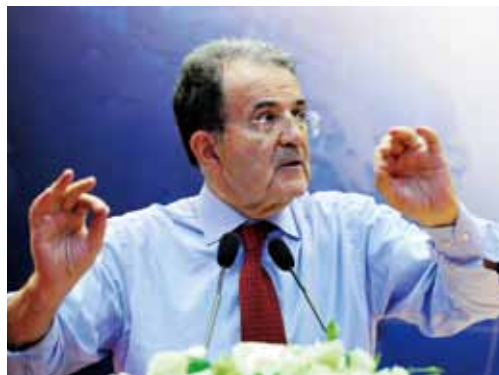
5月24日至25日，众多国际知名学者云集中欧上海校园，共同参加了以“运用智慧型管理，应对组织复杂性”为主题的研讨会。大会共分为主题演讲、专题研讨和圆桌讨论环节，与会嘉宾对智慧型领导者、决策智慧等话题展开了热烈交流。本次活动由中欧企业领导力与社会责任研究中心（ECCLAR）主办。

International academics gathered for a two-day symposium of keynote speeches, seminars, and roundtable discussions on May 24 & 25 during the “Wise Management in Organisational Complexity” conference. The event, held at the Shanghai Campus, was hosted by the CEIBS Euro-China Centre for Leadership and Responsibility.

普罗迪谈“新全球工业地图” New Global Era

5月26日，中欧国际工商学院欧盟教席教授、意大利前总理、欧盟委员会前主席罗马诺·普罗迪（Romano Prodi）先生再次到访中欧北京校园，并发表“新全球工业地图”的主题演讲。副院长兼中方教务长张维炯教授出席了专题讲座。活动由中欧文苑主任高大伟（David Gosset）先生主持。

Romano Prodi, CEIBS Sino-Europe Dialogue Chair, former Prime Minister of Italy, and former President of the European Commission, gave a detailed analysis of the future of the global economy when he visited CEIBS' Beijing campus on May 26 to deliver a speech entitled “A New Global Industrial Map”.



前美联储主席沃尔克做客中欧 Former Fed Chairman Speaks at CEIBS

5月30日，中欧邀请前美国联邦储备委员会主席保罗·沃尔克先生（Paul A. Volcker）在中欧高层管理论坛上发表题为“沃尔克法则——如何应对金融机构大而不倒”的演讲，在来自华尔街的争议与质疑声中，亲自为在场听众带来对于沃尔克法则的真知灼见。

CEIBS hosted Paul Volcker, the former Chairman of the Federal Reserve, for an Executive Forum on May 30, where he gave a lecture entitled “The Volcker Rule – Or How to Address Too Big To Fail Financial Institutions”.

“以王道文化确保企业永续”——施振荣做客中欧高层管理论坛 Exploring “Wangdaoist” Culture

6月5日，智融集团董事长、宏基集团联合创始人及名誉主席、台湾国家文化艺术基金会董事长施振荣先生做客中欧国际工商学院高层管理论坛，发表了题为“以王道文化确保企业永续”的主题演讲，分享了他在创业管理方面的独到经验和体会。作为中欧国际顾问委员会的成员之一，这是施振荣先生第四次到访中欧。

In his June 5 lecture Stan Shih, Chairman of iD SoftCapital Group, and Co-founder & Chairman Emeritus of the Acer Group, shared his philosophy on how to successfully apply the Confucian idea of Wangdao – which was created by Mencius more than 2500 years ago – to promoting sustainable enterprises today.





中欧—伦敦商学院首次合作的首席财务官（CFO）课程正式启航 CFO Programme Launched as 1st CEIBS-LBS Joint Project

7月4日，中欧高层经理培训部在学院上海校园隆重举行了2012级首席财务官课程开学典礼。学院院长助理、高层经理培训部主任刘涌洁先生出席了开学典礼并致辞。学院会计学教授、CFO课程学术主任苏锡嘉教授通过视频欢迎新学员的到来。本届课程除在上海和北京校园授课外，全体学员将在今年10月前往伦敦，接受第四模块“把握增长机遇”的课程学习；并且，此伦敦模块对全体中欧校友开放，使学员们全面了解在当今全球商业环境下，企业增长所面临的关键挑战与机遇。

On July 4, the CEIBS Executive Development Programme held the commencement ceremony for the 2012 CFO Programme. The programme will offer courses at CEIBS Shanghai and Beijing campuses and, in October, students will travel to London for Module No.4, “Opportunities for Development”. The London Module is open to all CEIBS alumni.

中欧校友会上海分会（陆家嘴）在上海隆重成立 Lujiazui Branch of CEIBS Shanghai Alumni Chapter Founded

为加强陆家嘴地区中欧校友间的交流与合作，搭建校友与母校以及校友之间的互动平台，经陆家嘴多名校友和中欧校友总会、上海校友分会的积极倡导和历时两个多月的筹备，中欧校友会上海分会（陆家嘴）成立庆典于6月21日在上海浦东陆家嘴隆重举行。学院院长朱晓明教授，学院会计学教授、EMBA课程学术副主任苏锡嘉教授，中欧校友总会秘书长、校友关系事务部王庆江主任，中欧EMBA课程副主任赖卫东，上海浦东新区副区长陆鸣校友，上海校友分会理事、副秘书长侯正宇校友及各兄弟分会代表等出席了活动。来自陆家嘴和上海地区的约200位校友、同学到场祝贺。

In an effort to improve exchange and cooperation among CEIBS alumni in Shanghai's Lujiazui area, the CEIBS Shanghai Alumni Chapter (Lujiazui) was established on June 21. CEIBS Executive President Prof Zhu Xiaoming was among the honoured guests. Over 200 alumni and students from Lujiazui and the wider Shanghai area attended.



中欧发布手机网页 CEIBS Launches Mobile App

中欧国际工商学院日前为其英文官方网站推出移动应用程序（APP），在当今的科技时代中，实现了校园信息与资源在全球范围内的轻松传递。用户可通过移动设备登陆 m.ceibs.edu 获取该移动应用程序。

CEIBS has launched a mobile application (app) for its English language website, a nod to the technological age that will make the school's material more easily accessible around the world. The app can be accessed, on mobile devices, through m.ceibs.edu.

全民医保：梦想与实现

中欧第八届中国健康产业高峰论坛成功举行

CEIBS 8th Annual

Health Care Forum

Explores Coverage for All



6月9日，2012第八届中国健康产业高峰论坛在中欧国际工商学院北京校园举行，论坛吸引了300多名业内听众和60多名中外媒体记者参与。本次论坛特别邀请了包括中国人力资源和社会保障部副部长胡晓义、荷兰鹿特丹伊拉斯姆斯大学健康保险教授范德文（Wynand van de VEN）和北京大学国家发展研究院经济学教授李玲等在内的中国医改政策的制定者、国内外专家及业内高管，围绕新医改的深入与全民医保的完善进行了阐述和讨论。本届论坛由礼来中国特别赞助。

副院长兼教务长约翰·奎尔奇教授（John Quech）致欢迎辞，对各位医疗改革领域的官员、专家及学者的到

场表示衷心感谢。奎尔奇教授说，医疗健康政策非常重要，因此希望中欧能够提供一个共享信息的平台，使大家能全面听取来自政府和私营医疗领域的意见，为未来20至50年中国医保制度的完善提供帮助。

胡晓义副部长在演讲中介绍了中国医疗保障制度的进程与现状、面临的问题与挑战以及完善的方向与重点。他说，我国老年人口基数大，老龄化进程快，医保基金支出压力持续增大，发展的差异很大。其次，我国工业化、城镇化加速推进，人口流动性很强，现行医疗保障体制和政策难以完全适应。今后完善全民医保的重点任务是：统筹城乡医疗保障体系；进一步扩大并巩固基本医疗保险覆盖

面；提高并均衡医疗保障待遇水平；加强医疗保险管理。

在“医保支付方式改革”的主题讨论中，上海市人力资源和社会保障局局长周海洋先生介绍了上海医保预付制的改革实践的成果及优劣。他认为，按病种付费不适合上海，现行的混合付费模式虽然为老百姓省了钱，但缺少科学的管理办法。中国医改有独特优势，支付改革贵在量力而行。

此外，多位医保专家、政府专员与企业代表分别就全民医保、公立医院补偿方式改革、医院信息化改革与“以药养医”等话题展开了讨论。

论坛结束前，中欧国际工商学院院长、成为基金创业学教席教授佩德罗·雷诺（Pedro Nueno）致闭幕辞。



Since introducing its health care reform plan in 2009, China has made great strides towards achieving the goal of universal health insurance. Its success at setting up the world's largest health care insurance system – which to date has provided basic social health insurance for more than 1.2 billion rural and urban residents – has drawn global attention for its unprecedented scope. How China should move forward to improve the quality, efficiency and accessibility of its health care system was the topic of CEIBS' 8th Annual China Health Care Forum held at the school's Beijing Campus on June 9. More than 400 people attended: hospital administrators, provincial health officials, insurance providers, pharmaceutical companies and medical supply manufacturers, as well as 70 members of the international and domestic media. Throughout the day, opinion leaders, government policy makers and industry forerunners exchanged ideas and information, offering their prescriptions for deepening China's

health care reform.

In his informative keynote speech Mr. Hu Xiaoyi, China's Vice Minister, Human Resources and Social Security, provided an overview of the three major development phases the country's health care system has gone through. He also laid out the challenges ahead, which include a large, diverse and migrating population, uneven regional development, and the need for further economic reforms. China's size provides the luxury of being able to accommodate large-scale trial runs in specific sections of the country before rolling out changes at the national level. Thanks to the lessons learned from many regional pilot programmes, the country's current medical insurance systems feature global budgeting and offer diversified means of payment such as DRGs (disease-related-to-groups), capitation (across-the-board) and project-based methods. Lessons have also been drawn from other countries. "This is an example of the basic principle of crossing the river by feeling the stones – but of course we feel the stones of both ourselves and

other countries," said Mr. Hu.

The day's presentations, given by experts from China and abroad, provided forum attendees with an invaluable 360-degree view of China's health care system. Sessions explored the broad topics of Reforming the Payment Methods of Health Insurance, Reforming the Compensation Mechanism of Public Hospitals and Challenges Facing the Pharmaceutical Industry. Participants heard about the interconnected nature of health care and the many aspects that must be considered in developing plans and reforms. These include payment systems, drug and medical service pricing, global budgeting, insurance schemes, data entry and IT programmes, and compensation plans for public hospitals. The general consensus that emerged during the event: China needs to develop its own unique approach, one that is streamlined to meet the specific needs of its population, as the government pushes ahead with the reformation of the country's health care system.

周海洋：上海医保支付方式改革经验谈

Zhou Haiyang: Reform of Shanghai's Medicare Payment System

上海市人力资源和社会保障局局长周海洋校友（EMBA 2003）和与会者分享了上海医保支付方式的改革历程与现状。2001年1月，上海不再实行公费医疗制度与劳保医疗制度，实现全面并轨。当年医疗费用增速为30%以上，基金收入与支出压力加剧。在这种情况下，对医保制度的探索与研究不得不立即提上日程，以使其与经济发展相适应、与支出控制相协调。

时至今日，上海医保支付已经初步形成了医保总额预算、预付管理框架，以按服务项目付费为基础，预算管理为核心，预付方式相配套，按病种与服务单元付费为补充的多种支付方式混合模式。

上海医保改革成效

十年来，上海医保支付方式的改革成绩喜人，“第一，我们确保了基金的收支平衡。从2002年至2011年，收入年均增长为15%，而支出年均增长为12%。第二，医保制度与经济社会发展较协调的态势已初步形成。以GDP为参考，经济增长的数列为14，职工平均工资增长为11.5%，企业退

休人员养老金增长约大于10%，而医保预算为11.5%，与市民收入增长的承受能力较为吻合。第三，现行制度还有利于提高保障水平，控制参保人员的个人负担。

当然，在实践中仍在以下方面存在诸多问题，一是预算安排的科学性与合理性；二是预算增长的合理性；三是预算管理变化所带来的年终调整；四是考核评估标准。”

上海医保改革的未来方向

基于前十年的实践经验，周海洋进一步指出了医保改革的未来方向：

“在实践之后，我也对支付模式有了一些自己的思考，主要为以下几点：

第一，不同的支付方式各有利

弊，我们在选择时要坚持从实际出发，抓住主要矛盾，即医疗制度的确保、医改的支出控费与基金的收支平衡以及可持续发展。

第二，我们需要发挥中国特色公立医院的组织优势。

第三，尽量在操作中实行“三个避免”：避免力不能及的事、避免孤军作战、避免对医疗行为的直接评判。

另外，我认为一个相对统一的社会共识与价值观是影响支付制度改革的主要因素，以此可调节不同利益趋向与价值取向的政府、医院与参保人员；另一个核心是要实行公立医院的深化改革。我坚信我们可以在现有的管理方法中加以完善，守住收支平衡的底线，不断改进。”



一个相对统一的社会共识与价值观是影响支付制度改革的主要因素；另一个核心是要实行公立医院的深化改革。





In January 2001, the old government-funded system of medicare and social security was abolished in Shanghai, ahead of the installation of a new system. Medicare expenditure increased by more than 30% that year, and it was a challenge to balance the accounts of Shanghai's medicare fund. Exploring and researching the medicare system, in the hopes of creating one that would complement economic development and expenditure control, became a top priority for industry players. Today, Shanghai's medicare payment system has developed into a hybrid model that includes multiple payment methods. Zhou Haiyang (EMBA 2003), head of Shanghai Human Resources and Social Security Bureau, shares his thoughts on the fascinating evolution of Shanghai's medicare payment system.

Progress Made

"First, we have guaranteed that the medicare fund's accounts are

balanced. From 2002 to 2011, revenue increased by 15% on average each year, while expenditure increased by 12% on average annually. Second, there has been a considerable amount of coordination between the medicare system and overall efforts on social and economic development. Take Shanghai's GDP for example: there is a 14% rate of economic growth, the average increase in salaries stays at 11.5%, the average increase in pensions stays at slightly over 10%, and the increase in the medicare budget is projected at 11.5% so that it is in line with the increased incomes of Shanghai citizens. Third, the current system helps to improve security and reduce costs for those who enjoy its benefits. But there are issues that still need to be addressed, such as the imperfections faced in making scientific and sensible budgets, the rationale behind budget increases, the year-end adjustments as a result of changes in budget management, and the standards used to assess us all."

A Look Ahead

"These are my suggestions on the way ahead for the medicare payment system: 1) Each payment method has its own advantages and disadvantages. In making choices, we must assess the current situation and take the most important factors into account: the stability of the medicare system, the control of expenditure to guarantee that the medicare fund has a balanced account, and an opportunity for sustainable development. 2) We must bring into play the organisational benefits of publicly-funded hospitals with Chinese characteristics. 3) We must avoid three things: doing what we are not capable of, working on our own, and making hasty judgments about medical practices. In addition, I believe that a largely universal consensus, or a set of ethical values, is the key factor in influencing the reform of the medicare payment system, because it helps to regulate the government, the hospitals and the relevant individuals who may be driven by different interests and values."

三问中欧医疗管理与政策研究中心主任蔡江南教授

3 Questions for Prof John Cai, Director, CEIBS Centre for Healthcare Management and Policy

凭借经济学和医疗管理政策领域多年的经验，蔡江南教授将在中国医疗卫生领域留下自己的印记。

The Link: 您最近加入中欧国际工商学院担任医疗管理与政策中心主任，这对于学院和中国的医疗管理政策以及您个人有着怎样的意义？

蔡江南教授：研究中心将成为联结中欧和医疗健康产业的纽带——八年前中欧就开始举办健康产业高峰论坛，为MBA、EMBA和高层经理培训开设相关课程，还有相关的学生俱乐部和校友俱乐部——研究中心会将所有这些力量综合起来，以此增强中欧在医疗健康领域的影响力。

我们的目标之一在于优化中国的医疗健康体系。这一目标将通过我们的教学、研究、案例分析和活动得以实现。在“非典”之前，医疗健康被视为一个技术性的专业领域，对于普通人来说似乎关系不大。但是“非典”成为中国的转折点：每个人都意识到医疗健康与我们的日常生活和国家的发展息息相关。从学术角度来说它也举足轻重，然而在中国，医疗健康——尤其是医疗健康惯例合政

策——并不是一个成熟的学术领域，而医疗健康经济学则更是一个全新的领域。在中国，相关培训限于医科院校和公共卫生院校，因此多学科的视角非常缺乏。正因如此，我觉得这对于中国来说是非常重要的：我希望社会各界共同努力促进医疗健康体系改革。医疗健康产业目前仅占中国GDP的5%左右，其增长空间非常大，我们可以学习其他国家的经验，并把它们的经验教训当作前车之鉴。

The Link: 研究中心的重心是什么？

蔡：我们的重心主要是四大领域：研究是重中之重；第二个构成部分是教学；第三是内部服务，第四是外部服务。研究将成为研究中心的基础。我们需要为医疗健康产业和医疗健康政策提供理论、方法与案例。我们的教学将涉及MBA、EMBA以及高层经理培训课程；我们将成为学生与校友之间的纽带，向他们提供课外学习机会和专业帮助，并推动个人发展的关系网络。在校外，我们将为政府政策提供资讯，与医疗健康企业合作，并且为社会提供服务。

The Link: 研究中心关注的具体领域

是什么？您的计划中还有什么其他创新之处？

蔡：在接下来的一至两年中，我们计划中的重点研究课题涵盖了三个主要领域。首先是创新，我们希望通过调查研究来总结中国的医药行业如何开发自己的创新产品。

第二个研究课题是医疗健康的人力资本，这对于中国的医疗健康体系来说是主要的瓶颈。我们缺少合格的医师，这造成了医疗资源匮乏和医疗成本过高等许多问题。

第三个课题是医疗保险，这在中国越来越重要，因为越来越多的医疗费用是通过保险形式支出的。这也将成为我们研究的主要领域之一。

我们还将把重点放在案例撰写上。我们计划编写一系列案例研究论文、管理论文和政策报告。我们将举行年度产业论坛，由学生和1000多名来自医疗领域的校友共同举办；创立一个相对较小的医疗健康政策论坛，以及举办校内的月度讲座。

研究中心将联合中欧不同部门和内部资源，也将与上海、全国以及国际的各种组织合作。我们希望能够建立一个推动跨学科、跨学校和国内外合作的平台。



With years of experience in the fields of economics and health policy, Professor John Cai is ready to make his mark on China's healthcare system.

The LINK: You recently joined CEIBS as Director of the Centre for Healthcare Management and Policy, what does this mean for CEIBS, for healthcare in China, and for you?

Prof. John Cai: The Centre will be a facilitator, a centralised gateway that links CEIBS to the healthcare industry. There are already numerous healthcare related initiatives at CEIBS – there has been a forum for the last eight years, we have courses for MBA, EMBA and EDP, as well as student and alumni clubs – so the Centre will leverage all these to optimise CEIBS' impact on the healthcare sector.

One of our goals is to improve China's healthcare system. This will be accomplished through our teaching, research, case studies and events. Before SARS, healthcare was seen as a technical, specialised field. It didn't seem

to matter too much to ordinary people. But after SARS there was a turning point in China: everyone realised healthcare affects our daily lives, and the country's development. It is also tremendously important academically, but in China healthcare – especially healthcare policy – is not a very well developed academic area and health economics is a fairly new field. Unlike the US and Europe, we don't have very highly trained researchers in these areas. In China, training tends to be very specialised within medical school and schools of public health so there is the lack of a multi-disciplinary angle. I received my economics training up to the master degree level in China before I went to the United States, where I got a PhD in health policy. I began to do research in healthcare and I felt it was fascinating because it combines a number of different disciplines. That's why I feel this is so important for China: I want to bring in people from different backgrounds to improve the healthcare system. The healthcare industry is now only about 5% of China's GDP. There is

a lot of room for growth, to learn from other countries and avoid repeating their mistakes.

The LINK: What will be the Centre's focus?

Prof. John Cai: We will focus on four major areas: research is the number one priority; the second component is teaching; the third is internal service and the fourth is external service. Research will be the foundation, the basis for this centre. We need to generate ideas and knowledge for the healthcare industry, for healthcare policy. Our teaching will involve the MBA, EMBA and also EDP programmes; we will be an internal link between our students and alumni and work with them to develop a network that can help them professionally as well as facilitate their personal growth through extra-curricular learning opportunities. Externally, we will provide information needed to shape government policy, work with the industry, and provide services that benefit the wider society.



We want to do research to see how the Chinese pharmaceutical industry can develop its own innovative products.



The LINK: What are the specific research areas on which the Centre will focus and what are some of the other initiatives that you have planned?

Prof John Cai: The research topics we plan to focus on in the next 1 to 2 years cover three major areas. The first one is innovation. This could be innovation in the healthcare system, for example shifting from disease treatment to health management, or innovation in the pharmaceutical industry. We want to do research to see how the Chinese pharmaceutical industry can develop its own innovative products.

The second research topic applies to human capital in healthcare. The more I learn about the Chinese system the more I feel that the problems we have with human capital, especially physicians, is a major bottleneck for China's healthcare system. We don't have enough qualified physicians and that creates problems in terms of access and affordability.

The third topic is health insurance, which is becoming increasingly important in China as more and

more healthcare expenditure is made through insurance. So on one hand, insurance creates patients' demand; but on the other hand we need to learn how to use health insurance resources more efficiently. This will be a major area of our research.

We will also have a strong emphasis on case writing and we plan to produce a series of working papers that will use case study content, research material as well as material from our conferences and seminars. We will have an annual industry-focused conference that's run by students and our more than 1000 alumni in the healthcare field, a smaller quarterly health policy forum, as well as monthly lectures on campus.

The Centre will rely heavily on leveraging the different departments and internal resources within CEIBS and will also work with different organisations in Shanghai, across China and internationally. We will provide the platform for others to work together.

康志清：中国医疗健康产业的未来

Dr Iris Kang: The Future of China's Healthcare Industry



辉瑞投资有限公司基础医疗事业部总经理、辉瑞中国女性理事会主席康志清女士（EMBA 2002）对中国的医疗健康产业作了全景式的综述，并与我们分享了她对中国医疗健康行业未来的展望以及她对于辉瑞将在其中扮演的角色的一点想法。

“中国的医药产业拥有良好的发展机遇。我预计未来5到10年内中国医药市场仍将保持两位数的增长率，这与其他许多行业相比是很了不起的。总体来说，中国医疗健康产业发展态势不错。

众所周知，中国政府为提高国民健康、改善医疗服务作出了不懈的努力。除了改善医疗服务、改进治疗方法和提高药品质量之外，政府还希望在扩大医保覆盖范围方面加大投资力度。这些措施都促使从事医疗健康产业的公司积极与政府开展合作，藉此推出更高质量的药物，帮助中国医生提升医疗技能，如通过提高早期确诊率和提供先进治疗方法，为中国人打造高质量的医疗解决方案。

那么，辉瑞将在其中扮演怎样的角色呢？辉瑞不只是一家制药公司，我们十分重视企业的社会责任。因

此，我们采用一种一体化的客户互动模式，我们要确保客户明白怎样预防疾病并对疾病有深入的了解，我们还要确保客户享受到一流的医疗健康服务。我们的目标是让中国人更健康。作为基础医疗事业部总经理，我的责任就是领导我的团队把质量最好、最先进的药物推介到中国市场，帮助中国医生提供最准确的诊断、治疗方案和最好的医疗服务。

这就是中国医疗健康产业的未来：向知情客户提供最优化的服务。”





In the next 5 to 10 years, the pharmaceutical market will maintain its 2-digit growth rate.



As General Manager of Pfizer's Primary Care Business Unit and Chairwoman of Pfizer China Women Council, Dr Iris Kang (EMBA 2002) has a birds-eye view of China's healthcare industry. She shares her thoughts on what the future holds for the country's healthcare sector, and her company's role in it:-

"There is a good opportunity for the pharmaceutical industry here in China. I expect that in the next 5 to 10 years the pharmaceutical market will maintain its 2-digit growth rate. That's very good, compared to a lot of other industries. In general, China's healthcare industry should do well.

We all know about the Chinese government's efforts to improve citizens' healthcare and the level of service provided. In addition to improving the quality of the service, treatment and drugs provided, the government also wants to invest more in providing healthcare coverage. These measures will provide an opportunity for various players in the healthcare industry to work together with the

government – to provide better quality drugs and help Chinese doctors upgrade their skills. This includes improving the early diagnosis rate, and providing advanced treatment therapy to offer high-quality medical solutions to the Chinese population.

What will Pfizer's role be in all this? Pfizer is not just a drug company: we take CSR seriously so we use a holistic approach when interacting with our customers. We ensure that they know how to prevent, and are educated about, diseases. We also ensure that they are provided with excellent service in terms of healthcare. Our mission is to ensure better health for China's population. As leader of the Primary Care Business Unit it is my responsibility to lead my team in introducing the best quality and most innovative drugs into the China market and help Chinese doctors provide the best diagnoses, treatment and patient service.

This is the future of the healthcare industry in China, providing optimal service to informed clients."



总商道之要 经商业之理

总经理课程 (AMP), 2012年7月 / 11月, 模块制, 上海、北京、深圳

总经理课程不仅有最核心的管理模块和最顶尖的教授, 更有创新的学习模式和精心设计的学习流程, 使学员能成功地将书本上、课堂上的概念与自身实践经验相结合, 反思而思, 超越旧的思维框架, 最终实现学以致用。

招生对象

实际、实践、实战是本课程的特点。我们招生对象为高速成长的成功企业的总裁、总经理和集团公司事业部的总经理, 以及极具潜力的高层管理人员。他们应拥有八年以上的管理实践经验。

六大核心模块

- 宏观经济和管理学导论
- 领导力与变革管理
- 高效谈判
- 管理会计
- 决策者的市场管理
- 战略管理

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<http://www.ceibs.edu/amp>

四大创新学习模式

- 温故知新: 教授将引导学员进行反思和互相学习, 充分暴露个人的偏见和盲点。
- 学而时习: 要求学员运用学习日志, 回顾当天学到的、思考过的、有重要心得的要点。
- 以人为镜: 学员自由组成两人小组, 到彼此工作岗位上去做为期两天的访问, 把访问经历写成报告, 主人也写一份报告作为回应。
- 知行合一: 完成一篇反思论文, 把各模块的内容与公司的实际相联系。





创业风采

ENTREPRENEURSHIP FOCUS

白

去年11月成立以来，中欧国际工商学院创业与投资中心（CCEI）已主办或合办了一系列创业活动，旨在帮助中欧学生和校友创立企业、调动资源并发展壮大。以下为要闻集锦：

中欧新生代创业领袖成长营

建立新企业的创业者需要继续学习和成长，这就是成立中欧新生代创业领袖成长营的出发点。该成长营于2012年2月23日正式成立，旨在为已度过艰难初创期、正寻求可持续发展方式的创业者提供新

型课程内容。在5月24日的开学典礼上，学院院长朱晓明教授、名誉院长刘吉教授、分享投资创始人白文涛先生（EMBA 2002）和成为基金创始人李世默先生发表了演讲，创业与投资中心主任、中欧兼职教授李善友主持了开学典礼。中国创业领导力成长营的下一轮申请将于8月开始。

创业大赛

今年6月举办的中欧MBA创业大赛让来自亚洲各地顶级商学院的MBA学生们有机会把他们的创新思维和对中国市场的了解在真实商业环境中加以实

Since its launch last November, the CEIBS Centre for Entrepreneurship and Investment (CCEI) has spearheaded, or collaborated in, a number of initiatives aimed at helping CEIBS students and alumni launch ventures, mobilise resources, and grow their enterprises. A few highlights:

The China Entrepreneurial Leadership Camp

Established with the idea that the founders of young ventures should continue to learn and grow, the CELC aims to bring innovative course content to entrepreneurs who have overcome the challenge of survival and are now looking for ways to grow sustainably. Though officially launched on February 23, 2012, the CELC opening ceremony took place on May 24. CEIBS Executive President Prof Zhu Xiaoming, Honorary President Liu Ji, Share Capital Founder Mr Bai Wentao (EMBA 2002) and Chengwei Ventures Founder Mr Eric Li delivered speeches, while CCEI Director and CEIBS Adjunct Professor Kevin Li hosted the event. The next round of applications for the CELC will be due at the end of August.

Entrepreneurial Challenge

The CEIBS MBA Entrepreneurial Challenge, held in June, was designed to give MBA students from Asia's top business schools an opportunity to

apply their innovative thinking and knowledge of the Chinese market to real-life business situations. The competitors were tasked with identifying a sustainable business model for a Chinese company, and a scenario was selected by the event sponsor, Beijing Rongchang Technology and Service, to present the general issues and challenges faced by companies in the China market. Students focused on how to develop the company's business and increase its market share in other Chinese cities. CCEI and the CEIBS MBA Entrepreneurship Club hosted the event.

Entrepreneurship Training Sessions

CCEI also holds Entrepreneurship Training Sessions in which successful entrepreneurs share their knowledge with MBA students, giving them valuable insights into the process of starting a new company. In the first session held in January, Mr Zha Li, Founder and Partner at Dragonvest Investment, addressed students and helped them devise new business ideas. The second session was held in February, with CEIBS Professor of Entrepreneurship Rama Velamuri leading students in strengthening their negotiation skills.

Some of the centre's future initiatives include an Entrepreneurship Competition and Forum planned for November 2012, and a new course for angel investors which will begin in 2013. **TheLINK**

Lecturers for the China Entrepreneurial Leadership Camp's 1st module

Dr Ramakrishna Velamuri:

CEIBS Professor of Entrepreneurship, CCEI Academic Director and GEMBA Academic Director

Mr Ji Qi: Founder and CEO, Hanting Inns & Hotels

Jiang Nanchun: Board Chairman and CEO, Focus Media

Cai Mingpo: Chairman, Cathay Capital Private Equity

Deng Feng: Founder and CEO, Northern Light Venture Capital

Sheng Nanpeng: Partner, Sequoia Capital (China)

Wu Xiaobo: Well-known Economics Writer

Class statistics:

49 students

Average revenue: RMB**116** million

Total revenue: RMB**5,684** million

Total number of employees: **12,427**

Average capital raised to date: RMB**56** million

Total capital raised to date: RMB**2,744** million

Number of participants who have raised capital a) from angel investors – **16**; b) from VCs – **25**

Number of participants who co-founded companies i) alone – **13** and ii) with co-founders – **36** (8 students did not respond)

中欧新生代创业领袖 成长营第一期演讲者

方睿哲博士 (Ramakrishna Velamuri)，中欧创业学教授、中欧创业与投资中心学术主任、GEMBA学术主任

季琦，汉庭酒店集团创始人、CEO

江南春，分众传媒董事会主席、CEO

蔡明泼，凯辉私募股权投资基金董事长

邓峰，北极光风险投资公司创始人、CEO

沈南鹏，红杉资本（中国）合伙人

吴晓波，著名财经撰稿人

班级情况

学生：**49**名

平均收入：人民币**1.16**亿元

总收入：人民币**56.84**亿元

雇员总数：**12,427**人

迄今平均募资额：人民币**5600**万元

迄今募资总额：人民币**27.44**亿元

募资来源：**16**人得自天使投资人，**25**人得自风险投资人

创业伙伴：**13**人单独创业，**36**人与伙伴共同创业（8名学生未作答）



践。参赛者的任务是为一个中国公司制定一种可持续性的商业模式。大赛主办方北京荣昌科技服务有限责任公司还选择了一个真实情境，以揭示中国市场环境中公司通常要面临的各种问题和挑战；参赛学生们为该公司出谋划策以帮助其发展业务并在其他城市拓展市场份额。中欧创业与投资中心（CCEI）和中欧MBA创业俱乐部主办了这项创业大赛。

创业培训研讨会

中欧还通过举办创业培训研

会邀请成功创业者向MBA学生介绍他们的创业历程，以此传授有关创办公司的宝贵经验。在1月的第一届研讨会上，乾龙创投创始人兼合伙人查立先生向学生们作了演讲，引导学生大胆构思商业创意。第二届研讨会在2月举办，会上中欧创业学教授方睿哲（Rama Velamuri）指导学生们如何提高谈判技巧。

今后，创业与投资中心拟举办的活动有2012年11月的创业竞赛和论坛以及2013年开始的面向天使投资人的一项新课程。 **TheLINK**



只见他人的创新，却不见他人如何创新？

打造创新型企业课程：激发、管理和成就创新（模块制）

开学日期：2012年8月29日 地点：上海、日本

当我们惊叹于苹果所取得的惊人成就之时，我们是否反思过是什么阻碍着中国企业走上创新之路？是什么促使中国企业走上了山寨之路？那些全球领先的创新型企业，他们是如何激发企业的创新意识，如何搭建创新的平台，有效地对企业的创新流程、创新文化进行维护管理，最终走向伟大创新的？

课程目标

本课程集结了全球最为权威的创新研究学者、专家，从不同的视角来帮助学员深入理解和掌控创新的核心。通过形式丰富的课堂教学、案例分享以及标杆学习，本课程将为学员展示如何通过科学运用管理工具确保企业对创新的投资利益最大化。学员将学习如何：

1. 为创新机制制定有效的战略，规划合理的组织架构。
2. 在创新的各个阶段成功地管理创新。
3. 掌控公司的转型。
4. 激励管理团队实现创新。

学员对象

本课程适合那些立志在企业中推行创新意识，并将其视为企业核心竞争力来推动企业未来发展的企业高层管理者，如公司的首席执行官、总裁、总经理等高层管理者以及创新项目的负责人。

课程安排

本课程共设有四个模块，每个模块从不同视角对如何在企业中成功实施创新进行抽丝剥茧般的剖析与阐释。

- 模块一：开启创新战略新思维
- 模块二：为企业植入组织创新DNA
- 模块三：标杆学习——日本最佳创新实践的经验教训及其借鉴
- 模块四：让创新发挥作用

详情请洽：

高效云先生 电话：021-28905185/13601642143 电邮：ggordon@ceibs.edu.cn
<http://www.ceibs.edu/ime>





“看准了的，就大胆地试，大胆地闯”

回顾“中欧国际工商学院”创办过程

文 / 王生洪

1994年，中国和欧洲联盟在上海创办了一所特殊的学校——中欧国际工商学院。今天，中国国际工商学院已发展成为一所亚洲一流的商学院，跻身于世界商学院的第一梯队，被国际同行誉为商学院发展的一个奇迹。2009年，在学院创办15周年之际，中欧国际工商学院在权威的英国《金融时报》全球商学院

MBA排名中，跃居全球第八，这是亚洲商学院的一次突破。学院培养了一大批具有国际视野的职业经理人和企业家，被誉为“优秀管理人士的摇篮”，为上海和全国的经济的发展作出了贡献，也为中国管理教育的改革提供了新思路、新方法，并为中国管理教育国际化作出了有益的探索，提供了宝贵的经验。

Wang Shenghong: The Founding of CEIBS

In 1994, China and the European Union jointly founded an innovative new school model – China Europe International Business School (CEIBS).

Today, CEIBS has developed into one of the leading business schools in Asia and has earned global recognition. Its rapid development is truly remarkable. When CEIBS celebrated its 15th anniversary in 2009 it made a significant breakthrough, reaching the No.8 position on the prestigious *Financial Times*

ranking of the world's best MBA programmes. CEIBS has contributed to the economic development of Shanghai, and China as a whole, by providing numerous professional managers and entrepreneurs with the global vision needed to grow their enterprises, and it has become renowned as “the cradle of business leaders”. In a nutshell, CEIBS provides a new, globalized approach to management education in China.





1994年11月8日，中欧国际工商学院合同签字暨成立典礼在上海浦东新区金桥开发公司礼堂举行（前排左起：张祥、郑令德、魏根深（Endymion Wilkinson）、布里坦（Leon Brittan）、汪道涵、谢丽娟、李仲周、王仲达；后排左起：翁史烈、李家镐、盖伊·哈斯金斯（Gay Haskins）、王生洪、华建敏、雷诺（Pedro Nueno）、陈士杰、朱晓明）

November 8, 1994 CEIBS inauguration ceremony. Front, from left: Zheng Lingde, Endymion Wilkinson, Leon Brittan, Wang Daohan, Xie Lijuan, Li Zhongzhou, and Wang Zhongda. Rear, from left: Weng Shilie, Li Jiahao, Gay Haskins, Wang Shenghong, Hua Jianmin, Pedro Nueno, Chen Shijie, and Zhu Xiaoming

中欧国际工商学院创办时，我任职上海市教育卫生办公室主任（1986年5月—1994年9月）和上海市高教局局长（1991年5月—1994年9月）。在此期间，参与了学院初创时期的一些工作，后又有幸被聘任为学院的首届董事会董事（1994年——1999年）。

“中欧”创办时，适逢邓小平同志南方谈话带来了人们思想的大解放，带来了中国经济

新一轮的快速增长。小平同志说：“必须大胆吸收和借鉴人类社会创造的一切文明成果，吸收和借鉴当今世界各国包括资本主义发达国家一切反映现代化生产规律的先进经营方式、管理方式。”“改革开放胆子要大一些，敢于试验，不能像小脚女人一样。看准了的，就大胆地试，大胆地闯。”正是小平同志这一重要思想激发了上海的创新活力，才造就了“中欧”这一中国高等教育国际合作办学的成功范例。



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When CEIBS was founded, I was director of the Shanghai Office of Education and Health (May 1986 – September 1994) and head of the city's Higher Education Bureau (May 1991 – September 1994). During my tenure I was involved in some of the early efforts to establish CEIBS and had the honour of being appointed to the first CEIBS Board of Directors (1994 – 1999).

CEIBS' founding coincided with an ideological liberation expressed in the inspiring speeches given by Deng Xiaoping during his visits to southern China, which led to a new round of rapid economic growth in the country. Deng Xiaoping said, "We must

be bold enough to introduce and use all the meritorious achievements created by human civilization. We must be bold enough to introduce and use the advanced methods of operation and management which represent the laws of modern production developed in different countries of the world, including industrialized, capitalist countries. We must be bold with our Reform and Opening Up. Risk experimentation; don't dilly-dally like an old lady with hobbled feet. Get on with it if you're sure of it."

These thoughts spurred creativity in Shanghai and ultimately resulted in the birth of CEIBS, a successful example of international cooperative education in China.



1. 1994年11月8日，上海交通大学校长兼我院董事长翁史烈和欧洲管理发展基金会总干事盖伊·哈斯金斯分别代表双方办学单位签署了《中欧国际工商学院办学合同》
Shanghai Jiao Tong University and EFMD signed the operation contract at CEIBS Inauguration Ceremony on November 8, 1994
2. 1994年11月8日，上海市副市长谢丽娟与欧盟委员会副主席布里坦为学院成立揭牌
On November 8, 1994, Sir Leon Brittan, Vice President of the European Commission and Madame Xie Lijuan, Vice Mayor of Shanghai, attended the CEIBS Inauguration Ceremony
3. 1994年11月8日，上海交通大学校长兼中欧董事长翁史烈在金桥开发区举行的学院奠基典礼上致辞
Groundbreaking Ceremony of CEIBS main campus in Jinqiao, Pudong on November 8, 1994
4. 1997年4月8日，首届EMBA毕业典礼合影
The first EMBA graduation ceremony on April 8, 1997
5. 1997年12月28日，举行浦东校园开工典礼（右五起为金桥开发公司总经理杨小明、李家镐院长、金桥开发公司副总经理张矾、张国华副院长）
The Pudong campus groundbreaking ceremony on December 28, 1997
6. 1999年12月4日，博纳德执行院长（左二）、刘吉院长（右一）与环球资源中国首席代表石博谦（右二）及华东地区总经理张正忠（左一）为浦东校园环球资源信息中心剪彩
The ribbon-cutting ceremony for the Global Resources & Information Centre in the Pudong campus on December 4, 1999



1994年11月8日，上海市人民政府与欧盟委员会领导人在金桥开发区举行的学院奠基典礼上培土奠基（自左至右：上海市副市长谢丽娟，欧盟驻华大使魏根深，海峡两岸关系协会会长、原上海市市长汪道涵，欧盟委员会副主席布里坦）
Groundbreaking ceremony for CEIBS main campus in Jinqiao, Pudong

抓住历史机遇

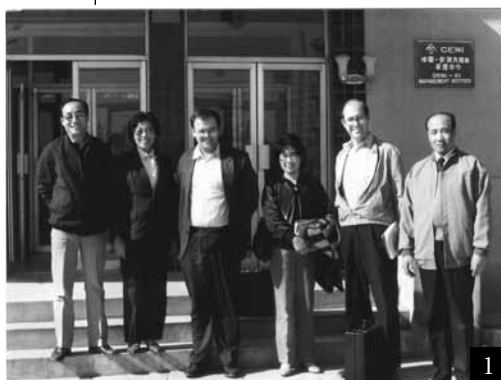
“抓住时机，发展自己”，这是小平同志南方谈话的一个重要思想。欧方与中方合作培训经济管理干部，最早始于1981年，设在北京。后来是怎么转移到了上海，并发展成为一所国际合作办学的高层次国际工商管理学院的呢？

1981年，欧洲管理发展基金会在执行副主席雷诺先生的带领下访问北京，提出了将MBA教育引入中国的设想。这一设想很快得到了中国国家经委和欧共体有关方面的支持。

当时中国的经济发展和对外开放急需大批的管理干部。

1983年，中方与欧方达成协议，作为大型援助项目，为期5年。援助资金达350万欧洲货币单位，执行由国家经委经济干部培训中心与欧洲管理发展基金会共同负责，建立中国—欧共体管理项目（China-EC Management Programme，简称CEMP），后（1991年）改为中欧管理中心（CEMI）。

1年后，即1984年9月1日，MBA教学首次在中国开学。欧方负责聘请专家教授来华上课，为全英语讲授；国家经委干部培训中心进



A Great Opportunity

“Grab the opportunity for self development!” That was one of the tenets of Deng Xiaoping’s speeches. The joint China-Europe training programme for management personnel that began in 1981 was originally established in Beijing. How was the programme later relocated to Shanghai and transformed into a business school that epitomizes high quality, international cooperative education?

A delegation from the European Foundation for Management Development (EFMD), led by Professor Pedro Nueno (CEIBS’ current President), visited Beijing and proposed the introduction of MBA education into China. The proposal received favourable feedback from the State Economic Planning Commission of China and the European Commission, as China needed a large number of management personnel for its Reform and Opening Up.

In 1983, China reached an agreement with the European Commission to establish the China-EC Management Programme (CEMP) which included an extensive five-year aid package of 3.5 million in European currency units. The programme was to be jointly operated by the State Economic Planning Commission’s Cadre Training Centre and the EFMD. In 1991, CEMP was transformed into the China-Europe Management Institute (CEMI).

Three years later, on September 1, 1984, China’s first MBA programme began. The faculty came from Europe and taught lessons in English, while the State Economic Planning Commission’s Cadre Training Centre was in charge of organization and administration.

In the 1980s, the State Economic Planning Commission established 10 management training centres for enterprises in different parts of China, among which the CEMP and the



1. 1988年，CEMI管理团队博斯迈博士（右二）、陈德蓉博士（右三）与杨亨先生（左三）等在中欧管理中心办学点前合影
CEMI leaders in 1998: Dr. Max Boisot (2nd right), Dr. Chen Derong (3rd right) and Mr. Jan Borgonjon (3rd left)
2. 1992年CEMI第四届学生在欧共体驻华代表团驻地举行毕业典礼
Graduation ceremony for the 4th MBA group, held in EC headquarters in 1992
3. 1997年管理委员会成员合影（从左至右：张国华、冯勇明、李家镐、苏史华）
The Management Committee in 1997; from left: Zhang Guohua, Joachim Frohn, Li Jiahao and David Southworth
4. 首届中欧MBA校友与部分教授在上海交大闵行校区包玉刚图书馆的合影
The first group of CEIBS alumni and a few CEIBS professors at the Bao Yugang Library in Shanghai Jiaotong University's Minhang campus



1994年11月8日，海峡两岸关系协会会长、原上海市市长汪道涵（左）在时任浦东新区金桥开发公司总经理朱晓明陪同下步入学院合同签订暨成立典礼会场

Wang Daohan (left), President of the Association for Relations Across the Taiwan Straits (ARATS) and former Mayor of Shanghai, with Zhu Xiaoming, then General Manager of Pudong Jinqiao Development Co, at the CEIBS contract-signing and founding ceremony on November 8, 1994

行教学组织和行政工作。

上世纪80年代，国家经委在全国建立了10个企业管理培训中心，以CEMP和大连项目成就最为显著。1989年后，大连及其他项目相继停办，只有CEMP坚持了下来。

5年后，中欧双方又签订了两个为期二年的合作协议。

1984年至1994年，CEMI培养了六届247名毕业生，占据了中国大陆第一批MBA的半壁江山。

1992年，在CEMI合作办学合同即将期满时，欧盟开始考虑如何将中欧管理中心从一个

合作办学项目扩展为一个符合国际管理教育的独立商学院。当时的CEMI主任杨亨先生草拟了一份《合作办学建议书》，并与北京的一些大学作了交流，不想遭到了冷遇。失望之余，杨亨先生南下上海寻求合作。

记得是1992年10月的一天，杨亨先生约见了，地点在上海教育会堂，市教卫办教育处副处长朱守淳同志也参加。杨亨先生是比利时人，毕业于鲁汶大学，他已在中国生活多年，说得一口流利的普通话。他向我介绍了CEMI在中国的发展历史，现在行将期满，希望到上海寻求合作伙伴。他构思了“一个愿景”和



Dalian Programme were the most successful. After 1989, these management training centres (including the Dalian Programme) ceased operation until only the CEMP remained.

Five years later, China and Europe entered into two more two-year cooperation agreements. Between 1984 and 1994, CEMI trained 247 graduates in 6 batches, who made up one half of the first group of MBA graduates in China.

When the CEMI cooperation agreement was about to end in 1992, the European Union considered changing CEMI from a cooperative education programme into an independent business school featuring international management education. Mr Jan Borgonjon, then director of CEMI, drafted a proposal and presented it to some universities in Beijing to no avail. Disappointed, he travelled to Shanghai in search of cooperation opportunities.

As I recall, it was in October 1992 that Mr Borgonjon arranged an interview with me in the Shanghai Education Auditorium. Mr Zhu Shouchun, Vice Chief of the Education

Department of the Office of Education and Health, was also present. Mr Borgonjon (who later became a CEIBS Board Member), a native Belgian and a graduate of Catholic University of Louvain, had lived in China for years and could speak Chinese fluently. He told me about CEMI's development in China and its desire to collaborate with a partner in Shanghai when its current agreement expired. He proposed a cooperation framework of "one vision" and "two requirements": "one vision" was the goal of creating a first-class, globalized business school, and "two requirements" referred to independence in legal status and support from a cooperation partner.

I thought Mr Borgonjon's proposal was a brilliant idea and a great opportunity. Inspired by the national policy of developing Pudong and, especially moved by Deng Xiaoping's speeches, the members of Shanghai's education sector were actively looking for ways to reform education in Shanghai in order to pave the way for development.

The Shanghai Committee of the



1. 1997年董事会会议
Board meeting, 1997

2. 建设中的浦东校园
The Pudong campus under construction

3. 2009年10月9日, 上海校园扩建规划
The Shanghai campus expansion plan on October 9, 2009

4. 1996年11月11日, EMBA1996级学员在上海交大闵行校区合影
EMBA 1996 students at Shanghai Jiaotong University's Minhang campus on November 11, 1996

5. 1994年11月8日, 代理执行院长杨亨(右)与董事兼学术委员会主任雷诺(中)、前CEMI代理教务长温伟德在浦东校园奠基典礼上
Deputy Executive President Jan Borgonjon (right), Board Member and Academic Council Chairman Pedro Nuño (centre), and former CEMI Deputy Dean Wilfried Vanhonacker at the Pudong campus groundbreaking ceremony on November 8, 1994



西班牙国王胡安·卡洛斯（Juan Carlos，左三）与王后索菲娅（Sofia de Grecia，右三）来访并接受学院颁发的荣誉勋章（2007年6月25日）

King Juan Carlos and Queen Sofia of Spain visit CEIBS and receive the Medal of Honour

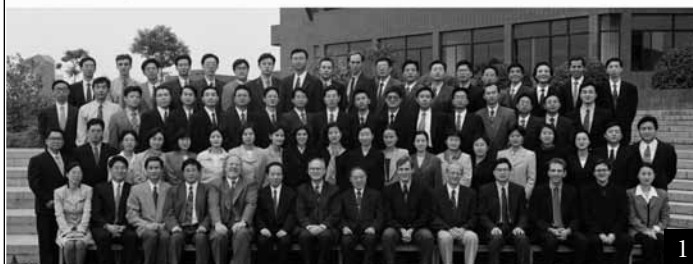
“两个条件”的合作办学方针。“一个愿景”是指要建立一流的国际化商学院，“两个条件”则是独立的法人地位和合作高校的支持。杨亨思路清晰，说话从容，态度诚恳，给我留下很好的印象。

我听了以后觉得这是一个很好的构思，也是一个很好的机遇。当时上海教育界的同志在中央开发开放浦东政策和小平南方谈话的鼓舞下，精神非常振奋，都在思考上海教育应该如何适应需求，深化改革，加快发展。

当时上海市委市政府正在筹备召开教育工作会议。我清楚地记得在向黄菊市长汇报筹备

工作时，他明确指出：上海发展的长远目标是尽快建成国际经济、金融、贸易中心，成为社会主义现代化的国际大都市；把浦东建成世界一流水平的外向型、多功能的现代化新城。上海教育改革和发展就要从这个大背景出发，探索具有中国特色、上海特点的改革道路。与建设现代化大都市相适应，一流城市要有一流的教育。上海教育要面向世界，广泛开展国际交流与合作，使上海成为国内、国际人才培养和交流中心之一。上海教育改革要力争比全国先行一步。黄菊市长还鼓励我们，在教育发展改革中，看准方向的就可以大胆地试，大胆

中欧国际工商学院首届工商管理硕士毕业生
China Europe International Business School Master Of Business Administration 1995/96



Communist Party of China and the People's Government of Shanghai had been preparing for a meeting on education. I remember that when I reported the preparation work to Shanghai Mayor Huang Ju he gave clear instructions: The long-term goal of Shanghai's development was to become a socialist, modern metropolis at the centre of global economy, finance and trade, while Pudong was to be developed into a world-class, modern, new city with a variety of foreign-oriented functions. Based on that general guideline, Shanghai's education needed to follow a path of reform and development that boasted both Chinese and Shanghainese characteristics. A first-class city required first-class education if it wanted to develop into a modern metropolis. Shanghai's education must therefore be globally oriented and extensive exchange and cooperation must be carried out at an international level, so that Shanghai would become a centre of personnel training and exchange in China and abroad. To

that end, the reform of Shanghai's education could take a step ahead of the national reforms.

Mayor Huang Ju encouraged our education reforms with the familiar refrain: "Get on with it if you're sure of it." He made it clear that it was worth experimenting with international cooperation in education. He added that any initiative that boosted access to more educational resources, enhanced curriculum design and delivery, and provided international management experience would be considered for a trial run. Based on the spirit of Huang Ju's suggestions, we drafted The Temporary Regulations on Education Cooperation for Foreign Organizations and Individuals in Shanghai. It was promulgated in 1993 as the first set of rules on international cooperation on education at national and local levels in China.

With this in mind, we responded favourably to Mr Jan Borgonjon's proposal and told him that the Office of Education and



1. 首届MBA毕业合影
The first group of MBA graduates
2. 课堂上的EMBA学生
MBA students in a class



3. 2008年国际交换学生合影
The international au pair students, in 2008
4. 2003年9月开班的首期CEO课程师生合影
Students and teachers of the first CEO programme, which began in September 2003



中共中央政治局委员、国务院副总理、时任北京市市长王岐山在中欧北京“高朋满座”讲座发表演讲（2004年12月17日）

Vice Premier and then Mayor of Beijing Wang Qishan speaks at the CEIBS Beijing VIP Forum

地闯。他明确指出，国际合作办学可以大胆试验，只要总体上有利于吸收更多的教育资源，有利于学习和借鉴国外先进的教育内容、教育方式和管理经验，有利于培养社会主义现代化的建设人才，都可以探索。按照黄菊市长这一讲话要求，我们当时已起草了《境外机构和个人在沪合作办学的暂行规定》（这一《规定》在1993年正式颁布，成为全国地方第一个国际合作办学方面的规定）。

正因为有上述背景，我们当时就以积极的态度响应了杨亨先生的建议，表示我们教卫办欢迎、支持CEMI来上海合作办学，有什么困难可以共同研究解决。

当时上海市政府正在酝酿和探索国家教委（后改名为教育部）与市政府共建委属高校的

体制改革思路。在我们向市政府提出的方案中，根据“合作、互利、求实”的原则，按照“积极慎重，抓紧试点”的方针，先选择复旦、交大、上外作为第一批共建的委属高校取得经验后再分步实施。因此，对于杨亨提出的同高校合作的想法，双方同意在委属高校中选一所。当时就初定交通大学与CEMI合作，共同创办一所高水平的商学院。

与此同时，欧共体也积极同上海市的高层领导沟通。

1992年10月，欧共体驻华大使杜侠都先生亲自出马，拜访了市政府顾问汪道涵。汪道涵同志是中国改革开放的积极推进者。他凭着敏锐的眼光，称赞上海同欧共体合作办一所国际化的世界一流商学院是一件“大好事”。汪道

中欧国际工商学院新校园落成典礼

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL CAMPUS INAUGURATION

一九九九年十月十五日

October 15th, 1999



1999年10月15日，浦东校园落成典礼在中欧国际工商学院上海石化演讲厅举行（前排左起：翁史烈、王生洪、周禹鹏、魏根深、龚学平、欧亨尼奥·布雷格拉特（Eugenio Bregolat）、周慕尧、谢丽娟；后排左起：雷诺、殷一璀、王荣华、魏润柏、赫拉德·范斯海克（Gerard van Schaik）、谢绳武）

Opening ceremony for the new CEIBS campus on October 15, 1999

Health welcomed CEMI's arrival in Shanghai and its efforts to seek cooperation. We also advised him that any problems arising in the process might be solved through mutual discussion.

At that time, the Shanghai government was exploring new educational reforms by designating some of Shanghai's universities as being jointly run by the National Education Committee (later renamed the Ministry of Education) and the Shanghai government. According to the scheme we proposed to the government, Fudan University, Shanghai Jiaotong University and Shanghai International

Studies University were to be listed as the first group of jointly-run universities before other eligible universities would follow suit, step by step, based on the principle of "cooperation, mutual benefit and practicality" and the policy of "active but prudent in prompt tests".

As Mr Borgonjon wanted to cooperate with a university, the two parties mutually agreed upon selecting one of the jointly-run universities and Shanghai Jiaotong University was chosen as a cooperation partner for CEMI. The two would thus cooperate to found a high-

1. 原全国政协副主席、原全国工商联主席经叔平（左）在时任上海市人民政府副秘书长我院董事杨定华陪同下出席我院2001级MBA毕业典礼（2003年4月19日）

April 19, 2003: Jing Shuping (left), former CPPCC Vice Chairman and former Chairman of the National Association of Industry and Commerce, attends the CEIBS MBA 2001 graduation ceremony with Yang Dinghua, Vice Secretary General of the Shanghai Government and CEIBS Board Member

2. 原全国人大常委会副委员长许嘉璐在我院北京合聚讲坛发表演讲（2008年6月22日）

Xu Jialu, former Vice Secretary General of the Standing Committee of the National People's Congress, during a speech on June 22, 2008





2004年12月18日，北京校园奠基典礼在北京中关村软件园举行
Groundbreaking ceremony for the Beijing campus on December 18, 2004

涵同志一方面迅即向市委书记吴邦国、市长黄菊推荐这个项目；另一方面，作为交通大学的老学长，他把这个“大好事”介绍给了交大，并找到了时任上海市人大常委会副主任的李家镐同志（李也是交大校友，此时还兼任交通大学管理学院名誉院长）。

随后，欧方向上海提交了《成立欧洲管理发展基金会与中国某大学合资合办中国发展中心公司的项目建议书》，并向交大电传了《关于在中国政府和欧洲共同体委员会支持下，欧洲管理发展基金会与中国某大学合作办学构想》的文件。上海交大领导也迅速作出了回

应。在学校向徐匡迪副市长汇报，得到市政府支持后，即起草电传了给CEMI的关于合作办学构想的回函。

由于高层领导的推动，筹划工作进展很快。整个1993年，欧共体、外经贸部、国家教委、上海市政府以及CEMI与上海交大等方面，都在积极筹划推动这项工作。

上海市领导对创办一所国际化商学院也给予了前所未有的关注。1993年7月，黄菊市长访问布鲁塞尔时，欧共体欧洲委员会副主席里昂·布里坦爵士主动约见了，并专门推荐了建设商学院的项目。



1. 时任欧盟委员会主席雅克·桑特（左）来访并参观我院建设中的浦东校园（1998年11月2日）
Then European Commission President Jacques Santer visits CEIBS Pudong Campus during construction
2. 欧盟大使赛日·安博在我院“中国-欧盟商务管理培训项目”系列讲座上发表演讲（2008年6月19日）
Then EU Ambassador to China Serge Abou speaks at a CEIBS BMT Workshop
3. 欧盟理事会秘书长兼欧盟共同外交与安全政策高级代表哈维尔·索拉纳（右）来访并发表演讲（2005年9月6日）
Javier Solana, Secretary General of the EU Council and High Representative for the Common Foreign and Security Policy, visits CEIBS

quality business school. In the meantime, the European Commission communicated in earnest with high-level leaders of Shanghai.

In October 1992, Mr Pierre Duchateau, the EC Ambassador to China, visited Wang Daohan, an advisor to the Shanghai government who was active in China's Reform and Opening Up. Wang Daohan praised the idea of Shanghai and the European Commission jointly founding a top-level business school as a "most beneficial event". He recommended the project to Wu Bangguo, Secretary General of the Shanghai Committee of the Communist Party of China, and Huang Ju, Mayor of Shanghai. Meanwhile, as an alumnus of Shanghai Jiaotong University, he entrusted this "most beneficial event" to his alma mater and sought the help of his fellow alumnus Li Jiahao, Vice Director of the Standing Committee of the People's Congress of Shanghai and President Emeritus of the Department of Management of Shanghai Jiaotong University.

The European party then submitted to the

Shanghai party The Proposal for the Project of Founding a China Development Centre Company as a Joint Venture by the European Foundation for Management Development and a Certain Chinese University. They also telexed to Shanghai Jiaotong University The Proposition of Education Cooperation between the European Foundation for Management Development and a Certain Chinese University with Support from the Chinese Government and the European Community Committee. After reporting to Vice Mayor Xu Kuangdi and receiving the green light from the government, Shanghai Jiaotong University responded quickly with a telex acknowledging their agreement to CEMI's proposal.

Thanks to the support of the Shanghai government leadership, the preparations for the founding of the business school proceeded smoothly. Throughout 1993, the European Community, the Ministry of Foreign Economy and Trade, the National Education Committee, the People's Government of Shanghai, CEMI,



4. 爱尔兰总统玛丽·麦卡利斯来访并发表演讲 (2003年10月13日)

Ireland's President Mary McAleese speaks at CEIBS.

5. 德国前总理格哈德·施罗德 (左二) 来访 (2007年5月18日)

Former Chancellor of Germany Gerhard Schroeder visits CEIBS and speaks with MBA students



1. 2004年3月31日，获得欧洲质量发展认证体系（EQUIS）认证（图为认证证书）
EQUIS accreditation certificate
2. 2009年1月16日，获得国际商学院联合会（AACSB）认证（图为同年4月26日获得的认证证书）
AACSB accreditation certificate
3. 国资委主任李荣融在我院全球管理论坛发表演讲（2008年12月6日）
Chairman of State-owned Assets Supervision and Administration Commission Li Rongrong speaks at CEIBS Global Management Forum
4. 国家知识产权局局长田力普（右）视察我院（2008年11月6日）
Director General of State Intellectual Property Office Tian Lipu visits CEIBS
5. 全国社保基金理事长、时任天津市市长戴相龙在我院北京“高朋满座”讲座发表演讲（2007年11月24日）
Chairman of the National Council for Social Security Fund and then Mayor of Tianjin Dai Xianglong speaks at the CEIBS Beijing VIP Forum

同年10月，欧共体议长埃贡·克莱布什访问上海，市领导黄菊、徐匡迪、谢丽娟等在会见欧共体全体官员时，都明确表示支持这一项目，并承诺在资金上一比一配套。

1993年12月6日，上海市委、教卫办、外经贸委向上海市分管教育的领导请示，并建议成立由谢丽娟副市长挂帅，市计委、教卫办、外经贸委、上海交大和金桥开发区派员组成的项目领导小组，拨出配套建设资金，以落实“中欧”的筹建工作。我作为市教卫办主任，参加了此项目领导小组。

自此，中欧工商国际学院的筹建工作，进入了各方形成合力、扎实推进的“快车道”。

突破体制障碍

进入1994年，中方工作小组同欧方加快拟定了实施方案。由于筹备中的中欧国际工商学院与国内教育法律、政策体系的冲突，在方案设计几度濒临胎死腹中。今天看来，若非小平同志南方谈话的指引及当年各方主事者的高瞻远瞩，从发展社会主义教育的高度，以改革

and Shanghai Jiaotong University continued pushing the project forward.

The leadership of the Shanghai government accorded much importance to the founding of a globalized business school. When Huang Ju visited Brussels in July 1993, the EC Committee Vice Chairperson Sir Leon Brittan arranged a meeting with the Mayor of Shanghai and recommended the project to him. When an EC delegation headed by the Speaker of the EC Committee Egon Klepsch visited Shanghai in October 1993, the Shanghai leaders, including Huang Ju, Xu Kuangdi and Xie Lijuan, met the delegation, voiced their firm support for the project and promised that Shanghai would provide matching funds on a one-to-one basis.

A leadership panel for allocating funds for the founding of CEIBS was established on December 6, 1993, at the request of the Economic Planning Committee, the Office of Education and Health, and the Foreign Economy and Trade Committee of Shanghai. The panel was headed by Vice Mayor Xie Lijuan and comprised officials from the Economic Planning Committee, the Office of Education and Health, the Foreign Economy and Trade

Committee, Shanghai Jiaotong University and Jinqiao Development Zone. I joined the panel as Shanghai's Director of the Office of Education and Health.

Since that day, the founding of CEIBS proceeded smoothly on a fast track thanks to everyone's joint efforts and hard work.

A Breakthrough in Organization

In 1994, the Chinese panel and its European counterpart sped up their efforts to create a framework for the founding of the school. In fact, the framework was nearly rejected several times because the intended set-up for CEIBS conflicted with some existing laws and policies that pertained to the domestic educational system. The “educational special zone” for CEIBS would never have come into existence if the relevant parties had not been visionaries with the ability to act as Deng Xiaoping exhorted in his speeches: disregard the debate between “socialism and capitalism” and break through the confines of the old systems in order to develop a new socialist education method for China.





2008年5月11日,《中欧商业评论》在上海正式创刊(左起:郭理默(Rolf D. Cremer)副院长兼教务长、朱晓明院长、刘吉名誉院长、雷诺执行院长、张维炯副院长兼中方教务长)
The founding ceremony of CEIBS Business Review on May 11, 2008

精神拨开“姓资姓社”迷雾,冲破种种体制和制度的羁绊,断然不会有中欧这个管理教育特区的诞生。

当时有关各方对学院的法律地位、学位授予和管理体制等方面存在不同的想法。为突破这方面障碍,1994年5月12日我以上海市教卫办名义主动与国家教委联系,要求专门赴京汇报筹备工作中的难点。

5月25日国家教委张孝文、韦钰两位副主任在京约见了上海代表,除了我作为上海市教卫办主任外,还有上海交大党委书记王宗光、上海交大管理学院名誉院长李家镐和常务副院长张国华。当时我代表上海方提出了三个难点

的解决方案:

一是关于学院的法律地位问题。欧方要求给予法人资格,而中方有关规定只能是上海交大的一所二级学院。我们提出给学院充分的办学自主权,使学院拥有能独立解决行政、外事、财务、人事和学术方面的权力。这样可以克服传统体制的障碍,有利于发挥学院积极性,办出特色,提高效率。

二是关于学位的授予问题。按国务院学位条例的规定,当时“中欧”尚没有授予学位的资质,只能通过上海交大按有关程序申请MBA学位。我们提出是否可以有两条途径申请学位,一种途径是对于想获得中国MBA证



1. 商务部部长、时任陕西省省长陈德铭在我院北京“高朋满座”讲座发表演讲(2006年4月27日)
Minister of Commerce and then Governor of Shanxi Province Chen Deming speaks at the CEIBS Beijing VIP Forum
2. 时任外交部长李肇星在我院北京“高朋满座”讲座发表演讲(2003年11月2日)
Then Minister of Foreign Affairs Li Zhaoxing speaks at the CEIBS Beijing VIP Forum

The relevant parties had different thoughts about the legal status, the academic degrees to be conferred, and the management system of the business school. In order to solve these problems, on May 12, 1994 I contacted the National Education Committee on behalf of Shanghai's Office of Education and Health and requested a hearing be held in Beijing to discuss these difficulties.

On May 25 in Beijing, two vice directors of the National Education Committee, Zhang Xiaowen and Wei Yu, arranged a meeting with the delegates from Shanghai. These included Wang Zongguang, Secretary General of the Communist Party of China at Shanghai Jiaotong University; Li Jiahao, President Emeritus of the Department of Management of Shanghai Jiaotong University; Zhang Guohua, Vice President of Shanghai Jiaotong University, and me as Shanghai's Director of the Office of Education and Health. On behalf of the Shanghai delegates, I proposed solutions to the three problems:

1) Legal Status – The European party wanted independent legal status for the business school, while according to the relevant regulations of the Chinese party, the business school would be a secondary college under Shanghai Jiaotong University. We proposed that the business school be accorded a high level of independence so that it could have the right to handle administration, foreign exchanges, finances, personnel and academics independently. In this way, the business school could get around the old system and do things on its own initiative in an efficient way.

2) Conferral of Academic Degrees – According to the State Council's regulations on academic degrees, CEIBS was not qualified to confer academic degrees and had to follow certain procedures to apply for MBA degrees through Shanghai Jiaotong University. We proposed two ways of conferring academic degrees: one option was for a student wishing to obtain a Chinese MBA certificate to apply for it with Shanghai Jiaotong University, based



3. 全国政协常委、经济委员会副主任陈清泰在我院汽车产业论坛发表演讲（2008年11月6日）

Member of the Standing Committee and Vice Chairman of the Subcommittee for Economic Affairs of CPPCC National Committee Chen Qingtai speaks at CEIBS China Automotive Industry Forum

4. 中国社科院研究员、原常务副院长王洛林在我院“资本市场与实体经济”圆桌会议上发表演讲（2009年6月25日）

Research Fellow and Former Executive Vice President of the Chinese Academy of Social Sciences Wang Luolin speaks at a CEIBS Roundtable

5. 中国国际战略学会会长、原解放军副总参谋长熊光楷在我院CEO黄山峰会上发表演讲（2009年4月18日）

Chairman of the China Institute for International Strategic Studies and Former Deputy Chief of Staff of the Chinese People's Liberation Army Xiong Guangkai attends CEIBS CEO Huangshan Summit

书的学生，应按照《中华人民共和国学位条例》和国务院学位委员会有关规定，向上海交通大学申请。另一途径是，对那些成功修完MBA课程的学生颁发MBA证书。该证书由中欧学院学术委员会签发。由于学院是上海交大与欧方合作办学，而欧方的管理中心在学术上得到欧洲众多的管理学院，如西班牙IESE商学院、法国INSEAD商学院、意大利博科尼大学商学院、英国伦敦商学院、瑞士IMD商学院等的学术支援，质量是可予以保障的。让学院自身签发学位，最终让社会来承认。学位授予问题，涉及“教育主权”，当时十分敏感。之前在北京举办的中欧合作项目“中欧管理中心”，颁发MBA学位只能在属于“国外”的领地布鲁塞尔欧共体总部和欧共体驻华代表团驻地授予。因此我们这次提出的想法是学位授予上的重大突破。

三是关于院长人选问题。按中外合作办学条例，院长必须由中方人士担任。但我们考虑到当时中国内地的高校尚未起步EMBA项目（直到2002年才有内地高校首批独办的EMBA），我们确实缺乏高级管理人员的培训经验，同时学院创办还需大量资金，为有利于吸收国际先进的管理学院办学经验，有利于吸收海内外财力资源的支持，我们建议实行双院长制，中欧双方各推一位院长，并轮流担任执行院长。第一个5年内宜由欧方选择富有经验的人员担任执行院长。

当时国家教委总体对中欧合作办学是持积极与支持态度的。特别是国家教委朱开轩主任在批复上海市人民政府提交的报告中指出：“中欧国际工商学院是中国教育领域对外改革开放的一面旗帜”，要求教委各部门给予积极支持。

在向教委两位副主任汇报后，我们当天即



1. 全国人大常委、财经委副主任委员，原中国人民银行副行长，中欧陆家嘴国际金融研究院院长吴晓灵发表演讲（2009年7月22日）
Wu Xiaoling, President of CEIBS Lujiazui International Finance Research Centre, delivers a speech on July 22, 2009
2. 外交学院院长、原驻法大使吴建民在我院CEO黄山峰会上发表演讲（2009年4月18日）
President of China Foreign Affairs University and former Chinese Ambassador to France Wu Jianmin attends CEIBS CEO Huangshan Summit
3. 中国国际金融有限公司董事长李剑阁（左）在中欧陆家嘴国际金融研究院接受兼职教授聘书（2009年5月14日）
CICC Chairman Li Jiange is appointed as CEIBS Adjunct Professor at CEIBS Lujiazui International Finance Research Centre
4. 时任教育部副部长吴启迪（中）视察我院（2007年11月4日）
Then Vice Minister of Education Wu Qidi visits CEIBS
5. 时任中共重庆市委常委、重庆市常务副市长黄奇帆（右）在中欧高层管理论坛发表演讲（2008年5月10日）
Then Member of the Standing Committee of the CPC Chongqing and Executive Vice Mayor of Chongqing Huang Qifan speaks at CEIBS Executive Forum



2011年9月14日，“中欧之夜”闪耀2011夏季达沃斯。学院兼职教授、国际货币基金组织副总裁朱民教授做主题演讲。学院副院长兼教务长约翰·奎尔奇教授用“中国深度和全球广度”的激情发言揭开序幕。

CEIBS Hosts "CEIBS Night" at Dalian World Economic Forum on September 14, 2011 featuring incoming IMF Deputy Director Zhu Min as keynote speaker. CEIBS Vice President and Dean John Quelch opened the night with an overview of the school's positioning around "China Depth, Global Breadth"

on the relevant clauses in The Regulations on Academic Degrees of the People's Republic of China and the rules of the State Council's Committee on Academic Degrees. The other option was for a student who had successfully passed all MBA courses to be granted an MBA certificate by the CEIBS Academic Committee. The European party's management centre could guarantee a high-quality MBA education as it enjoyed extensive academic support from prestigious European business schools such as IESE, INSEAD, Commercial University of

Luigi Bocconi, London Business School (LBS), Institute for Management Development (IMD), etc. Therefore, it was believed that the MBA certificates issued by CEIBS would be widely acknowledged. However, it turned out to be a somewhat delicate situation for a foreign institute to confer an academic degree in China, as the practice might be considered an affront to the so-called "sovereignty of education". CEMI, a China-Europe cooperative education programme held previously in Beijing, had issued MBA certificates on "foreign" lands – in



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