

NJU

Forging Ahead

Initiative

New Journey United



NJU Forging Ahead Initiative:
New Journey United

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I

Development Conditions

(I) The status quo of the world and the times

1. At present, momentous changes of a like not seen in a century are accelerating across the world.
2. The unprecedented COVID-19 epidemic has a far-reaching impact.

(II) The tasks required by the 20th National Congress of the Communist Party of China

The important statement that “education, science and technology, and human resources are the fundamental and strategic pillar for building a modern socialist country in all respects.”

(III) The blueprint for the “Unique Nanjing University”

Important statements by General Secretary Xi Jinping on the “Unique Nanjing University”

General Secretary Xi Jinping’s important reply to NJU’s young scholars who have returned to China from studying overseas

The construction of the “Unique Nanjing University” has entered a period of opportunities, challenges, and breakthroughs

(IV) The challenges of creating world-class universities with Chinese characteristics



1. External environment

Increasingly fierce competition between countries in education, science and technology, and human resources



2. Internal challenges

The issue of mentality: the conventional way of thinking depending on past practices

The issue of human resources: the relative shortage of human resources

The issue of systems and mechanisms: the modernization of the university’s governance system and governance capacity lacks sufficient depth

The issue of resource: the relative shortage of development resources



3. From the perspective of overall strategy

The main contradiction: the disparity between the country’s increasingly urgent need for science and technology and Nanjing University’s insufficient capacity to supply science and technology

Adhering to the “Four Services”^[1] and “Four Orientations”^[2] and promoting reforms in quality, efficiency, and driving forces by solving the main contradiction

II

General Requirements

(I) Primary tasks of Nanjing University at present

- Studying deeply and effectively implementing the spirit of the 20th National Congress of the Communist Party of China.
- Fully implementing the spirits of General Secretary Xi Jinping's important reply.
- Uniting and leading the university's party members, cadres, faculty, staff and students to make new achievements, and to set an example for other universities.
- Composing a new chapter of the "Unique Nanjing University" in the new era with the "NJU Forging Ahead Initiative".

"NJU Forging Ahead Initiative" is—



(II) Basic requirements of the "NJU Forging Ahead Initiative"



Four Adherences:

- Adhering to the leadership of the Communist Party of China,
- Adhering to the socialist direction of a university,
- Adhering to the fundamental task of strengthening moral education and cultivating talents,
- And adhering to building the university with reform and development, strengthening the university with talents, governing the university with institutional mechanisms, and vitalizing the university through humble efforts



Focusing on tackling four obstacles in terms of mentality, human resources, systems and mechanisms, and resources



Accelerating the improvement of three capabilities: capability of service and development, capability to open education further to the world, and capability of implementation

Demonstrating new achievements through connotative development, and achieving new breakthroughs through high-quality improvement

(III) Central goals of the “NJU Forging Ahead Initiative”

- To build a world first-class university with Chinese characteristics, unique traits of NJU, and characteristics of the times
- and to provide a stronger support to advance the rejuvenation of the Chinese nation on all fronts through a Chinese path to modernization

The “Unique Nanjing University” is:

A “Red Nanjing University” that maintains deep roots in China with a firm political stance

A “Long-standing Nanjing University” that continues its 120-year-long tradition while maintaining its original aspirations and missions

A “Vibrant Nanjing University” that keeps close pace with the times and a youthful vitality

The “Preeminent Nanjing University” that pursues world-class excellence and fruitful achievements in education

(IV) Overall strategic plan for building the “Unique Nanjing University”



First, achieve breakthroughs in the development of “Unique Nanjing University” after 3-5 years of efforts from now onwards. Rank steadily among the top universities in China and have a significantly enhanced international influence.



Second, basically realize the vision of “Unique Nanjing University” by the 130th anniversary of NJU after 10 years of efforts, further consolidating its position among the top universities in China and further enhance its position among the world’s first-class universities.



Third, build NJU into the “Unique Nanjing University” after about 15 years’ effort by the midpoint of this century, thereby becoming one of the top first-class universities in China and a world-class top university internationally.

(V) The next three years will be the key period for implementing the 14th Five-Year Plan and the phase needing the most strenuous work to successfully build the “Unique Nanjing University” in the new era.

(VI) Principles for building the “Unique Nanjing University” in all respects

- Upholding and strengthening the Party’s overall leadership
- Serving the country with science and education and being dedicated to research
- Applying a people-centered development philosophy and being sincere to the people
- Upholding fundamental principles, breaking new ground, and bearing devotion to professionalism
- Continue to open education further to the world and welcoming global cooperation

III

Key Tasks and Measures

(I) Upholding and strengthening the Party's overall leadership with the political construction of the Party as the guide

1. Continuously strengthening the political construction of the Party

Strengthening the Party's political leadership

Enhancing the political training of cadres

Creating a good political ecology

Reinforcing the political guidance of Party construction

2. Making theoretical innovations and enhancing theoretical education for Party members

Enhancing theoretical education

Strengthening research and interpretation

Reinforcing ideological and political work for teachers and students

Improving the quality of courses on ideological and political theory

3. Further carrying out the responsibility system for ideological work

Strengthening the organization and leadership of ideological work

Enhancing the ability to prevent and resolve ideological risks

Strengthening the management of ideological positioning

Strictly implementing the responsibility system for ideological work

4. Enhancing the political and organizational functions of Party organizations

Strengthening the construction of primary-level Party organizations

Building strong leading groups of Party organizations

Strictly implementing the responsibility system for Party work

(II) Building a new talent training system to better cultivate outstanding and innovative undergraduate talents

1. Choosing potential talents and continuously improving the quality of outstanding and innovative talent sources



• Highlighting “a high bar” to facilitate the cultivation of innovative talents in basic disciplines



• Highlighting “specialization” to meet the development needs of advantageous and specialized disciplines



• Highlighting “novelty” to enhance talent cultivation work on all campuses



• Highlight “excellence” to tell the good story of Nanjing University’s undergraduate education

2. Building an outstanding and innovative talent cultivation system with “Chinese characteristics, unique traits of NJU and characteristics of the times” through sound planning

Continuously exploring teaching reform pilot programs at Kuang Yaming Honors School

Promoting the “Top-Notch Student Training Program” and “Basic Disciplines Plan” with depth

Continuously improving the "three codes and four modes" talent training system

3. Focusing on quality and creating high-quality resources for outstanding and innovative talent cultivation

Improving talent training programs

Implementing a new round of curriculum reform

Optimizing the general education curriculum system

Improving the development of teaching materials

Expanding students’ international vision

Promoting the integration of science and education

Promoting the integration of industry and education

4. Strengthening cooperation and creating a good ecology for the growth of outstanding and innovative talents

Strengthening top-level design

Promoting education for all

Building a good community environment

Promoting psychological education

Giving full play to the educational function of the Youth League and student organizations

Reforming methods of student evaluation

5. Strengthening support and building an excellent team of faculty

Building faculty teams

Promoting teaching with competitions

Strengthening supervision

Strengthening teaching

Improving the system

Strengthening team building at different levels

Optimizing the faculty training system

Improving the assessment system

(III) Cultivating high-level talents with both virtue and ability and creating a postgraduate education brand with distinctive features of NJU in the new era

<p>1</p> <p>Cultivating national sentiments and strengthening the construction of a collaborative ideological and political education platform</p>	<ul style="list-style-type: none"> • Integrating education on ideals and beliefs thoroughly within the process of talent cultivation • Enriching campus culture and creating a healthy and harmonious environment • Enhancing talent supply and deepening the collaborative mechanisms of ideological and political education
<p>2</p> <p>Improving financial support to cultivate talents and continuously cultivating doctoral talents</p>	<ul style="list-style-type: none"> • Implementing the “Doctoral Student Excellence Leadership Program” to demonstrate how awarding excellence creates an incentive for further excellence • Formulating the special financial support program for the cultivation of master and doctor-level engineering students and cultivating high-level talents urgently needed by the country
<p>3</p> <p>Optimizing the enrollment structure and improving the quality of postgraduate students</p>	<ul style="list-style-type: none"> • Continuously optimizing how enrollment resources are allocated to postgraduate students • Steadily promoting the enrollment of research-oriented doctoral talents • Continuously optimizing the enrollment structure of postgraduate students • Building a multi-dimensional mode of enrollment promotion
<p>4</p> <p>Increasing investment to continuously promote the construction of quality postgraduate curricula</p>	<ul style="list-style-type: none"> • Promoting the establishment of workload recognition mechanisms to be used in core courses for postgraduate students • Continuously promoting the construction of "Triple One Hundred" quality curricula for postgraduate students • Continuously improving means of supervising and evaluating postgraduate teaching
<p>5</p> <p>Strengthening mechanisms for quality monitoring, doctoral assessment and early warnings and support</p>	<ul style="list-style-type: none"> • Optimizing mechanisms to facilitate postgraduate students’ withdrawal and assessments of doctoral qualification • Building a comprehensive information system of postgraduate academic records

6

Further developing international exchange channels and continuously enhancing the international vision of postgraduate students

- Comprehensively planning and expanding international exchange channels for postgraduate students in all fields
- Comprehensively improving the level of information service for new international exchange offerings

7

Proactively meeting the demand and enhancing the training of professional talents urgently needed by the country

- Strengthening top-level design and comprehensive planning
- Strengthening collaborative cooperation and developing programs with unique characteristics

8

Strengthening the construction of supervisor teams and improving the capability of supervisors to lead projects

- Improving the comprehensive evaluation system for postgraduate supervisors
- Improving the honor system for postgraduate supervisors
- Continuously promoting the construction of supervisor teams for “interdisciplinary doctoral programs”
- Strengthening the training of supervisors

9

Improving quality standards and building a classified and diversified degree evaluation system

- Improving diversified quality standards for degree conferment
- Formulating new standards for doctoral professional degrees
- Improving the quality of doctoral dissertations

10

Providing more teaching achievement awards to facilitate the “double first-class” construction

- Encouraging a culture of outstanding talent by introducing new university-level postgraduate teaching achievement awards
- Promoting development through reform and setting up special projects for reforming postgraduate education at the university level

(IV) Adhering to strengthening the university with talents and focusing on building a first-class human resource team

1. Upholding the primary role of morality in team building and stressing the equal importance of moral integrity and professional competence

Improving the working system and mechanism

Strengthening the ideological education of faculty members

Focusing on incentives for teacher's ethics

Carrying out supervision on assessment

2. Strengthening top-level planning and design and improving the structure of the talent cultivation team

Improving team planning

Implementing measures to attract talents

Attracting key talents

3. Adhering to a high-level, precise orientation and continuously strengthening attraction and cultivation of leading talents

Attracting top-level talents

Expanding channels to attract talents

Optimizing the ecology

4. Improving the team-building mechanism and adopting more methods to attract and appoint talents

Improving the long-term mechanism to attract talents

Exploring more flexible means of attracting talents

Deepening reform of evaluation mechanisms

Optimizing the allocation mechanism

5. Strengthening team-building coordination and promoting the coordinated development of multiple teams

Strengthening the construction of management teams

Enhancing the quality of research teams

Improving the construction of supporting teams

(V) Continuously optimizing disciplinary structure and accelerating the coordinated development of liberal arts, science, engineering, and medicine

1. Implementing the “first-class discipline cultivation action” and comprehensively and systematically promoting the construction of advanced disciplines



Improving the high-quality construction of all disciplines



Launching the implementation of "first-class discipline cultivation action"



Promoting high-quality construction of basic disciplines

2. Preparing the way for emerging interdisciplinary subjects and actively exploring high-quality development mechanisms



Interdisciplinary integration mechanism and development guidance mechanism



Accelerating the construction of emerging interdisciplinary subjects and disciplines urgently needed nationwide



Piloting the construction of "special and excellent" interdisciplinary platforms

3. Optimizing the dynamic restructuring of disciplines, and coordinating and promoting the high-quality development of two types of degree programs



Strictly controlling the scale, enhancing the quality, and optimizing the dynamic restructuring of degree programs



Coordinating the development of academic degree and professional degree programs, and building a new pattern of mutual promotion and coordinated development of these two types of degree programs

4. Strengthening the connotative development of first-level disciplines, and coordinating the scientific layout of second-level disciplines



Systematically sorting out the development status of second-level disciplines, and identifying their strengths and weaknesses



Scientifically planning offerings in second-level disciplines, and coordinating the rapid development of weak areas

(VI) Strengthening organized scientific research, and facilitating the independence and development of advanced science and technology



1. Creating an atmosphere of organized scientific research and innovation



2. Focusing on key areas, and strengthening research and development capabilities



3. Strengthening the construction of major organized scientific research platforms



4. Vigorously cultivating scientists who can contribute to national strategy



5. Optimizing the mechanism for incubating major scientific and technological projects



6. Strengthening the coordination and innovation of industry, academia and research



7. Improving the policy system for organized scientific research

(VII) Unswervingly enhancing cultural confidence and self-improvement, and vigorously promoting the construction of an independent knowledge system and the capacity to offer policy consulting services

1. Implementing the “System Engineering of Independent Knowledge System Construction”

Strengthening the research and interpretation of Xi Jinping's thought on socialism with Chinese characteristics in the new era

Implementing major research projects through the construction of an independent knowledge system

Creating a series of teaching materials on the independent knowledge systems by well-known scholars of Nanjing University

Further improving the talent ecology that supports the construction of an independent knowledge system

Implementing disciplinary excellence plans aimed at the construction of an independent knowledge system

Implementing a plan for the prosperity of academic journals guided by an independent knowledge system

Strengthening the construction of an independent academic evaluation system in China

2. Implementing the "Capacity Improvement Project for Policy Consulting Services"

Promoting the construction of new think tanks with characteristics of NJU

Promoting academic synergy between think tank construction and discipline construction

Focusing on the construction of research institutes focused on specific countries and regions, and establishing international organization research institutes and international communication research institutes

Carrying out research and practice for “telling China’s stories”

Strengthening the service capabilities of Jiangsu's new practice of Chinese modernization

Promoting innovation through the think tank and its services

3. Implementing the “Innovation Project for Organizational Methods and Operating Mechanisms of Liberal Arts Research”

Promoting the integration of "platforms, projects, and talents" and building new-type liberal arts research platforms

Advancing interdisciplinary innovation research

Strengthening the development of new liberal arts programs at Suzhou campus

Implementing an academic infrastructure improvement plan to promote innovation in research methods, analysis tools, and technological approaches

Improving the overall planning, management and service capabilities for the development of philosophy and social sciences

(VIII) Expanding openness and enhancing internationalized operation capacity

1	<p>Promoting high-quality education development through Sino-foreign cooperative education programs</p>	<ul style="list-style-type: none"> • Actively introducing high-quality education resources from overseas • Co-building cooperative education institutions and programs • Promoting the construction of the Nanjing-Helsinki Institute in Atmospheric and Earth System Sciences
2	<p>Focusing on building international innovation platforms and talent highlands</p>	<ul style="list-style-type: none"> • Implementing the Nanjing University International Visiting Scholars Program • Planning to implement the Nanjing University International Faculty Visiting Program • Developing a plan to enhance international scientific research cooperation
3	<p>Creating a global integrated learning and training system</p>	<ul style="list-style-type: none"> • Strengthening mutual recognition and joint education programs for high-level degrees • Creating the Nanjing University International Summer School Program • Implementing the “Global Excellent Student Training Program 2.0” • Launching the Youth Global Competence Enhancement Program
4	<p>Promoting the implementation of reforms of the international student management system</p>	<ul style="list-style-type: none"> • Enhancing the quality and influence of the “Studying at Nanjing University” brand of degree programs • Improving the international student service system
5	<p>Accelerating global strategic partnerships</p>	<ul style="list-style-type: none"> • Fully implementing the “Global Strategic Partnership Development Plan” • Expanding cooperation with high-level universities in Hong Kong and Macau

6

Strengthening external publicity and telling the story of Nanjing University

- Building a three-level communication mechanism between the university administration, academic departments and faculty and students
- Participating in international education dialogues, major cultural and educational exchange mechanisms and strategic dialogues

7

Accelerating the construction of an internationalized campus and promoting the dual enhancement of hardware and software used at the university

- Developing a plan to enhance the global vision and capabilities of administrative staff
- Promoting the construction of the Foreign Affairs Data Center
- Establishing an international cooperation and exchange fund

(IX) Taking multiple measures and implementing precise strategies to enhance service to national and regional economic and social development

1
Enhancing the sense of responsibility and mission of serving the country through science and education

- Studying deeply the important reply from General Secretary Xi Jinping
- Selecting exemplary individuals who have made outstanding contributions in serving the country with science and education
- Creating an ecology that encourages the conversion of “research results into practical applications”
- Providing guidance for graduates to find employment opportunities

2
Accurately understanding the needs of national and regional economic and social development

- Strengthening communication and collaboration with provincial and municipal government authorities
- Analyzing the capability of the university to serve regional development
- Developing service plans for urban industrial development in Jiangsu Province
- Making full use of think tanks in modern governance
- Deepening targeted assistance and support to specific regions

3
Vigorously promoting organized scientific research

- Strengthening organized collaboration in scientific research
- Promoting technological development and the cultivation of high-value patents
- Improving the level of science and technology management
- Accelerating the construction of the Suzhou Industrial Technology Research Institute

4
Focusing on the development of new disciplines in engineering, medicine and humanities according to demand

- Promoting the deep integration of Suzhou Campus with local industrial clusters
- Planning the layout of academic disciplines based on industrial demand
- Supporting the construction of the School of Future Technology
- Becoming a dependable force in resolving Jiangsu’s challenges

5

Strengthening collaborative innovation between industry, academia and research

- Strengthening management of government, industry, academia and research platforms
- Forming a joint task force for managing government, industry, academia and research platforms
- Expanding and deepening cooperation with leading companies in various industries
- Restructuring the Nanjing University General Institute of Industrial Technology
- Strengthening construction of the National University National Science Park
- Establishing collaboration mechanisms and platforms for Suzhou Campus and Suzhou-based enterprises
- Actively supporting the construction of the “China Acoustics Valley” in Suzhou

6

Focusing on the transfer and conversion of research results

- Continuously optimizing policies and mechanisms for the industrial application of scientific and technological achievements
- Strengthening the construction of teams responsible for the industrial application of scientific and technological achievements
- Improving comprehensive management of intellectual property rights
- Recognizing outstanding cases of scientific and technological achievement and the industrial application

7

Continuously improving talent cultivation for innovation and entrepreneurship

- Deepening the unique innovation and entrepreneurship education system of Nanjing University
- Promoting the construction of a national-level innovation and entrepreneurship college
- Strengthening the construction of new bases for the practice of innovation and entrepreneurship education
- Promoting the improvement of quality and efficiency within entrepreneurship training

(X) Promoting the construction of Suzhou Campus and achieving efficient, orderly and optimum connections among the four campuses

1. Comprehensively promoting the construction of scientific research platforms for a wider range of disciplines

- Improving the range of disciplines
- Promoting the construction of major scientific research platforms
- Promoting the construction of major platforms for utilizing research instruments

2. Promoting team building and significantly improving the quality of the talent team

- Enhancing the introduction of talents
- Improving the talent service system

3. Focusing on talent cultivation and promoting the integration of industry and education

- Establishing a talent training and management system
- Promoting the integration of industry and education

4. Continuously opening education further to the world and promoting the sustainable development of the campus

- Promoting international exchanges and cooperation
- Continuously seeking external resources for operation

5. Establishing a campus operation and management mode and continuously improving its operation and management

- Clarifying the functional positioning of the campus
- Promoting the construction of a smart campus

6. Continuously enriching the cultural diversity and temperament of the campus

- Creating a cultural atmosphere on campus
- Enriching cultural activities on campus

7. Ensuring a smooth start to the new term in September 2023

- Preparing in advance for the relocation of the campus
- Coordinating with local authorities to ensure the preparation and quality of the east campus and its surrounding supporting facilities
- Ensuring the timely, high-quality construction of the west campus
- Continuing to work on the transformation of Jingling College

(XI) Strengthening the construction of a supporting service system, improving the quality of logistics services and guarantee the safety and security in the campuses

1 Raising awareness and reinforcing the applications of the results of “the Great Discussion” activity and improving the quality of logistics management and service

2 Strengthening the construction of the logistics team, establishing a collaborative working environment, and providing systematic training

- Emphasizing the construction of logistics teams
- Improving the team’s collaborative work environment
- Improving ideological training
- Establishing a systematic training system
- Building a professional team and actively introducing urgently needed professionals

3 Greatly enhancing the capability to provide information support and effective management services for logistics operations

- Strengthening information technology construction and security services
- Strengthening the role of information technology in infrastructure and asset management
- Strengthening the role of information technology in logistics services and medical security

4 Improving systems management and establishing a standardized workflow system

- Strengthening and standardizing laboratory safety measures
- Improving the effectiveness of the campus’s asset and infrastructure management system
- Improving the quality of logistics operations and of management services
- Improving the provision of medical and health services

5 Developing infrastructure and renovation plans, raising funds through multiple channels and continuously improving the campus’s educational hardware

- Launching construction plans for Pukou Campus
- Actively planning fundraising programs for constructing new infrastructure
- Accelerating campus renovation and transformation

6

Strengthening campus safety and stability

- Deepening education on maintaining safety
- Strengthening campus safety infrastructure and improving the level of information control
- Strengthening laboratory safety measures

7

Optimizing asset allocation and ensuring precise asset management

- Continuously improving the quality of teaching and research support on campus
- Accelerating the improvement of student dormitories and housing relocation for staff
- Improving the quality of campus commercial services
- Promoting the sharing of large instruments and equipment

8

Supporting public welfare by actively promoting campus construction that is green, healthy and energy-efficient

- Supporting public welfare by ensuring supply and stable prices and improving the quality of catering
- Building a “one stop-shop” for reservable, personalized, and customized property services
- Accelerating the construction of a green, energy-efficient campus
- Improving the campus public health and safety system and providing high-quality medical services

(XII) Accelerating the development of NJU's alumni network, comprehensively expanding and gathering educational resources through multiple channels



1. Building and enriching a new system of normalized and high-quality contacts



2. Promoting and building a new protocol that allows all staff to participate



3. Exploring and promoting the new mechanism of “three-party collaboration” and resource gathering



4. Improving the brand value of Nanjing University, showcasing its achievements in serving society, and telling new stories of the development of Nanjing University



5. Promoting the professionalization and standardization of investment decisions and successfully preserving and increasing the value of existing funds



6. Gathering international resources and expanding new platforms for overseas contact

(XIII) Enhancing the effectiveness of public relations and telling the story of Nanjing University

1. Strengthening the awareness of publicity: changing the working concept, promoting the transformation and upgrading of the working ideas with a leading position and broad vision

Transforming the conventional way of thinking

Correction of misunderstandings

2. Establishing effective public relations: optimizing top-level design and making coordinated efforts to “tell the story of Nanjing University”

Strengthening university-level coordination

Strengthening coordination and synergy

Establishing an award and punishment mechanism

3. Upgrading public relations: improving media outreach and revising of Chinese and English public relations platforms

Establishing a human resource team for managing international publicity

Upgrading the Chinese and English versions of NJU websites

Building We-Media brands in Chinese

Enhancing the dissemination of English-language We-Media

4. Building a public relations network: employing resources from all parties to help bolster NJU’s reputation both internationally and domestically

Deepening cooperation with central media

Expanding overseas cooperation

Cooperating with celebrity vloggers

Gathering alumni power

5. Expanding publicity channels by forming an effective communication system with full coverage and three-dimensional capabilities

Inviting more public channels to the campuses

Seeking new public channels for NJU to greet the world through

Achieving “full coverage” of campus public relations

Promoting “three-dimensional” public relations

6. Building a public relations brand: carefully organizing, planning and discovering new highlights for telling the story of Nanjing University

Actively curating news topics

Carefully planning topic selection

Cultivating new IP for telling the story of Nanjing University

7. Enhancing the ability to respond to public opinion, actively maintaining the social reputation of the university, and minimizing negative publicity

Implementing a normalized response mechanism

Improving the ability to judge and handle public opinion

8. Building a robust public relations talent team: improving the craft of telling the story of Nanjing University in the new era

Strengthening business capacity training

Establishing a “Consultant Group on the Stories of Nanjing University”




Enhancing internal public relations work

(XIV) Further promoting the modernization of the governance system and governance capacity and continuously improving the effectiveness of governance

1. Enhancing the effectiveness of the system

-  **Improving institutional cooperation within the university**
-  **Improving administrative controls**
-  **Strengthening cadres' awareness of governance according to law**

2. Deepening institutional reforms and promoting scientific decision-making

-  **Completing a new round of institutional reforms**
-  **Carrying out personnel and job allocation and improving work procedures**
-  **Actively promoting scientific decision-making and democratic management**

3. Further identifying the goals of faculties and departments and stimulating operational vitality

-  **Optimizing the target-oriented responsibility system for leading teams among the faculties of each department**
-  **Promoting pilot reform efforts for “power delegation, improved regulation and upgraded services”**
-  **Improving the internal governance of faculties and departments**

4. Strengthening the collaboration between university administration and faculties and departments, forming a developmental synergy

-  **Establishing more communication platforms**
-  **Making decision-making processes more interactive**
-  **Promoting the rotation between cadres**

(XV) Promoting cadres' political ability and rigidity and building a high-quality team of cadres

1. Enhancing political stances of cadres

Deepening the Party's innovative theoretical construction

Enhancing the political function of the leading team

Strengthening political training of leading cadres

2. Enhancing the capability of cadres

Systematically improving the quality and capability of cadres in the new era

Increasing the exchange and rotation of cadres

Broadening the work horizons of cadres

3. Promoting cadres' excellent work style

Attaching importance to political life within the party

Encouraging cadres to focus on the effectiveness of their work

Strengthening the daily supervision and management of cadres

4. Appointing cadres carefully

Establishing clear criteria for cadre selection and employment

Strengthening the cadre reserves team

Improving cadre selection and appointment procedures

5. Optimizing the structure of the cadre team

Strengthening overall planning

Optimizing the structure of the cadre team

Broadening ideas and resources for improving the work of cadres

6. Improving and standardizing protocol for training and selecting outstanding young cadres

Strengthening the training of potential cadres

Enriching the work experience of young cadres

Innovative training for young cadres

7. Stimulating cadres to take up responsibilities




Strengthening encouragement and incentives

Improving and implementing procedures for fault tolerance and error correction



Exploring improvements to the practice of "leaving from the higher position"

(XVI) Standardizing decision-making protocols and promoting the thorough implementation of decisions made by the university




1. Strengthening the responsibilities of cadres

-  Delegating practical tasks to motivate university personnel to implement new decisions
-  Accomplishing implementation through practical work
-  Encouraging practical work and prompt implementation of decisions made by the university




2. Establishing a scientific, comprehensive decision-making mechanism

-  Improving foresight and predictability within decision-making
-  Improving research and consultation for informing decision-making
-  Improving the mechanism for receiving and responding to feedback on decisions made by the university

3. Establishing a strict and efficient mechanism for implementation

-  Highlighting key decisions through NJU's public relations
-  Improving the system of finalizing and implementing decisions
-  Establishing a target-oriented responsibility system for implementing decision

4. Establishing a mechanism for supervision, assessment and accountability with clear awards and punishments

-  Strengthening supervision and inspection
-  Improving means of assessment
-  Rigorously enforcing the accountability system

IV

Organization and Implementation

(I) Strengthening organization and leadership

Establishing a special work team to carry out the “NJU Forging Ahead Initiative”

(II) Strengthening orderly coordination

Incorporating the “NJU Forging Ahead Initiative” into NJU’s yearly comprehensive development plan

(III) Implementing inspection and assessment

Ensuring the implementation and promotion of action-based decisions on different stages and tasks

Incorporating the implementation of the “NJU Forging Ahead Initiative” into the annual assessment of grass-roots units and leading cadres

(VI) Carrying out dynamic evaluation

Conducting a dynamic adjustment and optimization of tasks according to assessment and scientifically and systematically managing progress

(V) Strengthening public relations and reporting

Ensuring normalized public relations and regularly posting columns on the news webpage of the university, the *Journal of Nanjing University* and other media platforms to form a good atmosphere for promoting the implementation of the “NJU Forging Ahead Initiative”

Strengthening the submission of information to higher authorities and the public relation teams of the central and provincial media

(VI) Building a long-term strategy

Providing a summarization of experience, practices and work characteristics and actively promoting the successes of the “NJU Forging Ahead Initiative” widely throughout the university

Striving to build long-term protocols and mechanisms to accelerate the construction of the “Unique Nanjing University”

Reference:

[1] “Higher education should serve the people, the CPC’s governance of China, the development of socialism with Chinese characteristics, reform and opening up, and socialist modernization.”

(Quoted from “Towards World-Class Universities and Disciplines”, Xi, Jinping, *The Governance of China*, Volume 2, First edition, Foreign Languages Press, 2017.)

[2] On Sept. 11th, 2020, at a symposium attended by scientists, Chinese President Xi Jinping, also general secretary of the Communist Party of China (CPC) Central Committee and chairman of the Central Military Commission, said the scientific and technological development must target the global science frontiers, serve the main economic battlefield, strive to fulfill the significant needs of the country and benefit people's lives and health. http://www.xinhuanet.com/english/2020-09/12/c_139361891.htm

**NJU Forging Ahead Initiative:
New Journey United**

