Proposal for Academic Organization Structure at Duke Kunshan University

昆山杜克大学学术组织架构提案

Duke Kunshan University (DKU) started in Fall 2014 with three graduate degree programs and a non-degree undergraduate global learning semester program. DKU has been successfully growing small-size graduate programs during phase 1 (2014-2018) with currently four graduate degree programs in operation and a fifth one to be launched in Fall 2019. In August 2018, DKU launched the 4-year undergraduate degree program, which marked the beginning of the phase 2 (2018-2022) era of DKU. With a full-time DKU faculty number at 50 and more coming on board in the next few years, and also the rapid expansion of the student population on campus, the phase 1 ad hoc faculty organizational structure can no longer meet the growing needs of the academic programs, and faculty development and management such as annual performance, mid-term, and tenure and promotion reviews, teaching assignments, etc. Consequently, it is necessary to re-visit and update the current academic organization structure to accommodate the needs of phase 2 keeping in mind the evolving nature of the university. Towards this goal, a committee has been appointed by the Vice Chancellor for Academic Affairs (VCAA). The committee is composed of ten members. The committee has met weekly and consulted with other faculty and staff members at DKU. After extensive discussions, the committee has reached the proposed transitional organization structure shown in Appendix[1], and has made a recommendation that a second review of the organization structure be conducted in 2022 with a view to developing a single organization structure and common set of procedures for the whole university.

昆山杜克大学（DKU）成立于 2014 年秋季，成立初始设有三个硕士学位项目和一个非学位本科第二校园国际化学习项目（GLS）。小型硕士研究生项目在昆山杜克大学第一阶段（2014-2018）不断发展，现有四个硕士学位项目，第五个项目将于 2019 年秋季启动。2018 年 8 月，昆山杜克大学启动了 4 年本科学位项目，这标志着昆山杜克大学二期（2018-2022）的开始。昆山杜克大学目前全职教师人数达 50 人，未来几年将不断增长，在校学生人数也将迅速增加。第一阶段临时的教师组织架构已无法满足日益增长的学术项目需求以及教师发展和管理需求，比如教师年度绩效，中期、终身教职和晋升评估，以及教学任务等。因此，有必要重新探讨及更新当前的学术组织架构，以满足第二阶段需求，适应学校不断发展的本质。为实现这一目标，在学术事务副校长的任命下，学校成立了相关委员会。该委员会由十名成员组成。委员会每周定期开会，并与昆山杜克

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[1] As the university grows in size, the flexibility to modify this structure if needed, (including the addition of personnel) to ensure the smooth running of the university will be maintained, with a view to establishing a more permanent structure after the second Academic Structure Review in 2022.

随着大学规模不断扩大，会保持为确保学校正常运作而根据需求对该架构进行调整的灵活性（包括增加教研人员），从而能够在 2022 年第二次学术结构审查后，建立更加长期适用的架构。

大学的其他教职工进行磋商。经多轮讨论，该委员会已提出了过渡期组织架构，见附件 ¹。并建议在 2022 年对组织架构进行第二次审查，旨在为整个学校制定统一的组织架构及一套标准流程。

1. DKU Faculty
昆山杜克大学教师

Faculty members hired primarily to teach in the undergraduate programs, excluding LCC faculty, should have an academic home in one of the three divisions. Faculty hired primarily to teach in the graduate programs and/or by a research institute or center, should have an academic home in the program, institute or center that hired them.

以本科教学任务为主的教师（语言文化中心的教师除外），其学术基地应为三个学部领域其中之一。对于以硕士研究生项目教学为主和/或主要由研究院所或研究中心聘任的教师，他们参与/供职的项目、院所或中心应作为学术基地。

Importantly, DKU will serve as the tenure home[2] for all faculty members whose primary appointment is at DKU. All promotion and tenure reviews will be coordinated by the Office of the VCAA following procedures documented in the *DKU Academic Tenure and Faculty Appointment, Promotion and Tenure Policy*.

重要的是，对于所有主聘关系在昆山杜克大学的教师，昆山杜克大学将成为其终身教职管理基地 ²。所有晋升和终身教职考评将根据《昆山杜克大学教师任期以及教师的聘任、晋升和终身教职》中记录的程序开展，由学术事务副校长办公室进行协调。

As a new and fast-evolving university, DKU will move through several re-organizations before reaching an equilibrium structure. Therefore, it is the best strategy to define the university as the tenure home, as opposed to specific academic units within the university. At least initially, academic units may not have a sufficient number of tenured faculty members to constitute an efficient reporting unit. In addition, academic units may change, even disappear, over time, as DKU evolves. While the university serves as the tenure home of all faculty, it is important that the tenure process initialize from an academic unit, ideally from tenured faculty in the same academic unit.

作为一所迅速发展的初创大学，昆山杜克大学在达到架构均衡固定之前将经历几轮重组。因此，将学校（而不是学校内特定的学术单位）定义为终身教职管理基地是最佳战略。至少在最初阶段，由于学术单位可能会缺少足够数量的终身教职教师，而无法构建一个高效的报告单位。此外，随着昆山杜克大学的发展，学术单位可能会随着时间的推移而发生改变，有的甚至可能消失。虽然大学是所有教师的终身教职管理基地，但终身教职的程序还是应由学术单位发起，最好是由同一学术单位的终身教职教师发起。

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[2] Tenure home refers to the unit in which a faculty member's tenure resides. Once the university has reached a more stable structure, the primary hiring unit (e.g. division, graduate program) will serve as the tenure home. 终身教职管理基地指教师终身教职所属单位。当学校架构更加稳定后，主聘任单位（如学部、研究生项目）将成为终身教职管理基地。

2. Undergraduate Programs[3]
本科生项目 [3]

The undergraduate programs are composed of three academic divisions: (1) arts and humanities, (2) social sciences, and (3) natural and applied sciences. Each division has its own chair, with the following responsibilities:

本科生项目由三个学部领域组成：（1）艺术和人文科学，（2）社会科学，（3）自然科学和应用科学。每个学部领域都有自己的主任，其职责如下：

- The Division chairs report to the VCAA in matters that pertain to faculty affairs (including but not limited to recruiting, hiring, performance reviews, tenure and promotion). The VCAA carries out annual performance reviews of division chairs.

  须向学术事务副校长汇报与教师事务有关的事项（包括但不限于招聘、聘任、绩效评估、终身教职和晋升等事宜）。学术事务副校长对学部领域主任进行年度绩效评估。

- The Division chairs work closely with the Dean for Undergraduate Studies in matters concerning the management of the undergraduate programs, and the Dean of Undergraduate Curricular Affairs and Faculty Development for matters concerning the UG curriculum and faculty recruitment. The two deans will work with the division chairs on matters that intersect their responsibilities (e.g., teaching assignments and planning, and new course or new major development and review)

  在本科项目管理事宜上，须与本科生院院长密切合作；在本科课程体系和教师招聘事宜上，与本科课程事务和教师发展院长密切合作。两位院长将与学部领域主任一起处理其职责中有交集的事项（例如，教学任务和计划，新课程或新专业的开发及审核）。

The three divisions will play an important role in recruiting and managing faculty members.
这三个学部领域将在招聘和管理教师方面发挥重要作用。

- Recruitment and hiring of faculty for the undergraduate degree program, excluding faculty for the language and culture center (LCC) and graduate programs, is coordinated by the Dean of Undergraduate Curricular Affairs and Faculty Development, in close consultation with VCAA. As the number of DKU faculty grows, DKU faculty will become increasingly involved in the selection, recruiting and hiring process. Recruiting and hiring new non-LCC faculty will always involve Duke University.

  本科学位课程的教师征选和聘用（不包括语言文化中心以及研究生项目的教师）由本科课程事务和教师发展院长与学术事务副校长密切协商后协调决定。随着昆山杜克大学教师人数不断增加，昆山杜克大学的教师将越来越多地参与选拔、征选和招聘流程。杜克

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[3]The organization structure described in this section is for undergraduate programs. The organization structure of other academic units (e.g., the graduate programs, the language and culture center, and research centers) are discussed in subsequent sections.

本节中描述的组织架构适用于本科生项目。其他学术单位（例如，研究生项目、语言文化中心以及研究中心等）的组织结构将在后续章节中讨论。

大学将始终参与征选和招聘新的昆山杜克大学教师（语言文化中心教师除外）过程。

- Each division is responsible for initializing faculty mentoring, annual reviews, mid-term reviews, and promotion and tenure reviews in consultation with the VCAA who will engage the relevant committees with involvement by Duke[4].
  各学部领域负责在与学术事务副校长磋商后，启动教师辅导、年度考评、中期考评以及晋升和终身教职考评过程，学术事务副校长与杜克大学参与下的相关委员会合作开展相应工作[4]。

The division is also responsible for its own staff recruitment and review. Each division chair is responsible for teaching assignments of faculty in his or her division in consultation with the Dean of Undergraduate Curricular Affairs and Faculty Development. Division chairs may arrange to have faculty members in their divisions assist with the management of majors.

各学部领域还负责其内部员工的招聘和考评。每位学部领域主任均负责在与本科课程事务和教师发展院长协商后，分配管理其领域内教师的授课任务。学部领域主任可安排其所在领域的教师协助管理各专业。

Since most undergraduate majors at DKU are interdisciplinary, it is not possible to assign every major to a single division. To encourage interdisciplinary majors and courses, an Undergraduate Studies Committee (USC) will be formed as a standing committee and appointed by the VCAA. The USC will be co-chaired by the Dean of Undergraduate Studies and the Dean of Undergraduate Curricular Affairs and Faculty Development, and the three division chairs will be expected to serve as USC members. The USC should include additional faculty members from DKU, and may invite faculty from Duke University and Wuhan University. The USC is responsible for making recommendations to the VCAA and Executive Vice Chancellor (EVC) regarding curriculum design, student management and undergraduate education, encouraging cross-divisional teaching opportunities, and balancing teaching loads with research activities for faculty. While Duke is currently in charge of curriculum development, DKU is expected to take the role of curriculum design in the future in collaboration with the Dean of Undergraduate Curricular Affairs and Faculty Development and with approval from the DKU course committee at Duke.

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由于昆山杜克大学的大多数本科专业是跨学科的，因此不可能将每个专业都分配到一个单一的学部领域。为鼓励跨学科专业和课程的发展，将设立本科教育委员会（Undergraduate Studies Committee）作为常设委员会，并由学术事务副校长任命其成员。本科教育委员会将由本科生院院长、本科课程事务和教师发展院长作为联合主席，三名学部领域主任将成为该委员会成员。委员会应包括来自昆山杜克大学的其他教师，并且可以邀请杜克大学和武汉大学的教师加入。本科教育委员会负责向学术事务副校长和常务副校长提供有关课程体系设计、学生管理和本科教育的建议，鼓励跨领域教学以及平衡教学工作量和科研活动。虽然杜克大学目前负责课程体系的开发，

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[4] 关于杜克大学教师参与昆山杜克大学教师聘任、评估和晋升各委员会在《教师任期以及教师的聘任、晋升和终身教职》中有相关定义

但预计昆山杜克大学未来将与本科课程事务和教师发展院长开展合做并杜克大学协商，承担课程体系设计的任务。

The USC may further set up a number of sub-committees to handle specific tasks such as curricular design. Each sub-committee should be nominated by the USC and then appointed by the Dean of Undergraduate Studies and the Dean of Undergraduate Curricular Affairs and Faculty Development. All sub-committee members are expected to meet regularly to work on specific tasks, in collaboration with the USC, the Dean of Undergraduate Studies and the Dean of Undergraduate Curricular Affairs and Faculty Development.

本科教育委员会可进一步下设小组委员会来处理课程设计等具体任务。每个小组委员会应由本科教育委员会提名，然后由本科生院院长及本科课程事务和教师发展院长任命。所有的小组委员会成员都预期将与本科教育委员会、本科生院院长以及本科课程事务和教师发展院长合作，定期开会，完成具体任务。

The USC facilitates the formation of focused interest groups to meet and share education and research ideas on a regular basis. For instance, DKU strongly encourages faculty members from relevant undergraduate majors and graduate programs to participate in focused interest groups to promote interdisciplinary discussions. Any DKU faculty member may join these focused interest groups.

本科教育委员会帮助成立重点兴趣小组，定期开会，分享教研思路。例如，昆山杜克大学非常鼓励相关本科专业和研究生项目的教师参加重点兴趣小组，促进跨学科讨论。任何昆山杜克大学的教师都可加入这些重点兴趣小组。

The Director of Undergraduate Assessment is responsible for coordinating outcomes assessment of the majors in collaboration with the Dean of Undergraduate Studies and the division chairs, and reports to the Dean of Undergraduate Studies.

本科评估主任负责与本科生院院长和学部领域主任合作，协调各专业成果评估，并向本科生院院长汇报。

The Associate Dean of Academic Advising is responsible for coordinating, support and assigning advising roles and overseeing the Academic Resource Center. The Associate Dean of Academic Advising reports to the Dean of Undergraduate Studies.

学业指导副院长负责协调、支持和分配学业指导任务，并负责学术资源中心的管理。学业指导副院长向本科生院院长汇报。

The office of study abroad is responsible for finding study abroad opportunities for students, and coordinating student study abroad trips (course matriculation and transfer of credits, and travel) including the semester at Duke. The Director of Office of Study Abroad reports to the Dean of Undergraduate Studies.

海外学习办公室负责为学生寻找出国留学机会，并协调学生出国留学事宜（课程注册、学分转换以及出行），包括在杜克大学学习的学期。海外学习办公室主任向本科生院院长汇报。

The Undergraduate Support Office is responsible for administrative support of undergraduate programs. The Undergraduate Program Coordinators report to the Dean of Undergraduate Studies.

本科事务支持办公室负责本科项目的行政支持。本科项目协调员向本科生院院长汇报。

3. Graduate Programs
研究生项目

Most of the DKU graduate programs are part of a larger program/institute at DKU such as the Global Health Program, the Environmental Program, and the institute of Applied Physical Sciences and Engineering (iAPSE). The corresponding program/institute director is ultimately responsible for both the graduate and research programs.

昆山杜克大学的大多数研究生项目都属于学校更大规模项目或研究院所的一部分，如全球健康项目、环境项目和应用科学与工程研究所（iAPSE）。项目/院所的主任同时负责对应的硕士项目和科研项目。

Each graduate program has a director of graduate studies who is responsible for student recruitment, curriculum development and assessment, and staff recruitment and review in collaboration with the corresponding program/institute director, and the appropriate Duke schools/programs from which the students will receive their degrees. The Duke Graduate School and/or the relevant professional schools provide oversight of these programs to ensure the quality of the programs. The Duke Graduate School appoints a Director of Graduate Studies nominated by DKU for those DKU programs receiving degrees from the Duke Graduate School. For other programs, the appointments of graduate program directors are made in close consultation with the relevant schools at Duke.

每个研究生项目都有其研究生项目主任，项目主任通过与相应项目/研究院所的主任以及对应的颁发学位证书的杜克的学院/项目开展合作，从而负责招生、课程体系开发与评估，以及员工招聘与考评。杜克大学的研究生院和/或相关专业学院对这些项目进行监督，确保项目质量。昆山杜克项目授予杜克研究生院颁发的学位的，由杜克大学研究生院任命昆山杜克大学所提名的研究生项目主任。其他项目，其研究生项目主任的任命需要经过与杜克大学相关学院的密切协商。

The program/institute should also initialize the process for faculty recruitment and mentoring, annual review, mid-term review, promotion and tenure. Graduate Faculty are hired through search processes that engage the relevant academic units at Duke. A Director of Graduate Programs and Recruitment will be appointed by DKU to oversee the activities of all graduate programs, including assessment, in close collaboration with the directors of graduate studies of individual graduate programs, and the relevant schools at Duke University.

项目/研究院所还应负责启动教师招聘和指导、年度考评、中期考评、晋升及终身教职考评的流程。研究生项目教师通过由杜克相关学术单位所参与的遴选过程而进行聘任。"研究生项目与招生主任"由昆山杜克大学负责任命，该主任与各个研究生项目主任以及杜克大学相关学院开展密切合作，负责与所有研究生项目相关的活动，包括评估流程。

All directors of graduate studies report to the Director of Graduate Programs and Recruitment, and also report to the relevant program/institute director if applicable. The Director of Graduate Programs and Recruitment and program/institute directors report to the VCAA. The performance of all directors of graduate studies should be evaluated by the corresponding program/institute director. If graduate programs

grow substantially in the future (including the possibility of PhD programs), it is recommended to appoint an Associate Dean of Graduate Programs and Recruitment. The Associate Dean of Graduate Programs and Recruitment should report to the VCAA and will provide strategic oversight and leadership for all DKU graduate programs.

所有研究生项目主任都向"研究生项目与招生主任"汇报，根据具体情况有的还应向相关项目或研究院所的主任进行汇报。"研究生项目与招生主任"以及项目或研究院所的主任向学术事务副校长汇报。各研究生项目主任的绩效应由相应的大项目或研究院所的主任进行评估。如果研究生项目未来获得巨大发展（包括设立博士项目的可能性），建议任命"研究生项目与招生副院长"。研究生项目与招生副院长应向学术事务副校长汇报，并为昆山杜克大学所有的研究生项目提供战略监管。

Graduate programs are currently separate from undergraduate programs, because they were created independently and award different degrees. Undergraduate and graduate programs are currently using different procedures for faculty recruitment. While the eventual goal is to develop a single organization structure and common set of procedures for the whole university, the current setup of undergraduate and graduate programs needs a transitional organization structure that allows all DKU programs to consolidate their roles and identities within the university over the next 5-10 years. The committee recommends a second, formal review of academic structure after 5 years (i.e., 2022). During this transitional period, the undergraduate and graduate programs will function separately in terms of their administrative structures. However, both undergraduate and graduate faculty members are strongly encouraged to actively engage with each other about research, teaching, and graduate and undergraduate research supervision, etc.

目前，研究生项目与本科生项目各自独立，因为它们创立之初便是如此，学位证书也是分开进行颁发。本科和研究生项目目前使用的是不同的教师招聘程序。虽然最终目的是为整个大学制定统一的组织架构和一套通用的程序，但目前的本科和研究生项目设置需要借助过渡性的组织架构，帮助昆山杜克大学所有项目在未来的 5-10 年加强自身的角色和定位。委员会建议在 5 年后（即 2022 年）对学术架构进行第二次正式审查。在这个过渡期，本科和研究生项目将在其行政结构方面分开运作。但学校大力鼓励本科生和研究生项目的教师积极参与研究、教学、研究生以及本科生的研究指导等方面的合作。

4. Language and Culture Center (LCC)
   语言文化中心（LCC）

The LCC is an independent unit within DKU which serves both undergraduate and graduate programs, and - to a lesser extent - the language learning needs of faculty and staff at DKU. The LCC Director is responsible for initializing faculty recruitment and mentoring, review and promotion, curriculum and program design, and oversight of its subsidiary units (e.g., Language Learning Studio). He/she reports to the VCAA.

语言文化中心是昆山杜克大学的一个独立单位，主要为本科以及研究生项目提供服务，在较小程度上也满足昆山杜克大学教职工的语言学习需求。语言文化中心主任负责开展教师招聘和辅导、考评和晋升、课程体系和项目设计，以及对其附属单位（例如语言学习工作室）的监督，须向学术事务副校长汇报。

Similar to other academic units such as undergraduate divisions and graduate programs, the LCC is responsible for representation on the USC and organizing tenure review committees for tenure-track LCC faculty.

与本科学部领域和研究生项目等其他学术单位类似，语言文化中心也需参加本科教育委员会，以及为语言文化中心的终身轨教师组织终身教职审核委员会。

5. Research Centers
科研中心

DKU currently has 10 research centers, some of which are affiliated with graduate programs and/or research institutes; others may be created in the future. An Associate Dean of Academic Research should be appointed to manage all research centers and the Research Support and Technology Transfer Office ("Research Support Office"). He/she is responsible for annual and three-year reviews of all existing centers, overseeing the development of internal research policies by the Research Support Office, overseeing creation of new research centers, initiating campus-wide research activities, securing large-scale external research resources, etc. The Associate Dean of Academic Research reports to the VCAA. All center directors report to the Associate Dean of Academic Research, and also the corresponding program/institute directors whenever applicable.

昆山杜克大学目前有 10 个科研中心，其中部分隶属于研究生项目和/或研究院所；未来可能会创建其他科研中心。应任命一名科研副院长管理所有科研中心以及科研管理与技术转移办公室（以下简称"科研管理办公室"），负责目前所有中心的年度审核和三年审核，监管科研管理办公室制定的内部科研政策、新科研中心的建立，以及开展全校范围的研究活动、获取大规模的外部研究资源等。科研副院长向学术事务副校长汇报。所有中心主任均向科研副院长汇报，根据具体情况有的还向相应的项目或研究院所的主任汇报。

The Research Support Office is responsible for developing research-related policies and the administration of sponsored research projects and programs. An Associate Director currently manages the Research Support Office and currently reports to the VCAA. In the future the Associate Director of the Research Support Office will report to the Associate Dean of Academic Research.

科研管理办公室负责制定研究相关的政策、管理研究赞助项目。副主任目前管理科研管理办公室，向学术事务副校长汇报。今后，科研管理办公室副主任将向科研副院长汇报。

Research centers are expected to link academic programs together to pursue interdisciplinary education and research activities. Faculty members and students from undergraduate and graduate programs may become affiliated with the research centers through their research projects. In addition to externally funded projects, DKU is expected to provide funding resources to research centers to support undergraduate research projects. In this regard, the Associate Dean of Academic Research is also expected to further promote undergraduate research within DKU.

科研中心预期将与学术部门相衔接，以开展跨学科教育和教研活动。本科和研究生项目的教师和学生可通过其研究课题加入这些科研中心。除了外部资助的课题，昆山杜克大学预期还将为科研中心提供资金支持本科阶段研究课题项目的发展。在这方面，科研副院长也预期进一步推动

昆山杜克大学本科阶段的科研。

6. Other Academic Units
其他学术单位

The registrar office is responsible for student registration and scheduling of classes. An Associate Registrar currently manages the registrar's office and reports to the VCAA.

学籍管理办公室负责学生注册和课程安排。学籍管理副主任目前负责管理学籍管理办公室并向学术事务副校长汇报。

A university librarian currently manages the library and reports to the VCAA. He/she is expected to provide leadership, vision, and strategic direction for the library by managing all aspects of its operations in concert with Duke University Libraries (DUL) strategies and policies.

图书馆馆长目前管理学校图书馆并向学术事务副校长汇报。馆长应协调管理图书馆各类运营事务，保证在战略和政策方面与杜克大学图书馆一致，为图书馆提供领导力、愿景和战略方向。

The Center for Teaching and Learning is responsible for implementing and training with instructional technology and pedagogy training for faculty. An Associate Director currently manages the Center for Teaching and Learning, and reports to the VCAA. A director (a faculty member) will be appointed or recruited in the near future who reports to VCAA, and the Associate Director will report to the Director.

教学中心负责教学技术的应用与培训，以及教师教学能力培训，目前由副主任管理，向学术事务副校长汇报。不久将任命或招聘一名主任（从教师中筛选），向学术事务副校长汇报，而副主任将向主任汇报。

The office of Student Information System and Service (SISS) provides multiple information systems that support student services and functions. It works closely with academic leaders, school administrators and information technology to anticipate and meet service needs. It provides critical support to the operations of academic units to enable effective and efficient work efforts. An Associate Dean manages SISS and reports to the VCAA.

学生信息系统与服务（SISS）办公室提供各类支持学生服务和相关功能的信息系统。它与学术带头人、学校管理者以及信息技术部门开展密切合作，预测并满足服务需求。它为学术单位提供重要支持，实现高效运作。副主任负责管理学生信息系统与服务办公室，并向学术事务副校长汇报。

The Environmental Health and Safety Office (EH&S) is responsible for ensuring health and safety compliance of campus facilities and labs, health and safety training of faculty and students and overseeing emergency response protocols. The Director currently manages the EH&S and reports to the VCAA.

环境健康与安全办公室（EH&S）负责确保校园设施和实验室的卫生与安全合规性，教师和学生的健康安全培训，以及应急预案。环境健康与安全办公室目前由办公室主任管理，该主任向学术事务副校长汇报。

Appendix 1: Academic Organization Structure

附录 1：学术组织架构

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                                                              ┌──────────┐
                                                              │  理事会   │
                                                              └────┬─────┘
┌──────────┐              ┌──────────┐                             │
│ 杜克教务长 │              │   校长    ├─────────────────────────────┤
└────┬─────┘              └────┬─────┘                             │
     │                   ┌─────┴─────┐                             │
     └───────────────────┤  常务副校长 ├─────────────────────────────┘
                         └─────┬─────┘
                    ┌──────────┴──────────┐
                    │    学术事务副校长      │
                    └──────────┬──────────┘
                               │              ┌──────────────┐
                               ├──────────────┤  学术事务办公室  │
                               │              └──────────────┘
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本科生院院长	语言文化中心（主任）	研究生项目与招生主任	图书馆（学校馆长）
本科课程事务与教师发展院长	艺术与人文领域（学部领域主任）	科研副院长	学籍管理办公室（副主任）
	社会科学领域（学部领域主任）	各项目/研究院所主任	教学中心（副主任）
	自然与应用科学领域（学部领域主任）		学生信息系统与服务（副院长）
			环境健康与安全（EHS主任）
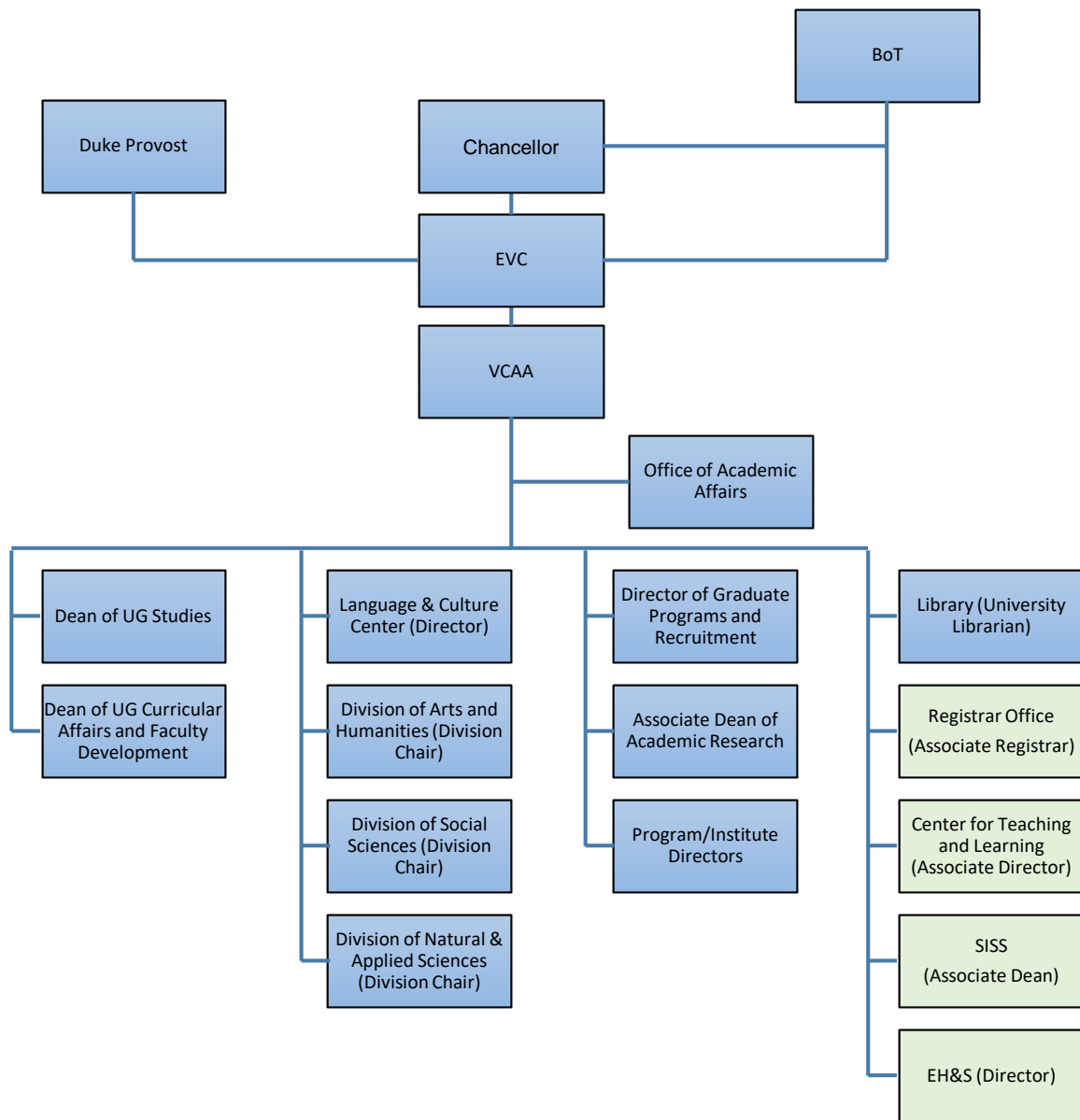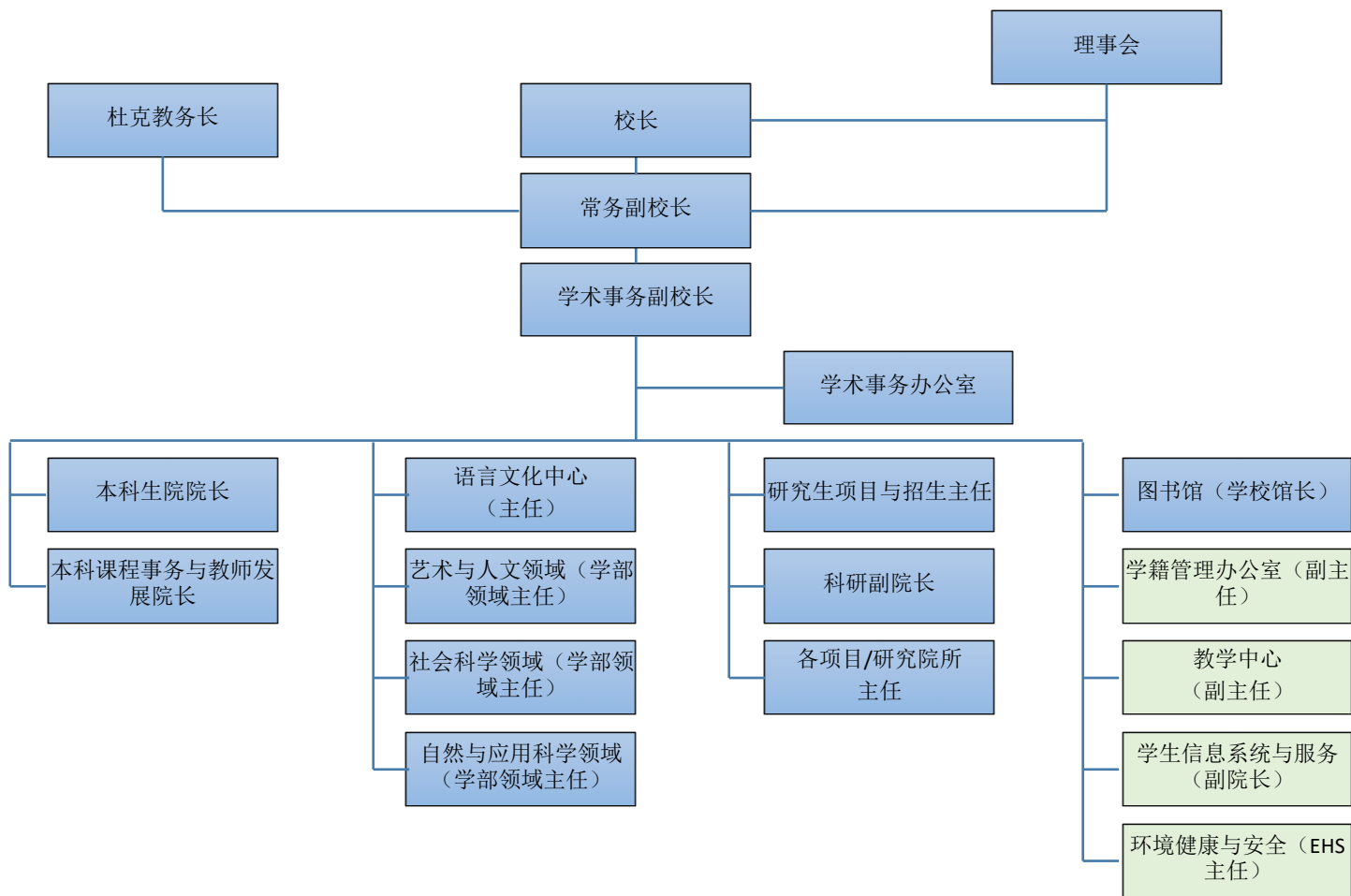
Appendix 2: Academic Organization Structure (Details)　附录 2：学术组织结构（详情）

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                                                    ┌──────────┐
                                                    │  理事会   │
                                                    └────┬─────┘
┌──────────┐              ┌──────────┐                   │
│ 杜克教务长 │              │   校长    │───────────────────┘
└────┬─────┘              └────┬─────┘
     │                   ┌─────┴─────┐
     └───────────────────│ 常务副校长 │───────────────────┘
                         └─────┬─────┘
                         ┌─────┴──────┐
     ┌┄┄┄┄┄┄┄┄┄┄┄┄┄┄┄┄┄┄┤学术事务副校长│
     │                  └─────┬──────┘
┌────┴────────┐          ┌────┴─────┐      ┌──────────┐
│ 本科课程事务与 │          │          │      │学术事务办公室│
│ 教师发展院长  │          │          │      └──────────┘
└─────────────┘          │          │
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本科生院院长 ┄┄┄┄ 语言文化中心（主任）　研究生项目与招生主任　各项目/研究院所主任　科研副院长　　图书馆（学校馆长）

本科学业指导副院长	本科事务支持办公室	艺术与人文领域（学部领域主任）	研究生项目与招生主任 / 各研究生项目主任	各项目/研究院所主任 / 各研究中心主任	科研副院长 / 科研管理办公室（副主任）	学籍管理办公室（副主任）
海外学习办公室	本科评估主任	社会科学领域（学部领域主任）				教学中心（副主任）
		自然与应用科学领域（学部领域主任）				学生信息系统与服务（副院长）
						环境健康与安全（EHS 主任）

本科生院院长
- 本科学业指导副院长
- 海外学习办公室
- 本科事务支持办公室
- 本科评估主任

语言文化中心（主任）
- 艺术与人文领域（学部领域主任）
- 社会科学领域（学部领域主任）
- 自然与应用科学领域（学部领域主任）

研究生项目与招生主任
- 各研究生项目主任

各项目/研究院所主任
- 各研究中心主任

科研副院长
- 科研管理办公室（副主任）

图书馆（学校馆长）
- 学籍管理办公室（副主任）
- 教学中心（副主任）
- 学生信息系统与服务（副院长）
- 环境健康与安全（EHS 主任）