



China MOFCOM Master Degree Program



Tsinghua University

International Master of Public Administration

Admission Brochure

School of Public Policy and Management (SPPM)

Tsinghua University

2023



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1. Program Introduction

1.1 Brief Introduction

1.1.1 Program information

Tsinghua University's International Master of Public Administration (IMPA) will begin its students' recruitment of this year. This program is a one-year China MOFCOM English degree program offered by the School of Public Policy and Management (SPPM) at Tsinghua University. China MOFCOM Degree Program is designed to foster high-end officials and managerial personnel for the recipient countries, offering one-year and two-year master programs as well as three-year doctoral programs for the purpose of educating high-end and interdisciplinary talent working in the applied fields of government, trade, foreign affairs, agriculture, technology, education, culture and health, building intellectual capacity and facilitating the economic and social development of the recipient countries. These programs provide assistance to governmental officials, research fellows, and senior managerial personnel for their master and doctor education in China, which are fully conducted in English. Admission requirements include a bachelor's degree, relevant working experiences, and healthy physical conditions, which is essential for the intense study required for the degrees.

As a result of the positive effects brought by these programs in strengthening economic ties and friendship between China and the recipient countries, the Ministry of Commerce of People's Republic of China will continuously intensify its efforts in enlarging the enrollment scale and improving the quality of education. We believe that by attending the programs and achieving the degrees, you will embrace a successful career and brighter future.

The IMPA program was launched in fall 2008, which is designed for government officials from the recipient countries and focuses on enhancing cooperation and exchanges between those countries and China. It aims to expand participants' ability to apply public administrative theories and tools, gain a better understanding of China's development practices and build leadership skills necessary for problem-solving in developing and transition countries. The program is taught entirely in English and



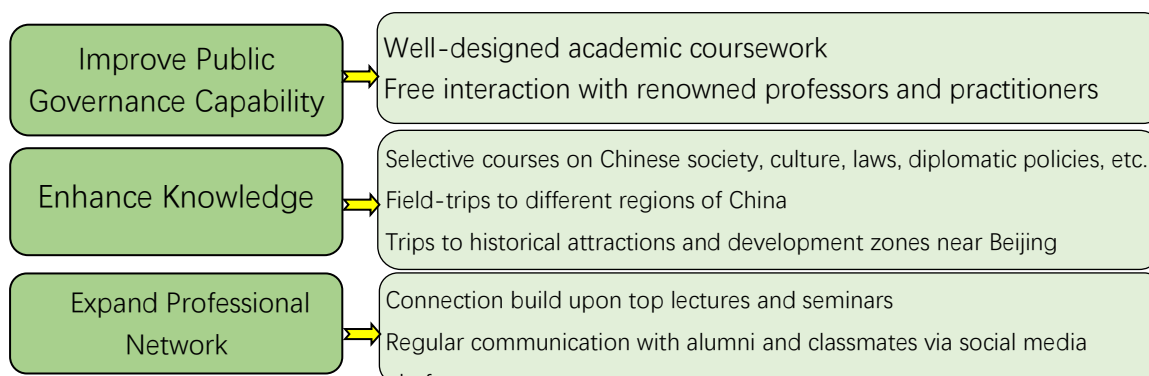
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students will be conferred MPA degree upon completion of required credits and thesis defense.

1.1.2 Prospective Students

Division head or above in government, dean or managerial staff of the same level or above of academic institutions who are under the age of 45, with proficient English for the training program. IMPA program aims to prepare competent policy makers and practitioners for developing countries. With the fading impact of the pandemic, students should all come to China for onsite studies. Students must promise to comply with the university's regulation and requirements.

1.1.3 Training Objective



1.1.4 Enrollment Plan

In 2023, Tsinghua University plans to enroll up to 20 students for IMPA program.





1.1.5 Scholarship Coverage

The admitted students will be financially supported by the Chinese Government. The scholarship will cover tuition, accommodation, one round-trip air tickets, insurance, textbooks and material fee, field trip, graduation thesis supervision fee, etc. Students will receive monthly stipend (RMB 3,000) for 12 months and the one-time relocation fee (RMB 3,000). Other expenses will be managed by MOFCOM and the university jointly. If the student cannot complete the study within the required 1 year, the scholarship cannot be extended.

The scholarship will refer Chinese Government Scholarship standard for international master students and be approved by China’s Ministry of Commerce.

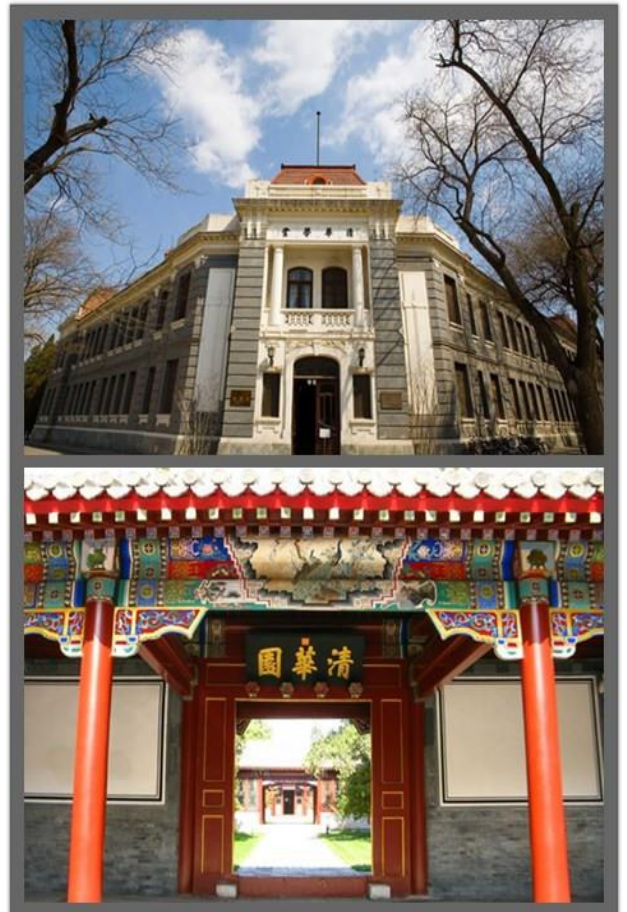
It is not allowed to bring spouse or children to China to accompany the students to study. If a student has family members or friends to visit during his/her stay in China, all the expenses should be self-paid. MOFCOM and the university are not responsible for taking care of them.

1.2 Introduction of Tsinghua University

1.2.1 Tsinghua University

Tsinghua University was established in 1911, originally under the name “Tsinghua Xuetang”. As one of China’s most renowned universities, Tsinghua has become an important institution for fostering talent and scientific research. Moreover, Tsinghua has a long tradition of nurturing public leadership, for instance, both former and current president, Mr. HU Jintao and Mr. XI Jinping are Tsinghua alumni.

At present, Tsinghua has 21 schools and 59 departments with faculties in science, engineering,





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humanities, law, medicine, history, philosophy, economics, management, education and art.

With the motto of “Self-Discipline and Social Commitment” and the spirit of “Actions Speak Louder than Words”, Tsinghua University is dedicated to the well-being of Chinese society and the world development.

1.2.2 School of Public Policy and Management

The School of Public Policy and Management of Tsinghua University (Tsinghua SPPM) was founded in 2000. As the first graduate school in public administration in China, the School’s long-term objective is to become a world-class institution that actively engages in teaching, research, and consulting in global public affairs.

Great progress has been made since the School’s founding. Tsinghua SPPM has built an outstanding faculty team and established an excellent MPA program and research-oriented M.M. and Ph.D. programs in public management. Since 2007, the school has consecutively launched seven English master programs, namely Master of Public Administration in International Development (MID) in 2007 and International Master of Public Administration (IMPA) in 2008, Master of International Development and Governance (MIDG) in 2015, Master of Public Policy for Sustainable Development Goals (MPP-SDG) and International Master of Public Administration in the Belt and Road Initiative (IMPA-BRI) program in 2018, International Master of Public Administration for Future Leaders (IMPA-FL) program in 2020.

On July 16th, 2013, Tsinghua Master of Public Administration (MPA) program received the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Accreditation. It is the first MPA program outside the United States to receive NASPAA Accreditation. In August 2022, Tsinghua MPA program passed the NASPAA accreditation again, and has become the only program in China that has received a second NASPAA Accreditation.

There are currently more than 60 faculty members at SPPM. Among them, many have earned their doctoral degrees from world-renowned universities. They are actively engaged in researches covering public policies, economics, politics, political economy, international relations, NGO, social/government/industrial innovation, anti-corruption, development study, crisis management etc.



The research activities in public policy and management in the school have made important contributions to the formulation and implementation of public policies in China. Close linkages and partnerships have also been forged with international organizations and academic programs in public policy and management around the world.

1.2.3 Life at Beijing and Tsinghua

Life in Beijing

In Beijing, the climate is a typical north temperate and semi humid continental monsoon climate. It is rainy in summer, cold and dry in winter with very short spring and autumn. The annual average temperature is 10-12 degrees. In winter, down jacket is needed. As an international metropolis and China's national political center, Beijing has a long historical tradition and rich cultural heritage. In 2020, the per capita disposable income of Beijing residents was 69,434 RMB. The living expense is very high in Beijing.

Life at Tsinghua

The international Student Office provides the single room (private bedroom and bathroom) at the Zijing International Student Apartments of Tsinghua University.

There are more than 10 student dining halls on campus, providing a variety of dishes including Muslim and Western food. Close to the Zijing International Student Apartments are four dining halls. In addition, there are several fast food restaurants and Cafe on campus, where you may meet many international students.

Various sports facilities are provided on campus, which include: the West Lake outdoor swimming pool, the Natatorium (swimming and diving), the Comprehensive Gymnasium (badminton, table tennis, basketball, and gymnastics), the West Gymnasium (badminton, basketball, volleyball, and billiards), the West Sports Field, the East Sports Field, Zijing Sports Complex (basketball, tennis, volleyball, and soccer), and Inflatable Dome (badminton and table tennis). International students can have their own internet accounts and get access to various on-campus internet resources.



1.3 Academic Plan



1.3.1 Curriculum Arrangement

IMPA students are required to obtain at least 28 credits, of which 2 credits must be from a course in Chinese, 3 credits from Chinese history or culture, 9 credits from core courses, at least 6 credits from concentration courses, at least 3 credits from elective courses, and 5 credits from professional practice. A 10,000-word master degree thesis is required.

- **Compulsory Courses (5 credits)**
 - **Chinese Language (for international students) (2 credits)**
 - Primary Chinese
 - Intermediate Chinese
 - Intermediate-Advanced Chinese
 - Advanced Chinese
 - **Chinese History or Culture (3 credits)**

| Course | Credit | Language |
|--|--------|----------|
| Development and Management of the Yellow River | 1 | English |
| Government Operations in China | 2 | Chinese |
| Chinese Culture and Society | 2 | English |
| An introduction of Science, Technology and Society in China | 2 | Chinese |
| Introduction to Chinese Thought and Culture | 2 | English |
| Introduction to Chinese Law and Chinese | 3 | English |
| Social and Economic Policies, Practices and Challenges in Contemporary China | 1 | English |
| Chinese Culture, History and Values | 3 | English |



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|--|---|-----------------|
| History of Chinese Architecture | 2 | English |
| Chinese Traditional Furniture Research | 2 | Chinese |
| The Study of Chinese Ink Painting | 2 | Chinese |
| China's Political Culture: Historical & Philosophical Perspectives | 2 | English |
| A Panoramic View of Chinese Culture | 2 | English |
| Forty Years of Chinese Political, Economic, and Social Reform | 3 | English |
| Human Perspectives on Environmental Issues and Solutions | 2 | English |
| Human Perspectives on Environmental Issues and Solutions | 2 | English |
| Macroeconomics: The Chinese Economy | 1 | English |
| Frontiers of Chinese Contemporary Issues Research | 1 | Chinese/English |
| Chinese Philosophy | 2 | English |
| New Horizon in Chinese Philosophy | 2 | English |
| Introduction to Intellectual Property Law in China | 2 | English |
| An Introduction of Chinese History and Culture | 2 | English |
| The Artistic and Cultural Interaction Between China and the West | 3 | English |
| Energy strategy for sustainable development | 2 | English |
| Intercultural communication | 2 | English |

Note: Students can choose one 2-3 credits Chinese History or Culture. Insufficient credit can be completed by elective courses.

- **Compulsory Core Courses (9 credits)**

| Course | Credit |
|------------------------------------|--------|
| Public Organization and management | 3 |
| Public Policy Analysis | 3 |
| Research Design and Thesis Writing | 3 |

- **Concentration Courses (6 credits)**

| Course | Credit |
|--|--------|
| Comparative Governance and Development Practices | 3 |
| Comparative Politics and Government | 3 |
| Globalization and Governance | 3 |
| International Political Economy | 3 |



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|-------------------------------|---|
| Science and Art of Leadership | 3 |
|-------------------------------|---|

Note: Subject to the approval of their advisors, students can also select degree courses (no more than 3 credits) offered to graduate students by THU as their concentration courses.

- **Elective Courses (No less than 3 credits)**

| Course | Credit |
|--|--------|
| Introduction to Sustainable Development | 3 |
| Governance and Development | 3 |
| Frontier on Public Policy Study-International Political Economy Analysis | 3 |
| Frontier of Public Management | 3 |
| Belt and Road Initiative and the Reshaping of World Economy | 3 |
| Development: Theory and Practice | 3 |
| Politics and Government in China | 3 |
| Economic Development and Policy in China | 3 |
| China's Foreign Strategy and Policy | 3 |
| Public Law with International Perspective | 3 |

Note: With the approval of advisor, credits required for elective courses can be substituted by those from concentration courses. Specific information of courses is subject to actual teaching arrangements and related regulation.

- **Compulsory Components (5 Credits)**

| Course | Credit |
|---------------------------------------|--------|
| Literature Review and Thesis Proposal | 1 |
| Field Study | 3 |
| Ethics in Public Administration | 1 |

1.3.2 Faculty

| Name | Title | Research Area |
|-------------|--|--|
| CHEN Jidong | Associate Professor PhD, Princeton University | Institution and Governance, Applied Game Theory, Chinese Politics and Economy, |



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| | | |
|---------------------|--|---|
| | | Experimental Social Sciences |
| Tom Christensen | Tenured Professor Department of Political Science, University of Oslo, Norway | Public Sector Reform, Public Organization Theory, Organizational Reputation Management, Crisis Management |
| CUI Zhiyuan | Professor Ph. D, University of Chicago | Political Economy, Political Philosophy, Government Innovation |
| DAI Yixin | Associate Professor Ph. D, Syracuse University | Public Administration Theory, Innovation Governance, Renewable Energy Policy, Environmental Governance |
| LV Xiaoli | Associate Professor Ph. D, Utrecht University, the Netherlands | Crisis Management, Public Organizations, Institutional Theory, Public Administration |
| MA Xiaoye | Ph. D in Economics, Peking University | Economics |
| POON Kit | Professor Ph. D, The Chinese University of Hong Kong | Environmental Politics and Policies, Sustainable Development and Global Governance, Regional Collaboration on the Environment, Hong Kong Politics |
| Alessandro Teixeira | Professor Ph. D, University of Sussex, UK | Industrial and Innovation Policy, FDI Policy, Trade Policy |
| WANG Qingxin | Professor Ph. D, State University of New York at Buffalo | East Asian Politics and international Relations, Political Philosophy, Confucian Political Thought |
| WANG Youqiang | Professor PhD University of Maryland PhD, Ohio University, | Public Economics, Public Governance, Leadership |
| YIN Chengzhi | Associate Professor Ph. D, Peking University Ph. D., University of Stuttgart, Germany | Urban and Regional Planning, Urban Governance, Urban Management |
| YU An | Professor Ph. D., Peking University | Administrative Law; Government Management |
| ZHANG Penglong | Associate Professor Ph. D, Boston College | Globalization and International Trade, International Relations, Development, Economic Geography |



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| | | |
|-------------------|---|---|
| ZHENG Zhenqing | Associate Professor Ph.D, Peking University | Comparative Politics, Political Sociology, Social Stratification and Governance Taiwan's Political Economy and Cross-Strait Relations |
| ZHOU Yuan | Associate Professor Ph. D, University of Cambridge | Public Policy, Innovation Management, Innovation Policy |

1.3.3 Teaching Method

The program introduces to the students the major concepts, theories and practices of public management. It will also help students access and understand the practices of Chinese public administration in the reform era. To achieve this end, instructor will adopt various teaching methods, including lecturing, case discussion, group presentations and on-site visits. Students are expected to actively participate in the teaching process and contribute to the classroom discussion.

Starting from 2023, the normal offline teaching mode has been resumed. Students are required to come to China and participate in the offline studies. Admitted students must comply with the university's regulations and requirements.

1.3.4 Graduation Dissertation

➤ Thesis Proposal

Prior to thesis preparation, students must determine a thesis topic after consulting with his/her advisor, and submit the Thesis Proposal Report and Schedule of Thesis Writing of Master's Candidates of Tsinghua University along with a hard copy of the proposal signed by the advisor to the Academic Office. In case the thesis proposal is not approved, the student must consult with his/her advisor and submit a revised proposal. According to the requirements for graduate innovative achievements, the advisor should conduct a comprehensive evaluation of students' topic selection, sign and give comments on the thesis proposal form. Student whose thesis proposal is concluded as "failed" should revise their proposal and resubmit it within 1 month. Student whose second thesis proposal result is concluded as "failed" should revise their proposal work again and resubmit thesis proposal the third time within 1 month. In the third review, if the thesis proposal still cannot pass before the end of the first semester, thesis work will be assessed as "not meet the requirements of program study". In this case, the student should apply for withdrawal,



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otherwise he/she will be expelled from Tsinghua University.

After the thesis proposal has been approved, students will receive 1 credit for Literature Review and Thesis Proposal course.

➤ **Thesis Preparation**

Students in the program must prepare the thesis under the guidance of his/her advisor and in accordance with the basic requirements for IMPA Thesis. The thesis must be written in English. Students can refer to thesis formatting template provided by the Academic Office. In order to orally defend his/her degree thesis, the student's thesis must meet the format requirement.

➤ **Mid-term Review on Thesis Work**

IMPA students should complete the mid-term review of the thesis on time in accordance with the notice from the Academic Office. In principle, mid-term review should be conducted no later than 1 month before the application for thesis defense. After the advisor has reviewed and signed the student's thesis, the assessment team under the International Program Committee will organize a comprehensive review on the progress of thesis work, work attitude, energy investment and other aspects. Those who pass are allowed to continue the thesis work.

➤ **Thesis Defense**

Students must satisfy all academic requirements of the academic plan and pass all the courses (no failed or incomplete course) in order to apply for oral defense of thesis.

Students defending in the spring semester must submit the final draft (hard copy) of the thesis signed by the advisor before the deadline informed by the Graduate School (thesis defense schedule varies based on academic announcement by the university each year). Tsinghua University Master's degree (graduation) approval material must be submitted with the final draft.

Students must fill out the Tsinghua University Master's Degree (Graduation) Approval Material forms, and sign The Authorization Statement on the use of dissertation and The Statement of Acknowledgements and Declaration prior to leaving school. The student may ask the Academic Office to print the final copies of his/her thesis (signed by the advisor) at



the student's own cost.

Students cannot defend the thesis without the advisor's signature. Students who are approved for oral defense must attend the defense in person. The school holds two thesis defenses per year, generally in May and December. The Academic Office will announce the specific time each semester.

Students themselves cover the color-printing fee. After the thesis defense finishes, students are also required to cooperate with Academic Office to submit thesis and complete forms. Students must satisfy all academic requirements of the academic plan and pass all the courses (no failed or incomplete course) in order to apply for oral defense of thesis.

1.3.5 Graduation and Degree Conferral

IMPA students must complete all degree requirements, and pass the oral thesis defense in order to receive graduation and degree certificates.

Based on the quality of the thesis and the student's oral defense, the university will make decision to grant a degree, postpone the granting of a degree, or not grant a degree. In the event that the student does not pass the defense, he/she will receive a Certificate of Completion. If the student has not met the requirements of the program, or failed the thesis defense, he/she will be granted a Certificate of Incompletion. A certificate from MOFCOM will also be issued upon graduation.

The university confers degrees in June and January of each academic year. However, under special circumstances, the university can confer degrees at a later date.

2. Admission

2.1 Qualification of Applicants

- Government officials from developing countries (at least Division Head and above);
- Candidates should have an authenticated Bachelor's degree issued by the authorities of applicants' home country;



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- Candidates should be under the age of 45 at the time of application with no less than 5-year working experiences;
- Candidates should have high English proficiency (for non-native English speakers: TOEFL 85/IELTS 6.5, or equivalent);
- Candidates should have good physical and mental health, providing health certificate or physical examination form issued by local public hospitals to prove that have no diseases that violate Chinese laws and regulations prohibiting the entry and prohibition of long-term residency in China. (MOFCOM has the right to decline the applicants who have severe hypertension, cardiovascular disease, diabetes, cancer and other serious chronic diseases, mental illness or infectious diseases that are likely to cause significant harm to public health, or in major surgery and acute diseases, seriously disabled or pregnant women to attend the program.
- Students who are studying in China or have been admitted to other Chinese government scholarship programs are not qualified to apply.

Only applicants recommended by the Embassy of the People's Republic of China will be considered for admission.

2.2 Application Procedure

2.2.1 Application Chinese Government Scholarship

(1) Please complete Chinese Government Scholarship Online Application (<http://studyinchina.csc.edu.cn/#/login>). Print, sign and attach 2-inch photo on the Application Form produced by the system. Submit the Form along with other application materials listed below to the Economic and Commercial Counsellor's Office of Embassy of the People's Republic of China in your own country.

(2) Please note that the agency number of Tsinghua University is 10003. Discipline should be "Management" and Major should be "Public Administration".

2.2.2 Application to Tsinghua University

Please complete Tsinghua University's online application (<http://gradadmission.tsinghua.edu.cn/f/login>). When filling the online application, please choose International Master of Public Administration program in the system,



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and specify the financial sponsor as Ministry of Commerce of the People's Republic of China. Submit all required documents online and wait to be verified by the university.

Submit application documents listed below to the Economic and Commercial Counsellor's Office of the Embassy of People's Republic of China in your own country

For detailed THU Requirement, you can refer this website first:

http://gradadmission.tsinghua.edu.cn/f/yzlxs/yz_lxs_kstzb/view?id=500079

2.2.3 Embassy Recommendation

Only with the approval from their government ministry, can the applicant apply for this program, and submit all the application material to the Economic and Commercial Counsellor's Office, Embassy of the People's Republic of China in their own country. The ministry should clarify with the embassy about whether the applicant accept **application adjustments** such as taking another similar program or studying in different universities if the enrollment quota in the intended university is used up.

If the ministry of the applicant's home country permits he/she to submit materials directly to Embassy of the People's Republic of China in their own country, the applicant should acquire certificates or recommendation from the ministry and submit the documents to the Economic and Commercial Counsellor's Office, Embassy of the People's Republic of China.

Once the university has received the official recommendation letter from the Chinese embassy, the academic review will start.

Only applicants recommended by the Embassy of the People's Republic of China will be considered for admission.

2.2.4 Required Application Materials

- (1) A formal degree certificate of the bachelor's degree (original notarized photocopy);
- (2) A certified copy or an authentication of the degree diploma provided by the authorities of applicants' home country;
- (3) Academic transcript of the bachelor's education (original or notarized photocopy);



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- (4) Resume in English, including personal background, study experience after high school and working experience;
- (5) Personal statement in English, at least two pages. Please indicate the motivation for applying the IMPA program of Tsinghua University, the advantages and accomplishment after fulfilling the program, the study plan and the career goal. Please download the template of personal statement via the following link:
<https://yz.tsinghua.edu.cn/en/info/1020/1072.htm>
- (6) Two Letters of Recommendation, original in English or in Chinese: one letter must come from a professor (or at least an associate professor) of the previously enrolled university; the other must come from the current employer or supervisor;
- (7) Photocopy of the personal page of your ordinary passport;
- (8) Photocopies of English language proficiency test results (For non-native English speakers or applicants whose instruction media of tertiary education is not English, evidence of English proficiency should be demonstrated by a passing TOEFL 85 / IELTS 6.5 or equivalent. A GRE score is desirable but not required);
- (9) Foreigner Physical Examination Form, the examination result must be obtained within 1 month. All applicants shall be in good physical conditions and carry no infectious diseases which may have a serious impact on public health or fall into any of the health situations prohibited by China's Entry-Exit Inspection and Quarantine Laws and Regulations.
- (10) CGS Application Form;
- (11) Three recent photos of passport size. One photo should be pasted onto the application form.

Note: All documents must be submitted to Tsinghua University's online application system and verified by the university. The documents provided should be the original documents in Chinese or in English; otherwise notarized translations in Chinese or English are required.

Only applicants recommended by the Embassy of the People's Republic of China will be considered for admission.

2.3 Application Important Notes

- (1) For IMPA program, no application fee is required by THU.
- (2) Applicants are required to submit scanned images of all required documents at the



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time of application. All uploaded documents should be in Chinese or in English; otherwise notarial translations in Chinese or English are required. Once translated, the original documents and certified translations are to be submitted together to the application system.

(3) Please scan the original or notarial application documents in color using a scanner. Documents images captured by mobile phone or camera are not acceptable. Copies are also not acceptable.

(4) Applications with incomplete documents will not be processed.

(5) THU has the right to require applicants to provide original/notarized copies of application materials or certification documents issued by a designated certification body for further inspection.

(6) As some countries' higher education systems are very different from the Chinese system, applicants from different education systems should refer to THU's online application website for reference. Click here:

http://gradadmission.tsinghua.edu.cn/f/yzlxs/yz_lxs_kstzb/view?id=74922

(7) None of the above application documents will be returned.

(8) If the higher-level department issues a new policy, THU will make corresponding adjustments.

(9) Applicants must ensure that the application information and application materials provided are true and accurate. If the admissions unit or certification department verifies that anything in the application is not true, the application, admission or study qualification will be cancelled.

(10) Applicants who are found to be in breach of academic ethics, professional ethics, honesty and trustworthiness, etc., will not be admitted or admission/study qualification will be cancelled after this breach has been verified.

(11) The relevant information, documents and messages that the THU Graduate Admissions Office and relevant departments / schools publish or send to applicants through websites, phone calls, emails, text messages, etc. are deemed to have been delivered. All consequences caused by the applicant's personal negligence and other reasons shall be borne by the applicant himself/herself.

(12) Chinese government will not explain the application result, either the applicant



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is admitted or not.

(13) No accommodation fee for family members' visits.

(14) Chinese visa application procedure and other information will be specified at the admission letter.

Other unfinished matters in this guide are implemented in accordance with ‘Admission to Graduate Programs of Tsinghua University 2023 (For International Students)’. Click [here](https://yz.tsinghua.edu.cn/en/info/1035/1058.htm) for more details:
<https://yz.tsinghua.edu.cn/en/info/1035/1058.htm>

2.4 Time Table

| Event | Date |
|--------------------------------|-------------------------------|
| Deadline of Application | June 6, 2023 |
| Admission Notice | July, 2023 |
| Registration | August, 2023 |
| 1 st Semester | September, 2023-January, 2024 |
| Confirmation of Advisor | September-October, 2023 |
| Thesis Proposal | January 2024 |
| Winter Holiday | January to February, 2024 |
| 2 nd Semester | February, 2024-June, 2024 |
| Thesis Defense | May, 2024 |
| Commencement | June, 2024 |
| Return to Home Country | July, 2024 |

Note: Registration time is to be confirmed on the Admission Notice. The dates may subject to change according to the university calendar.



3. Contact Information

Name: BAI Yifang (Emmeline)

Tel: 86(10)-62795912

Email: impa@tsinghua.edu.cn

Website:

<http://www.sppm.tsinghua.edu.cn/english/Admission/IMPA/Admissions/ApplicationProcess>

Address: Room 201 – Office for International Cooperation and Exchange

School of Public Policy and Management

Tsinghua University

Beijing 100084, P. R. China

The above information is subject to change by the School of Public Policy and Management, Tsinghua University.