Strategic Thinking on the Transformation and Development of Local Colleges and Universities

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Abstract. As the main body of the strategy of strengthening the country by talents, in order to adapt to the key points of society in different development periods, it is necessary to choose different management strategies in different historical stages. China's higher education has shifted from scale expansion to quality improvement, and local colleges and universities are constantly exploring the connotative development path under the new background. In the development of strategic transformation, local colleges and universities should formulate scientific strategic planning, improve the process of strategic implementation, strengthen strategic assessment, coordinate various relationships in the organization, fully stimulate the subjective initiative of individuals in organizational activities, and realize the "university" The transformation has enabled local universities to more closely link national policies and serve local economic construction.

Introduction

At present, China's higher education has entered the middle and late stage of popularization, and it is moving from scale expansion to education quality. The diversified development pattern and increasingly fierce market competition pose new challenges to the development of colleges and universities. With the introduction of the "double first-class" policy of national construction, facing the "13th Five-Year Plan" opportunity and the gradual development of the fourth round of discipline evaluation work in the national colleges and universities, how to rationally position, formulate the school-based development strategy, and realize its own transformation and development. The emergence of new development opportunities is a major issue facing many local universities.

Under the guidance of a series of major strategies such as national innovation-driven development and innovation and entrepreneurship, local colleges and universities should strengthen the top-level design, carry out scientific positioning, and comprehensively carry out reforms in key areas such as personnel training mode, discipline professional setting, management system, and teacher team building. To make the educational goals and quality standards of the transitional universities more adapt to market needs and better serve the regional economic and social development.

The Dynamics of the Transformation and Development of Local Colleges and Universities

The transformation and development of local colleges and universities is not only the development strategy to optimize the structure of higher education, but also the only way to achieve the diversification of higher education. The transformation and development of local colleges and universities is mainly driven by two forces: the social economics, the development of science and technology, and the demand for talents in the market. The second is the internal management system, discipline development, talent training model, and teacher team building. The thrust of reform and development.

The Adjustment of the National Strategic Positioning Needs

General Secretary Xi Jinping pointed out in the "Notes on the Recommendations of the Central
Committee of the Communist Party of China on Formulating the Thirteenth Five-Year Plan for National Economic and Social Development" (referred to as "Description") at the Fifth Plenary Session of the 18th Central Committee, indicating new developments. The connotation of the opportunity period has undergone major changes. The international and domestic situations have undergone significant changes. Promoting comprehensive economic and social development with new concepts requires new major strategies, major initiatives, and major projects to solve the obvious process of building a well-off society in an all-round way. Short board. Innovation-driven development is an important spirit and instruction throughout the Fifth Plenary Session of the 18th CPC Central Committee. It is an important strategic arrangement for China to adapt to the new normal, grasp the new normal, and lead the new normal. It is facing new trends in economic and social development and welcoming new economic and social development. The top-level response to opportunities and new challenges to economic and social development. The "Proposal of the Central Committee of the Communist Party of China on Formulating the Thirteenth Five-Year Plan for National Economic and Social Development" (referred to as "Recommendations") mentions: "To achieve the development goals of the 13th Five-Year Plan, to solve development problems, and to develop advantages, it must be firm. Establish a development concept of innovation, coordination, green, openness and sharing." The "Recommendation" not only regards "innovative development" as a basic concept, but also regards it as an important means of governance and work strategy. Innovation is the soul of a nation's progress and an important driving force for vigorously promoting modernization, building a new development system, promoting coordinated development, and scientific development. Innovation and development is the development concept and system design at the national level, and it is the internal driving force for planning the “four comprehensive” and “five-in-one” development plans. Local higher education institutions are higher education and scientific research service institutions established to better develop local economic culture and serve local economic and social development needs, and undertake the three missions of teaching, research and service society. The development of local colleges and universities should combine industry characteristics, local characteristics and characteristics of the times, seek development in innovation, and promote the upgrading of innovation mechanisms in development. This requires us to profoundly understand and firmly grasp the basic concepts of innovation and development, establish correct innovation concepts, and plan and deploy scientific innovation mechanisms and related work.

Talent Demand for Social and Economic Development

The development of social economy has continuously raised the demand for innovation in science and technology. The demand for high-level services and innovative skills has soared in industrial upgrading and economic transformation. The government has guided a group of undergraduate universities to transform into applied technology universities. The inevitable choice of social and economic development and the realization of supply-side reform. At present, the problem of “senior technician shortage” in the market is still very prominent and cannot be alleviated in the short term. At the same time, the homogenization of higher education has led to the employment situation of local college graduates. The higher education plays a certain role in the social system, showing a certain degree of dysfunction, that is, functional imbalance. Optimizing the structure of higher education and giving better play to the talent support role of higher education in social and economic development is the external driving force for the transformation and development of local universities.

Optimization of the Mechanism of Educational Management Operations

Under the market economic system, the mechanism for allocating resources through market competition is gradually improving, and the government's management of colleges and universities has gradually changed from direct control to macro-control. The National Medium- and Long-Term Education Reform and Development Plan (2010-2020) clearly states that it is necessary to adopt a
dynamic adjustment mechanism, adopt a diversified school-running strategy, optimize the structure of higher education, and gradually expand the application-oriented, compound-based, and skill-based Talent training to meet the needs of national and regional economic and social development. This strategic orientation provides a good opportunity and policy basis for the transformation and development of local colleges and universities, which enables local colleges and universities to have endogenous motivation in the adjustment of school orientation, school goals, discipline development and school structure.

**Reasonable Appeals of Stakeholders**

The transformation and development of local colleges and universities under the new situation is driven by the demands of different stakeholders. The education authorities pay attention to the overall planning and coordinated management of macro-level education at all levels, and promote the formation of a more scientific and rational structure of higher education; local governments mainly provide more powerful talent support for regional economic and industrial development and regional higher education integration. Planning; local colleges and universities are to innovate the path of discipline development, enhance core competitiveness, and acquire more educational resources; enterprises hope to recruit high-quality human resources and evaluate and supervise the level of running schools as market accountants; The main interests of students and parents are to acquire rich professional knowledge and skills, and find a satisfactory job after graduation; teachers hope to have sufficient academic freedom rights and good career development prospects. In the game of appeals of many different stakeholders, local colleges and universities need to combine policy guidance to seek the path of transformation and development that maximizes the needs of multi-stakeholders.

**Competitive Needs for Future Development**

Among many social undertakings, only education is a future-oriented undertaking; in human specific practical activities, only educational practice activities are future-oriented practical activities. The competitive advantage theory put forward by Michael Porter, a famous professor at Harvard Business School, has important implications for local universities. To gain competitive advantage under the premise of limited resources and development level, it is necessary to face the future, clearly define and adopt a differentiated strategy. In China's current higher education classification system, research universities and higher vocational (specialty) colleges are very clear about the orientation of running a school. Only local colleges and universities are in a relatively embarrassing situation, and there are often "high or no low" in running schools. confused. Especially in some places where there is a lack of school experience and historical accumulation, new undergraduate colleges are more likely to lose themselves. These institutions need to combine their traditional advantages and featured disciplines, and take market demand as the direction to transform into the development of applied technology.

**The Problems Faced by Local Universities in the Transformation and Development**

In the transformation and development of local colleges and universities, there are many constraints in the concept of running a school, the orientation of running a school, the faculty, the level of scientific research, and the management methods. These constraints directly affect the effectiveness of the transformation and development of local universities.

**The Concept of Running a School is Not Clear**

The concept is the presentation of the core values of the school. The main consideration is “what kind of school?” and “how to run a good school?” is a spirit that the school has tempered in years of historical development and cultural heritage, and it is also achieved by teachers and students. Consensus of thought. Affected by the planned economic system, China's higher education has a
certain degree of homogenization in the mode of running a school and the structure of running a school, reflecting the convergence of colleges and universities in the concept of running a school. In order to maintain the development advantage in the fierce market competition, colleges and universities should reduce the convergence of schooling as much as possible, closely integrate with the market, sublimate the concept of running a school, and clarify the transformation ideas.

**The School Location is Not Accurate**

The rational positioning of colleges and universities is the premise of transformation and development. If you can't recognize your position in the entire higher education system and in the market demand, you can't clearly and rationally divide the work. Many local colleges and universities have positioned the nature of running a school as a teaching type, positioning the talent training target as an application-oriented senior professional talent, mainly providing talent support for regional economic development, but due to lack of analysis of the environment or blindly climbing, it leads to talent training. The misplacement between China and the market has caused a waste of resources. Therefore, local colleges and universities should, based on the future transformation direction, under the premise of obeying and serving the overall structure of the society, clarify issues such as the type of personnel training, discipline construction, scientific research, teacher team building, and teaching model reform, and make reasonable positioning. Promote the strengths and avoid weaknesses, so that the school can enter the track of benign development after the transition.

**The Faculty is Unreasonable**

There are two extreme tendencies in the construction of college teachers: one is influenced by the geographical location and school-running level of the school, the overall level of the teaching staff is not high, the introduction of high-level talents is difficult, and there are no leading figures in the discipline, leading to scientific research. If you don't go, you can't meet the school’s demand for teachers to improve the level of running a school. The other is to spend a lot of money to blindly introduce high-end talents such as “academician”, “teaching teacher” and “Changjiang Scholar”. Due to the lack of scientific research platform and related supporting facilities, high-end talents It has not produced high-end benefits, and has not brought about the improvement of teaching quality and the innovation of scientific research results. Local colleges and universities should make reasonable choices in determining whether to create a "clear and clear" academic faculty team or to introduce a "double-skilled" faculty team according to the needs of the school's school transformation and development and the actual needs of talent training.

**The Level of Scientific Research is Not High Enough**

Local colleges and universities are generally plagued by many difficulties in the introduction of talents and imbalanced development of disciplines, which makes their overall scientific research strength, results conversion rate and contribution rate to regional social and economic development relatively low. The improvement of scientific research level is closely related to the level of disciplinary development. In the transformation strategy, we should focus on the development planning of the discipline, enhance the scientific research ability with the construction of featured disciplines and dominant disciplines, and the corresponding teaching staff, and innovate the research incentive mechanism to create a regional first-class. On the basis of the country's first-class and even the world's first-class progress.

**Management is Not Scientific**

The internal management system of the university affects the game effect of administrative power and academic power. Although “de-administration” has been put on the agenda, under the traditional education management system, the academic power of colleges and universities is obviously subject to administrative power, especially in some local universities with lower levels of
running schools. Carry out reform and innovation of the management system, achieve “simple administration and decentralization”, streamline administrative agencies, reduce management level, and gradually realize flat management, in order to rationalize internal relations, truly implement the planning and implementation of “centralized decision-making and decentralized management”. The focus of teaching management is shifted downwards, mobilizing the enthusiasm of grassroots faculty organizations, and the transformation and development of local universities can be realized.

Suggestions for the Transformation and Development of Local Colleges and Universities

The term "strategic management" was first proposed by Ansoff. After the strategic plan is produced, the development of the strategy is always the responsibility of the company or the company's senior leadership, which is defined as the organization's "decision of the nature, direction and future of the behavior.” American scholar Cope believes that strategic planning is a systematic theory that guides organizations through the various environmental impacts in the process of development. It is the strategic path choice of local universities in the process of transformation and development.

Research Environment and Scientific Positioning

Strategic management is the process by which an organization seeks to grow and develop opportunities and identify threats. The basic role of strategic planning is to coordinate the relationship between the organization and the environment (ie, the internal and external forces of the organization) and can positively or negatively influence the actions of the organization. Local colleges and universities should analyze the external environment of the social environment, economic environment, policy environment and ecological environment in which the school is located, and combine the development status of their own discipline construction, personnel training, teaching staff, scientific research, etc. The excavation and analysis of the basic school-running state of the school, the analysis of the school's internal environment and resources, and the corresponding information of other institutions, thematic analysis of the school's discipline construction, teaching mode, research status, teacher structure, etc. Comparative analysis, combined with the needs of running schools and social needs, clear the goals to be transformed.

Based on the School Situation, Develop Strategic Planning

Many local colleges and universities have gone through the strategic process from unitary to vertical integration and concentric multi-angle. They are committed to upgrading from colleges and universities to undergraduate colleges and universities, from single-sector colleges to multi-disciplinary colleges and universities. Undergraduate colleges are committed to teaching from teaching to teaching. Research-oriented and even higher levels of school development goals. After a certain period of development, local colleges and universities have completed important work such as establishing a foundation, establishing a system, building infrastructure and faculty size, and gradually formed their own advantages and characteristics. When formulating the text of strategic planning, we must consider the major issues that the university will solve in the future, and combine the development history and the stage of its development, fully consider the actual needs of running schools, and take the "problem" and "goal" as the guide to recognize the transformation process of colleges and universities. Prioritize and make practical strategic planning.

Effective Implementation and Guarantee the Implementation of the Strategy

Strategic implementation plays a dominant role in the strategic management process. It runs through the beginning and end of university strategic management, and is not only an independent stage. However, in actual work, it will be hindered by concept understanding, management system and implementation methods, leading to strategic implementation. Limited effectiveness. On the one hand, local colleges and universities should pay attention to the decomposition of strategic planning tasks and objectives, decompose the long-term goals of the school into annual goals, decentralize
them to relevant departments and sign the responsibility letters by relevant responsible persons, and evaluate the faculty leadership and departmental goals. The combination of performance appraisal guarantees the effectiveness of the implementation of the strategy; on the other hand, local universities should adjust the functional departments and faculty organizations according to the needs of strategic development, and adopt a dynamic management approach. Finally, we must use the system as a guarantee to improve the corresponding rules and regulations, such as personnel, teaching, scientific research, and financial management systems, to provide mechanisms for strategic management, reduce the phenomenon of pushing and smashing work, and improve execution.

**Performance Management, Focusing on Strategic Evaluation**

Strategic assessment is the process of reviewing strategic planning, monitoring strategy implementation, and conducting a systematic assessment of strategy implementation. The use of university planning for implementation is the greatest support and highest requirement for planning. Affected by the characteristics of the external environment, organizational leadership and school planning texts, it is only in the implementation to continue planning to solve the problems encountered in the implementation of the plan. Therefore, the dynamic monitoring and timely evaluation of the planning texts formulated by colleges and universities is an indispensable means of strategic management. Generally speaking, the strategic assessment is combined with the scientific and feasibility of the strategic planning content. It is achieved through the performance evaluation of the input and output of the assessed department, and the problems found during the implementation of the strategy are adjusted, such as the specific indicator system and If the relevant tasks appear to be incompatible in actual development, it is necessary to adjust the strategic planning in a timely manner. Based on strategic assessments, the effectiveness of strategic decisions can be tested.

**Harmony and Governance, Fostering Strategic Culture**

For an organization, culture is consensus and cohesive. A good culture can be conducive to the realization of organizational goals, and a bad culture can become a resistance to target execution. A harmonious strategic culture is formed in every aspect of strategy formulation. From the convening of the convening of the conference to the establishment of the strategic planning team, there must be standardized procedures and systems. Through the investigation of grassroots people, the school members' recognition of planning work is enhanced, the cohesiveness and centripetal force of all faculty and staff in colleges and universities are strengthened, strategic consensus is reached, strategic culture is cultivated, and strategic management of colleges and universities is promoted more effectively.

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