Thoughts and Analysis on the Development Planning Strategy of Local Colleges and Universities

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Abstract. The strategic planning of university development plays an important role in the management of colleges and universities, including leading, mobilizing, cohesive and normative roles. Although Chinese universities have already recognized the significance and value of strategic planning, the author believes that the development orientation of local universities, the planning as a management tool for colleges and universities, the legitimacy of university development planning, the improvement of planning-based performance and the implementation of university development planning To ensure the effective implementation of the plan and to achieve the driving role of strategic planning goals in the development of colleges and universities.

Introduction

The development of higher education institutions will change with the external environment. Internal competition will make the development of schools threaten. How to make the school develop in the long run? How to correctly handle the threats and challenges facing school development? These are all issues that must be taken seriously by the development of colleges and universities. School development strategy planning is the key to solving the long-term problems of school development. The development strategy of colleges and universities is a major choice and plan for colleges and universities to develop their own development direction, development speed and quality, and development priorities in a certain period of time. The development strategy and the corresponding top-level design are directly related to the choice of strategic goals and development paths and the completion of major strategic tasks, which have a fundamental impact on the survival and development of colleges and universities.

Strategic Development Planning and Its Contents

The Meaning of Strategic Development Planning

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, which can guide organizations to successfully carry out various environmental impacts in the process of development; strategic planning is also a means to predict the status quo and predictability of the organization. The future is linked to a changing environment, enabling organizations to maintain their advantageous position in the long-term competitive pressures of resources. At present, there is no unified normative definition of the concept of strategic development planning in the field of education management. Many scholars have expressed their views. George Keller is a very famous strategic planning expert in the United States. He proposed the theory of strategic planning in colleges in 1983. He pointed out that the strategic planning of universities is to start from the interests and needs of the school, and to define their own development orientation. On the basis of sufficient attention to the conditions affecting the
development of the school, it is a series of decisions that link the overall development strategy of
the school with the reality by formulating the school's strategic plan to deal with the unknown risks
and by looking into the future. In a 1984 report, the UNESCO Institute for International Education
Planning proposed the concept of “educational development strategy”, which mainly refers to the
long-term and holistic decision-making behavior that plays a major role in the development of
education. BieDunrong proposed that "strategic development strategy for colleges and universities"
is a systematic and holistic design for the development of colleges and universities. It is a vision for
future development based on the reality of the university; Liu Xianjun proposed that "strategic
planning for college development" is a kind of A comprehensive overall development plan, which
includes five aspects: strategic guiding ideology, strategic goals, strategic stages, strategic priorities,
and strategic measures.

The Content of the Strategic Development Plan

Each school has its own characteristics. The internal environment and external environment faced
by the school are different. Therefore, the main contents of the school's strategic development plan
will be different. However, from a general perspective, the basic content and framework of the
strategic development planning of colleges and universities are generally consistent with the
following six aspects: development status and situation analysis; strategic guiding ideology;
development ideas; strategic goals; strategic development elements; strategic measures. The first
part is the development status and situation analysis, that is, according to the school development
situation of each university, such as the school scale, school quality, school ranking, professional
development, scientific research, etc., it can also be the summary and analysis of the previous
planning objectives. Situation analysis is also the opportunity and challenge that various colleges
and universities encounter in the real situation. The second part is the strategic guiding ideology.
Guided by Xi Jinping's new era of socialism with Chinese characteristics, the implementation of the
strategy of rejuvenating the country through science and education and the strategy of strengthening
the country through talents, giving priority to the development of education, improving the modern
education system with Chinese characteristics, running a satisfactory education for the people, and
building a strong country of human resources. The third part is the development idea and strategic
goal. Each local college will determine the overall goal of the school development, and the overall
goal will be divided into specific sub-goals. The specific sub-targets will set the main planning
indicators from the aspects of teacher team construction, discipline construction, scientific research,
professional construction, and personnel training. The fourth part is the design of strategic
development elements. It mainly refers to the process of determining the main tasks and key
projects of school development according to the gap between the target and the actual development
after the overall goal and sub-goal of the school development are determined. The fifth part is the
strategic measure, which is a series of ways and means to implement the previously established
goals.

The Principles, Ways and Methods of Strategic Development Planning

The Principles for the Formulation of Strategic Development Plans

The formulation principle of strategic development planning of colleges and universities refers to
the basic standards and norms that school planners should follow and adhere to. It is a reflection of
the experience and objective laws in the process of people's long-term strategic planning. Following
the principle of formulating strategic planning will not only help planners accurately analyze and
correctly handle many complex contradictions in the school development process, but also make
strategic planning more effective and more rational. Colleges and universities should follow the
following four basic principles when formulating development plans: (1) Forward-looking
principles. The strategic planning of colleges and universities is the foresight and design of the
future development direction and status of the school, with clear orientation and future possibilities.
In order to scientifically and rationally formulate strategic planning for colleges and universities, we must first consider the premise of the law of higher education development. Secondly, on the basis of in-depth analysis of the current situation of the school and grasping the trend of social and economic development, scientifically determine the development orientation of the school. To determine the medium and long-term development goals and reform measures of the school, these goals and decisions must be moderately advanced; in this way, the guiding role of planning can be truly realized. (2) The principle of globality. The development of colleges and universities is a continuous process. The development of colleges and universities from historical development to today and in the future is a process of continuous accumulation. The past is the accumulation of development now, and now lays the foundation for the future. Therefore, in the development of school strategic development planning, it is necessary to base on the reality of the school, combined with the historical development of the school and the future development trend of the school. Colleges and universities are a subsystem in the social system. The teaching departments, finance departments, and logistics departments within the university are also part of the university. In the market economy environment, various social subsystems and small parts will be affected by economic, political and scientific and cultural factors. Therefore, in the analysis of the relationship between school and social development, it is necessary to use a comprehensive perspective to analyze in depth, in order to ensure the accuracy of university positioning. (3) The principle of flexibility. The completed school development plan has temporary stability and will not be modified at any time as the school environment changes. However, the school development plan is a guide to the development of the school in the next few years, which means that the external environment of the school development is ever-changing. New opportunities and challenges will emerge in an endless stream. This requires that school development planning needs to respond flexibly to changing situations, and that planning should not be dogmatic. Therefore, when formulating the school's strategic development plan, on the one hand, it is necessary to put forward many clear specific targets, and at the same time, the target also needs a certain extension space, so that it can be corrected within a certain range with the change of the environment. (4) Feasibility principle. After all, the school development plan formulated by the university must be implemented in the implementation of the plan, so whether the plan can be implemented or not. The effect achieved after the plan is implemented is an important indicator to test the quality of the development of the university. This requires that in the process of school development planning, the school development orientation and school development goal planning should be determined on the basis of the actual situation of the school. That is to say, the various resource allocation methods and planning stage objectives should be operational and feasible. Sex. In this way, the strategic goals set by the school can be meaningful in the stage of planning implementation.

**Ways to Develop Strategic Development Plans**

The formulation of strategic planning is a work that combines science and technology, and it is also a work that unites sociality and artistry. In terms of its scientific and technical nature, it is necessary to carry out scientific information statistics and use advanced data analysis methods when formulating strategic planning for university development. In conducting information statistics and data analysis, we must adhere to the principle of respecting objective reality and seek for itself. Logic and feasibility. In terms of social and artistic aspects, in the formulation of strategic development planning of colleges and universities, we must deal with the relationship between various interest groups. On the basis of respecting historical traditions, we must take into account the needs and reality of internal and external common development. The need for long-term and consistent development requires coordinating various influence forces and achieving a high degree of overall matching of development strategies. Generally speaking, there are three ways to formulate strategic development plans for colleges and universities: First, the school organizes its own planning team to formulate strategic development plans, which is also the mode adopted by most universities in China. The school’s own development of the school’s strategic development
plan is also divided into two small ways, that is, top-down development and bottom-up development. Second, entrust an external professional team to help develop. The advantages of a professional team can be presented in two aspects: on the one hand, they can transcend local interests and think about the issues related to university development from a holistic perspective; on the other hand, they do not conflict with various interest groups, and they understand from a professional perspective. Opportunities and challenges facing university development. Of course, the professional team also has some shortcomings. For example, they can't understand the history and current situation of the university in a short period of time and it is difficult to comprehensively understand the various traditions within the university and deal with the complicated interpersonal relationships. Third, the school team and the professional team jointly developed. This method is a reasonable way to formulate a university's strategic development plan, and it is also a new way for many local colleges and universities to try. It not only helps the team and the professional team to achieve win-win cooperation, but also can foster strengths and avoid weaknesses, complement each other's strengths, and at the same time ensure that the school development situation is more scientific and feasible.

The Method of Strategic Development Planning

There are generally three methods for developing a strategic development plan, the SMART method, the SWOT analysis method, and the PEST method, which are mainly applicable to the SWOT analysis method for school strategic planning. The SWOT analysis method, also known as SWOT adaptive analysis, was proposed by Andrews in the Corporate Strategy Concept in 1971. The theoretical basis of the SWOT analysis is based on the company's strategy to maximize the advantages and opportunities to overcome its disadvantages. With minimal threats, the SWOT analysis emphasizes featured strategies. SWOT analysis has evolved into a widely used analysis and selection tool for not only commercial and non-profit organizations, but also general projects. Organizations or schools using SWOT analysis methods first need to objectively analyze the organizational conditions, disadvantages, threats, opportunities and challenges. The advantages and disadvantages of the organization are internal factors, and the opportunities and threats are external factors of the organization. Secondly, it is necessary to carry out matrix analysis on the internal and external elements of the organization, that is, to analyze the advantages and conditions of the organization, the advantages and conditions of the organization, the disadvantages and opportunities of the organization, the disadvantages of the organization and the content of the threat. We found the correlation between the various factors, which inspired us to make improvement measures to adjust.

The Role of University Development Strategy Planning

Since the 1970s, some management experts in the United States have tried to apply the management model and strategic planning concepts of enterprises to the study of university management. By the 1980s, most American universities began to design various forms of university development strategy planning, and through innovative decision-making, the implementation of strategic planning was more applicable to the school's campus culture, leadership management style and school management. Process, and thus get a dynamic team of teachers, a lean management team, efficient teaching quality and a lot of capital investment. From the 1990s to the present, the development of strategic planning for university development has become an important task for American university leaders to carry out school reform, and it is regarded as a necessary means to discover the opportunities and challenges faced by schools and to improve the structure and mode of operation of schools. Since the 1990s in China, the school has begun to attach importance to the strategic planning of university development. Especially under the influence of the evaluation of the undergraduate teaching level in the first round of colleges and universities, participating universities have carried out the preparation of strategic planning. In recent years, with the construction and
development of “double first-class” universities, the development of departments has received much attention. The role of faculty development strategy planning has also been valued and discussed by managers and researchers at all levels of the university. This aspect indicates that the faculty has strong institutional, continuous and autonomous development needs; on the other hand, it indicates that the collaboration and cooperation of the departments are needed to further implement the strategic planning of university development. In short, in colleges and universities, strategic planning should play a greater role, and its role can be summarized as the following four aspects.

**The Leading Role of University Strategic Planning**

Presupposing the overall direction of the school’s future development and guiding the development path of the school is the leading role of the university’s strategic planning. For example, Carnegie University uses strategic planning to lead the school’s development path. Carnegie University's predecessor was the Carnegie Institute of Technology, which was a relatively low starting point. Like many universities, the Mellon Institute of Technology and the Carnegie Institute of Technology later merged to form Carnegie University. In order to achieve the stable and long-term development of Carnegie University, Carnegie Mellon University President called the school management to develop a ten-year plan that has a profound impact on Carnegie University. Carnegie University was later able to become a world-renowned university, thanks in large part to this plan. Based on this reasonable and appropriate plan to guide the school, Carnegie closely organized the school around the discipline of information technology, not seeking to be full, not following the trend to pursue integration. This will make the school's development direction clear, and with a clear direction, the school can certainly achieve rapid development.

**The Cohesive Role of University Strategic Planning**

The university is an academic organization composed of various departments. The disciplines are independent of each other. Each subject thinks that they are the best in development, but this also creates barriers between the colleges. In order to eliminate the barriers between them and make the school become cohesive, what kind of way can it be adopted? Undoubtedly, strategic planning can assume this mission. A typical example in China, such as Qingdao University, on the basis of the original Qingdao University, the three schools of Shandong Textile Institute, Qingdao Medical College and Qingdao Teachers College were merged to form Qingdao University today. In fact, as everyone knows, at the beginning of the merger of Qingdao University, the integration was not completely realized, and the links between the various faculties were not close. This is precisely because of the lack of cohesion. In order to solve this problem, the school management has produced a development strategy plan. The purpose of this plan can be summarized as “Building a development platform, creating a development environment, and making the rapid development of various disciplines under the name of New Qingdao University”. After the implementation of the plan, after hard work, Qingdao University changed the situation of each discipline in the past, and realized the unified school under the banner of the new Qingdao University. The disciplines were closely linked, which greatly enhanced the cohesiveness and accelerated the development.

**The Mobilization Role of University Strategic Planning**

If the university is from leadership to teachers, the issues that everyone considers are not consistent, and even some people are not very motivated. At this time, a good university strategic plan can play an unexpected mobilization role. For example, in 2010, Nanjing Information Engineering University, which was not prominent in Jiangsu Province, made a strategic plan: to accelerate the construction of Nanjing University of Information Engineering into a top university in Jiangsu Province. Due to the numerous universities in Jiangsu Province and many famous schools, many cadres and teachers believe that this development goal is quite difficult and does not have much confidence. However, through just three years of hard work, Nanjing University of
Information Technology has really achieved this goal. Although this result is related to many factors, in particular, it cannot ignore the guiding role of development strategy planning formulated in the same year. It is the strategic planning that has played a mobilizing role and let everyone work together. With a clear goal, with resolute action, the school can develop rapidly.

The Normative Role of University Strategic Planning

The so-called normative role means that the strategic planning of colleges and universities can constrain the school-running behavior and allow colleges and universities to run schools according to the planning requirements. Of course, the premise is that the planning itself is reasonable. Only when the school runs according to the requirements of the planning, will the school develop efficiently. For example, Shandong University of Architecture, in the context of the integrated development of similar universities, Shandong University of Architecture proposed in its development strategy: building the architecture as a center, building a three-level discipline development framework around the architectural discipline, three Level refers to core majors, close links to majors and related majors. According to this framework, schools can concentrate on running resources, create strong disciplines, expand the professional structure in an orderly manner, and save costs. It is not easy to play the role of strategic planning. This requires universities to take some measures: firstly, change the concept of leadership and leadership change. Changing the concept of leadership should be a major aspect of colleges and universities, rather than obeying leaders blindly, and making reasonable recommendations to leaders is the rights and responsibilities of each member. The concept of leadership change means that leaders must become passive and take the initiative to strengthen their own ideas. Some leaders have insufficient understanding of the role of strategic planning, which requires leaders to take the initiative to learn. Secondly, change the concept of teachers. Some teachers have a mental inertia, and the university planning department has to do a lot of work to make teachers realize the value of planning. Thirdly, to achieve the professionalization of the level of strategic planning in colleges and universities. Strategic planning can only be a guiding role for school work if it is high-level and professional. Otherwise, it will not help the development of the school, and it may also play a bad role. Finally, seek help from external forces. Some universities realize that it is difficult to professionalize the development of strategic planning by their own strength. Therefore, it is very important to use social think tanks to strengthen the authority of university development strategy planning in front of people. To achieve the above four points, the strategic planning role can be better played.

The Countermeasures for the Strategic Planning Management of Local Colleges and Universities

The strategic planning of university development is affected by the above factors, and its role in the actual process is not satisfactory, or even plays a role. Therefore, solving these problems is the way to stimulate the role of development planning. How to solve the interference of these factors? In response to these problems, the author combines his own experience and theory to learn. From the following five aspects, the countermeasures and methods for solving the problems are proposed. These methods and countermeasures still lack certain practical verification, so they are only used as a reference for selection.

Use Planning as a Management Tool for Colleges and Universities

Planning is not only the starting point for the long-term development of colleges and universities, but also an important means and an effective tool for implementing management. Colleges and universities should raise “planning” to the extent of management philosophy and often use this management tool instead of degrading it into a form. Using this management tool well can not only help to acquire school resources, but also help to allocate and utilize resources to fully cope with complex environments and challenges.
Clarify the Development Orientation of Local Colleges and Universities

The establishment of local colleges and universities should be based on reasonable scientific research and reasonable countermeasures. First, in order to position properly, it is necessary to analyze the school environment. The school environment is divided into internal environment and external environment. The analysis of internal environment is to clarify its own history and culture, because history and culture are the key to the formation of school characteristics. To analyze the external environment, we must consider the current status of external resources and the status quo of social and economic development. Second, increase participation and recognition. Promoting the all-round development of people is the core concept of the 13th Five-Year Plan. The development planning of colleges and universities should also respect the needs of the development of teachers and students, emphasize people-oriented, seek broad support, and improve the participation and recognition of teachers and students. Local colleges and universities should make full use of various resources and scientifically formulate university development plans to achieve regional higher education development goals.

Enhance the Legitimacy of University Development Planning

The reasons for the blocked development planning of colleges and universities are complicated and legitimacy is one of them. To enhance legitimacy, we need to start from both internal and external aspects. Enhance external legal performance to provide institutional guarantees for development planning. On the other hand, the strengthening of internal legitimacy can strengthen the understanding and recognition of development planning in colleges and universities. To establish internal legitimacy, it is necessary to combine the enforcement mechanism with the identification mechanism and achieve the formality of formality through the normative nature of the procedure. In fact, the strategic planning of university development has become the core mechanism for the governance of various problems. Grasping this mechanism is a key element in the governance of colleges and universities. In order to better play the role of development planning, China's colleges and universities should be promoted from planning to focusing on implementation. On the one hand, it relies on a constantly improving governance system; on the other hand, it is the improvement of governance mechanisms.

Supervised Planning Efficiency Improvement

The effectiveness of planning implementation depends on effectively monitoring the implementation process. For the implementation of safeguard planning, monitoring plays an important role, and it is particularly necessary to enhance the initiative and consciousness of university planning and monitoring. Evaluation is one of the basic means of monitoring. Through scientific and reasonable evaluation, it can implement the plan. An evaluation of the implementation of the plan, etc., to guide the next step. The monitoring and evaluation mainly includes the following contents: First, the innovation of policy measures in the implementation process; second, the achievement of planning objectives; third, promoting sustainable development. In this sense, the assessment of development planning is both a summary and a preparation; it is a review of the planning results and a review of the feasibility of the planning text.

Strengthen the Implementation of University Development Planning

First of all, we must improve the enforceability of the text of the development plan of colleges and universities. Secondly, we must pay attention to the formulation of texts, emphasize the level and ability of participating in the planners, grasp the rules of planning and formulation, and after the actual investigation, compile the development planning text based on the actual development of the school; Thirdly, we must compile stratified indicators. Thereby improving the enforceability of development planning. Second, ensure that resources are sufficient. On the one hand, we must proceed from the actual situation and formulate strategic plans for the development of colleges and universities; on the other hand, we must actively strive for more resources, especially to seek...
resources from the government and society, and to have resources to have action. Finally, strengthen understanding and communication between the executive bodies of development planning. By strengthening understanding and communication between executives, conflicts between different entities due to different interest needs are reduced.

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