Full Utilization of Education-Running Advantages by Large-sized Enterprises to Create the Industrial Talent Cultivation Base

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Abstract. Although the education running by large-sized enterprises highlights natural advantages in integration of industry and teaching, cooperation between school and enterprises, many higher vocational schools are still confronted with such important topics as full utilization of these advantages and potential exploration. This paper, taking Sanya Aviation and Tourism College as the example, concludes and shares its experience of well carrying out higher vocational education by taking full advantages of education-running by enterprises from the following four perspectives: innovative cooperation system and mechanism, innovative mode of talent cultivation, formation of long-acting mechanism of school-enterprise cooperation and integration of advanced enterprise culture.

Introduction
Established in 2005, Sanya Aviation and Tourism College (hereinafter referred to as the “College”) is a higher vocational college invested and established by a Global Top 500 enterprise: HNA Group. Upon its establishment for a decade, the College, based on HNA Group, has given full play to the advantages of education-running by large-sized enterprises, made innovation in the school-enterprise cooperation system and mechanism, implemented the common construction system and the education supervision system, and established the school-enterprise cooperation and cultivation platform. On such platform, with diversified elements of major construction as the key points, the College has realized close school-enterprise cooperation, profound integration of industry and teaching, and gradually found out a characteristic and innovative road of education-running by large-sized enterprises so as to construct itself to be the cultivation base of HNA talents, the cultivation base of talents engaged in modern service industry (such as tourism industry and hotel industry, etc.) of Hainan Province, the cultivation base of talents involved in domestic civil aviation industry and seafaring. Thanks to its full utilization of education-running advantages by large-sized enterprise, deepened school-enterprise cooperation and profound integration of industry and teaching, the College has made abundant achievements. This paper, with Sanya Aviation and Tourism College as the study case, tends to conclude and share its experience of well carrying out higher vocational education by means of education-running by enterprises.

Innovation in the School-Enterprise Cooperation System and Mechanism, Common Construction of the Education and Cultivation Platform
The College has implemented the school-enterprise cooperation and the common construction mechanism as well as the education supervision system in an innovative manner. Thanks to the common construction mechanism, the College has integrated the education resources of school and enterprises and achieved integration of “two in one” from three perspectives, that is, the “two in one” of the enterprise’s training equipment and the school’s practice facilities, the “two in one” of the school’s teaching and the enterprise’s training of its employees’ skills, and the “two in one” of the enterprise’s training base and the school’s teaching base so as to share mutual education resources[1]. By means of the education supervision mechanism, members of HNA Group Education Resource Committee, partial members of the Cooperation and Common Construction Committee, and
presidents of the associated industrial sectors have constituted the education inspectors to supervise and check the common construction carried out by the member units of the industrial group and the College, monitor and provide guidance whether the College’s talent cultivation conforms to the enterprise’s demands and fulfill the enterprise’s employment specifications. Owing to the common construction system and the education supervision mechanism, the sound communication and feedback mechanism, the supervision, service and guarantee mechanism between the enterprise and the College have been formed, the common cultivation platform has been established and the enterprise can participate in the talent cultivation so as to achieve the transformation from the “school-running” to the “education-running” by large-sized enterprise.

Major Construction and Innovative Talent Cultivation as the Key Points to Promote Integrative School-Enterprise Development

The College has been actively carrying out overall cooperation and common construction, making innovation in the mode of talent cultivation and exploring the way of cooperative education running, cooperative cultivation and cooperative employment development so as to realize profound and integrative development. The College and HNA Group have established over 10 specialties including Aviation Mechanical & Electrical Equipment Maintenance, Flight Attendant, Civil Aviation Transportation, Marine Technology and Hotel Management, etc.. Besides, both parties have established the major construction team to formulate the talent cultivation programs together, cooperate in course and textbook development, carry out staff cultivation and talent exchanges, construct the internship training base, promote practice and employment together so as to achieve overall cooperation.

The College has made active innovations in the mode of talent cultivation. At present, three modes of cultivation have been formed:

The “Direct Train” Mode of Cultivation

The College and the enterprise have formulated the talent cultivation program together in connection with the enterprise’s post standards so as to integrate the enterprise’s employment standards with the talent cultivation specifications. In this way, the graduates can be employed directly by the enterprises upon graduation.

The “Reserve Duty” Mode of Cultivation

Taking the major of Flight Attendant as an example, the enterprises can participate in the student selection directly, that is, independent “material selection” to constitute the order class, then adopt the cultivation method in combination of the course plan and the enterprise’s training plan to cultivate students in accordance with the standards of “quasi flight attendants”. These students will then be directly employed by the ordering enterprises upon graduation. At present, the College has developed the order cultivation with tens of aviation companies, airports and hotels, etc. in seven majors including Flight Attendant and Aviation Transportation, etc[2].

The “Practical Training” Mode of Cultivation

For the students majoring in security inspection, they would execute the security assignments in important international meetings such as Boao Forum for Asia and BRICS Sanya Summit, etc. after having learnt specialized courses to exercise in authentic security inspection. As these students have accomplished assignments excellently every year, they’ve been awarded by the Department of Public Security of Hainan Province for several times. Taking another case for example, the “1+1+1” mode of talent cultivation with Eden Health Golf Club in terms of the major of Golf, the sophomore students can study professional skills while practicing at the club, and then work as interns at the enterprise in the final year.
Adherence to Win-Win Philosophy to Form Long-Acting School-Enterprise Cooperation Mechanism

The College has been persisting in the win-win philosophy to guarantee the enterprise to get benefited from the school-enterprise cooperation, stimulate the cooperation impetus between both parties and finally form the long-acting school-enterprise cooperation mechanism.

Conformity of the School’s Major Setting and the Enterprise’s Actual Demands

As the College has been greatly emphasizing the actual demands of professional talents, it has thus carried out investigations of the industry and thus established three major complexes characterized by aviation, navigation and tourism[3].

With the promulgation of several favorable policies on the construction of international tourism island and the traffic rights opening, etc., the aviation companies have thus intensified the expansion of their fleet size and the exploitiation of air routes in Hainan Province. As a result, top aviation service talents including flight attendants and maintainers would be urgently introduced and competed by the enterprises. Only Hainan Airlines at least introduces 1000 flight attendants every year. Based on the enterprise’s actual demands, the College has established majors in respect of civil aviation such as Flight Attendant, which have not only filled up the blank of Hainan Province in independent cultivation of civil aviation talents but cultivated a great batch of professional talents for over 20 airlines including Hainan Airlines, South Airlines, China Eastern Airlines and China International Airlines, etc. as well as over 20 airports including Beijing Capital Airport and Guangzhou Baiyun International Airport, etc.

Besides, the shortage of tourism and navigation talents is also restricting the construction of international tourism island; therefore, the College has established the majors in respect of tourism including Tourism Management and Hotel Management, etc. to provide a batch of high-quality talents to Hilton Hotel and Sanya duty-free shops, etc. At meanwhile, the College’s Marine Engineering Department has been granted the national qualification for seaman education and training, which has launched the history of Hainan Province in cultivating top navigation talents independently. Thus the College has become the seaman cultivation and training base of such companies as HNA Logistics Group, which has vigorously supported the development of marine economy and cultivation of high-quality navigation talents in Hainan Province.

Synchronization of Student’s Enrollment and Enterprise’s Employment

Partial majors of the College have realized the overall school-enterprise cooperation of “enrollment, cultivation, practice and employment”, that is, both the school and the enterprises initiate their overall management and supervision on the talent cultivation exactly from the enrollment. The enterprises will participate in the interview before matriculation for the College’s enrollment to select excellent “candidates” in combination of their vocational qualification standards, for example, the College selects attendants for HNA Group before matriculation. The College’s Enrollment Office, the Flight Attendant Teaching & Research Office and HNA Group’s Attendant Introduction Team have constituted the enrollment team to confirm the enrollment procedures in reference to the flight attendant’s employment procedures of HNA Group, then carry out initial image screening and test the students’ oral foreign language, ability and psychological quality as well as comprehensive re-examination, etc. in proper order. Then HNA Group signs the order cultivation agreement with the qualified students not only to guarantee their enrollment and employment, but have realized prior reservation of the enterprise’s backup talents.

Common Use of the College’s Facilities and Equipment for Teaching and the Enterprise’s Equipment for Training

In order to fulfill the practice and teaching demands of diversified majors, enable the teaching to be closer to the production posts, the College has constructed four practice and training centers, that is, the comprehensive practice & training center, the flight simulation & training center, the flight
attendant simulation & training center and the navigation practice & training center as well as almost 100 practice and training classrooms. HNA Group has introduced the teaching & practice equipment featuring high simulation quality at the price beyond RMB1 billion, which has attracted a batch of renowned enterprises including Hairline Airlines, Hongkong Airlines and Sheraton Hotel, etc. to construct the employees training base. Therefore, the facilities and equipment have been utilized both for teaching and the enterprises’ training. Every year, over 10,000 people are trained for the society.

As requested by the airlines in terms of actual post skills cultivation of aircraft maintainers and flight attendants, HNA Group has introduced 7 simulator flights and 7 flight attendant simulators with the total value beyond RMB1 billion as well as 2 airplanes for practical training beyond RMB130 million; in order to fulfill the basic skills examination requirements of civil aviation CCAR147, HNA Group has also introduced the series examination equipment worth RMB5 million. All the equipment can not only be utilized by the College’s majors including Aviation Mechanical & Electrical Equipment Maintenance and Flight Attendant for teaching purposes, but serve Hainan Airlines, Tianjin Airlines and Grand China Aviation Technik Limited Company for training their aviators, attendants and flight maintainers[4].

In addition, the College has also purchased almost 4000 units (sets, pieces) of marine transportation equipment including the domestically most advanced 360° full view navigation simulator worth RMB35 million and the 300,000ton-level tanker simulator while equipped with two Jeanneau motor sailboats of over RMB5 million. Moreover, the College has also constructed over 20 practical training laboratories including the navigation practical training center, the marine engine practical training center, the aquatic practical training center and radar ARPA Simulator laboratory, etc. to fulfill the professional teaching of navigation technology, the marine engine engineering technology, the yacht and sailing, etc.; at meanwhile, the College has also cooperated with Haiban Maritime Safety Administration to develop the training of seamen. Thus it has been serving HNA Logistics Group, Tianjin Maritime Group and Artemis Yacht Company, etc. as their seamen and sailor training base.

**Mutual Employment of the College’s Teachers and the Enterprise’s Skillful Craftsman**

On the one hand, HNA Group issued the Notice about Selecting Outstanding Talents to Be Sanya Aviation and Tourism College’s Part-time Teachers and the Notice about Convening “HNA Forum” internally to provide teaching-hour subsidy while maintaining the basic salary at the original unit unchanged. This policy has attracted over 100 skillful craftsmen including key production, technical and service employees as well as management cadres to teach at the College. At meanwhile, the College has also employed senior management cadres of HNA Group as the College’s part-time professors to give lectures regularly at the College and bring about the most frontier industrial information to the College’s teachers and students.

On the other hand, over 200 out of 500 full-time and part-time teachers have “dual-qualification quality”, among which, there’re both key technicians working at the electromechanical department of the airlines for long time and captains and chief engineers capable of providing Category A unrestricted services who have been working on the giant oceanic ships for decades; both chief attendants who have executed international flight assignments regularly and international judges engaged in top domestic and overseas golf competitions including the Asian Games at Guangzhou. Besides, the College’s staff also cover reviewers or trainers of diversified qualification certificates including the flight attendant reviewers from Civil Aviation Administration of China, the reviewers of national tour guide qualification examination, the authentication reviewers and teachers of civil aviation vocational skills, etc. so as to provide superior teachers for the employees’ training.

For example, the major of Flight Attendant is not only responsible for the academic education but undertakes the initial training of fresh attendants and recurrent training of on-duty attendants, about 4000 people annually. Specifically speaking, the training involves the specialty English, the service psychology, the service quality and the service awareness of the ground service department, etc. HNA enterprise’s trainers have to train their on-duty attendants; in addition, they have to teach professional
skills for the students on-campus so as to achieve mutual employment of teachers and ability supplementation.

**Synchronization of the Academic Education at College and the Training Education of Enterprise**

In accordance with the qualification requirements of diversified vocational posts (complex) while in combination of the vocational qualification standards, the pre-post contents have been included in the student’s teaching plan to guarantee the employment of students upon graduation. For example, the courses and teaching content of Aviation Mechanical & Electrical Equipment Maintenance and Avionics Maintenance have been re-organized and integrated in reference to the 14 training modules of the practice qualification certificate of aircraft maintenance to realize overall connection with the standards for basic civil aviation license; besides, the academic education, the seaman training and the cultivation of fresh flight attendants are mutually combined in the majors of Navigation Technology, Marine Engineering and Flight Attendant, etc., which has thus shortened the cultivation cycle of seamen and flight attendants, eliminated the graduate’s pre-post training, saved the training cost and realized the zero connection from the college students to the enterprise’s employees.

**Establishment of Vocational Skills Competition Platform with Joint Efforts of the College and the Enterprises**

As the vocational skills competition is an important manner to comment the students’ vocational operation skills and practice ability, the College has unceasingly explored the new mechanism of carrying out school-enterprise cooperation and developing vocational skills competition. Thus it has invited personnel from the enterprises to constitute the “Organizing Committee of Sanya Aviation and Tourism College’s Vocational Competition” and organize vocational skills competitions completely in accordance with the industrial and the enterprise’s standards. At present, the College and the enterprises have been cooperated for successive three years and successfully convened several vocational skills competitions at the college level including the “Civil Aviation Ticket Seller Competition”, the “Civil Aviation Passenger Clerk Competition”, the “Civil Aviation Freight Clerk Competition” and the “Civil Aviation Tourism Service Skills Competition”, etc..[5] In 2013, our College and Sanya Asian-Pacific International Conference Center cooperated and undertook the competition item of “Guest Room Services and Management Skills” in the Vocational Skills Competition of Hainan Province and won the first prize; in 2014 and 2015, our College, the Capital Airlines and the Science Press cooperated and undertook “Capital Airlines Cup” and “Air Service Skills” in the Vocational Skills Competition of Hainan Province and won the first prize. These competitions have exerted great influences both at home and abroad for their professionalization and standardization. Up to now, the vocational skills competitions have been developed by the school and enterprises in a regular, systematic and standardized manner, which has greatly promoted the vocational skills of teachers and students.

**Integration of Advanced Enterprise Culture to Create Inter-Disciplinary Talents with Both Integrity and Professional Competence**

The College considers moral composition and talent cultivation as its assignment, persists in talent cultivation and moral education in the priority while integrating advanced HNA enterprise culture and traditional Chinese culture education in the course of talent cultivation. The College has blended HNA enterprise’s culture in its road names, inscribed the school motto and the proverbs of traditional culture on the landscape stone. Besides, the life maxims, mottos and enterprise culture slogans are hung within the classrooms and along the aisles of the teaching building; at meanwhile, the campus broadcast has been actively utilized to broadcast current affairs and popularize the ideology and politics, the moralities and the enterprise’s culture education in an unconscious manner. In addition, the course of Introduction Theory of Enterprise Culture has been also set. At the annual entrance of fresh students, Chen Feng, Chairman of the Board of Directors of
HNA Group usually gives the first lesson to the students and describes the “Way of HNA” in conducting themselves and handling affairs. Besides, principals of diversified industry groups and companies subordinate to HNA Group have been invited to participate in “HNA Forum” for the students, give lectures of their life and working experience so as to create a sound environment highlighting sound integration of school and enterprise culture and thus promote the students’ vocational quality and moral quality. At meanwhile, HNA Group has also sponsored the College’s “Top 10 Youths” to participate in “HNA Summer Camp” to broaden their mind and field of vision, feel the development of HNA undertakings and enormous achievements made after the reform and opening up. In recent years, a great batch of kind and selfless students who are feeling grateful and likely to make contributions to the society have emerged in addition to many excellent associations represented by the Sunshine Love Association and the “Blue Ribbon” Association. In 2011, Li Xianghui, a graduate in 2010, became a member of the support teachers who initiated to teach at Pili Village, Kashgar County, Xinjiang, which has been continuously reported by CCTV News and Morning News and widely concerned by various circles in society because they’ve best represented the favorable spiritual outlook and morality of the new-generation college students.

Conclusion: the higher vocational colleges shall initiate from the industrial and enterprise demands, make breakthrough from the elements of major construction to form long-acting cooperation mechanism and thus intensify the school-enterprise cooperation and integration of industry and teaching. At present, due to immaturity of the school-enterprise cooperation mechanism in terms of vocational education, imperfect policy on supporting the school-enterprise cooperation and some individual reasons of the higher vocational colleges themselves, the school-enterprise cooperation and integration of industry and teaching haven’t been carried out profoundly enough. This paper has concluded and shares its experience of transformation from “school-running by enterprises” to “education-running by enterprises”, from regular education to vocational education by virtue of the advantages of education-running by enterprises in hopes of providing some enlightenment to other higher vocational colleges.

Reference


