

Research on the Strategy of Improving the Effectiveness of the Strategic Planning of Private Colleges and Universities

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Abstract: *The strategic planning of private colleges and universities occupies an important position in the management of colleges and universities. At present, the construction of private colleges and universities in our country is at a critical stage of connotation construction. At present, my country's economy has entered an innovation-driven "new normal" development. Private colleges and universities should follow the trend of the new normal, actively carry out forward-looking, scientific, and feasible school-running plans, optimize school conditions, improve school-running levels, and enhance core competitiveness. Clear and reasonable strategic positioning and development plans. This article reviews the development history of private colleges and universities, analyzes the characteristics of private colleges and the status quo of strategic planning of private colleges, and proposes that the effectiveness of strategic planning for private colleges should be improved from investment in running schools, brand building, management, focusing on talents, competitive development, and optimizing the environment. Strategic planning is carried out in several aspects such as reform and innovation and education internationalization.*

Keywords: *Private colleges and universities, Strategic planning, Effectiveness*

1. Review of the Development History of Private Colleges Universities

Since the reform and opening up, my country's private colleges and universities have gone through the process of starting from nothing, from small to large, and from less to more, and roughly experienced the tortuous development process of the following four stages.

1.1. Exploration and Incubation Stage (1978-1991)

Driven by reform and opening up, the development of higher education has embarked on a new journey. When the college entrance examination system was restored in 1977, 5.7 million students took the exam, but only 5% were admitted, and 95% of them were disappointed losers. As a result, education in the form of "college entrance examination guidance" and "self-study examination guidance" has emerged in private schools. In 1980, after the establishment of the basic line of my country's primary stage of socialism centered on economic construction, a large number of talents are urgently needed for economic construction. A good number of private social universities with training as the main method have appeared one after another. At this stage, private social universities are in a state of no funds, no teachers, and no school buildings. During this period, private colleges and universities mainly played complementary roles in the field of informal training. However, it has accumulated valuable experience for the development of private higher education and gave birth to the embryonic form of private higher education.

1.2. Legitimacy Establishment Stage (1991-1999)

The establishment of China's socialist market economy has provided opportunities for the development of the private economy. The promulgation and implementation of a series of policies and regulations such as the "Regulations on Running Schools by Social Forces" provide legal guarantee for the establishment of the legal status of private colleges and universities. During this period, a number of high-quality private social universities obtained admission qualifications and officially became private ordinary universities. However, at this time, the scale of private colleges and universities and the number of students are very small.

1.3. Golden Stage of Rapid Development (1999-2006)

The expansion of college enrollment has opened up new opportunities for the development of private colleges and universities. The expansion of college enrollment has brought enough students to private colleges and universities. At the same time, the national finance has been unable to meet the educational needs of colleges and universities after enrollment expansion. Therefore, social forces are urgently needed to solve the problem. During this period, a large amount of capital entered the higher education industry, and the state has also issued a series of policies favorable to the development of the higher education industry, providing a new idea for the development of the higher education industry. Private colleges and universities have seized the opportunity of enrollment expansion, the scale of running schools has been continuously expanded, and the number of schools running has increased rapidly. This period is a golden period for the rapid development of private colleges and universities.

1.4. Connotation Construction Stage (2007-)

Taking advantage of the expansion of enrollment, private colleges and universities have achieved leapfrog development. For example, some schools have a short construction time but have more than 10,000 students. However, this rapid expansion has also brought many problems. For example, due to the increase in the number of students, the difficulty of teaching management has also increased. At the same time, the school's capital investment cannot keep up with the expansion, and the hardware and software conditions for running the school are difficult to meet. Moreover, the teaching staff is difficult to meet the normal teaching needs, and the quality of teaching is poor, which seriously affects the development of private colleges and universities. In addition, in recent years, with the decentralization of college and university management under the leadership of the government, the enrollment scale of public universities has continued to expand, and the competition among universities has become increasingly fierce. Under the predicament of competition and survival pressure, private colleges and universities urgently need to change their development model. Strengthening the construction of its own connotation is also the main task and strategy for the future development of private colleges and universities.

2. Characteristics of Private Colleges and Universities

Compared with public colleges and universities, private colleges and universities pay more attention to their own school-running characteristics, respect the cultivation of students' professional abilities and hobbies, and especially focus on employment. The specific performances are:

2.1. The Professional Setting is Market-Oriented

Private colleges and universities should pay attention to the society's demand for talents and adjust their professional settings flexibly. The professional setting should consider the characteristics of practicability, regionality and flexibility. Private colleges and universities are a new force in serving regional economic development. They are employment-oriented, market-oriented, and follow the development path of combining production, education and research with school-enterprise cooperation. "Order-based education" came into being.

2.2. Pay Full Attention to Employment

With the severe employment situation in the society and the increasingly fierce competition for employment among college and university students, private colleges and universities must clarify their ideas for running schools, change their employment concepts, strengthen employment guidance, and continuously improve the employment competitiveness of graduates. Employment is the biggest livelihood of the people, and ensuring the stable and smooth employment of college students is the focus of the country's employment placement work, and it is also an important content of the development of private colleges and universities. Achieving fuller and higher-quality employment is a subject of concern for the long-term planning of private colleges and universities. Employment is related to people's livelihood, and employment determines the source of students. Private colleges and universities should start the employment problem of graduates from the source. Firstly, provide employment and entrepreneurship-related courses in teaching to systematically improve employment and entrepreneurship capabilities and comprehensive competitiveness. Secondly, through the

establishment of "Admissions and Employment Guidance Committee" and "University Students "Employment Guidance Center" and other institutions provide special guidance for students' employment. Thirdly, they implement effective follow-up and return visits to students after employment, to understand students' employment situation and ability to adapt to work.

2.3. Educate Students in Various Ways and Cultivate Students' Comprehensive Qualities

Private higher education should follow the educational philosophy of "teach students in accordance with their aptitude, promote classification, and let every student develop." As the cradle of cultivating applied talents, private colleges and universities should pay attention to the human characteristics of each student and teach students in accordance with their aptitude so that each student can learn certain skills. Private colleges and universities should strengthen their responsibilities, and all departments at all levels must reach a consensus to assume an important role in the pattern of all-staff education, full-course education, and all-round education, fulfill the responsibilities of student growth instructors and guides, and cultivate students' excellent comprehensive qualities.

3. The Status Quo of the Strategic Planning of Private Colleges and Universities

3.1. The Planning Requirements are not clear and the Level is Not Deep Enough

The strategic development plan of private colleges and universities should include the guiding ideology of the plan, school development goals, strategic development priorities, and development strategies. The leaders of some private colleges and universities did not pay enough attention to the school development plan. In the early stage of formulating the school development plan, the analysis of the school's internal and external environment was not thorough enough. The long-term development plan does not have clear goals, the specific requirements set by the development plan are not clear, and the implementation process of the goals set does not have corresponding strategic measures, resulting in failure to implement or fail to achieve the expected implementation effect.

3.2. Lack of Comprehensive Financing Strategic Planning

Funding is the cornerstone of the development of private colleges and universities. If private colleges and universities want to remain invincible in the fierce competition, they must invest a large amount of capital in infrastructure construction, hardware and software facilities, and investment in teachers. In real life, some private colleges and universities are investing in expansion due to lack of funds, which ultimately leads to the failure of strategic planning and even threatens the survival of private colleges. Part of the capital investment of private colleges and universities comes from tuition income and sponsors or donations, these inputs which is a drop in the ocean. Therefore, private colleges and universities need to carry out a lot of financing during the development process. Before the start of financing, some private colleges and universities did not fully understand the current economic situation and funding status, and did not follow the school's mid- and long-term development plan, and the strategic direction was not clear. In addition, the unclear capital structure has led to blind fundraising and inaccurate control of the amount of fund required, resulting in the problem of excessive or insufficient fundraising. Excessive fundraising will lead to excess funds, reduce the utilization rate of corporate funds and increase financial costs. Insufficient fundraising will lead to the failure of strategic planning and affect the implementation of engineering or projects. Because of blind fundraising, huge risks are brought to the enterprise.

3.3. Weak faculty and Lack of Talent Introduction Strategy

Faculty is a key element in the development of private colleges and universities, and the weak faculty restricts the development of private colleges and universities. Some private colleges and universities have not formulated a strategic plan for the introduction of talents. In many cases, they are recruiting when needed. Compared with public college teachers, teachers' salary and social welfare are not paid attention to, and there is a big gap in the salary of private college teachers. As a result, the teacher's mobility is relatively large. At present, many middle and high-level managers of private colleges and universities are retirees from public universities, because they have good post-retirement protection. These personnel only use private colleges and universities as a place for residual heat to be used, and they do not put their real energy on work. . In the new era, education puts forward higher

requirements for teachers. Teachers must continuously improve their professional skills. Due to the lack of funds for private colleges and universities and insufficient funds for teacher capacity improvement, the professional level of teachers is difficult to adapt to the development of education, and the quality of teaching is difficult to achieve expected result.

4. Strategies for Enhancing the Effectiveness of Private Colleges' Strategic Planning

4.1. Multi-Channel Financing and Increase Investment

The scale of investment directly determines the level of education and development foundation of private colleges and universities. After private colleges and universities develop to a certain scale, it does not mean that they can maintain the status quo and terminate investment. The development of social economy and education has always been the driving force for the development of private higher education, and increasing investment to meet the needs of development is the only option. In the development process of private colleges and universities, in order to achieve medium- and long-term goals, large-scale investment activities are often carried out, such as land acquisition, school building restoration, construction of new campuses, and equipment investment for engineering majors.

Another focus of the investment strategy is to expand funding sources. Effective investment cannot be achieved without a source of funds. The most effective and stable source of funding for private colleges and universities is tuition income, but tuition income cannot meet the funding needs of the school's development strategy. Therefore, obtaining medium and long-term loans from banks is the main means of school development strategy. Qualified private schools can obtain greater demand for funds and development and expansion through listing. The support of the government and the enjoyment of various preferential policies are an important supplement for private colleges and universities to increase revenue and reduce expenditure.

4.2. Pay Close Attention to the Quality of Teaching and Build a High-Quality Brand

Private colleges and universities should abandon the quick and immediate practice of running schools, make precise positioning, work hard and do a good job in education quality, build special majors, and strengthen the construction of school infrastructure and investment in software and hardware. At the same time, strengthen brand awareness, establish high-quality courses, build professional brands, and create domestic well-known or regional leading private colleges and universities. In the context of the imbalance of talent demand structure and the increasing employment pressure of college students, private colleges and universities must highlight their own educational characteristics, truly survive by quality, and develop with characteristics, so as to improve their reputation and social recognition. Brand is the core competitiveness of private colleges and universities. Through the brand effect, the society, the public, parents and students can feel the comprehensive strength of private colleges.

4.3. Take Management as the Starting Point and Clarify the Direction of Development

The core of the management strategy is school management, seeking a general plan for school management in the new era, paying attention to the construction of school rules and regulations, paying attention to the level and effectiveness of management, and pursuing the scientific and standard nature of school management. The management strategy must first solve the problem of the "direction and route" of private colleges and universities, that is, clarify the future development direction of the school based on the development strategy goals. Second, the management strategy must continuously adapt to the economic, social, and social, changes in the cultural and educational environment. Third, management strategy must establish and continuously improve the internal information exchange system, with the changes of the times, timely adjustment of management concepts, school running methods and resource allocation plans, etc. Fourth, management strategy must plan to upgrade faculty. Fifth, although private colleges and universities are non-profit organizations, it is indispensable to meet the economic interests of investors and reasonably distribute profits.

4.4. Build a Practical and Innovative Faculty Team

In the final analysis, the competition of private colleges and universities is the competition of teachers. It is of eternal significance to establish a team of practical and innovative professionals in

private colleges and universities. Compared with public colleges and universities, private colleges and universities have certain limitations in terms of school scale, faculty, and social resource allocation. Therefore, private colleges and universities should try their best to improve teacher benefits and welfare when formulating development plans, and provide teachers with more benefits. There are more room and channels for improvement, and at the same time, let teachers go out and participate in more academic exchange activities, so that teachers can gradually form a sense of belonging and accomplishment. Starting from the talent strategy, private colleges and universities have developed a series of systems and plans to encourage the improvement of teachers' academic qualifications and professional titles. Teachers must also change their concepts, and continuously strengthen their own skills with new era education concepts, innovative thinking and methods, and flexibility, Carry out teaching activities vividly and creatively, and create a team of practical and innovative teachers with excellent quality and high level.

4.5. Seek Development in Competition

The basic attribute of strategy is competition. Private colleges and universities must unswervingly and actively respond to competition and continue to develop and grow. It depends not only on the scale, but also on the conditions and comprehensive strength of the school. The most important thing is to see whether there is core competitiveness. Student source competition is the main factor in the competition of private colleges and universities. The source of students is the source of wealth. Only with funds can investment and development, schools can be invincible. To win students, it must rely on the school's brand advantages, professional characteristics, teaching quality, high employment rate and other advantages.

With greater determination, greater efforts, and more solid measures, speed up the high-quality development of private colleges and universities. The faculty and staff of private colleges and universities work together to further raise awareness, change concepts, strengthen confidence, and strive for development wholeheartedly, and strive to improve work efficiency. Private colleges and universities should pay close attention to the regional industrial structure, enterprise development and market demand, and continuously optimize the professional setting, curriculum setting and talent training plan. On the one hand, it provides talent support for local economic and social development. On the other hand, it is also the only way for the school's survival and development. It is necessary to actively promote the "going out" strategy on the basis of giving full play to existing advantages and developing characteristics, so as to cultivate more outstanding talents for the regional economy and even the whole country.

The level of competition mainly depends on the number of competitors and the level of schooling. How private colleges and universities continue to surpass their competitors and meet the needs of increasingly mature learners in the new era is the key to school development in the new environment. Increasing competition has played a certain role in overcoming the inertia within the organization, and at the same time put forward more urgent requirements for reform and innovation. The source of high-quality students is the prerequisite for improving the quality of the school. The winners will further attract high-quality student groups. Only with high-quality graduates can the society's contempt, discrimination, and contempt for private colleges and universities be changed.

4.6. Build a Harmonious Campus Environment

Since the reform and opening up, the external environment of private higher education has undergone tremendous changes. Changes in the environment have provided a golden opportunity for the rise of private colleges and universities, but it is indeed a huge challenge and test for some private colleges with small scale of development and poor environmental adaptability. Only the private colleges and universities that can withstand the test come to the end and become the trend of the times.

Survival and development are the eternal theme of private colleges and universities, and development must rely on advanced school concepts. To develop, all positive factors should be mobilized to build a harmonious and civilized campus. As a part of the social environment, the campus is the primary task of educating people. The environment is a kind of productive force. Private colleges and universities should put forward a modern, forward-looking and distinctive school philosophy based on their actual conditions. The formation of a school philosophy requires a process, the full participation of teachers, students, and faculty, and unremitting efforts.

4.7. Reform and Innovation to Enhance Competitiveness

Speeding up the implementation of the innovation-driven development strategy for private colleges and universities is an urgent need to deepen the reform of innovation education in private colleges and universities. Private colleges and universities must dare to innovate development models, change inherent operating rules, form newer and more advanced education models, improve educational content and plan more ambitious development goals and strategies. All entrepreneurial activities and behaviors that can enhance the core competitiveness of private colleges and universities and form differentiated advantages can be included in the scope of school innovation. The innovation strategy covers all levels of the school, including the innovation of teaching reform, scientific research innovation, management model and method innovation, etc. In particular, the management should consciously use scientific methods and tools to conduct reasonable analysis, research, inspection and planning of every important link of the innovation process from a strategic perspective, and pay attention to the matching of resource reserves and organizational arrangements for innovation strategies.

4.8. Based on a new Starting Point, Focus on New Goals, And Make Every Effort to Promote the Internationalization of Schooling

Internationalization is the trend of the times in the development of higher education in the world. Internationalization is an urgent requirement to implement the opening up of education in the new era. Internationalization is the only way for the development of private colleges and universities. To achieve the internationalization of education, we must first improve and establish the concept of internationalization of running schools, and form an international strategic layout as soon as possible. Second, we must continue to expand the scale of student exchanges and learning abroad, and promote the internationalization of talent training. The third is to conscientiously build a high-level international teaching team, comprehensively improve the international communication capabilities of the teaching team, and vigorously promote the internationalization of the teaching team. The fourth is to strengthen the construction of international software and hardware, continuously improve international rules and regulations, strive to improve the level of external publicity, and promote the internationalization of management services.

5. Conclusion

The enhancement of the effectiveness of strategic planning is a testimony to the blueprint for the future development of private colleges and universities. It is the program of action for the independent development of universities and the guarantee measures for their success. The scientific formulation of a strategic plan for the development of private colleges and universities is conducive to the coordinated and orderly development of colleges and universities in accordance with predetermined goals and assumptions. As an indispensable part of my country's higher education, private colleges and universities play an important role in the development of my country's higher education. With the momentum of rapid development, it has attracted people's attention, and it can be in a weak position in the competition from a single source of funds, but it is rare to be able to achieve such impressive development results in a short period of time. In the current era of popularization of higher education, private colleges and universities should improve their overall quality and teaching quality, strengthen strategic planning and self-reflection. It is believed that in the future, the quality of private colleges and universities will be improved to a new stage and will enter a golden period of high-quality and rapid development.

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