

Transitional Development Path of Local Colleges and Universities under Strategic Planning

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ABSTRACT. *Colleges and universities are a kind of life organization, which has its own life cycle. Generally speaking, the life cycle of colleges and universities includes "the initial stage", "the revival stage" and "the mature stage". To plan the development of a school, we must make clear its life cycle and formulate a development strategy plan according to the periodic characteristics of the school life cycle. Strategic planning is a systematic and thorough design of the future development direction of colleges and universities and how to move in this direction. In order to realize the transformation and development of universities, there must be a clear strategy, which mainly includes three elements: vision, goals and major actions. Strategic planning of colleges and universities is a systematic design of the specific process of running a school according to the strategy. Making a good strategic planning is a complex systematic project. We should grasp the key issues in the development of a school, jump out of the school and look positively at the past and present development of the school.*

KEYWORDS: *Strategic planning; Universities; Transformation; Strategy; Life cycle*

1. Introduction

Chinese universities attach great importance to strategic planning. The "Twelfth Five-Year Plan" is being implemented in Colleges and universities, some of which are paying more attention to the implementation and have achieved better results. Some of them do not attach much importance to the implementation of the problem. Strategic planning has become a text plan, which has not played much practical role in the development of colleges and universities. Some universities have begun to think about the formulation of the "Thirteenth Five-Year Plan". The author has helped some universities to compile their development strategic planning, and has some experience in this respect, and has done some theoretical research to explore the compilation requirements of university development strategic planning. The author thinks that no matter what kind of university, regardless of its history, level and type, it needs strategic planning. Especially in the period of transformation and development of Chinese universities, the role of strategic planning is particularly important.

2. Life Cycle and Transitional Development of Colleges and Universities

The development of a university from its establishment to a certain extent, and then to the future, the whole development is continuous. Compared with other social organizations, there are similarities and differences in the development process of colleges and universities. Everything, including us, has a life cycle, that is, a life cycle from birth to slowly growing up, then gradually maturing, and finally aging. Enterprises also have a life cycle, there are just the beginning stage, there are also later developed to a better stage, but there are few hundred-year-old shops, this is the life cycle of enterprises. Similarly, colleges and universities are a kind of life organization, which has a life cycle. The life cycle of colleges and universities must be made clear when we plan the development of schools. That is to say, we need to understand the life cycle of colleges and universities, grasp what kind of situation it is roughly, on this basis, to see which stage the school is in the life cycle. Only by clarifying this point can we know what colleges and universities should do and what kind of development they should have. Because the development of colleges and universities is not in the same stage of life cycle, that is, the development requirements and tasks are different, in this case, the comparability and reference of the development of colleges and universities are limited. That is to say, it is not what other people do that I do, what they have, or what they do that we have to do[1].

3. Contents of University Strategic Planning

Whether abroad or at home, many universities have formulated strategic plans and have their own development strategies. The strategy is of great significance to the development of the whole school. It not only enables the school to see the direction of development, but also makes the school clear how to run the school. Strategic planning is a systematic and thorough design of the future development direction of colleges and universities and how to move in this direction. Colleges and universities must have their own strategies in order to transform and develop. Unfortunately, in the past, the development of Chinese universities was mostly without strategy. According to the author's research, there are four main development modes in Chinese universities: first, aimless development mode; second, directive development mode; third, fuzzy development mode; and fourth, disordered development mode. The more common practice is to run a school as required above. If the University of applied technology is to be run, it will respond immediately; after a while, it will say what other types of university it is to be run, and then it will start to "transform". The development of colleges and universities is closely following the policy, which is always changing. No policy will be implemented for a long time without changing. Especially under the background of imperfect legal system, the policy will change with the change of leadership. This is the so-called phenomenon of people walking on tea. Why does policy change? Because policies are realistic and aim at practical problems. For specific colleges and universities, it is necessary to clarify the relationship between policies and schools. The successful experience of Huazhong Institute of Technology lies in that it has not decided its own strategy according to specific policies. The strategy is

based on the specific needs of the development of colleges and universities, and on the assumption of the blueprint for the future development of colleges and universities. It is not determined by what policies require. On the contrary, some colleges and universities follow the policy closely and seem to be paid attention to in a certain period of time, but when the policy changes, they fall into an embarrassing situation[2].

To formulate the school development strategy, we must first make clear what the strategy is. The strategy mainly includes three elements: first, the vision of University development; second, the goal of University development; third, the major actions that universities should take to achieve the vision and goal. Vision, goals and actions constitute a strategy. The vision is the expectation of the long-term development of colleges and universities. The goal is the requirement of the development status that colleges and universities should achieve at a certain time, and the action is the work that should be carried out to achieve the development goals. The relationship between the three is as follows: action points to the goal, and the goal comes from the vision. In other words, vision leads the goal, and goal determines action. For example, some universities have put forward internationalization strategy, which includes vision, goals and actions. In an international university, there should be a combination of multicultures or international cultures, which is the vision. The goal is to achieve the state of internationalization in different stages of development, including how many students are sent abroad to study, how many students are recruited, how many teachers are sent abroad to study and exchange, how many teachers are introduced from abroad, and how many international cooperation projects are carried out. The action is to achieve these goals by formulating policies and measures, including how to encourage teachers to go abroad, how to set up international classes or majors, how to introduce foreign teachers, how to do a good job in international exchanges and so on. In strategy, the vision is more abstract, the goal is generally expressed by indicators and data, and can also be qualitatively described. Action is specific activities or work arrangements and requirements. The three constitute a strategy, which is indispensable[3].

4. Strategic Planning Method of Colleges and Universities

4.1 Grasp the Key Problems to be Solved in the Development of Schools

Strategic planning ignores routine work. Establishing a regular system, doing a good job in routine personnel work and cadre appointment are not the problems to be solved in strategic planning. Strategic planning should solve the overall, long-term and fundamental problems affecting the development of schools. Therefore, we should first clarify these problems, and then plan the strategic measures to solve them. The key issues affecting the development of a university are various. Especially in today's era, there are both internal and external problems. In strategic planning, universities should be placed in the whole society and global system to seek good development strategies. This article does not deal with the external

problems, mainly on the internal problems of the development of colleges and universities. Fundamentally speaking, we should focus on the following aspects: first, the concept of running a school; second, the leadership and execution of a school; third, the structure of the whole discipline and specialty; fourth, the integration and mutual promotion of personnel training, scientific research and social services; fifth, the personnel team; sixth, the conditions for running a school; seventh, the system; and eighth, the environment. Topic 9 is about school culture. There may be other issues that deserve attention. Different colleges and universities have different problems to solve because of their different conditions. A good study of the key problems to be solved is the basic work of strategic planning[4].

4.2 Jump out of school and look at school

As the saying goes, I don't know the true face of Lushan Mountain, only because I am in it. How can we jump out of school and see the school? There are several ways to choose: First, do a comparative study to see what is different from other similar universities. Some well-developed colleges and universities are in front of us, just compare with them. This is to jump out of the school and look at the school. The second is to do target reference research, which is also benchmarking research. Find one or two ideal universities, namely "benchmarking" universities, study its development path, experience and lessons. Third, the study of social needs. It is not enough to study only what specialties we have and what services we can provide to the society. We should study the social needs. Social needs include vocational needs, industrial development needs, parents' or students' family needs, etc. The development of colleges and universities can not be built behind closed doors. They should have both a social perspective, a national perspective and a world perspective. We should have the mind to serve our country and even the world. [5] This is an important basis for a university to become mature and high-level[5].

4.3 Positive View of the Development of Schools in the Past and Present

Generally speaking, China's universities are in a good state of development. Most of the universities with a certain history have experienced many twists and turns in the past, which are related to the social environment, system and related conditions in a specific period, and also to the changes in the leadership personnel of universities. In strategic planning, we should not be entangled with the contradictions and problems between the present and the past. We should look forward to the development of colleges and universities and seek strength and support from the development. This is critical. In addition, what we need to do is to formulate a set of strategies, do a good job of internalization of the strategy, so that the strategy can be internalized into the conscious consciousness and action of all teachers and staff. Not only should leaders and cadres identify with and accept it, but also every faculty member should be able to consciously and actively work towards the planned direction of development, combine their work with the strategy of the whole school, and form the joint force of the whole school. Some colleges and

universities have made strategic plans, but this plan is only in the heads of secretaries, principals and directors. In the implementation, only a few people appeal and demand, and it has not become the common consciousness and action of the whole school, showing more demands and less implementation. This is why many colleges and universities have made strategic plans, but they have not played a role in the root cause. After the formulation of the strategic plan, it should be propagated and disseminated in various ways to make the staff understand, accept and identify with it. Only in this way can strategic planning become a beacon guiding the development direction of colleges and universities[6].

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