

Strategic Management and Development Trend of Sino-foreign Cooperative University in the New Era of Open Education Development

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Abstract

With China's higher education entering a new era of open development, the state clearly proposes to "carry out high-level cooperation in running schools with world-class resources, and further expand the opening up of education." Therefore, further strengthening the construction of Sino-foreign cooperative university coincides with the national development strategy. Sino-foreign cooperative university must seize this important historical opportunity, strengthen strategic management, and contribute to high-quality leapfrog development. In the face of the new era of open education development, Sino-foreign cooperative university should make full use of the high-quality education resources and institutional advantages introduced, and combine with the current development situation, make clear its own strategic positioning and focus, and take reasonable strategic measures.

Keywords

the new era of open education development; Sino-foreign cooperative university; development strategy; strategic



I. Introduction

Along with the tide of economic globalization, the mutual influence and interdependence among countries are constantly increasing, and the frequent global flow of personnel, projects and institutions is bound to promote the cooperation and exchange in the field of higher education. In this process, all countries hope to take the internationalization of higher education as an opportunity, fully learn from and absorb the advanced educational experience and achievements of other countries, strive to occupy the commanding heights of global higher education, cultivate global talents with international vision and ability, and then improve the overall competitiveness of the country. As a specific practice of transnational education in the field of higher education in China, Sino-foreign cooperative education in higher education plays a pivotal role in the international cooperation and exchange of higher education in China, the expansion of talent training channels and the deepening reform of school management system.

II. Review of Literature

2.1 Sino-Foreign Cooperative University: A High-Level Form of Sino-Foreign Cooperative Education

The concept of "Sino-foreign cooperative education" began to appear in the field of higher education in China in the 1980s. So far, its organizational form has experienced the development path from "Sino-foreign cooperative education project" to secondary college of Sino-foreign cooperative education", to "independently established Sino-foreign cooperative education institution", and finally to "Sino-foreign cooperative university with

independent legal entity qualification.

With the deepening of China's reform and opening up, the development momentum of Sino-foreign cooperative education is also growing rapidly. In order to promote the standardized development of Sino-foreign cooperative education, the Chinese government has issued a number of relevant policies and documents in recent years. The definition of the connotation of Sino-foreign cooperative education has become increasingly perfect with the continuous introduction of relevant documents.

In the "Notice on Issues of Cooperation between Foreign Institutions and Individuals Running Schools in China" issued by the State in 1993, the connotation of Sino-foreign cooperative education is defined as: an educational institution jointly established by overseas institution or individual and domestic educational institution in the mainland of China, and both parties participate in the teaching and management of the school, and jointly bear the expenses required for running the school. In the "Interim Provisions on Sino-foreign Cooperation in Running Schools" issued by the State in 1995, the definition of Sino-foreign cooperative education is: an educational institution established within the territory of China by the cooperation between the educational institution or other social organization with legal entity qualification in China and overseas legal entity organization, individual as well as relevant international organization, and the institution should carry out educational and teaching activities with Chinese citizens as the main target. While in the "Sino-foreign Cooperation in Running Schools Regulations" promulgated in 2003, the definition of Sino-foreign cooperative education is: the relevant activities of educational institutions that are jointly organized by Chinese educational institutions and foreign educational institutions in the mainland of China, which mainly cultivate Chinese citizens. Through a comprehensive review of the evolution process of relevant definitions, we can find that with the gradual clear definition of cooperation form, cooperation subject, school location and service target, the definition of Sino-foreign cooperative education has become more and more accurate. As far as the content of running a school is concerned, the Sino-foreign cooperative education not only includes academic education, but also involves non-academic education. The academic education mainly consists of preschool education, basic education, secondary education and higher education. According to the different nature of the institution, Sino-foreign cooperative education at higher education level can be divided into two types: non-independent establishment and independent establishment. Among them, non-independently established Sino-foreign cooperatively-run schools can also be divided into two types: "Sino-foreign cooperative education project" and "secondary college of Sino-foreign cooperative education". The independently established Sino-foreign cooperatively-run schools can be divided into two types according to whether they have the qualification of legal entity or not. In general, the independently established Sino-foreign cooperatively-run school with independent legal entity qualification is called "Sino-foreign cooperative university" (Jinhui, 2016).

2.2 The Characteristics of the New Era of Open Education Development

Since the 18th National Congress of the Communist Party of China, driven by the concept of comprehensive opening up, China's education opening up has made many historic breakthroughs, which are shown in the following aspects:

(1) As an important part of governance in the new era, the concept of education opening to the outside world plays an important role in ideological guidance. With the improvement of national education governance ability and level, China's education opening to the outside world has gone through the early stage of exploration and the top-level design has been gradually improved under the overall leadership of the CPC central committee. The

country's grand blueprint for socialist modernization and the process of comprehensively deepening reform all involve the opening up of education to the outside world in varying degrees. Many relevant policies and reform measures have been implemented in succession. The "four beams and eight pillars" of the development of education opening up in the new era has basically taken shape, and the overall level is about to achieve a new leap(Yubo, 2018).

(2) With the deepening of the opening up of education to the outside world, its role in serving the country's foreign strategy is also constantly improving. Humanistic exchange has become the core theme of diplomacy with Chinese characteristics. Through active exchanges with other countries in the world, China has established sound cooperative relations, learned from each other and developed together, so as to promote the construction of a community with a shared future for mankind.

(3) China's current foreign cooperation in running schools has significantly improved, and has entered a new stage of development to improve quality and efficiency. At present, there are more than 2,500 Sino-foreign cooperative education projects and institutions in China, of which more than 90 percent belong to foreign cooperation in the field of higher education, involving more than 200 majors in 11 subject categories. The number of students enrolled each year is more than 150,000, and there are more than 800 foreign partner schools in 36 countries and regions.

Therefore, in the new era, China's education opening and development will be comprehensively transformed and upgraded, pursuing higher quality and sustainable opening to the outside world, and helping the overall development strategy of the party and the country.

III. Discussion

3.1 The Management and Development Trend of Sino-Foreign Cooperative University in China in the New Era

a. Strategic Management Promotes the Leap-Forward Development of Sino-Foreign Cooperative University

With the deepening of the reform of higher education system, coupled with the increasingly fierce competition in higher education, the original internal operation management, which is adapted to the stable environment and focuses on the internal efficiency of the university, seems to be somewhat inadequate. Therefore, the management of each university must further broaden its thinking and implement the reform of management paradigm. Especially for a new type of university, such as Sino-foreign Cooperation University, facing such a new era of open education development with both opportunities and challenges, the innovation of management concept and mode is the key to realize the overtaking and leap-forward development. Strategic management is the guiding light to illuminate its development path.

The term "strategic management" first appeared in the article "Strategic Management Thoughts" published by Igor Ansoff, a famous American scholar, in 1972. Then, in his book "From Strategic Planning to Strategic Management" published in 1976, he pointed out that the focus of strategic planning is on the formulation of optimal strategic decisions, while strategic management pays more attention to the production of new strategic results(Chunming, 2003). The object of strategic management is the overall development of the organization, the purpose is to ensure the sustainability of the organization's development. Unlike those five-year plans or ten-year plans, strategic management is defined by the target of problem solving, not by the time period. Strategic management is to guide the

development of the whole organization according to the change of the environment. While pursuing the maximization of interests, it also emphasizes the safety of competition, and is an innovative thought product(Owen, 2001). For the Sino-foreign cooperative university, strategic management requires its managers to focus on the future and overall consideration when planning the development of the university. It attaches great importance to the active adaptation of the university to the changes of the external environment, and carries out management activities according to the development law of the university from the aspects of strategy formulation, strategy implementation, strategy evaluation and strategy adjustment.

b. The Core of Strategic Management of Sino-Foreign Cooperative University Accurate Strategic Positioning

At present, China's higher education has completely entered mass and gradually transitioned to popularization, and the public's choice of higher education institutions is gradually increasing. Under the influence of market economic rules, the competition of "university sellers' market" is increasingly fierce. As a new thing among them, the Sino-foreign cooperative university has a relatively shorter running history, so its position in the entire higher education system should be paid more attention to. Accurate self-positioning can point out the future development direction for the university, and distinctive style of running school is also conducive to enhancing the social appeal of the university.

Therefore, the key prerequisite for the success of strategic management is accurate positioning. All universities must first clarify their own development direction when carrying out development strategy management. Whether the development direction is accurate depends on the precise positioning of their own characteristics and external development environment, and reasonable classification is the prerequisite for accurate positioning. In this way, a general analysis path is formed: classification -- positioning -- development direction - - development strategy -- sustainable development (Maoyuan, 2004).

When considering its own positioning, Sino-foreign cooperative university should start from the following aspects. Firstly, should respect the internal and external operation laws of higher education and conduct a comprehensive examination of its relationship with national politics, economy and culture; Secondly, should compare the development of traditional public university in an all-round way to find out its own relative advantages and disadvantages; Thirdly, should summarize its own development process from the historical dimension, analyze and improve the existing shortcomings, inherit and carry forward the successful experience.

As a new form of higher education, Sino-foreign cooperative university has its unique background and development experience. Therefore, it is not allowed to copy the existing strategic planning of other traditional universities, or blindly follow the trend, or arbitrarily carry out strategic positioning according to the personal will of leaders. Therefore, when conducting strategic positioning, Sino-foreign cooperative university should follow the following three principles:

1) Clear purpose and highlight advantages

The goal of strategic positioning is to better facilitate the achievement of strategic objectives. Therefore, the clarity of the university's own strategic objectives is a prerequisite for the university to make a successful strategic plan. As a product of the opening up of higher education to the outside world, the primary goal of the development strategy of Sino-foreign cooperative university is to realize the comprehensive integration of overseas and local high-quality educational resources, and to create a typical template for the in-depth internationalization of higher education.

Secondly, since the running time of the Sino-foreign cooperative university is generally short, and the members participating in the establishment of each school mostly include the local government in its area, its development will inevitably have a close relationship with the local society and economy. Therefore, the orientation of Sino-foreign cooperative university should emphasize on serving the local area for survival and contributing to the economy for development.

Furthermore, it was born during the period of popularization of higher education, and it is exposed to the fierce competitive environment brought about by the vigorous development of the knowledge economy and the marketization of higher education. Therefore, it must demonstrate its advantages by shaping its characteristics. When formulating its strategy, it should carefully analyze its own advantages and disadvantages on the premise of a comprehensive analysis of the external environment, rationally allocate internal resources to strengthen its core competitiveness, and then form sustainable competitive advantages through appropriate strategic management (Herdianto, 2020).

2) Change in awareness and value feedback

Environmental factors must be considered in strategic management. The success of an organization's strategic management depends on its attention to its internal and external environment (Munyaradzi, 2019). In the process of formulating development strategy and implementing strategic management, the strategy of university must never be set in stone. It must be adjusted in time according to the changes of the environment, so as to adapt itself to such changes, and then make use of it or even in turn affect the environment. In order to ensure the adaptability of the school's strategic management, it is necessary to track the environmental changes in real time, pay attention to feedback, evaluate and adjust the current strategic management in time. As far as Sino-foreign cooperative university is concerned, its focus on environmental changes should be more on the close tracking of the relevant macro policies of the country. The guidance of these policies is very important for the future development of newly-built universities such as Sino-foreign cooperative university. Therefore, it should give special consideration while doing strategic positioning.

3) All participation, system management

The university's strategy formulation is closely related to every stakeholder, and it must not be limited to just the affairs of the university's senior leadership. It requires the joint participation of all the relevant stakeholders, such as teachers and students, middle and basic level managers. Only by fully considering each level can the influence of strategic planning in the university be expanded, so as to better mobilize the enthusiasm of all teachers and students in the strategy implementation process and truly realize the university's strategic vision. The strategic management of a university is a complete system engineering. It is necessary to link up the formulation, implementation, control and evaluation of the strategy reasonably and manage the whole process in a unified way. The neglect of any one of these links will affect the coordination of the entire strategic management.

c. The Trend of Strategic Management of Sino-Foreign Cooperative University in the New Era

Facing the new era of open education development, the strategic management of Sino-foreign cooperative university in China should deal with actively, paying attention to the following aspects:

First of all, the strategic management of Sino-foreign cooperative university should actively align with the national strategic deployment. As an important window of China's

higher education opening to the outside world, Sino-foreign cooperative university should actively serve the national strategic deployment, fully consider the social and economic development needs of its location region, and strive to create innovative development models and paths on the basis of following the basic laws of education development. Therefore, the strategic management of Sino-foreign cooperative university should be committed to creating a model area of international cooperative education, and actively serve the Sino-foreign cooperation in running schools regional innovation advocated by the state, which takes Xiong'an New District, Guangdong-Hong Kong-Macao Greater Bay Area, Yangtze River Economic Belt and Hainan International Education Innovation Island as four strategic pivots; the "One Belt And One Road" as the central axis; and the Northeast and Midwest Regions as geographical advantages.

Secondly, the strategic management of Sino-foreign cooperative university should further strengthen the balance of development. As China's higher education enters a new era of open development, Sino-foreign cooperative university should focus on higher-quality sustainable opening to the outside world. Then, it is very important to improve the balance of the countries and regions where the two parties are located, the level of cooperation and the disciplines of the cooperation. As far as a single Sino-foreign cooperative university is concerned, a series of school-running indicators of each university, such as: organizational structure and financial system, etc., should also be kept in a certain balance, which will also be conducive to the normative and sustainable development of Sino-foreign cooperative university.

Then, the strategic management of Sino-foreign cooperative university should actively encourage innovation. In the face of all kinds of uncertainties brought by the new era of opening to the outside world and the marketization of higher education, the Sino-foreign cooperative university should make full use of its small historical burden and flexible system, and actively explore diversified running and operating modes. For example, we can explore the mode of foreign enterprises participating in the cooperation in running schools, and even test the feasibility of foreign educational institutions running schools independently in China under certain circumstances. At the same time, the scientific summary of the effectiveness and experience of the reform and innovation pilots and the innovation and improvement of the promotion mechanism are particularly critical for the survival and leap-forward development of new schools like Sino-foreign cooperative universities under the new situation.

IV. Conclusion

Finally, the strategic management of Sino-foreign cooperative university should further strengthen the process supervision. With the help of the new pattern and new period of China's opening up to the outside world, the Sino-foreign cooperative university, as a model of in-depth internationalization of higher education, will surely take advantage of the trend and usher in the "high-speed period" of development. Therefore, while making efforts to improve the relevant policy design, its management should also focus more on the process of running schools, be more macroscopic and systematic, and actively respond to the national reform of "decentralization, administration and service". To be specific, the national competent authorities will regularly carry out a process evaluation combining field visits and self-evaluation of the unit, so as to promote the improvement of the quality subject awareness of Sino-foreign cooperative university.

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