
Research on the Development Strategy and Management of Sino-foreign Cooperative UniversityChenZeng^{1,2}School of Foreign Languages, Yancheng Teachers University, Yancheng, China¹College of Teacher Education, Zhejiang Normal University, Jinhua, China²

ABSTRACT

As one of the effective ways to improve the internationalization of China's higher education, Sino-foreign cooperative education is an indispensable part of the higher education system in China. The high-level form of Sino-foreign cooperative education----Sino-foreign cooperative university can carry out all-round and deep cooperation with foreign first-class educational resources. As a new school with little historical background, Sino-foreign cooperative university must carry out reasonable strategic planning and management at the basis of analyzing the internal and external status quo of current development, in order to find the correct strategic positioning, clear the strategic focus and take reasonable strategic measures.

Keywords: *Sino-foreign Cooperative University; Strategic Positioning; Strategic Focus; Strategic Measures.*

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Introduction:

Economic globalization has brought about increasingly frequent exchanges among countries as well as more and more cooperation in education. Especially when the concept of education service trade is gradually recognized by the world, educational institutions in many countries have begun to go abroad and cooperate with other countries to carry out transnational education. However, the concept of transnational education has undergone the transformation of Chinese localization, which has generated a brand new concept ---- Sino-foreign cooperative education. As a form of Sino-foreign Cooperative education, "Sino-foreign Cooperative University" refers to a higher education institution with independent legal person qualification and independent campus jointly established in mainland China by overseas educational institutions and Chinese educational institutions [1].

The concept of "strategy" originated from the ancient Chinese tactics, originally referring to the military commander himself, which was later interpreted as an activity in military command. With the rapid development of human society, the concept of "strategy" is increasingly applied to various other fields, among which the most involved is the field of organization management. For the organization and management of universities, the strategic vision can help universities to define their development goals, and the strategy can also help universities to clarify the logical relationship between various elements in the development process, and can also provide solutions to the core problems such as the reform direction and value selection of universities, and then effectively guide their future development. Therefore, as far as the development of a university is concerned, strategy plays a decisive role [2].

At present, China's education opening to the outside world has entered a critical period of the new era of development. The state clearly points out that high-level foreign cooperative education represented by Sino-foreign cooperative university should be placed at the core of the strategic deployment of further expanding education opening. In the face of such a once-in-a-lifetime development opportunity, Sino-foreign cooperative university must make full use of the introduced high-quality educational resources and institutional advantages through reasonable strategic planning and management, solve the current problems, enter the fast track of development, and help the construction of China's higher education power.

A reasonable and complete strategy should be composed of three elements: strategic positioning, strategic focus and

strategic measures. This paper intends to discuss the development strategy of Sino-foreign cooperative university from the above three dimensions.

Strategic positioning of Sino-foreign cooperative university

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 [3].

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.

Principles of strategic positioning of Sino-foreign cooperative university

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.

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 [4]. 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.

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 [5]. 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.

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.

Strategic positioning of Sino-foreign cooperative university

From the historical perspective of the evolution of modern university in China, its development has always been accompanied by the introduction and reference of advanced educational concept and experience of overseas university. For reference and imitation of excellent overseas university, it is undoubtedly a fast way to improve efficiency in the early stage of the development of China's higher education. But at present, China's higher education has completely entered the stage of massification, and began to gradually transition to the stage of universalization.

Those first-class universities at the top of the pyramid are undoubtedly worth learning from other universities, but the excessive imitation brought by blindly following the trend will inevitably lead to the homogenization of universities, which is inconsistent with the current social requirements. As a new thing created jointly by a Chinese university and an overseas one, Sino-foreign cooperative university should especially avoid the simple repetition of any parent university. The value of its existence is by no means merely to increase the number of universities in China. It should be dedicated to explore the university-running mode in line with future development trend, just as to inject a fresh blood into the original Chinese higher education system to accelerate the innovation of China's higher education reform.

Referring to the advanced chain "classification----positioning----development direction----development strategy---sustainable development" mentioned above, we should first focus on the classification. According to Pan Maoyuan, China's existing institutions of higher learning mainly include the following three types: the first type is comprehensive, which is research-oriented; the second type is professional, which is single or multi-disciplinary; the third type is vocational, which is technique-oriented.

Generally speaking, as a new thing derived in the past ten years, the Sino-foreign cooperative university can not be simply classified into one of the three types mentioned above, which is different from the traditional research-oriented university, the pure professional application-oriented university, not to mention the employment-oriented vocational and technical university. Its development strategy should be positioned in the international innovative university.

Nowadays, we have entered an era of global innovation, so any university must break through the limitation of single cultural foundation. Only by fully integrating multiple cultures, can it freely cope with such a changing background. Specifically, universities should provide opportunities to communicate and cooperate with the world for students' study and life, teachers' teaching and research. Similarly, in order to better cultivate talents, university education should integrate social practice, cultural experience and traditional classroom teaching. Only through more exchanges and cooperation with people from different cultural backgrounds can we deeply appreciate the diversity of world culture and truly become high-quality innovative talent leading the era of globalization. International innovative university is such a good platform to provide high-quality talent training. The era needs such an international and innovative university, and the Sino-foreign cooperative university should be committed to becoming such a platform for cultural exchange and integration between China and foreign countries to cultivate global competent talents.

Strategic focus of Sino-foreign cooperative university

On July 29, 2010, the CPC Central Committee and the State Council officially promulgated the "Outline of the National Medium and Long-Term Education Reform and Development Plan (2010---2020)". The "Outline" points out the direction for China's education reform and development in the future, emphasizing the innovation of talent training mode and the reform of training system. It clearly pointed out that the development of various colleges and universities must be adapted to the needs of the country and society. In the process of running a school, we should firmly grasp the law of educational development, actively promote the reform of education and teaching, make bold innovate, and dare to explore diversified education methods and training modes, so as to cultivate all kinds of outstanding innovative talents for the socialist modernization of the country. Specifically, the cultivation of innovative talents must pay attention to the following aspects. First, it should emphasize the combination of learning and thinking, advocate the construction of participatory classrooms, inspire students to reflect deeply, make efforts to explore, and actively interact; furthermore, to achieve the unity of knowledge and practice, that is, classroom teaching must be closely integrated with social practice to improve students' practical innovation ability; Finally, to be able to teach students in accordance with their aptitude, because diversified teaching methods will better stimulate students' creativity [6]. This also points out the basic direction for deepening the reform of the talent training mode of Sino-foreign cooperative university.

The strategic focus of the development of Sino-foreign cooperative university is to promote the reform of the talent training mode. The primary function and core mission of a university is the cultivation of talents. Therefore, the talent training mode involving the objectives, specifications and means of realization is a concentrated embodiment of the educational ideology of a university, and its reform and innovation will inevitably become the strategic focus. Reforming

the traditional knowledge-oriented education mode should be the strategic focus of the development of Sino-foreign cooperative university. For example, the "five-star education" mode proposed by Xi'an Jiaotong-Liverpool University is of great reference significance.

With the internationalization of its school-running subject and the flexibility of its school-running system, XJTLU integrates and innovates the advantages of its parent university. After years of exploration and practice, it has constructed a set of unique university talent training mode. This mode is expressed through the shape of a five-pointed star, so it is called the "five-star education" mode. This mode hopes to cultivate international talents with literacy system, ability system and knowledge system. Specifically, the mode contains five subsystems: the first is the campus culture system, whose core concept emphasizes "diversity, regulations, innovation, freedom and trust"; the second is the student learning support system, which must be efficient and humanized; the third is the academic support and service system, which should reach the world-class level and be consistent with the development trend of world higher education; the fourth is the campus environment and infrastructure support system, which should also be world-class and give students a sense of belonging; the fifth is the support system for school operation, which must achieve flattening and network integration [7].

Strategic measures of Sino-foreign cooperative university

With the popularization of higher education in China and the gradual infiltration of market factors, the competition among universities is increasingly fierce. At the same time, under the guidance of the national policy of "deregulation and service", the autonomy of various universities has gradually increased. Under such an internal and external environment, in order to achieve leapfrog development, it is necessary to think deeply about the existing development goals and paths and timely adjust the development strategies, so as to ensure that the school is always on the fast track of development.

As a social organization, the basic functions carried out by any type of university should involve three aspects: personnel training, scientific research and social service. These common attributes result in some universal strategies. For example, under the impact of economic globalization and knowledge economy, the society is developing rapidly, so the university can no longer be fixed in the "ivory tower" as it was in the Middle Ages. Under the premise of maintaining the autonomy of running a school and academic freedom, the university should also keep pace with the times, consider market factors, face the needs of society, and adhere to the open running of a university. Therefore, the open strategy can be regarded as a universal strategy for each school. Another example is the strategy of strengthening the university with talents. For any university, the most important resource for its development must be talents. Whether it is high-level teachers and scholars, or high-quality managers, or excellent students, are the source of power for the development of universities. Therefore, the strategy of strengthening the university with talents can also be regarded as a general strategy.

China's higher education system is complex, diverse and hierarchical, which means that a highly consistent development strategy is not feasible. Different types of universities must formulate appropriate development strategies according to their internal and external conditions. For Sino-foreign cooperative university, since it is not established for a long time and is a new thing in the higher education system, the core problem to be solved is how to enhance the core competitiveness to ensure its survival and development in the competitive environment. Based on the analysis of the development environment and current situation of Sino-foreign cooperative university, combined with its strategic positioning, this article believes that the strategic measures of Sino-foreign cooperative university include: characteristic school establishment strategy, cooperative alliance strategy, location-based and regional in-depth cooperation strategy, etc.

Conclusion:

As a systematic project, the strategic management of Sino-foreign cooperative university includes not only the formulation of strategy, but also the subsequent implementation, evaluation and adjustment of strategy. The implementation of the strategy should follow the principles of overall coordination, expediency and relative rationality. The strategic evaluation of Sino-foreign cooperative university can be divided into three types: strategic analysis evaluation, strategic choice evaluation and strategic performance evaluation. When carrying out strategic adjustment, Sino-foreign cooperative university should make instant adjustment, block adjustment and flexible adjustment.

Through rational strategic planning and management, Sino-foreign cooperative university can carry out all-round and in-depth cooperation with first-class offshore education resources. It also can enrich the types of higher education in China, promote the healthy competition among domestic universities in many ways and enhance the vitality of China's higher education reform by integrating and innovating high-quality educational resources at home and abroad, producing advanced school running ideas, education methods and management systems.

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