

Research on Transformation and Development Countermeasures of Independent Colleges under the Background of Transformation Setting

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Abstract

In 2008, the ministry of education issued Independent College Setting and Management Method (i.e. decree No.26) marked, from the policy level problems on the development of independent colleges has carried on the response, proposed the overall mentality and goal of the reform and development of the independent college, independent colleges enter the transition period of "transformation setting" to private universities. Up to 2019, it has been 11 years since the implementation of "decree No. 26", but many follow-up problems have not been solved. At present, independent colleges are facing the new situation that classified management and application-oriented undergraduate are transforming from form to connotation, and they are also facing the new need that independent colleges completely decouple from parent schools. After years of development relying on the parent school, the transformation and development of independent colleges now need to start from the top-level system carefully designed, emphasizing the implementation and rationality of policies. and the progressive reform is adopted to solve the development problems of independent colleges and promote the sustainable development of independent colleges in China.

Keywords: Independent college; Transformation setting; Transformation; Plight

With the development of education reform in China, independent colleges have become one of the main forces of higher education in China. However, driven by the market economy, independent colleges, which originally relied on parent schools, began to gradually go on the road of being set up as private colleges. Standardization of running schools was the realistic need of healthy development of independent colleges, however, the transformation of independent colleges will also face many problems. After 20 years of development, the problems and contradictions of independent colleges are gradually exposed, the imbalance of resources is widespread, the unreasonable corporate governance structure and unclear procedures are obvious. So the problems of dependence, utility and inefficiency in running independent colleges are prominent. The transformation and development of independent colleges are characterized by the coexistence of three goals: to meet the standard acceptance of the Ministry of Education, to realize the transformation and acceptance as the external pursuit, and to seek their own development as the ultimate goal. To break the dilemma of the transformation and development of independent colleges is the primary task of the transformation and development of independent colleges.

I. THE DEVELOPMENT OF INDEPENDENT COLLEGES IN CHINA

By 2019, there were 265 independent colleges in China, accounting for 10.1% of 2,631 regular colleges and universities, 35.5% of 747 private colleges and universities, 21.3% of 1,243 universities, and 63.6% of 417 private universities. According to the geographical distribution pattern of independent colleges in China, independent colleges accounted for about 50% in the eastern region, 29% in the central region and 21% in the western region, among which independent colleges in Zhejiang, Hubei and other regions were more widely distributed. In terms of the transfer situation of independent colleges, they were subject to the factors such as the sub-standard campus area stipulated by "decree No. 26" and the difficulties in transferring assets. By September 2018, only 64 independent colleges in China had completed the transfer, and some even stopped running their schools because they did not meet the standards. In general, the proportion of independent colleges was relatively small, and the number of independent colleges was uneven due to the support of local government and the difference of local economic development. This study analyzes the plight faced by independent colleges in the following aspects.

II. THE PLIGHT OF INDEPENDENT COLLEGES

1. Policies are vague and nature of legal person is unclear

With the introduction of a series of related policies on the transformation of independent colleges, various provinces and cities in China have also introduced relevant supporting policies, which all indicate that we should vigorously promote the transformation of independent colleges. However, the policy system to promote the transformation and development of independent colleges is not yet sound, and the implementation effect is not good, and the implementation rules and specific operational plans have not been issued yet, which leads to the attitude of independent colleges on many major issues and the slow progress of the transformation and development of independent colleges. The key factor to realize the independence of an independent college is the transfer of assets. It involves policy consultation among multiple departments. However, at present, independent colleges are divided into policy blocks and related departments lack overall coordination. Various departments, such as education, finance, taxation, land and construction, are constrained from each other in the process of formulating and implementing relevant policies. These key issues cannot be pushed forward in a coordinated way, which seriously affects the transfer of independent colleges.

The independent college has its own legal system dilemma, its attribute definition deviates from laws and regulations, and its corporate attribute is not clear. As a result, independent colleges are faced with many difficulties in the current transformation. In practice, independent colleges are also caught in the dilemma of "fair or unfair" and "privacy or non-private". The legal person attribute is not clear, It can neither enjoy the policy of allocation per student and teacher establishment of public universities, nor enjoy the policy of special fund support of private universities.

2. The teachership is insufficient, the interest dispute is ceaseless

On the one hand, independent colleges are mainly developed on the basis of parent universities, and a lot of teachers are supported by parent universities. Moreover, the national system for teachers of independent colleges is not perfect, and it is difficult for teachers of independent colleges to participate in the decision-making concerning the construction and development of colleges. On the other hand, teachers in independent colleges cannot enjoy the same treatment as teachers in other ordinary universities in terms of talent support projects, evaluation of talents and professional training. In addition, the structure of the teaching staff of independent colleges is unbalanced, the proportion of part-time teachers is too high, and the full-time teachers

are mostly from parent universities, so the training experience of application-oriented talents is not enough to meet the needs of the teachers of application-oriented talents in independent colleges. In addition, in recent years, the number of young teachers in independent colleges, mainly graduates with master's or doctoral degrees, has increased, and with insufficient teaching experience and great turnover of teachers.

From the perspective of stakeholders, it is difficult for organizers to effectively balance the public welfare of education and investment returns, and some investors have a strong desire to obtain returns and pursue the maximization of interests. The investors worry that they will not get a reasonable return after the transfer. There is a conflict between the pursuit of economic interests of the parent university and the independent college itself, which wants to get rid of its control and is not willing to pay high management fees. And teachers are not willing to give up the treatment of the parent university. At present, students are also more willing to accept the diploma issued by the parent university. Some independent colleges are also worried about the quality of the students after the transfer and are not willing to make the transition easily. The financial support and preferential policies of the state for independent colleges are less than those of public schools. Independent colleges have a single source of funds, and they have to pay high administrative expenses to parent universities every year.

3. Independent school running is limited and characteristic construction is weak

The highly dependent relationship between independent colleges and their parent is an inherent institutional defect. Although most independent colleges have established a formal corporate governance structure in accordance with the requirements, they have not really realized independent governance effectively.

Some independent colleges are completely controlled by the parent university. Some independent colleges are controlled and managed by investors, and most of them lack multi-subject supervision and restriction mechanism. The management power of independent colleges is checked and balanced by investors, board of directors and other parties, and the dean is not entitled to the same management power while undertaking many school affairs. Moreover, the management philosophy of most deans is limited within the benefit framework of the parent university, which limits the right of independent colleges to run their own schools, or even prevents them from enjoying the independent charging policy of some local private schools, which is not conducive to the current practical needs of independent colleges to actively promote the transfer.

4. Capital input is short, financing difficulty is very much

Although at present, the independent college located in public welfare nature, but the government did not provide the corresponding to its funding, basically is the only independent college tuition income "lifeline", but many independent colleges have to "pay part" of their tuition fees to their parent schools, leaving them "very uptight".

In terms of government investment, independent colleges are not only far inferior to public colleges, but also at a complete disadvantage compared with higher vocational colleges. In addition, in terms of financing, independent colleges are often discriminated against and treated unfairly. If public colleges and universities can borrow money from the bank with the way of credit guarantee, and private colleges and universities must make mortgage with the asset that is not this school however. The insufficient capital investment of independent colleges and universities is also the limiting factor of whether the independent colleges and universities can achieve great development after the transformation. In order to save resources, independent colleges and universities reduce the purchase of school hardware facilities, which leads to the lack of school hardware facilities, which not only has a negative impact on the school, but also on the students themselves. Another problem is land property right. As multiple investors invest in independent colleges, such multiple subjects lead to the ambiguity of land property right, which in turn leads to the ambiguity of rights and obligations of multiple investors.

III. TO SOUND THE TRANSFORMATION AND DEVELOPMENT OF INDEPENDENT COLLEGES

It is necessary to improve relevant policies and regulations, coordinate the interests of stakeholders, innovate the top-level design of the government system, and solve the problems of the transformation through multiple transformation paths and new progressive reform ideas to promote the transformation and development of independent colleges,

1. To improve policies and regulations and coordinate transformation and development

Clear laws and regulations can help reduce the transaction cost of policy implementation and reduce the cost of reform. At present, policies and regulations related to independent colleges are being constantly revised, but there are no policies and regulations specifically targeted at independent colleges. Moreover, the current

policies related to independent colleges have not been raised to the legal level, and their enforcement force is far lower than the legal provisions. So you need to incorporate the problem of independent college as soon as possible the orbit of law, proposed *Promotion Act of the Independent College*, for the transformation of development of independent colleges provide a clear legal basis and standardization system guarantee, and property of a legal person of independent college in policy and should enjoy preferential policies. Certainly, the sound of policies and regulations must be based on a full understanding of the dilemma faced by the transformation of independent colleges and the policy orientation of the country towards independent colleges. In order to fully understand the characteristics of independent colleges under the national macro-educational framework, it is more important to consider the differences in the development history and development status of independent colleges in different regions, and insist on exploring diversified development on the basis of respecting the differences. At the same time, the Ministry of Education can issue relevant policies to delegate the power of acceptance standards of independent colleges to each provincial government, giving full play to the power of education coordination of provincial governments. innovating the new mechanism for the transformation and development of independent colleges supported by the provincial government, and establish a working system that is coordinated by the government and coordinated by education, finance, taxation and other relevant departments.

At present, independent colleges are faced with the new situation of the integration of independent education and application-oriented undergraduate from form to connotation, which not only requires decoupling from parent universities, but also needs to coordinate the transformation of independent colleges into application-oriented universities. Therefore, to plan the transformation and development of independent colleges, it is necessary to take the opportunity of national construction of application-oriented undergraduate colleges to promote the combination of independent colleges and regional economic development and construction, cultivate application-oriented talents, and gradually turn to application-oriented universities at different levels.

2. To improve institutional safeguards and coordinate interests

To perfect the system of independent colleges, on the one hand, the government needs to do a good job in the top-level design of innovation management in the system arrangement; on the other hand, the independent colleges need to improve their governance structure. The government should set the right general direction for the

policy formulation of principle, while supplementing the corresponding key provisions. Not only advocate and support in policies, but also make full use of public opinion and news media to conduct comprehensive supervision on all running activities of independent colleges and establish an all-round supervision system. Under the board of directors system of independent colleges, independent colleges can be required to establish "independent directors", who are mainly responsible for coordinating the relevant work of supervision departments. The independent college itself should improve the internal corporate governance structure of the school, clarify the functions and authorities of the board of directors, the dean and the party committee of the independent college, and form a decision-making mechanism with multiple participation, internal and external integration and efficient operation. In terms of the composition structure of board members, the proportion of different stakeholders in the total board members can be limited by legislation. At the same time, the proportion of faculty members participating in the board of directors should be clarified, the legitimate rights and interests of faculty members should be guaranteed, the function of faculty members' congress should be given full play, and the system of faculty members' congress should be improved.

Given that different stakeholders have different interest demands, the formulation and implementation of education policies and regulations must fully consider the interest demands of different stakeholders and broaden the channels of interest expression. The transformation and development of independent colleges in the new era must balance the interests of all stakeholders and gradually realize standardized management on the basis of guaranteeing the commonality of independent colleges. The process of realizing standardized management requires the independent college to guarantee the rights of multiple parties to participate in and consult on an equal footing, establish an integrated mechanism of common governance, and realize the balance of dynamic development. This should not only meet the requirements of the government's top design, but also focus on social forces, teachers, parents and students and other stakeholders feeling and demands, the interests of both parties and the evaluation on the basis of constructing the corresponding system, strengthen the comprehensive supervision of independent college education, by differentiation of interests to promote the integration of the transformation of development goals.

3. Multiple transformation routing to solve the transformation routing problem

The development forms of different independent colleges are quite different. Even though the standards and objectives of the independent colleges are unified, the paths

of the independent colleges should be diversified to meet the requirements of the independent colleges in different development situations. First, independent colleges can be set up as independent private universities, and independent colleges can be set up as independent private universities, which is the result of the important system design of the country and the system change of independent colleges and innovative measures to develop private education, is the need of local economic and social transformation and upgrading. Independent colleges with good conditions can choose to transform into private ordinary undergraduate colleges. Second, independent colleges can be returned to the public sector, while Zhejiang University City College and Ningbo Institute of Technology, Zhejiang University can be transferred to the public sector under the support of zhejiang province special research. From the aspects of reducing the enrollment scale, fully implementing the enrollment at public expense and optimizing the discipline and professional structure, the two universities have been promoted to be established as public universities. At present, both of them have ranked among the top 700 universities in China in 2019, which opens a new model and new path for the transformation and development of independent colleges in China. Third, independent colleges can explore mixed sector of the school, with the rise of the market economy in our country, the mixed ownership mode gradually reflect its advantage, running independent college through exploring the mixed ownership, can try to introduce good reputation, strength of folk capital, and can also bring in state-run capital, give play to the role of guidance and the social benefits of state-owned capital, or adopt the PPP mode. The mixed ownership school-running mode explored by Jiangsu province is an innovation of the existing system design and also provides a new development path for the transfer and development of independent colleges. Fourth, for the independent colleges that are difficult to meet the acceptance standards, they can lower their standards and take the development path of characteristic higher vocational colleges. Turning into vocational undergraduate colleges is also the way out for the transformation and development of independent colleges. However, the independent colleges that lack the basic conditions or cannot continue to run schools can still take measures to terminate the school.

IV. CONCLUSION

Independent college is an important outcome of education reform in our country, this paper analyzes the status of independent colleges in China turn, sums up the existing in the process of a capital investment, cultivating talents, teachers, the problem such as financial difficulties, and proposed the corresponding solution countermeasures, to

strengthen infrastructure construction, strengthening faculty and teaching characteristic. The establishment of independent colleges is a gradual process, which requires continuous understanding of mistakes and active correction, and to keep pace with The Times, comprehensive and effective development.

ACKNOWLEDGEMENT

The authors wish to thank for the financial support of Jiangsu Provincial Department of Education Philosophy and Social Research Fund Project (2018SJA2206)

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