

Research on the Development of Private Colleges and Universities from the Perspective of Organizational Change Theory

Guo Hang^{1,2}

¹School of Education Science, South China Normal University, Guangzhou, Guangdong, China

²Guangzhou College of Commerce, Guangzhou, Guangdong, China

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Abstract: Nowadays, with the acceleration of the process of economic globalization, the trend of school culture and education integration is becoming more and more obvious. The majority of students also face opportunities for higher education choices in private universities, public universities, and overseas study abroad. In the face of the increasingly prominent competition in college education, the sustainable development of private colleges has become a major problem. On the basis of expounding the research status of private colleges and universities, this paper points out the problems facing the development of private colleges and universities. Based on the theory of organizational change, it puts forward the strategy of high-quality development of private colleges and universities, and hopes to provide corresponding suggestions for the sustainable development of private colleges.

1. Research background

1.1 Literature review

With the continuous advancement of the reform of the education system, the speed of development of Chinese private universities has also been further accelerated. In this context, the education management of private universities has also been continuously improved with the reform of the education system. The management concept advocated in the theory of organizational change is applied to the management of private colleges and universities, and needs to be adjusted at any time depending on the actual situation. Such a theory also advocates that change needs to serve the changed reality, so that it will be more in line with the management reality and development prospects of private universities at this stage (Xiong, 2016). Sun Fang and Wei Jiajia are based on the problem of “homogeneity” in private colleges and universities. They believe that the development of private colleges and universities needs to draw on the theory of “customer transfer value” on the basis of organizational nature, and reduce the total cost of customers by improving the total customer value. To enhance the attractiveness of running a school, resolve the contradiction of “development and convergence”, and promote the sustainable development of private college education (Sun and Wei, 2014). Xu Yantao further introduced the service-oriented management concept into the administrative management of private universities, and carried out practical explorations from the aspects of management concept renewal, management organization reform, management system construction and management team construction, and believed that this would be to change the traditional administrative management of private universities. An attempt at patterns (Xu, 2017). Wang Baohua believes that the development of private colleges and universities can draw on the experience of independent and innovative universities, use the enterprise-oriented operation mode, carry out a series of innovative measures inside and outside the university, and realize the organizational transformation of colleges and universities through the organizational structure supported by advanced concepts (Wang, 2014). From the three aspects of “individualized development”, “multiple quality concept” and “deepening comprehensive education reform”, Wang Qiangxin has optimized and adjusted the professional structure of various disciplines in private universities, optimized talent training programs, optimized the mode of integration of production and education, and realized the construction of teaching management.

“Connotative” development approach (Wang, 2015). According to the above scholars' research, many scholars have proposed methods and methods for the development of private colleges and universities, and some scholars have conducted research on the basis of organization. However, there are few researches on the development of private universities, which are about organizational change. Therefore, the research in this paper is carried out from the perspective of organizational change theory.

1.2 Research purpose

The acceleration of the global economic integration has also accelerated the popularity of global higher education. As a result, the development of Chinese private universities has also entered a new stage. With the continuous integration of global culture, the government-sponsored public higher education pattern has also been gradually broken, and a new educational pattern of various school-running models is gradually taking shape (Zheng and Min, 2014). However, in this context, a more diversified higher teaching model has also brought great pressure on running schools for private universities. In addition, private colleges and universities have become an important part of China's higher education. It is of great significance to study the high-quality development of private colleges and universities. In the past, relevant scholars have made many discussions on the development of private colleges, but they have not referred to the theory of organizational change. Here, the thesis further enriches the relevant scholars' theory and provides some theoretical support for the sustainable development of Chinese private universities based on the theoretical perspective of organizational change.

2. The status quo of private colleges and universities

As a product of educational practice reform, private colleges and universities are an unconventional educational institution. With the acceleration of the integration process of global economy, culture and education, the new development model of the integration of higher education has been further promoted, which has also squeezed the living space of private universities to a certain extent (Liu and Zhu, 2011).

2.1 The competition in the student source market of private colleges is fierce

With the rapid development of global education integration, the boundaries of education in various countries have been gradually broken. More and more multinational private colleges and universities appear in the Chinese market. In this context, the competition of the Chinese-funded colleges and universities in the student-source market is becoming more and more fierce, and the number of students in the students is also decreasing year by year. Compared with public universities, private colleges are more susceptible to this concept of international exchange. Moreover, most private colleges and universities in China are limited by the shortage of teachers, the lack of funds for running schools, and the imperfect management system. The development of private universities in China is still in its infancy. Moreover, domestic public universities are superior to private universities in quality and quantity. Therefore, at this stage, the development of public and private development and equal competition is still difficult to form.

2.2 The degree of social recognition of private colleges is low

So far, the history of running private universities in China under the reform of the education system has only been more than 30 years. Therefore, there is still considerable controversy about the quality of teaching and the qualifications of running schools in private universities. First of all, some local governments' perceptions of private colleges and universities are still based on easing social admission and employment pressure. Therefore, local governments will not give great discounts on education funding and training of teachers. Secondly, for a long time, the public has always been in a single pattern of government education for the university market. The public is deeply rooted in the concept of public education, and it is difficult to recognize the quality of education in private universities. Finally, the irregular behavior of a considerable number of private

colleges and universities in running schools has led to a low level of social public recognition of private colleges and universities.

2.3 The competition field of private colleges and universities continues to expand

At this stage, Chinese private colleges and universities face competition from many sources such as public universities and foreign universities. Moreover, the competitive field has gradually expanded from the competition of financial resources, human resources and material resources to competition in intangible assets and social services. However, due to the pressure of survival, the focus of competition in most private universities is still at a low level of financial and material resources, such as teacher training, number of professional disciplines, and school funding. In addition, the phenomenon of transitional competition has gradually emerged, such as unregulated carpet-style enrollment; one-sided pursuit of the number of people blindly expanding the scale of enrollment, and ultimately neglecting economies of scale and increasing the risk of running a school.

3. Problems facing the development of private colleges and universities

3.1 The space for the development of private colleges continues to shrink

Unlike public schools led by the government, private colleges and universities have extremely obvious industrial characteristics. Therefore, the pursuit of efficiency in private colleges and universities is ranked first. Under the conditions of a certain quality of running a school, the larger the scale of running a school, the lower the cost, and the better the final benefit will be. Therefore, the direct way for private universities to achieve economies of scale is to continue to expand the scale of enrollment, reduce costs, and fill the funds. Under the conditions of economic and cultural integration, the three pillars of private colleges, public universities, and foreign universities have led to the continuous expansion of the living and development space of domestic private colleges. Under the diversion of diversified teaching concepts, the number of students is also decreasing. Different from public universities, private colleges and universities, as a supportive organization that relies heavily on students, are highly susceptible to their own strength and multi-educational environment. In addition, although the state strongly advocates the development of private colleges and universities, and provides preferential policies to a certain extent, the public's recognition of private colleges and universities is still not high, and the space for the development of private colleges and universities continues to shrink.

3.2 Significant financial strength is significant

As far as the capital of private colleges and universities is concerned, first of all, the sources of funds for private colleges and universities are relatively simple. Tuition and miscellaneous fees for students of students and the investment of founders are the main sources of funding for private colleges and universities. Through this channel, private colleges and universities need to maintain the school's faculty, infrastructure costs, and daily expenses, which makes it easy for schools to fall into a vicious circle of caregiving regardless of quality. Second, the state's financial support for private colleges is almost non-existent. Therefore, compared with public universities, private colleges have greater efficiency and cost awareness. Even some private colleges and universities have reduced the quality of schooling in order to save costs, reduce teaching standards, reduce necessary counseling, hire public school teachers, and avoid the introduction of teachers. Finally, private capital investment in private colleges and universities also relies on private investment. However, China's private capital accumulation is still relatively weak, and the amount of teaching funds that can be invested is relatively limited. It takes time to introduce social funds into private colleges and universities and use these funds as an important means of stimulating domestic demand in private universities.

3.3 The internal organization and management mechanism of the university is not scientific

Private colleges and universities are different from public universities, and internal corporate and family management methods abound. However, these managers often lack the corresponding knowledge of higher education operating mechanisms and educational theories, and it is easy to overlook the quality of running schools in colleges and universities. Although some private schools actively adopt the management body of corporate governance, their internal management usually has problems such as the integration of the school and the board of directors, the vacancy of the board of supervisors, and the uncoordinated members of the board of directors. The “offside” of the power of the chairman and the principal is extremely prone to management confusion. The confusion in the management of these organizations will lead to the problem of shirking responsibility, which further leads to the ability of private colleges to resist risks in the process of running schools greatly reduced or even closed down.

4. Research on the path of the development of private colleges and universities from the perspective of organizational change theory

4.1 Create the competitiveness of private colleges and universities and enhance their own popularity

In the increasingly fierce and efficient market competition, private colleges and universities should adhere to the brand strategy awareness of colleges and universities and actively participate in market competition. To this end, private colleges and universities should pay attention to teaching students in accordance with their aptitude, closely follow the pace of the reform of the national education system, and constantly enhance their visibility and status. In the context of the modern college education market turning from sellers to buyers, private colleges and universities must continuously update their management concepts and enhance their faculty. Through the continuous restructuring of resources, the core brand competitiveness of private universities is created. For example, the concept of running a school, the transformation of scientific research achievements, and the social reputation formed by private colleges and universities in the long-term development are all direct and powerful brand competitiveness.

4.2 Continuously improve the quality of teaching and enhance the recognition of the public

At any time, the ultimate test standard for the quality of teaching in colleges and universities is the training model for talents. The most direct criterion for judging the usefulness of a talent is whether it meets the needs of social and economic development. Therefore, in order to continuously improve the quality of teaching, private colleges and universities need to take the construction of professional disciplines as the core, adapt to local social and economic development as the driving force, and continuously improve the public recognition. To this end, the content of the subject teaching of private colleges and universities should closely follow the development of society, and ensure the integrity and timeliness of students' knowledge acquisition. And change the traditional test-oriented teaching system, using advanced teaching methods and equipment, and constantly strengthen the practical teaching links. Only in this way can we continuously improve students' knowledge application ability and improve the recognition of the society for private college graduates.

4.3 Improve the openness of running a school and enhance the concept of international education

With the continuous integration of the process of global cultural integration, college teaching is a teaching activity for the whole world and all mankind. As far as private universities are concerned, opening up and inclusiveness and increasing exchanges and cooperation between countries are inevitable choices for the sustainable development of private universities. In this regard, the first thing that private colleges and universities need to do is to establish an international teaching philosophy. Moreover, the leadership of private colleges and universities also needs to establish a

global concept of education for the development of education, fully understand the opportunities and challenges brought by multi-employment to private colleges under the background of cultural integration, strengthen exchanges and cooperation with other international universities, and dare to “go out.” , introduced,” increased opportunities to learn advanced foreign education concepts and educational management models.

4.4 Build a continuous innovation mechanism to continuously stimulate the internal vitality of private universities

Modern society is an innovative society. In order to adapt to the changes in innovation and development, private universities also need to constantly adjust their organizational strategies to maintain competitive advantage. On the one hand, colleges and universities can promote healthy competition among members of the organization based on the perspective of organizational change, improve the sense of honor and responsibility within the university, and thus enhance the innovative teaching philosophy of the management level or teachers. On the other hand, the school can continuously cultivate students' sense of competition in daily management. Consciously let students recognize the competition between public schools and international universities. In this way, students' competition awareness is continuously cultivated, and their initiative, enthusiasm and consciousness are mobilized reasonably and efficiently, so that they have considerable social competitiveness.

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