

The SWOT Analysis of the Development Strategy about Local Newly-Built Engineering Colleges

Jing Cheng

School of Economics and Management, Hubei Engineering University, Xiaogan, Hubei 432000, China

E-mail address: chengjing2003@126.com

Abstract—Local universities have become the new development impetus of our country's higher education, but compared with the universities run by central government ministry, there is still a gap. The paper analyzed the strengths, weaknesses, opportunities and threats of the local newly-built engineering colleges' development through the SWOT analysis method, and then constructed the SWOT combination matrix of local newly-built engineering colleges. At last, the paper focused on exploring the development strategic choice.

Keywords—SWOT; Engineering colleges; development strategy

I. THE DEVELOPMENT STATUS AND CHARACTERISTICS OF LOCAL ENGINEERING COLLEGES IN CHINA

The emergence and development of local universities is the product of China's higher education popularization. The local undergraduate colleges as the new strength of our country's higher education system, are the important taker of higher education popularization in China. Since 1999, based on solving the economy and employment problem, China implemented the education reform policy to expand the enrollments of ordinary university. With the constant enlargement of the enrollment scale, the number of colleges and universities also will also increase. During 14 years from 1999 to 2012, the newly-built universities in China reached 319, more than one-third of the total ordinary universities and colleges in China.^[1]

With industrialization and urbanization in the past 20 years, the market demand to engineering technical talented person is increasing greatly. At the same time, in the process of local economy development, the adjustment and upgrade of industrial structure, new industry cultivation, strategic target realization of economic and social development, which puts forward the new higher levels demands to the local universities in some respects, such as talent services, science and technology services and cultural services. Because of the market demand and the government policy guidance, new-built engineering colleges are the most in China in 2004, up to 13, accounting for 42% of all such college.^[2] Science and engineering colleges are the cradle of developing the professional and technical personnel what national economy development need most. Establishing engineering college in our country adapts to the requirements of the industrialization and urbanization development. At the same time, along with the specialized and diversified market demand of talents, our country found a batch of new colleges in recent years, such as information institute, the police academy, women's institute, institute of media and tourism academy. These reflect the government's

policy direction and talented person's demand of market economy.

Compared with engineering universities run by the central government ministry, local engineering colleges mainly have the following features:

First, built at the place, close to the county. Newly-built engineering colleges are affiliated with local schools, a considerable number of new-built colleges build on prefecture-level cities, belong to the management system of "the province and the municipality co-constructed". Local engineering colleges adjacent to small and medium-sized enterprise in the county, which can better based on regional economic development, theoretical and actual promote each other.

Second, the local investment and local management. As local universities, the higher education administration belong to place, and local finance funds is the major source of money running. Local party committee and government are responsible for some main aspects management, such as the cadre and personnel management.^[3] The local colleges' development will be restricted when the local finance is not enough to support the development of the local colleges.

Third, servicing to the local economy. The main mission of local engineering colleges is to serve the development of local economy. In combination with regional resource advantages, the local engineering colleges cultivate application talents with practice ability for the development of local economy. The key is to solve practical problems for local economic development, strengthen the cooperation between universities and enterprises.

To sum up, The principal characters of the local engineering universities: "built at the place", "the local investment", "local management", "servicing to the local economy".^[4]

II. THE SWOT ANALYSIS OF DEVELOPMENT STRATEGY OF LOCAL NEWLY-BUILT ENGINEERING COLLEGES

A. The internal Strength factors analysis

1. Accumulated the rich experiences of running school

Local engineering colleges mostly built in the prefecture-level cities, developed by the normal class or junior colleges. They has accumulated rich experiences of running school, gradually formed their own peculiar characteristics and strengths of running school. These advantages help the schools to form sustainable development ability in the fierce competition. The transition to the engineering school is the need that the school adjusts according to regional social economic development and based on the original professional resources advantage. This

adjustment is the innovation to advance with the times, which can more directly face education market, develop his own school-running characteristic, and better use of local social resources.

2. The geographical advantage

The newly-built engineering colleges are affiliated with local universities, a considerable number of newly-built engineering colleges are set at prefecture-level cities. Local engineering colleges are adjacent to small and medium-sized enterprises in the county, which can better base on regional economic development, theoretical and actual promote each other.

B. Internal Weakness factors analysis

The newly-built engineering colleges take cultivating talents as a starting point. However, they have some shortcomings in teaching, scientific research, management and social services because of their own limitations. Common disadvantages are shown as: the weak foundation, limited resources, positioning unknown, target convergence, without outstanding characteristics, single mode and so on.

1. Insufficient funds

As local colleges, education funds mainly come from local finance. In eastern, central and western regions of China, the level of economic development is different, the amount of local fiscal revenue is different, and the guide of fiscal expenditure is also different, which restrict the rapid and healthy development of local colleges in different degree. Taking Hubei province as an example, in 2010, in the rankings of common higher school's public budget in 31 provinces of China, Hubei province ranked 26; per capita funds is about 5900 Yuan, below the national average spending 9600 Yuan. Even so, the financial allocation is different in the different levels university in Hubei province, the finance allocation funds of several local newly-built undergraduate universities are still far lower than the entire province average level.

2. Senior talents loss

Local colleges "built at the place", "the local investment", "local management", their financial investment and research level are not as good as key universities, therefore they often face the problems of research funds shortage and hardware facilities deficiency. Local colleges are at a disadvantage in the competition of scientific research personnel. Part of the teachers will go to developed regions, key universities or the place with good development prospects to develop her own career and continue their professional research. And most outflows talents are the key young teachers or possessing senior professional title and senior degrees. Massive outstanding brains drain directly affect the enhancement of college teaching and scientific research level, and restrict the development of the schools.

C. The external Opportunity factors analysis

1. The vigorously support of local government and enterprises

Local universities are the knowledge window and cradle of science and technology innovation in a city. In order to ascend a city of humanistic quality and creative ability of science and technology, in order to provide a great number of outstanding talents for the development of local economy, local government strongly support the development of the local universities, such as capital help, the preferential policies for senior talent introduction, creating a good environment for the development of universities, etc.

In addition, the local newly-built engineering colleges can develop the sources of funds and increase education funds through many kinds of forms, such as the school-enterprise scientific research cooperation, personnel training cooperation and so on.

2. The diversified international education market

Higher education market is an open, diversified market, which provides a good external market environment for local universities to strengthen international cooperation. Local universities can make full use of the international education resources through the combination education.

3. The huge market demand

In recent years, with the leaping development of the scale of higher education in our country, higher education has made the change from elite education into the popularization education. In the popular education stage, the talents demand of the society are diversified, especially the demand is more pressing for the engineering talented person with solid theoretical foundation and strong practice ability. And with the rapid development of social economy and the adjustment and upgrade of industrial structure in China, the demand for the high-level application talents will further increase, which also provide a broader market space for the development of local engineering colleges.

D. The external threaten factors analysis

1. Face increasing competition

The competition for high quality teachers and students is intense between the universities. The competition for high quality students is top priority factor. Local newly-built engineering colleges not only face with the competition with domestic old comprehensive college but also face competition of private universities. In addition, the form of higher education is also more and more diversified, such as adult education, continuing education also adding to the competition for high quality students. At the same time, in order to survive and development in the competition, various universities continuously make efforts to improve the condition of school, improve discipline levels, update the teaching idea, enhance the service consciousness, which makes the competitions between universities further intensify.

2. Social demand increasingly diversified

In the rapid development times, the industrial structure is constant adjustment and upgrade, the level of science and technology is developing rapidly, and the demand of market to talented person is increasingly diversified. On one hand, the universities provide society with the highly educated and high knowledge talent; On the other hand, every year

millions of graduates pour into talent market, the talent that can be chosen from far beyond the recruitment plan of employing units, therefore the employment threshold is constantly improving, the phenomenon blind pursuing advanced degrees and brain waste is more and more common. The graduates become unemployed as soon as they graduate from the university. All the criticism aimed at the universities. The diversification demand and the pressure from many aspects make school face more and more serious external threat.

3. Low social awareness

Affected by various factors, some colleges' position is not accurate, some colleges' running features is not outstanding; some colleges' professional structure is not optimized and course system is not rational, which make the local universities don't get the full recognition of society, and their professional setting and talent cultivating faced a serious challenge.

III. THE DEVELOPMENT STRATEGY SELECTION AND COUNTERMEASURES BASED ON THE SWOT ANALYSIS

According to the above SWOT analysis, the local newly-built engineering colleges have four major basic strategic thought to choose from, namely S-O strategy, S--T strategy, W-O strategy, W-T strategy (shown in table 1).

TABLE 1 THE COMBINATION MATRIX OF SWOT ANALYSIS ON THE DEVELOPMENT STRATEGY

Disadvantages opportunistic strategy (W, O)	advantage opportunity strategy (S, O)
turnaround strategic Use external opportunities to overcome their disadvantage	growth strategy Use external opportunities and give full play to their own advantage
Disadvantages threat strategy (W, T)	advantage threat strategy (S, T)
Defense strategy Overcome their own disadvantage and avoid external threats	diversification strategy Display their own superiority to avoid external threats

According to the thinking of SO strategy, WO strategy, ST strategy and WT strategy, combined with the characteristics of the newly-built engineering colleges, the author thinks that, the local newly-built engineering colleges should take the following development strategy. The local newly-built engineering colleges can determine their own core competitive power mode, and realize the school optimization development through these strategies.

A. Advantage-opportunity (SO) strategy and implementation

SO strategy is a kind of ideal strategy mode. The universities in the area have the specific advantage of certain aspects, such as unique school-running features, subject level, teachers team and organization management. At the same time, the external environment provide the good opportunity to play this advantage. In this good internal and external environment condition, universities need to update the school idea, clear orientation, pay attention to expand their development areas, expand moderately the existing scale and the scope of social service, improve their fame and social influence, and promote the

continuous increase of own core competitive power according to their own condition.

B. Disadvantage-opportunity (WO) strategy and implementation

WO strategy uses the external opportunity to make up for internal weaknesses. Certain local newly-built engineering colleges are facing some good external opportunities, but at the same time, they have obvious disadvantages on some aspects, such as the school orientation, school-running features, the management level and teachers team. These existing weaknesses interfere with their use the external opportunity. In this case, schools can take measures to overcome these weaknesses. Use all sorts of good opportunity, learn from the experience of running school, further research their own developing strategy, clear goal orientation, improve the teaching management level, form the school-running features, turn around and make up deficiencies purposeful, and build up their own core competitive ability in a short time.

C. Disadvantage-threat (WT) strategy and implementation

WT strategy is the defensive technique to design to reduce internal weaknesses and avoid the external environment threat. Certain local newly-built engineering colleges have obvious disadvantages on some aspects, such as the school orientation, school-running features, the management level and teachers team. At the same time, their development is confronted with some external environment threat because of the adjustment of external economy and the industrial structure. In the internal and external difficult circumstances, these universities often face survival crisis, and it is hard to compete with rivals. In this case, these universities need to discuss firstly their school idea, positioning and development strategy, find their own development direction and positioning, strengthen internal management, eliminate the existing disadvantages, accumulated the development energy, and wait for the development opportunity.

D. Advantage- threat (ST) strategy and implementation

ST strategy refers to use their own advantages to avoid or reduce the influence of external threat. Certain local newly-built engineering colleges have obvious advantages on some aspects, such as the school orientation, school-running features, the management level and teachers team. But the external environment of the colleges is a considerable threat to their development. In these circumstances, schools should give full play to their advantages, strengthen their own management and development, improve the ability deal with the external risk, and explore more development opportunities.

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