



## Factors Affecting the Administration Effectiveness of Jiaying University in Meizhou, Guangdong Province.

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### Abstract

The objectives of this research were: (1) to determine the administration effectiveness and the factors effecting the administration effectiveness of Jiaying university; (2) to propose the model of the factors effecting the administration effectiveness of Jiaying university; and (3) to suggest the guideline to improve the administration effectiveness of JYU. The research was a mixed methodology, including qualitative and quantitative research. The research population included 1436 administrators, staff and full-time teachers of Jiaying university. A proportional stratified random sampling method was used for sampling. According to G\*Power calculation, the total sample size was 318 people. (Özgenel., M. (2019). The tools for data collection were semi-structured interviews and five-point rating scale questionnaires. The methods of data analysis are descriptive statistics and confirmatory factor analysis using statistical software. The research findings revealed that: 1. The administration effectiveness of Jiaying University has three components, including leadership management, teacher effectiveness, and the ability to serve society; there are two factors that effecting administration effectiveness in Jiaying University: personal factors and situational factors. 2. The developed model indicators: significance probability value ( $\chi^2$ ) = 0.052, degrees of freedom (df) = 33, goodness of fit index (AGFI) = 0.935, (GFI) = 0.946, Tucker-Lewis index (TLI) = 0.958, and root mean square error (RMSEA) = 0.054, all in line with the prescribed standards, and the factor loading of personality factors and situational factor variables on administration effectiveness is 0.98, showing positive correlation and direct influence, and the correlation is strong. 3. The guidelines for improving the administration effectiveness of Jiaying University mainly include: (1) Improving the quality and ability of managers themselves; (2) Improving the effectiveness of teachers; and (3) Strengthening the ability to serve society.

**Keywords:** Administration Effectiveness, Factors effecting the administration effectiveness, Jiaying university

### Introduction

University administration is an integral part of national education management. Actively promoting university administration is the mission and responsibility of universities in the new era, and the improvement of university administration effectiveness plays a key role. With the gradual deepening of the reform of quality education, the new wave of reform has brought new challenges to school administration effectiveness. (Abd-Rabo, A. M.Q., & Hashaikah, S. A. I. (2020). Therefore, to improve school administration effectiveness is to use modern scientific theories to actively carry out school teaching administration reform, put people first, and optimize the teaching process. The goal is to develop teaching resources, maximize



teaching benefits, and promote teachers and students to go to society, so as to achieve an overall improvement in the quality of school education and the quality of students. How to use the theory of university administration to improve the effectiveness of administrative management and realize the modernization of university administration has important practical significance. (Cristián, B. et al. (2020).

This research will focus on the improvement of administration effectiveness of Jiaying University (abbreviated as JYU). By taking JYU as a case, from the perspective of the main body of administration, (Feiyue X. & Xi, L. (2016). the relevant factors and problems affecting the improvement of efficiency are analyzed, and the application for JYU to be upgraded to an undergraduate university (called "Shenshuo") with the right to grant a master's degree is provided. The strategies and plans will help to improve the level of running a university and expand its social influence. At the same time, Laochai. P.(2019). it also provides some suggestions and references for local universities to explore how to improve administration effectiveness, so as to reform and promote the modernization of university administration systems and administration capabilities.

## **Research Objectives**

- 1 To determine the administration effectiveness and the factors effecting the administration effectiveness of Jiaying university.
- 2 To propose the model of the factors effecting administration effectiveness of Jiaying university.
- 3 To suggest the guideline to improve the administration effectiveness of Jiaying university.

## **Research Hypotheses**

1. Personality factors (leaders) has positive effects on the administration effectiveness of Jiaying university.
2. Organizational factors have positive effects on the administration effectiveness of Jiaying university.
3. Situational factors have positive effects on the administration effectiveness of Jiaying university.

## **Research Method**

### **Research Design**

Used mixed method, both qualitative and quantitative. First used the qualitative method to determine the components and indicators of the model through content analysis from 40 document and research related, included 9 key informants. Then the quantitative method was employed to collected the empirical data from the respondent through survey questionnaire. After that used the qualitative method by the focus group discussion with a total of 9 key informants by structured interview. (Mahapoonyanont, T., et al (2018).



## Population and Sample

Population consisted of 1436 who were administrators, staff and teachers. They were selected from 23 schools in Jiaying university, which are classified according to proportional stratified random Sampling survey. The researcher used G\*Power software to determine the sample size. (Set as Effect size  $\eta^2=0.40$ ,  $\alpha$  Error prob = 0.05, D F =33, in order to reach the chi-square test for 0.80) The sample size was approximate 284 who were teachers and management personnel at all levels in Jiaying university. A total of 323 questionnaires were distributed by Wenjuanxing of internet, 318 were effectively received, with an effective response rate of 98%. As a result, a total of 318 samples were used for the final analysis.

## Research Instruments

The instrument for collecting data is mainly self-compiled questionnaires, through Internet. The way of Internet included WeChat by Chinese website "WJX.cn" and QQ to create a five-point rating scale questionnaire of Likert score scale (Likert, 1932), and manage it on a professional platform for online data collection. The questionnaire consists of the following three parts.

Part I: Demographic variables, general information of the respondents, totaling 7 items, such as gender, age, education level, position, working years, etc.

Part II: Rating scale questionnaire which asks about the administration effectiveness, the effecting factors of administration effectiveness of Jiaying university, totaling 61 items.

Part III: Suggestions and additional comments (Open Ended). All of these develop are to use the IOC and Cronbach's alpha coefficient to find the validity and reliability.

In this research, use SPSS.22 software and AMOS.26 software to analyze data, model and verify. The measurement models of independent variable and dependent variable were determined by Confirmatory Factor Analysis (CFA). To determine the influence of independent variable on dependent variable was found by Structural Equation Model (SEM). (Minglong., W. (2010).

## Data Collection

The steps for data collection will be as follow:

Step 1: Apply to the Jiaying university for permission to collect the study data.

Step 2: Request the researcher's faculty to provide a recommendation letter to the researcher.

Step 3: Questionnaires were distributed on WeChat and QQ through the Questionnaire star platform.

## Data Analysis

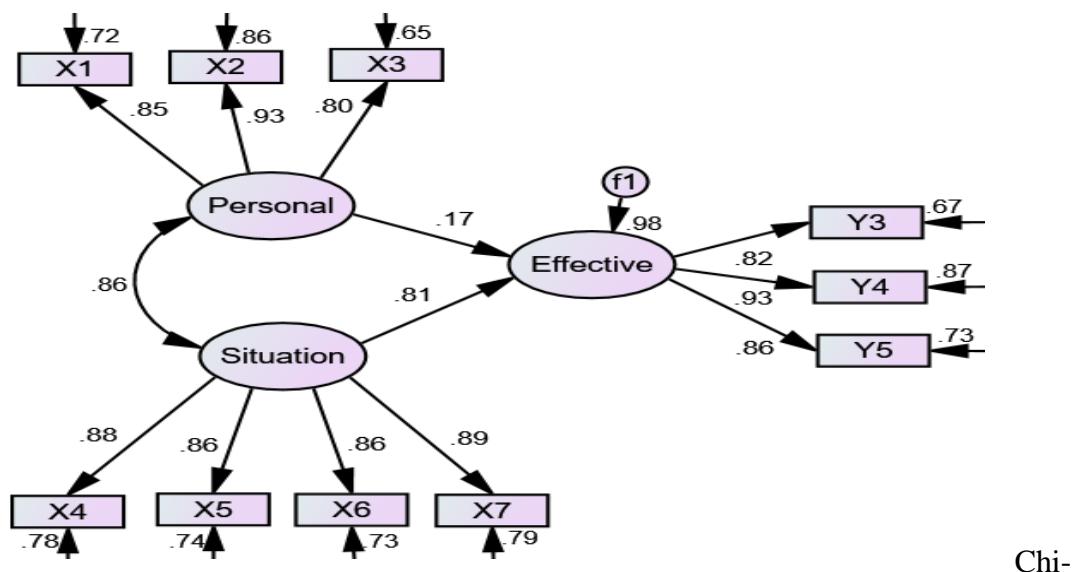
Data analysis from research instruments were presented in 3 phases as follows:

**Phase 1:** Determine the administration effectiveness and the factors effecting the administration effectiveness of Jiaying university. This phase is designed to use qualitative research methods and purposeful sampling techniques to determine the administration effectiveness of Jiaying university and the factors and indicator frameworks that effecting the administration effectiveness. It is based on two parts of data. The first part is related documents and domestic and foreign. There are 40 studies in total, the variables of administration effectiveness are extracted from 18 documents and researches, and the variables of factors effecting the administration effectiveness are extracted from 22 documents and researches. The second part is obtained from the interviews of nine key informants.

**Phase 2:** Propose the model of the factors effecting administration effectiveness of Jiaying university

**1) SEM (Structural Equation Modeling) fitness assessment of the influence of independent variables on dependent variables**

Quantitative research is used in this stage to systematically analyze the collected questionnaire data. Each influencing factor and the composition of administration effectiveness are analyzed in two parts: descriptive analysis and confirmatory factor analysis. There are three main factors in this study; the constituent factors of administration effectiveness and the personal factors and situational factors that effecting administration effectiveness. First, SPSS statistical software was used to conduct descriptive statistical analysis on the frequency, percentage, mean, standard deviation, skewness, kurtosis, C.V. and level of the questionnaire data. Secondly, the measurement model fitting analysis and regression analysis method of AMOS.26 software to test whether the research model is consistent with the theoretical research. The Structural Equation Model (SEM) of this study was analyzed by Amos software, and the influence of the independent variable on the dependent variable was determined by the Structural Equation Model (SEM). The developed model indicators: significance probability value ( $\chi^2$ ) = 0.052, degrees of freedom (df) = 33, adjusted goodness-of-fit index (AGFI) = 0.935, goodness of fit index (GFI) = 0.946, Tucker-Lewis index (TLI) = 0.958, and root mean square error (RMSEA) = 0.054, according to the the specified standard " Relative Chi-square ( $\chi^2/df$ ) <3.0,  $p>0.05$ , GFI, AGFI>0.9 and RMSEA<0.05" (Wu Minglong. 2010), both of which meet the specified standards. The total factors loading is 0.98, the correlation is strong. The model diagram is as follows:



**Figure 1** Diagram of full model of factor affecting administration effectiveness at Jiaying University in Guangdong Province (Modified model)



From Figure 1, The results of the data analysis are indicators of conformity verification and the requirements with the comparative data of the structural equation. The result of the analysis was showed the value of fit index in Table 1.

**Table 1** Shows the value of fit index that consistent with the empirical data before adjustment the model

Value	Standard	Value after adjustment	Result
$\chi^2 / df$	$\chi^2 / df$	1.833	Accept
p	$p > .05$	0.052	Accept
GFI	$0.90 < GFI \leq 1.00$	0.946	Accept
AGFI	$0.90 \leq AGFI \leq 1.00$	0.935	Accept
TLI	$0.90 \leq TLI \leq 1.00$	0.958	Accept
RMR	$< 0.05$	0.042	Accept
RMSEA	$0.00 \leq RMSEA \leq 0.08$	0.054	Accept

From Table 1, it was found that the obtained indicators were the results of the analysis of Structural Equations Modeling according to the hypothesis. Some values were not consistent with empirical data based on established criteria. Not yet a suitable final model used to explain research hypotheses. This research will not analyze the model's correlation with empirical data with the Chi-squared ( $\chi^2$ ) is a popular measure of harmony, because chi-squared analysis is limited in cases where samples (n) are large because will cause the chi-square value is so high that it may lead to inaccurate conclusions, therefore, the df value should be used instead (Hair, et.al, 2010; Rex B. K., 2011). Adjust the structural equation accordingly, hypotheses to be consistent with empirical data based on program recommendations. (Modification indices) by accepting a correlation of the error (e) between the observed variables arising from data analysis. So that the model is the most suitable (Model fit) for use.

## 2) Regression weight analysis

Regression analysis is a method of studying the statistical relationship between variables. According to the measurement model, this study uses the regression analysis model to explain the relationship between the independent variable personality factors, situational factors and the dependent variable management effectiveness. Details are as follows



**Table 2** Regression weights analysis

		Estimate	S.E.	T-value	P	CR	AVE
Effective	<--- Personal	.167	.031	6.743	***		
Effective	<--- Situation	.811					
X1	<--- Personal	.847	.047	21.018	***	0.896	0.743
X2	<--- Personal	.927	.045	22.722	***		
X3	<--- Personal	.805					
X4	<--- Situation	.884	.019	48.551	***	0.927	0.760
X5	<--- Situation	.859	.034	27.961	***		
X6	<--- Situation	.855	.037	25.989	***		
X7	<--- Situation	.890					
Y3	<--- Effective	.816	.037	21.122	***	0.903	0.757
Y4	<--- Effective	.931	.028	30.477	***		
Y5	<--- Effective	.856					

\*\* p < 0.01 significant level, S.E.: Approximate standard error, C.R.: Critical Ratio

From the analysis of Table 2, it can be concluded that

The regression weight between personal factors and school administration effectiveness is \*\*\*( $p < 0.01$ ), \*\*\* indicates a significant level. Therefore, personal factors have a positive and significant impact on school administration effectiveness.

The regression weight between situational factors and school administration effectiveness p show\*\*\*, according to the value standard  $p < 0.01$  (significant level). Therefore, it can be concluded that situational factors have a positive and significant impact on school administration effectiveness.

**Phase 3:** Suggest the guideline to improve the administration effectiveness of JYU

First, according to the verified SEM, it can be classified as three guiding directions to improve administration effectiveness: leadership mechanism, teacher effectiveness, and ability to serve the society. Secondly, impressing on Focus Group Discussion by educational administration management experts with a total of nine by structured interview techniques. The interview lasted between 45 minutes and one hour. The main purpose is to listen the suggests the guideline to improve the administration effectiveness of Jiaying university by experts.

## Conclusion

The research procedures consisted of three phases:

1. To determine the administration effectiveness and the factors effecting the administration effectiveness of Jiaying University. It was qualitative research. The researcher has studied related literatures about the concept, principles, and theories, related research on the administration effectiveness and the factors effecting the administration effectiveness of



Jiaying University as well as in-depth interview from nine key informants who were teachers and administration management in the education field. They are in teaching, education management with more than 10 years' experience from on and off campus. Purposive sampling method was employed. Semi-structured interview form was used. Data collection was performed by the researcher. The collected data was analyzed by Content Analysis.

2. To propose the model of the factors effecting administration effectiveness of Jiaying University. It was quantitative research. The researcher used the variables of the administration effectiveness and the factors effecting the administration effectiveness of JYU from phase (1) to prepare an instrument as a questionnaire as to collect data from samples in order to examine components of the Independent variables (Factors effecting administration effectiveness) to dependent variables (administration effectiveness). Population consisted of 1436 who were deans, vice deans, senior professors and counselors, educational secretaries, clerks who related administrative personnel. They were selected from 23 schools in Jiaying University, which are classified according to proportional stratified random Sampling survey. The researcher used G\*Power software to determine the sample size. The sample size was approximate 284 who were teachers and management personnel at all levels in Jiaying University. A total of 323 questionnaires were distributed by Wenjuanxing of internet, 318 were effectively received, with an effective response rate of 98%. As a result, a total of 318 samples were used for the final analysis.

The researcher employed a questionnaire which composed of three parts: Part I: Demographic variables, Part II: The rating scale of the administration effectiveness and the factors effecting the administration effectiveness of Jiaying University (five-level rating scale), and Part III: Recommendation. Instrument was developed from step (1) as a questionnaire. The qualities of questionnaires were assessed by content validity and reliability. For the content validity, it was checked by five experts and analyzed by Item-Objective Congruence (IOC). The item value was  $\geq 0.60$ . For the reliability, it was checked by Try Out. Data were collected from non-samples and 30 questionnaires were issued, and it was analyzed by Cronbach alpha at 0.8 as well. The questionnaires were sent by online. The data of demographic variables were analyzed by descriptive statistics through SPSS.22 software, frequency and percentage. The variables of the administration effectiveness and the factors effecting the administration effectiveness of Jiaying University were analyzed by descriptive statistics: mean ( $\bar{x}$ ), Standard Deviation (S.D.), skewness, kurtosis, C.V. and level. The Structural Equation Model (SEM) of this study was analyzed by AMOS.26 software, and the influence of the independent variable on the dependent variable was determined by level. The investigator uses the correlation analysis method of the measurement model fitting analysis and regression analysis method to test whether the research model is consistent with the theoretical research were used to were used to research the relationship between independent variables and Dependent variables. To determine the factors effecting the administration effectiveness of Jyothi analysis shows that all three influencing factors have impacts on school administration effectiveness.

The developed model indicators: significance probability value ( $\chi^2$ ) = 0.052, df = 33, adjusted goodness-of-fit index (AGFI) = 0.935, goodness of fit index (GFI) = 0.946, Tucker-Lewis's index (TLI) = 0.958, and root mean square error (RMSEA) = 0.054, both of which meet the specified standards. The regression weights of the key components are between 0.81-0.93, and the correlation is strong.



(3) To suggest the guideline to improve the administration effectiveness of JYU. It was qualitative research. The researcher used each component of the factors effecting the administration effectiveness from phase 2 to develop the managerial guidelines of the administration effectiveness of Jiaying University by focus group discussion interviews: Nine key informants (teachers and administration management) were selected from education management area (on and off campus). Key informants consisted of nine key informants (teachers and administration management) from different outstanding the fields of education management, leadership management and administration management with more than ten years' experience under Guangdong Province. They are professionals with teaching experience or using relevant management experience to carry out work. They have reasonable experience or certain achievements in the fields of education management and their success in their own field of research has been widely recognized. Key informants were selected by purposive sampling technique with the above criteria. Planning sheet for an interview was used to note taking. By Semi-Structured Interviews, the researcher was as a facilitator. The data from Semi-Structured Interviews was analyzed by Content Analysis. After the completion of data collection, content analysis was used to analyze the collected data.

According to the research objectives, and after analysis by CFA, major findings were revealed as follows:

There were 3 components of the administration effectiveness of Jiaying University, includes: 1) Leadership management, 2) Teacher effectiveness, and 3) Ability to serve society. There were 2 components of the factors effecting the administration effectiveness of Jiaying University which consisted of:

- 1) Personality Factors (Leaders): ① Personality, ② Ability, ③ Motivation,
- 2) Situational factors: ① Economy, ② Political environment, ③ Teaching management, ④ Research management.

In summary, suggest the guideline to improve the administration effectiveness of JYU. Details were as follows:

Leadership management: There were 3 managerial guidelines which were 1) to establish perfect leadership management system, 2) leaders to cultivate noble moral character, the practice of good personal values and professional values, set up the dedication to higher education career and sense of responsibility, 3) master modern leadership scientific theory, scientific and cultural knowledge, depth of professional knowledge and develop good organization and coordination ability, decision-making ability, foresight and innovation ability, efforts to improve the leadership quality.

Teacher effectiveness: There were 3 managerial guidelines which were 1) formulate a reasonable staff administrative management system, do a good job in personnel management and teacher team construction; 2) improve teachers' professional quality, teaching ability and scientific research ability; 3) attach importance to the promotion of teachers' professional titles, teachers' academic qualifications and continuing education.

Ability to serve society: There were three managerial guidelines which were 1) The development of the school should be closely combined with the social economy, politics, ecology, and national policy guidance and support; 2) to provide services with social economy, culture, medical care and other aspects; and 3) to export high-quality talents for local development and promote regional intelligent development.



## Discussion of Research

Based on the research objectives, the discussions of the administration effectiveness and the factors effecting the administration effectiveness of Jiaying University will be presented as follows:

**1** Research Objective 1 is to determine the administration effectiveness and the factors effecting the administration effectiveness of Jiaying University. There were five components of the administration effectiveness of Jiaying University which consisted of 1) Talent training, 2) Research management, 3) Leadership management, 4) Teacher effectiveness, and 5) Ability to serve society.

**2** Objective 2 is to propose the model of the factors effecting administration effectiveness of Jiaying University. The researchers first designed an initial model from the survey data to test the influence relationship between the variables. But the fit index is not good. After correction, the developed model indicators: significance probability value ( $\chi^2$ ) = 0.052, degrees of freedom (df) = 33, goodness of fit index (AGFI) = 0.935, (GFI) = 0.946, Tucker-Lewis index (TLI) = 0.958, and root mean square error (RMSEA) = 0.054, both of which meet the specified standards. The regression weights of the key components are between 0.81-0.93, and the correlation is strong.

**3** Research Objective 3 is to study the guideline for improving the administration effectiveness of Jiaying University. According to this study, the composition of school administration effectiveness can be finally classified into five guiding directions: same way Goksoy. S. (2020). Talent training, scientific research quality, leadership management, teacher effectiveness, and the ability to serve the society, total 14 guidelines for improving the administration effectiveness of Jiaying University.

Leadership management: 1) leaders should cultivate noble moral qualities, practice good personal values and professional Values, establish a sense of professionalism and responsibility to dedicate to the cause of higher education, 2) cultivate a strong will, maintain an open and inclusive attitude, and mobilize their own enthusiasm, cultivate good organizational coordination ability, decision-making ability, foresight and innovation ability, and strive to improve leadership quality. 3) master modern leadership scientific theories, scientific and cultural knowledge, and profound professional knowledge.

Teacher effectiveness: 1) The structure, personnel arrangement and division of labor of the school management department, 2) The work of the school administration department fully cooperates and supports the teaching work, 3) Each organization department of the school exerts the spirit of mutual assistance and cooperation, and communicates well, 4) Formulate a reasonable administrative management system for teaching staff, 5) Do a good job in personnel management and teaching staff construction, 6) Attach importance to the promotion of teachers' professional titles, teachers' academic qualifications and continuing education, 7) Improve teachers' professional quality, teaching ability and scientific research ability. and 8) Attach importance to and do a good job in performance distribution.

Ability to serve society: 1) The development of the school should be closely integrated with the social economy, politics, ecological environment, 2) National policy guidance and support; and 3) Develop and export high-quality talents to promote the development of regional wisdom



## Recommendations

The survival and development of the school ultimately depends on the effectiveness of the school. The study found that the effectiveness of a school is not determined in isolation by a certain effectiveness dimension and influencing factors. Leadership management, teacher effectiveness and the ability to serve the society are interrelated and interdependent. They interact and work together. determine the quality of education in schools.

### 1) Improve the administration effectiveness from the leading subject

The professional level and management ability of university leaders and management teams determine the work efficiency of universities. Only by improving the efficiency of university management teams can a broader development space be provided for the development of universities. One is to change and improve the thinking and morality of the management cadres in colleges and universities. It is necessary to do a good job in the training of management cadres. Starting from changing the ideological concepts of the leadership, train management cadres to establish a correct outlook on life, world outlook, and values, so as to make correct decisions. In the process of management work, we broaden our own management ideas, thoroughly implement the scientific concept of development, use advanced management concepts in the process of management, adhere to the principle of advancing with the times, and constantly improve our management capabilities. The third is to highlight effectiveness, streamline the organization, abolish redundant staff, adjust and optimize the relevant organizations and levels within the school accordingly, overcome unfavorable phenomena such as large and complex teams, overlapping institutions, and overstaffed personnel, and ensure that the management cadre team is lean and efficient; it is necessary to highlight dynamics, break through Manage the relatively closed state of cadre positions, implement reasonable flow, improve job exchange and rotation system; highlight openness, and break the concept of "employing people must support them".

### 2) Improve the effectiveness of administrative management from the teacher effectiveness

Motivation is an important method to improve teacher effectiveness. In terms of incentive measures, a variety of incentive methods should be used: material incentives, spiritual incentives, promotion incentives, training incentives, etc., and should be arranged according to teachers at different levels: high salaries have a great incentive effect on new teachers, and teachers with long teaching experience Teachers pay more attention to spiritual stimulation. Humanized incentives will be more in line with the needs of teachers. University leaders can also support teachers to form a reward and punishment system formulation and supervision group to regularly revise the reward and punishment plan. When the plan is formulated, teachers will follow and supervise each other.

### 3) Improving administrative management effectiveness from industry university research

First of all, the school should carry out in-depth cooperation with local enterprises to truly understand the enterprise's talent quantity needs and talent quality requirements, and use this as a basis to set up majors and carry out talent training. It is also possible to innovate the talent training mode through order-based training and joint school running, so that enterprises can fully participate in the formulation of teaching objectives, teaching plan design, professional course



teaching, learning effect evaluation, etc., so as to realize the seamless connection between school course teaching and enterprise talent needs;

Secondly, optimize the faculty structure of local colleges and universities. Whether it is to cultivate talents needed by local industries or to provide strong technical support for local economic and social development, local colleges and universities should strengthen the optimization and construction of faculty teams and promote high-level talents. The proportion of teachers in the school. There are two main ways, one is to train from the existing full-time teachers in the school through sending out to study and study, stationing in enterprises for training, etc.; the other is to directly introduce and local key development industries based on the premise of scientific research innovation ability and practical operation ability Closely related high-level talents. By optimizing the structure of the school's teaching staff through internal training and external introduction, and strengthening the construction of high-level talent teams that can directly serve the local area, local colleges and universities will have the talent advantage to serve the local society.

Third, improve the scientific research level of local universities. Local colleges and universities should focus on the frontiers of scientific and technological development and major theoretical and practical issues related to national and regional economic and social development, carry out in-depth theoretical innovation, and continuously improve the level of scientific research. How to efficiently transfer and transform scientific and technological achievements is the focus of the social service work of local colleges and universities. The government, universities and enterprises can be organically combined, integrating the policy advantages of the government, the disciplines and talents of universities and the market-oriented advantages of enterprises, deepening industry-university-research cooperation, promoting the transformation of scientific and technological achievements, enhancing regional innovation capabilities, and promoting Optimize and upgrade the local industrial structure, promote economic development and social progress. In addition, establish and improve the system for promoting social services. Local colleges and universities should establish social service committees alongside academic committees and academic degree committees to provide scientific decision-making and direction guarantees for social services, and explore communication and cooperation with party and government agencies, enterprises and institutions new ideas and new models provide a broader platform channel. To improve and expand the functions of social service management departments in colleges and universities, qualified colleges and universities can try to establish a social service office parallel to the educational affairs and scientific research management departments, and gradually realize the complex functions from simple management functions to guidance, organization, management and service. Change, improve the level of guidance and organization, and gradually realize the transformation of social services in colleges and universities from individual spontaneous behaviors to organized, planned, and led collective behaviors. (Campbell.J. P, & et al. (2013)

The last is to do a good job in cooperation and docking with enterprises, governments, and social organizations. The large platform of "government, industry, learning, research and application" is a specific measure to do a good job in docking. Local colleges and universities should actively connect with local party committees and government departments. We should understand the consultation needs and decision-making needs of local party committees and governments, and do a good job in the think tanks of party committees and governments. We can



set up social service departments to be responsible for social service policy formulation and department coordination. the two parties should create a theoretical innovation and social service chain with enterprises as the main body and market-oriented "production-university-research-application" combination, so as to realize the win-win development of local universities and enterprises. In addition, an alumni office can be established to make full use of abundant alumni resources to carry out social service work, and give full play to the role of local colleges and universities in local economic and social development.

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