

# *Modes and Optimization of Teaching Management Cross-city Campuses of University*

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**Abstract:** Education is related to the future and destiny of a country. In recent years, due to various development constraints, major colleges and universities have begun to try to run schools in multiple campuses in different places, successfully expanding the scale of running schools and ushering in new development opportunities. This article first analyzes the development process and successful cases of running schools in different places in China, explores the reasons for the prevalence of running schools in different places, discusses the layout and management mode of running schools across cities and multiple campuses, and finds out possible problems. How to reduce the cost of running a school while improving the efficiency of running a school and the effective use of resources is the key to this study. According to the reasons for these problems, a series of targeted solutions and optimization suggestions are put forward.

## 1. Introduction

Since the founding of New China, its higher education has made important achievements. In 1949, there were 117,000 students in Chinese colleges and universities, and the gross enrollment rate was only 0.26%. As of 2021, the number has increased to about 26.05 million, an increase of more than 220 times, and the gross enrollment rate has also increased to 57.8%, marking that Chinese higher education has entered the stage of popularization. As of June 1, 2022, there were 3,013 institutions of higher learning nationwide, including 1,270 undergraduate institutions, accounting for 42.15% of the total number of institutions of higher learning. Relevant statistics show that China has become the largest higher education system in the world. The total number of students in colleges and universities exceeds 44.3 million, and the gross enrollment rate exceeds 50%. The population receiving higher education in China has reached 240 million. Higher education has become a popular education [1].

The popularization of higher education has made the number of students who have the conditions to enter colleges and universities continue to increase. The original hardware facilities of colleges and universities can no longer meet the daily needs of the ever-increasing number of students. In order to solve this problem, colleges and universities continue to expand their schools. In terms of scale, many colleges and universities choose new sites to open new campuses. At the same time, colleges and universities play an important role in promoting urban development. The establishment of colleges and universities can stimulate the surrounding economy, provide employment

opportunities, and attract talents to settle down. Therefore, local governments have extended olive branches to colleges and universities, attracting colleges and universities to set up new campuses with preferential conditions. Therefore, the model of running schools in different places has emerged as the times require. After more than 40 years of development, running schools in different places has become an important organizational structure for universities to serve the local economy [2]. According to statistics, among the 137 "Double First-Class" construction universities in China, 53 universities have carried out the practice of running schools in different places. However, in the process of development, many colleges and universities have exposed problems such as lack of guarantee of school running funds, redundant construction of infrastructure resources, insufficient teacher allocation, and uneven teaching quality [3]. This article first analyzes the reasons for the rise of colleges and universities running schools in different places, combined with the layout mode and management mode of each campus, and finds that there are problems in teaching and management in running schools in different places, such as high school running costs, low teaching quality, low work efficiency, and poor resource allocation. Therefore, the following suggestions are given. Firstly, the effective sharing of resources among college campuses should be strengthened, school-running funds should be allocated reasonably, and unnecessary waste should be reduced. Secondly, while expanding the scale of running schools, we should pay attention to the quality of education to ensure the level of running schools in each campus. Finally, a sound teaching management organization should be established to simplify the work process, improve work efficiency, and provide a strong guarantee for the study and life of teachers and students.

## **2. Reasons for Multi-campus and Off-site School Running in Colleges and Universities**

### **2.1 The Result of College Enrollment Expansion**

In 1999, facing the problems of economic development and reducing employment difficulties, the Ministry of Education issued the "Action Plan for the Revitalization of Education Facing the 21st Century". Implement the strategy of developing the country through science and education, make education a priority, comprehensively advance educational reform and development, accelerate the pace of reform, actively promote the stable and sustainable development of higher education, improve the teaching quality of colleges and universities, and commit to cultivating a large number of outstanding high-quality talents in line with the development plan of the 21st century. This policy is a "Cross-Century National Education Project" aimed at improving the comprehensive quality of the people, which led to the expansion of college enrollment. According to Figure 1 Trend of the Enrollment Number of Ordinary Universities in China, once the relevant policies were promulgated, the total number of students enrolled in higher education in China (including undergraduates and postgraduates) increased from 1,640,779 in 1999 to 10,781,551 in 2020, an increase of 557.1%. Among them, the number of students enrolled in this junior college has increased from 1,548,600 (1999) to 9,675,000 (2020), an increase of 524.7%.

Students enrolled in ordinary colleges and universities in China has led to the obvious inadequacy of the original infrastructure construction of colleges and universities. In order to meet the needs of teachers and students in daily classes and maintain normal school order, the management of the school has to find a new location, build a new campus, and expand the scale of the school. to meet the growing number of students in the school.

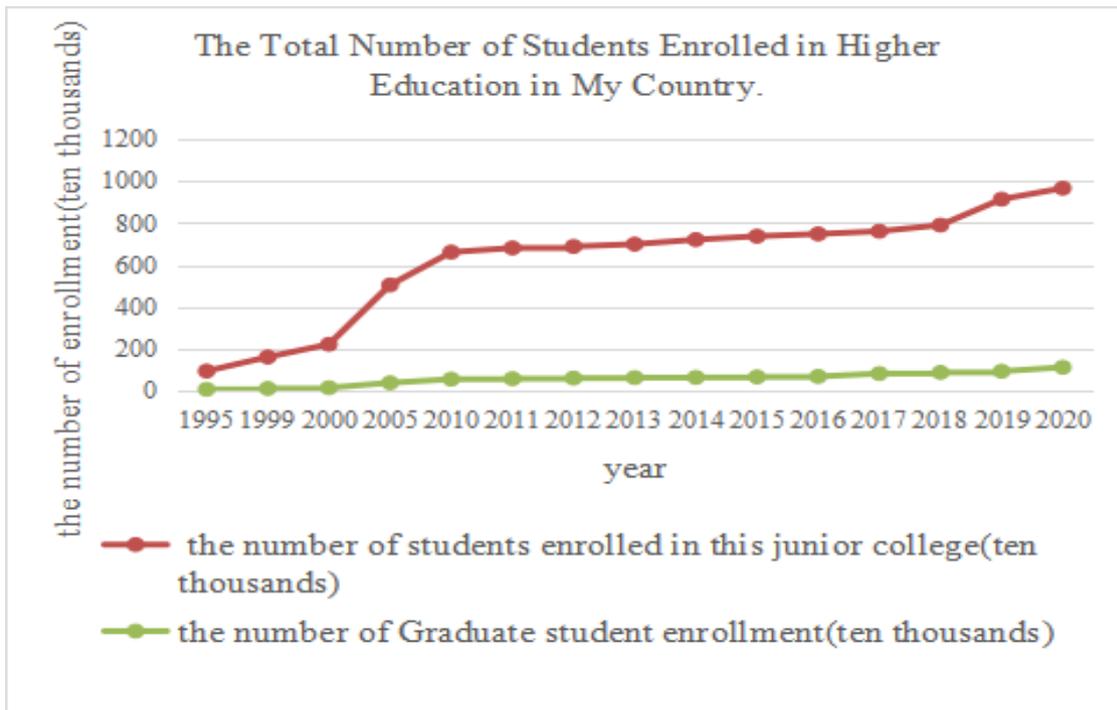


Figure 1: Trend of the enrollment number of ordinary universities in China

## 2.2 Limitations of the University's Self-development

In the 1990s, the government put forward the development direction of "co-construction, adjustment, cooperation, and merger", and gradually promoted the specific work items of the decision-making of the reform of the higher education system. The main content of this reform is to merge some small-scale single -subject colleges with larger-scale multi-disciplinary colleges to form comprehensive universities with different disciplines. According to Table 1 List of mergers of relevant colleges or universities, a total of 431 merged colleges and universities have been established around the country. Through the merger between colleges and universities, the resources of the original colleges and universities can be shared, and the complementarity between advantageous disciplines can be formed, so that the merged colleges and universities can form a more complete discipline system and improve the reputation of colleges and universities.

As can be seen from the table above, colleges and universities with single-subject advantages can often become excellent comprehensive universities after mergers and promote the multi-disciplinary development of the school. Taking Central South University as an example, the former Hunan Medical University, Changsha Railway College and Central South University of Technology formally merged in April 2000 to form the current Central South University. After the merger, Central South University is at the national or even world-class level in clinical medicine, civil engineering, metallurgical engineering and other majors. It also has a relatively complete system of advantageous disciplines such as medicine and rail transportation. The scope of disciplines also covers philosophy, law, education, literature, science interdisciplinary and so on. There are 11 major disciplines. After the merger, Central South University has successively become a key construction university of "Project 985" and "Project 211", and has been selected as a class a construction university of world-class universities.

After the reform and opening up, China has gradually realized the importance of higher education. High-quality talents trained by higher education can continue to inject driving force into China's economic development and technological innovation, continue to promote the popularization and

sinking of higher education, and continuously upgrade and optimize education resource hardware configuration and teaching resources [4]. Since the original sites of the colleges and universities are in different geographical locations, the result of the merger will be multi-campus. A large number of cases of university mergers also fully prove that university mergers can indeed fully integrate educational resources and improve the discipline construction of universities. For example, in 2000, Sichuan University and West China University of Medical Sciences merged, implementing the policy of the same legal person and the same leadership team. After the merger, the name of the school was still "Sichuan University". In the results of the fourth round of subject evaluation announced in 2017, only Stomatology in Sichuan University entered the A+ subject review list, and the former ace subject of West China Medical University happened to be Stomatology. On the occasion of the 124th anniversary of the founding of Sichuan University, Li Yanrong of Sichuan University said that Sichuan University has made up for its shortcomings in medicine due to the addition of West China Medicine, and has formed a more complete discipline system, which has the comprehensiveness that a first-class university should be equipped with and laid a solid foundation for building a world-class university. West China University of Medical Sciences and Sichuan University have achieved each other, giving birth to Sichuan University, a high-level research-oriented comprehensive university in Western China, which is poor in educational resources, and Sichuan University, which ranks among the world's first-class universities.

Table 1: List of mergers of relevant colleges or universities

Serial number	Merged school name	Names of participating schools	Merge time
1	Xi'an Union University	Xi'an Teachers College	1990-1-12
		Xi'an University	
2	Zhengzhou University	Zhengzhou University	1991-7-2
		Yellow River University	
		Henan Sports College	1992-5-18
		Henan Medical University	2000-6-12
		Zhengzhou University of Technology	
3	Beijing industry university	Beijing Institute of Computer Science	1992-6-6
		Beijing industry university	
4	South China University of Technology	Guangdong Electric Power College	1995-3-11
		South China University of Technology	
5	Tongji University	Shanghai Urban Construction Institute	1996-7-18
		Shanghai Institute of Building Materials	
		Tongji University	
6	Chongqing University	Chongqing University	2000-4-11
		Chongqing University of Architecture and Architecture	
		Chongqing Architecture College	
7	Fudan University	Fudan University	2000-4-21
		Shanghai Medical University	
8	Sichuan University	Sichuan University	2000-9-28
		West China Medical University	

### 2.3 The Impetus of Regional Cooperation

After the reform and opening up, our country's southeast coast has good agricultural planting

conditions, relatively developed industries, and relatively high levels of business management. In addition, water and land transportation are very convenient and have a developed transportation network. Therefore, the economic development momentum of the Pearl River Delta economic circle headed by Guangzhou Shenzhen and Zhuhai is strong. Taking Shenzhen and Zhuhai as examples, as cities developed after the reform and opening up, while having status and advantages economically, but they have the predicament of lacking in culture. The establishment of an excellent university, despite the investment of financial resources, cannot be completed without years of hard work, and there is no ability to develop local universities. So relocation of famous schools has become the best choice for short time consumption and reputation.

There are currently three joint schools or branch campuses of Beijing Institute of Technology Zhuhai College, Beijing Normal University Zhuhai Campus, and Beijing Normal University-Hong Kong Baptist University United International College in Zhuhai. As the frontier area of China's reform and opening up, it is also an important window for the development of the Greater Bay Area. The help of universities can further promote Zhuhai's education industry economy and tourism industry. In the 21st century, talent has become an essential and crucial factor in economic development. As a training base for talents, local colleges and universities can quickly and effectively gather all kinds of innovative talents, enhance the driving force of innovation, and promote the industrial upgrading of the Greater Bay Area. According to media reports, from 2016 to 2020, Zhuhai City has invested more than 2 billion yuan to further improve the development of higher education. It can be seen that the cooperative education between universities and local governments can not only use local funds to jointly build advantageous disciplines, set up laboratories and research centers, improve the quality of university education, truly realize the deep integration of industry, education and research, and expand the popularity of universities. It also has the function of allocating educational resources [5], prompting talents to work on the spot, retaining talents, winning the battle for talents, promoting the transformation and upgrading of traditional industries, accelerating the transformation of scientific and technological achievements, and releasing the dynamism of technology, scientific research results, talents and so on, which are the innovative elements for the city [6].

### **3. School-running Layout Mode of Cross-city and Multiple Campuses**

Cross-city and multi-campus education refers to the mode in which a school with independent legal personality conducts teaching activities in two or more prefecture-level urban areas. Due to the geographical dispersion, if multiple campuses want to develop together, they must first make a good strategic plan for each campus, and establish and improve the coordinated development mechanism between the campuses. According to Table 2 Multi-campus Layout Mode of Domestic Universities, the multi-campus layout mode of domestic colleges and universities can be divided into three types: layout by grade, layout by college and layout by function. Layout by grade is also called horizontal layout, and layout by college is also called vertical layout [7].

Table 2: Multi-campus layout mode of domestic universities

Type	Horizontal layout by grade	Vertical layout by college	Layout by function
Definition	It refers to the focus on different stages and categories of students in the layout of the campus, and divides the campus by grade. Students of different grades are allocated to different campuses.	Refers to the division of campuses by colleges with the focus on different college types and subject attributes when making campus layouts, and students from different colleges are assigned to different campuses.	Refers to the focus on the scientific research and development, personnel training and social service functions of universities in the layout of campuses.
Advantage	Divided by grade, it is easy to manage students of different levels. It is conducive to the communication and cooperation between colleges and students across departments and fields.	Divided by subject attributes, can avoid repeated settings of resources such as laboratories and books.	Divided by function, it is helpful for the cultivation of professional talents.
Shortcoming	Increase the difficulty of commuting between teachers and students, department management, and communication between students of different grades.	Separation of departments is not conducive to cross-department exchanges.	Not conducive to interdisciplinary communication.
Typical university	Lanzhou University	Jilin University	Nanjing University

### 3.1 Horizontal Layout by Grade

Horizontal layout by grade means that students of the same grade are arranged in one campus, and students of different grades are arranged in different campuses. A common allocation method is to arrange the freshmen in one campus uniformly, and the students in the upper grades in another campus. For example, the first year of the Faculty of Medicine of Lanzhou University is unified in the Yuzhong Campus, and after the second year it is in the Medical Campus.

Using grades as the division standard is conducive to the school's management of students based on grades, such as freshman education and military training for freshmen, and school recruitment for graduate students. At the same time, it can also promote communication between different colleges and disciplines, making it easier for students to combine. Students from different majors participated in various competitions. However, this distribution method increases the management cost of the college. Students or teachers may need to take classes across campuses, which will also lead to less contact between students of different grades in the same college. It is difficult for lower-grade students to obtain information about exams, internships employment and career planning from senior students.

### 3.2 Vertical Layout by College

The vertical layout by college refers to the arrangement of students from the same college on the same campus and students from different colleges on different campuses, which taking the college as the unit. For example, Jilin University arranges humanities and social sciences and other faculties on the central campus, medical department on Xinmin campus, and agricultural department on Heping campus.

Taking the college or similar disciplines as the division unit is beneficial to the overall management of the college, to promote the exchange and cooperation between teachers and students between similar disciplines, to promote the vigorous development of interdisciplinary disciplines/cross-disciplines, and to avoid rebuilding laboratories, research centers, etc. in the old and new campuses. infrastructure to reduce waste of resources. However, division according to departments may lead to deepening gaps between different professional schools. Students can only study in depth within the subject system, and it is difficult to expand the knowledge system horizontally.

### 3.3 Split Layout by Function

Segmentation by function refers to the division of campuses according to the talent training programs, scientific research directions and social service functions of colleges and universities. The functional emphasis varies from campus to campus. For example, the Gulou Campus, the main campus of Nanjing University, is a national key protection unit and the old school site of Jinling University. The campus contains many traditional Chinese-style buildings and museums, as well as the former residences of many celebrities such as Sun Yat-sen. The Xianlin Campus of Nanjing University is a new international campus established after receiving a large number of social donations. It is one of the university campuses with the highest construction standards, the highest degree of modernization and intelligence in China, which one-third of the construction land is used for technological innovation and supporting projects, and the establishment of international colleges in cooperation with many foreign universities. It is a nationalized knowledge innovation, technological innovation and high-level talent cultivation base for the country and Jiangsu Province.

Taking function as the unit of division can effectively reduce the restrictions brought about by the diversification of types of schools in colleges and universities. This division can divide different groups and facilitate schools to carry out targeted teaching methods. Campuses based on cultural background are conducive to promoting the cultural deposits of the school. Campuses based on scientific research are helpful to promote academic innovation of the school. However, this division method cannot give full play to the disciplinary advantages of multiple campuses.

## 4. The Management Mode of Cross-city Campuses

Efficient educational administration management can ensure high teaching quality and efficiency. How to ensure that the management work across cities and multiple campuses is carried out in an orderly manner to improve the utilization of school resources, improve the quality of student learning, and reduce the overall coordination cost of the system. Three management modes of bar-based, block-based, and bar-block combined are analyzed.

### 4.1 Bar-based Management Mode

The so-called "bar" refers to the vertical management of the various campuses of the school. It is the vertical management from the top to the bottom that continues from the relevant functional departments of the school to the relevant functional departments of the branch campuses at all levels.

The bar-based management model is reflected in the uniform formulation of development plans, allocation of resources, and organization of teaching work by the school. Each campus, as a secondary management agency, continues to distribute work downwards, implement it, and be responsible for the operation of teaching, scientific research, and administrative organizations. Under this model, the financial management system of each campus is often not independently [8]. This kind of management method has clear responsibilities, and all departments can coordinate and concentrate their work. But at the same time, the management model based on items often requires approval at various levels due to the long front line, resulting in low efficiency and possible tasks in the transmission process. There are deviations, and even the situation where the original intention and the result are completely different.

#### **4.2 Block-based Management Mode**

The so-called "block" refers to the horizontal management within the school. Each campus set up a separate internal management department to achieve the campus management, at the same time, parallel management is realized between the campuses. Under this model, the financial management of each campus can be independent accounting [9]. The block-based management mode is reflected in the management and guidance of the core leadership. Each campus can realize parallel management, can formulate an independent and complete management system, and can decide the size of the affairs in the campus by itself. This is similar to the concept of a subsidiary of an enterprise group, where the core leadership only gives direction and macro guidance on the overall development plan of the school, and does not participate in the daily management of each campus. This kind of management mode has a small management span, which can better play the advantages and subjective initiative of each campus, and in the meantime can promote the diversification of the academic subjects in each school district and the school in general. But this management mode also weakens the core campus to a certain extent. It strengthens the management function of branch school and leads to the decentralization of power, which may also lead to waste or duplication of teaching resources. This may also lead to the waste or duplication of teaching resources, especially when it involves the redistribution of interests and power, and the integration of various educational resources based on dominant disciplines.

#### **4.3 Bar-block Combined Management Mode**

The management mode of bar-block combined is the organic combination of the school's vertical and horizontal management of the campus. It can realize the combination of overall management and decentralized management, which is conducive to the "one game of chess" management of the whole school, and at the same time strengthens the coordinated management of the various schools.

### **5. Problems Existing in Multi-campus Teaching Management**

#### **5.1 High Cost of Running a School**

A large amount of capital needs to be invested in building a new campus. In the initial stage of construction, construction costs are required for the construction of new dormitories, teaching buildings, playgrounds, etc. Labor costs are required for the staffing of new functional departments. In the later stage, schools also need operating and management costs, which is a huge test for the financial capabilities of colleges and universities. The distance between the two campuses in different places is generally far away. If it is close, it will be in the same city and across districts, while if it is far away, it will cross cities and provinces. Faculty and staff usually need to drive, take public

transportation, or take the school's shuttle bus to go to and from multiple campuses. Although the nearest surrounding cities can go back and forth in the same day, it takes a lot of time to go back and forth, and cities that are farther away even need to solve the accommodation problem of faculty and staff, which will increase the operating cost of the school.

## **5.2 Low Quality Teaching**

From the perspective of teaching staff, the teaching staff in the new campus is relatively weak. Most of the teachers from the headquarters commute to give lectures. There is a lack of high-quality teachers who are resident in the new campus, and the teaching quality is difficult to guarantee. From the perspective of individual teachers, it takes a lot of time and energy for teachers to travel between the two campuses every week or every day, which is prone to fatigue and even affects the efficiency and quality of teaching and scientific research. For new campuses that are far away, the teachers who teach in the headquarters usually schedule their classes in one week, and finish their classes in one or two days. It is a great test for the teacher's energy and the students' ability to absorb knowledge. At the same time, it will also lead to less communication between teachers and students. If students have questions or ideas but cannot communicate with teachers in time, they will reduce their enthusiasm and enthusiasm for learning.

## **5.3 Low Efficiency**

The old campus has experienced decades of development. In a result, the school's functional departments are well equipped, and the departments cooperate tacitly. However, the new campus usually has problems such as insufficient departmental equipment, loose management, and unfamiliarity with the business. Teachers and students usually need to go back and forth between the two campuses to handle affairs. Not to mention the high time cost spent on the road, sometimes it takes several trips or even several days to complete the work which is seriously slowing down the work efficiency. Moreover, if there is a problem in this process, information between the two campuses will not be exchanged, and even there will be buck-passing and no one is responsible, resulting in confusion in student management.

## **5.4 Unbalanced Resource Allocation**

The headquarters is usually located in the city center, with facilities and convenient transportation, which can meet the needs of teachers and students' daily life and study. However, new campuses are usually built around the city, and the vicinity of the school is still in the construction stage. And even outside the school gate, it is barren. The headquarters is usually built earlier, and the hardware conditions such as teaching buildings and dormitories are relatively old. The design of the new campus usually takes into account the shortcomings of the old campus, and on this basis, the infrastructure that is more in line with the needs of modern education is designed. What's more important is the imbalance of software conditions. High-level academic lectures, seminars, visits by well-known professors and scholars will all be inclined to the headquarters, and it is difficult for the new campus to obtain high-quality academic resources.

## **6. Suggestions on Optimizing the Teaching Management of Colleges and Universities Cross-city Campuses**

### **6.1 Strengthening the Effective Sharing of Campus Resources**

The normal development of the school's multi-campus teaching work is inseparable from the construction of various infrastructures. Colleges and universities need to build teaching buildings, libraries, stadiums, experimental centers, and dormitory buildings in each campus, which will add a large amount of construction costs. And its daily operation will also increase the operating costs of colleges and universities. Based on the principle of cost-effectiveness, colleges and universities should pay attention to the reasonable budget management of funds while expanding the scale of teaching and school territory, and allocate limited funds reasonably, so that schools and students can benefit more from resources as much as possible. Establishing a resource sharing platform between campuses to avoid ineffective waste and improve the utilization rate and sharing rate of teaching resources. For example, an online library and online lectures can be set up to provide the same teaching resources for students in different campuses. Students can enter the school's online library to borrow electronic versions of books in the school library, and can also participate in academic lectures online. Each campus can combine its own advantages to build a multi-functional campus, realize the sharing of advantageous resources, and maximize the overall resource efficiency of universities [10].

### **6.2 Taking Teaching Quality as the Core to Improve School-Running Level**

When the school is rapidly expanding the scale of running a school and building a new campus, the key point that the school's first priority is to teach and educate people has not changed. Whether it is a Sino-foreign cooperative education or a joint construction of a new school with the local government, the management of the university should pay attention to the quality of teaching, cultivate excellent students, and cultivate an academic atmosphere is the main task of the school and the only way for the long-term healthy development of the school. If the school only pays attention to expanding the new campus and increasing the scale, in the long run, running schools in different places will not only fail to enhance the reputation and popularity of the school, but may also have a negative impact on the development of the main campus. The management department needs to establish a normalized supervision and evaluation management mechanism for the school-running level and school-running quality of remote campuses to ensure the school-running level of the branch campuses.

### **6.3 Establishing a Sound Teaching Management Organization**

The smooth development of daily teaching work is inseparable from a sound teaching management organization. Colleges and universities must deploy management departments in each campus, clarify the division of labor between departments, and maintain the normal order of school operation, teacher teaching, and student learning. To ensure that teachers and students can quickly and effectively solve problems no matter which campus they encounter, and provide a strong guarantee for teachers and students' study and life, the core management department should pay attention to the distribution of teaching work between schools, communicate and coordinate in a timely manner when problems arise, and they should also pay attention to the management of each school area to optimize the work process as much as possible, improving work efficiency, and avoiding multi-management and inconsistent work caliber.

## 7. Conclusions

The century-long plan hinges on education as the foundation. The demand for higher education and high-quality talents in support of national development is more urgent than ever before. Higher education plays a vital role in cultivating outstanding talents, reaching various grassroots and posts, conducting scientific research and innovation, which is a crucial prerequisite for the progress and development of the country. In order to further understand and promote the operation and management mechanism of multi-campus in universities, this paper expounds the basic reasons for the operation of multi-campus across urban areas from multiple perspectives, and sorts out its operation mechanism from the perspectives of campus layout and campus management. While the model of multi-campus running schools in different places has brought development opportunities for schools, hidden problems have gradually emerged. Major colleges and universities cannot ignore the "barbaric growth" in scale at the cost of ignoring teaching quality, and must stick to "teaching and educating people" original intention.

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