

Study on the Problems and Countermeasures of Socialized Reform of Higher Education Logistics

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Abstract: The logistics of colleges and universities involves the clothing, food, housing and transportation of teachers and students, and is an important guarantee for the normal operation of colleges and universities and for teachers and students to work, study and live without fear. After nearly 40 years of socialization reform, China's colleges and universities have explored diversified logistics management models, mainly self-built logistics model, outsourcing logistics model and corporate logistics model. This paper analyzes the problems of “insufficient reform drive”, “lack of function of the main body of governance” and “poor mechanism” in the process of socialized reform of college logistics, and puts forward the countermeasures for the deepening and development of socialized reform of college logistics, which are: change the concept of strengthening the management of logistics, and improving the management of logistics. The countermeasures for the development of the socialization reform of college logistics are: to change the concept to enhance the driving force, to improve the governance capacity of multiple subjects in the logistics reform, to effectively play the role of governance, and to improve the synergistic mechanism.

Keywords: Higher Education Logistics; Logistics Socialization; Synergy Governance.

1. Introduction

The benign operation of college logistics work plays a vital role in teaching and research, environmental beautification, talent cultivation and cultural exchanges in colleges and universities. Practice has proved that high-quality logistics services for the healthy development of colleges and universities has a good role in promoting the current logistics reform in colleges and universities facing the external demand for more intense, the logistics of the independent development of the requirements of the unprecedented high. In this context, actively explore the problems faced by the socialization reform of college logistics and find corresponding countermeasures has become an inevitable requirement.

2. Main Modes of Socialization of University Logistics

After nearly 40 years of socialization reform, China's colleges and universities have explored diversified logistics management models, mainly self-built logistics model, service outsourcing logistics model and corporate logistics model.

2.1. Self-constructed Logistics Model

The self-built logistics model of universities adopts simulated enterprise management, the service content is divided by the university, the source of funds is financial allocation, and there is an inherent advantage in important services such as the supply of water and electricity to occupy a monopoly position. This model is a mixture of administrative management and enterprise management in operation practice, and less consideration is given to the core issues of asset preservation and value-addedness, service quality, and financial operation efficiency in the management. In terms of specific work, it is still an integrated relationship between the administrative department and the service

department, and its internal management and external development are all dependent on the school, and it tends to adopt the intermediary mode of “asking for projects from the school, and then contracting or outsourcing them internally” in its actual operation.

2.2. Service Outsourcing Logistics Model

The service outsourcing model introduces socialized enterprises, which operate in a highly marketized manner and are financed by the university in accordance with contractual approvals. Under this mode, universities introduce social service enterprises to provide logistics services through public bidding in public resource trading centers for some service projects. [1] For this kind of logistics operation mode of purchasing outsourcing services, the logistics management office can introduce legal person enterprises that meet the requirements to provide services for self-managed projects by formulating bidding standards, and at the same time supervise the quality of these service projects according to the service standards and assessment programs agreed in the contract.

2.3. Joint-stock Company Logistics Model

Joint-stock companies have decision-making levels such as shareholders' meetings and boards of directors, and adopt market-oriented operation methods to carry out their work autonomously without violating the requirements of the university. When the university logistics and administrative separation, funded by the university, sole proprietorship or joint venture with other social enterprises, colleges and universities or holding, in accordance with the requirements of the modern enterprise system to set up a logistics legal entity, in accordance with the modern service entrepreneurial operation. Under the premise of rationalizing the relationship between assets, the use of market mechanisms to merge all business service entities of colleges and universities into the logistics industry group. The overall divestiture and independence are carried out on the basis of clear understanding of the assets, personnel and financial relations

of universities.

3. Problems in the Reform of Socialization of University Logistics

China's universities and colleges have tried various ways of reforming the socialization of logistics and have accumulated a lot of experience and achievements. However, limited by the regional economy, labor environment, old-fashioned thinking, historical legacy issues and other constraints, logistics reform also appeared in the problem. It is only through rational qualitative analysis and in-depth study of these problems that effective solutions can be proposed.

3.1. Insufficient Drive for Reform

3.1.1. Imperfect Policy

The socialization of logistics in colleges and universities has been carried out under the guidance of the national reform policy, which, from a global perspective, is not perfect and coherent, and whose guiding ideology and related policies are in conflict with each other. On the one hand, the national policy insists on the reference to "socialization of logistics", and on the other hand, there is the requirement of non-enterprise, which indicates the lack of unity and continuity of the national policy, and puts the implementers in a difficult position. Higher education logistics support the daily operation of the school, but also in the maintenance of school stability, to protect the lives of teachers and students, in such conditions, the school's macro-control must play a role, and the introduction of social capital into the logistics entity will inevitably weaken the school's macro-control ability.[2]

3.1.2. Insufficient Combination of Theory and Practice

If there is a combination of more scientific theoretical guidance and richer practical experience in the reform of college logistics socialization, the road to reform will tend to be perfect. However, in practice, people on such issues put forward programs, either too conservative, or too radical, or swing between the two, are not scientific, can not really effective guidance to solve the problems that arise. Therefore, the reform of socialization of logistics in China's colleges and universities in the combination of the relevant theory and practice, is the need to spend a considerable amount of time, financial resources, material resources and energy to make a critical breakthrough, the current conditions are not met.

3.2. Lack of Functionality of the Main Body of Governance

3.2.1. Low Positioning of the Government and Universities

The government and universities do not pay enough attention to the logistics reform, not clearly defined their role as the main body of governance, can not let the main body of interest into a rope, weakening the synergy of the logistics reform, especially the government as a hand of public governance, did not play out their overall control and macro-adjustment role.

3.2.2. Market Players Internal and External Difficulties

The current social environment specializing in college logistics business enterprises generally established a short period of time, less experience, market competition is not sufficient, the benign elimination mechanism has not yet been formed, resulting in both meet the needs of colleges and universities and know how to educate the law of the number

of social enterprises is far from being able to meet the needs of the fast-growing market of college logistics, in such a situation, the conditions for the reform of the complete socialization of college logistics are not sufficient, the level of supervision of college logistics has not been effectively upgraded.

3.2.3. Limited Participation of Social Subjects

In the reform of college logistics, the role of the third sector is not fully played, and there are obvious deficiencies. Firstly, the development of the third sector in China is still in the primary stage, and it can't play an effective mediation role like the developed countries. Secondly, China's third sector is subject to the dual management of the government registration authority and the operational supervisory unit, with unclear boundaries with the government, and is unable to effectively exercise its social management functions. Thirdly, most of the sources of funding for the third sector in China are financial allocations, with very limited funds raised on their own and funding from society; driven by economic interests, many third-sector organizations have made profit-making their primary goal, and their boundaries with enterprises are becoming increasingly blurred, leading to a gradual loss of their public interest.

3.3. Poor Mechanisms

3.3.1. Synergistic Mechanisms are Difficult to Synergize

In the process of promoting the reform of logistics socialization, few colleges and universities only use one mode, often two or more modes of operation at the same time. Very often in the same service area there will be cross-service content, different management modes of governance in the cross regional service are very easy to produce shirking, responsibility dumping phenomenon. Although each service entity is within the same framework, they all overemphasize their own interests, often working separately, lacking synergy, unable to cohesion together to play a synergistic effect, affecting the overall quality of service.

3.3.2. Competition Mechanism Less Competition

The lack of market competition mechanism this problem is mainly concentrated in the university self-managed logistics. School building nature of the logistics group's service space is limited, can not take the "go out" step.[3] Even on-campus service project bidding, limited to the identity, the nature of the school logistics group can not participate. Logistics Group as a service entity, management mechanisms and personnel sources are the lack of market factors in favor of administrative factors, its identity is difficult to independent legal person close, only as a legal person of the internal sub-body of the university to carry out logistics work, resulting in the chaos of colleges and universities and logistics group rights and responsibilities, difficult to clarify. These reasons have hindered the outward expansion of self-managed logistics entities, and their constraints will become more and more pronounced over time.

4. Countermeasures to Reform the Socialization of Logistics in Colleges and Universities

Any successful reform depends on a sound top-level institutional design. It is only by coordinating the resources of all governance bodies, concentrating efforts and establishing a synergistic development mechanism that the problem of reforming the socialization of higher education logistics can

be solved.

4.1. Enhancement of the Drive for Change Concepts

4.1.1. Enhance The Driving Force of Logistics Reform with Innovation

Containing the advantages of innovation in universities, as the parent body of the socialization reform of logistics, can provide a steady stream of innovative factors in the field of logistics. College logistics in the socialization reform should actively explore the “Internet + logistics” new business, new models, and vigorously promote the construction of intelligent logistics, only to continue to innovate the development of space, build a new model of development, cultivate the development of a new impetus to continue to promote the reform of logistics socialization forward.

4.1.2. Enhance the Quality of Logistics Services with Openness

After the reform of logistics socialization in colleges and universities, the on-campus market is open, and the internal and external service exchanges and interactions are frequent. On the one hand, the external service entity enters the university, competes with the university-run entity, and promotes the gradual improvement of the quality of the internal service products; on the other hand, the internal service entity can enter the external market environment to practice and improve the guarantee ability.

4.1.3. Create a Harmonious Logistic Atmosphere by Sharing

Logistics reform in colleges and universities should be tightly focused on the “three services, two educate people” service purpose, pay attention to the needs of teachers and students, to solve the needs of teachers and students, so that teachers and students on the reform and development of colleges and universities to have a greater sense of achievement. To focus on equal opportunity, logistics socialization reform should pay more attention to vulnerable groups, tilted in the service. Improve the labor compensation of logistics personnel, narrow the income gap, so that all logistics personnel enjoy the fruits of reform more equitably.

4.2. Improve the Governance Capacity of Multiple Subjects

4.2.1. Government

While the government's main focus is on the research and formulation of rules, it should also take the initiative in macro-control, resource coordination, and fund allocation to make scientific design and clear arrangements for the reform of the socialization of college logistics. Based on the actual situation of the development of social economy and higher education, it should adjust the planning, improve the laws and revise the policies at the right time, and try to make these guiding documents continuous, adaptable and enforceable.

4.2.2. Colleges and Universities

Colleges and universities should, on the basis of following the basic laws of education and with the orientation of improving the governance structure of modern universities, strengthen the overall arrangement of logistics reform, and clarify the boundaries between the administration and the market, teaching and research, and logistics in the specific implementation, so as to clarify the responsibilities and optimize the management. We should dare to decentralize, focus on academic construction, and ensure that the logistics

entity meets the needs of teaching and research on the basis of the maximum degree of autonomy. At the same time, colleges and universities need to have greater autonomy in the use of personnel, reduce the threshold of the circulation of university administrative personnel and logistics staff, break the obstacles to the circulation of university management personnel and logistics enterprise personnel, implement the filing system for the flow of talent, reduce the number of approvals, accelerate the knowledge elements of the university and the wealth elements of the enterprise to complement and integrate, and promote the reform and upgrading of logistics in colleges and universities.

4.2.3. Market

The market, as the main body of governance, should improve the competition mechanism and cultivate mature logistic entities, so that they can provide effective services and strive to improve the quality, create profit points and sustain them under the premise of legal and compliant operation. Currently, the establishment of a joint-stock logistics company through shareholding reform can maximize the solution to its legal personality. The joint-stock enterprise serves as an implementation platform for the collaborative governance of the socialization reform of university logistics, in which all interested parties can participate and play a role, enjoy the results and take responsibility for the results.

4.2.4. Third Sector

By the industry association in the collaborative governance of college logistics reform, it can directly communicate with the government, the market and other governance subjects, so that each governance subject can have a fuller and more objective understanding of the reform issue, while allowing the collaborative governance to absorb a wider range of ideas and suggestions when formulating policies, as well as to make adjustments faster and improve the responsiveness of the government, colleges and universities, and the market and so on. Industry associations can also carry out industry assessment, qualification certification, identification and promotion of new technologies and products, etc., to promote the continuous improvement of service level in collaborative governance.

4.3. Improving the Synergistic Mechanism among Multiple Subjects

4.3.1. Effective Participation of Each Subject to Enhance the Effect of Collaborative Governance

Establish the synergistic mechanism among multiple governance subjects, reconcile the interests of different subjects, promote the competition and cooperation among multiple governance subjects within the rules, and produce the overall effect of $1+1>2$. In the socialization reform of college logistics, it is necessary to formulate a unified protection of college logistics reform of synergistic governance of the basic law, clear the authority and responsibilities of the participating subjects, so that the government, universities, the market, the community and other stakeholders are orderly and effective participation in synergistic governance, to achieve breakthroughs in logistics reform to provide a strong policy and legal basis.

4.3.2. Introduce the Price Mechanism, Improve the College Logistics Competition Mechanism

First of all, it is necessary to classify the logistics services on campus, a class of services that are needed both inside and

outside the school, general demand, such as packaged food, daily necessities, cosmetics, commonly used medicines and other commodities for sale, can be completely regulated by the market on campus to regulate their own prices; a class of services that are unique to the school or essential for students, such as accommodation, water and electricity, catering, etc., can be extracted from some of the profits of logistics operations to the students to carry out a regular quantitative subsidies, so that students can maximize the enjoyment of the school, so that students can enjoy the price mechanism. In this way, students can enjoy the public welfare of logistics services to the greatest extent possible. Scientific use of the price mechanism, will activate the vitality of the logistics entity, optimize the allocation of logistics resources, improve the level of logistics services, enhance the satisfaction of teachers and students, so as to achieve the purpose of the reform of the socialization of university logistics.

4.3.3. The Government Increase Macro-Control, Weaken the Administrative Traces of the University

In the implementation of decision-making, the government can take the strengths of all parties through the division of responsibilities, integration of social resources, improve the efficiency and quality of implementation; in supervision and management, economic incentives, education and guidance and other means of control, the government should take more responsibility, and strive to find the standards and nodes of the moderate supervision in the collaborative governance, not only to implement the relaxed regulatory environment and cooperative environment, but also to moderate the effective supervision and intervention of the collaborative governance network, to prevent the emergence of high financial resources, and to prevent the emergence of the “socialization of logistics”. At the same time, it is necessary to carry out appropriate and effective supervision and intervention in the collaborative governance network, so as to prevent the emergence of high financial expenditure and low-quality logistical services.

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