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# Research on the Path Planning and Operation Mechanism of School-Enterprise Cooperation in Higher Vocational Colleges

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**Abstract:** In order to better serve the regional economic development, quickly adapt to the development of the industry, and closely match the demand for talents, higher vocational colleges need to integrate advantageous resources and deepen the integration of industry and education school-enterprise cooperation. In order to maximize the effectiveness of school-enterprise cooperation, this paper studies the path planning and operation mechanism of school-enterprise cooperation, and proposed a "four-step" key path and a three-dimensional operation mechanism. It aims to help enterprises and higher vocational colleges to significantly improve the quality of cultivation of technical and skilled talents.

**Keywords:** Higher vocational colleges; School-enterprise cooperation; Path planning; Operation mechanism

## 1. INTRODUCTION

With the rapid development of the economy in recent years, the transformation and upgrading of various industries and the pace of structural optimization and adjustment have been gradually accelerated. Cutting-edge technology, product iteration, the demand for talent is also changing. In order to better meet the needs of enterprises and serve the regional economic development, higher vocational colleges and universities need to constantly plan the professional structure and update the talent training program, so as to better improve the quality of talent training and deliver graduates who are suitable for the needs of the position for the society. School-enterprise cooperation is a necessary way for higher vocational colleges and universities to run schools, and is an effective way to

cultivate talents who can adapt to the vocational needs of the market [1]. Only by establishing close partnership between schools and enterprises, contributing the advantageous resources of each party, and jointly cultivating high-quality technical and skilled talents as a vision, can we realize a win-win situation.

In order to carry out school-enterprise cooperation in a more in-depth way, this paper researches the path planning as well as the operation mechanism of school-enterprise cooperation.

## 2. SCHOOL-ENTERPRISE COOPERATION PATH PLANNING

Talent chain is an important link in the development of regional industry and economy, which has an important supporting role in the healthy and sustainable development of the economy, while the education chain is the basis for the formation of quality talent chain [2]. The main value of school-enterprise cooperation is embodied in talent cultivation and employment, which is an important part of the education chain. Only by actively adapting to the needs of regional economic development, constantly optimizing the professional structure, closely aligning with strategic industrial clusters, and forming a discipline construction and talent support system that matches the development of industrial clusters, can higher vocational colleges and universities contribute to the high-quality development of the regional economy.

The key path of the "four-step method" of school-enterprise cooperation path planning is shown in Figure 1.



Figure 1 Critical path of the "four-step approach" to school-enterprise cooperation

(1) Research industry trends, clear talent needs  
Industrial development needs the support of high-quality technical and skilled personnel, and the scale and speed of high-quality technical and skilled personnel training should match the number and speed of talents needed for regional industrial and economic development. In order to better play the role of vocational education in promoting the regional

industrial economy, higher vocational colleges and universities should conduct in-depth research on the development orientation of regional industries, and make clear the regional strategic pillar industry clusters, emerging industry clusters and their related planning. Then analyze the degree of matching between industrial structure and employment structure, and clarify the direction and scale of talent demand.[3]

To strengthen the overall coordination and planning, from the perspective of development, rational planning of enrollment, to ensure that high-quality technical and skilled personnel to match the industrial development needs.

(2) Planning the professional structure and updating the human training program

Industrial structure is an important indicator to measure the level and quality of regional industrial development, and the professional structure is a key indicator to measure the scientific and reasonable setting of higher vocational specialties. The professional setting of higher vocational education should follow the pace of industrial and economic development, and fit the basic direction of industrial structure adjustment and upgrading and future industrial development. The cultivation of higher vocational talents should be forward-looking and predictive, closely surrounding the industrial development positioning of the professional structure of targeted planning, and strive to achieve effective docking, accurate cultivation.

The professional structure should be dynamically adjusted, and timely warning should be made for the professions with overloaded talent supply, and tips should be given for the professions with shortage of talent supply. For professions with fast technological iteration and update, transformation and upgrading of professions should be carried out. And focus on the strategic emerging industry clusters, talent training should be effectively tilted to better assist the construction of regional industrial system.

Through the school-enterprise cooperation to develop talent training programs, can be optimized to the traditional vocational colleges as the dominant way of talent training mode, according to the enterprise and job skills demand for talent training, so that not only can make the enterprise's human resources team gradually improve the quality of the graduates, but also to solve the problem of difficult to find employment. Thus, higher vocational colleges and universities should, in the process of school-enterprise cooperation, timely docking enterprise demand, timely updating of personnel training programs, to ensure that the training of graduates to meet the needs of the industry's forefront.

(3) Selection of partners and integration of advantageous resources

The selection of school-enterprise partners is an important prerequisite for the success or failure of school-enterprise cooperation. It is of great significance to whether the school-enterprise cooperation can be operated efficiently and long term, and whether the students can make use of what they have learned. Conduct research on important leaders and participants in the industry, and initially understand the scale, technology and management

mode of the relevant enterprises, so as to make a good reserve of information. Then, through in-depth visits, select the more qualified enterprises to focus on. Based on the theoretical research and visit survey, select the comprehensive optimal partner to reach a cooperation intention, and formally start the cooperation.

(4) Determine the mode of cooperation, driven by multiple engines

School-enterprise cooperation mode refers to a way to utilize the advantageous resources and environments of both sides, and to cooperate and seek common development between schools based on the goal-oriented demand for talents and enterprises based on the goal-oriented demand for economic benefits. School-enterprise cooperation has a positive effect on improving students' practical ability, increasing students' employment opportunities, deepening the teaching reform of colleges and universities, etc., and is enthusiastically participated by students, schools and enterprises. At present, the typical school-enterprise cooperation modes that have achieved certain results in China include "professional co-construction and co-management", Vocational Education Group, "Collaborative research mode" and so on [4].

Professional co-construction and co-management

Professional co-construction and co-management refers to the full participation of enterprises in the whole process of professional planning, professional development, professional implementation and professional management of higher vocational colleges and universities. Schools and enterprises work together to develop enterprise talent demand gap, planning professional construction.[5] And according to the employment needs of enterprises, they jointly customize the talent training program, and build a professional and combined school and enterprise dual faculty team to carry out teaching activities. The participation of enterprises in teaching planning can reflect the development trend of the industry, the technical demand of enterprises, and the required ability of jobs into the teaching objectives in time to ensure that students can learn the latest professional knowledge and skills. The participation of part-time teachers from enterprises in teaching activities can also assist in developing students' professionalism. Professional knowledge and professionalism help to develop students into three-dimensional "excellent college students". After the students start their internship, through the performance evaluation system, timely feedback and dynamic adjustment of the training program and teaching curriculum to ensure that the professional content meets the job requirements.

The key process of the school-enterprise cooperative professional co-construction and co-management cooperation model is shown in Figure 2.

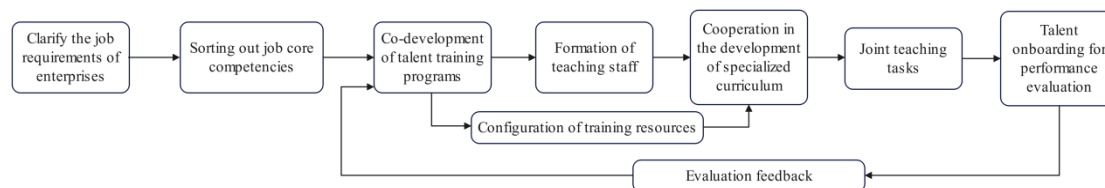


Figure 2 Key process of co-construction and co-management of school-enterprise cooperation majors School-enterprise cooperation model of "Vocational Education Group" (VEG)

Vocational education groups are typical stakeholder organizations. As an advanced product of the school-enterprise cooperation model, schools, enterprises and other stakeholders optimize and integrate the resources of all parties to form a resource-rich VET group, which makes use of the advantages of all parties in a series of activities such as professional teaching, industry services, scientific research transformation, production chain operation, and so on, and forms a reliance on and a game relationship of interests between each other.[6] Currently, "Vocational Education Group" school-enterprise cooperation mode is a cooperation mode that higher vocational colleges and universities are trying to explore, with the purpose of serving the regional economic construction, with the cultivation of professionals as a link, schools and enterprises choose each other, improve each other, and join hands with each other, and develop together under the market competition and incentives [7].

#### Collaborative Research Mode

An important way for teachers in higher vocational colleges and universities to grow is to carry out scientific and technological services, which is also an important part of the construction of the school's faculty. The "scientific and technological service" mode is a deeper school-enterprise cooperation mode, in which the school sets the research direction according to the needs of the enterprise development, and both sides carry out the project research together and transform the research results into products, skills or decisions. In this mode, teachers of higher vocational colleges and experts of enterprises reasonably divide the work, and each of them gives full play to their own strengths to jointly create research results.

Scientific research cooperation in school-enterprise cooperation refers to the deep cooperation based on technology research and development, technology consulting, technology service, and technology achievement promotion, with technology application as the core content, through which the rapid development of enterprises and the reform of education and teaching of colleges and universities can be promoted. Through scientific research cooperation, on the one hand, higher vocational colleges and universities provide technical support for the development of enterprises, solve practical problems in the production process as well as carry out scientific and technological innovation, improve the effectiveness of production, and provide a source of

impetus for the development of enterprises; on the other hand, the teachers of the school carry out research on applied technology, improve the scientific research ability and level of teachers, and further promote the enhancement of the quality of personnel training.

### 3. SCHOOL-ENTERPRISE COOPERATION OPERATION MECHANISM

The operation mechanism of school-enterprise cooperation refers to the process and way of interaction between the government, social organizations, industrial enterprises and institutions in the school-enterprise cooperation system, which is a systematic system that can guarantee the effective and lasting operation of school-enterprise cooperation in the long term and play the expected functions, which can positively mobilize the motivation of each cooperation subject to participate in school-enterprise cooperation and fully guarantee the interests of all parties of school-enterprise cooperation in the process of cooperation.

For this reason, it is necessary to further innovate the long-term operation mechanism of school-enterprise cooperation in higher vocational colleges and universities. First, build diversified incentive mechanism; second, improve the standardization of constraints mechanism; third, improve the long-term guarantee mechanism.

#### (1) Build diversified incentive mechanism, mobilize the enthusiasm of the main body of cooperation

School-enterprise cooperation from the shallow to the deep level of the important mechanism to promote the development of incentives. In the process of cooperation, schools and enterprises have their own interests, the incentive mechanism should be motivated to meet the wishes of schools and enterprises at the same time [8]. At present, the two sides of the school-enterprise cooperation cooperation is not enough motivation, especially the industry enterprises, most of them are in a passive position, so it is necessary to establish a multifaceted incentive mechanism to mobilize the enthusiasm of the main body of cooperation. Ensure the motivation of all parties to cooperate effectively in the long term, promote the continuous operation of school-enterprise cooperation, in order to consolidate the results of school-enterprise cooperation.

First of all, strengthen the government's policy guidance and enhance the administrative driving force. The government can play a guiding role in the integrated development of higher vocational education by formulating and introducing policies related to

school-enterprise cooperation. Specific regulations and institutional constraints can be made on how to mobilize the enthusiasm of industrial organizations, enterprises and institutions to participate in vocational education, and how to ensure that both schools and enterprises can benefit from the cooperation process. To actively carry out the reform and innovation of school-running system and mechanism, and to commend and reward vocational colleges and universities with excellent performance in school-enterprise cooperation practice; at the same time, to give appropriate rewards and policy preferences to enterprises that have remarkable results in participating in vocational education talent cultivation and undertaking students' internships and practical training in order to motivate the enterprises to actively participate in vocational education; and to give priority to the technology research and development projects carried out by school-enterprise cooperation in the project evaluation at all levels.

Secondly, coordinate the interests of cooperation between schools and enterprises to create a mutually beneficial community.

Higher vocational schools and enterprises are the main subjects of school-enterprise cooperation, and the two have different motivations and interests. Higher vocational schools in the school-enterprise cooperation is mainly to solve the problem of student employment, to meet the needs of students to participate in social internship training, but also can quote the enterprise's equipment, venues, teachers, etc., but also can improve the curriculum of higher vocational colleges and universities and the student training mode in the future; and enterprises in the school-enterprise cooperation is mainly through the school-enterprise cooperation can choose the enterprise suitable employees, reduce the investment in staff training, and The enterprises in the school-enterprise cooperation can select suitable employees, reduce the investment in staff training, carry out necessary scientific research work and technical research, and at the same time can obtain a certain social reputation.

Rationalization of the distribution of benefits in the process of school-enterprise cooperation can ensure the long-term development of cooperation. When carrying out cooperative projects, both parties should improve the benefit distribution plan on the basis of the principle of "mutual benefit". Both parties should consult with each other on specific issues, scientifically evaluate the performance of cooperation, jointly study and refine the cost of school-enterprise cooperation, and constantly look for the common interests of both parties to create a mutually beneficial community.

(2) Improve the standardized constraints mechanism to ensure the standard of cooperation management

The essence of school-enterprise cooperation is the partnership between the government, social

organizations, industrial enterprises, vocational colleges and other cooperative subjects of "interdependence and common development". Therefore, in order to prevent school-enterprise cooperation in the process of the main body due to the excessive pursuit of their own interests and make the cooperation in trouble, it is necessary to establish the corresponding constraints to ensure that the school-enterprise cooperation of the work of the orderly and standardized.

First of all, the introduction of regulations and policies to clarify the responsibilities and rights of all parties.

Higher vocational colleges and enterprises as the core body of school-enterprise cooperation, should realize that the cooperation between the two sides is bound to be subject to policies, laws, systems and social morality constraints, there are constraints, norms in order to ensure the effective implementation of school-enterprise cooperation projects and sustainable development. By formulating relevant policies, laws and regulations to clarify the responsibility of enterprises to participate in vocational education and cultivate technical and skilled talents, the government can also impose appropriate constraints and intervene in the aspects of taxation and capital investment on the enterprises that do not participate in the school-enterprise cooperation or have bad credit in the process of school-enterprise cooperation, so as to impose effective constraints on the behavior of cooperation between vocational colleges and enterprises in the industry.

By signing an agreement with legal norms, the school-enterprise parties clearly stipulate the rights, obligations, responsibilities and the way of benefit distribution of both parties [9]. Under the framework of legal constraints, the school and enterprise parties also need to improve the school-enterprise cooperation management methods and systems and measures, to develop a good standardized and rigorous operation and management of the cooperative project program, and strengthen the strength of the management system constraints. In the specific implementation of the cooperation project, the school and enterprise both sides should consciously abide by the provisions of the cooperation agreement and strengthen communication and contact, either party has violated the provisions of the agreement, should be strictly in accordance with the relevant provisions of the agreement to bear the corresponding responsibility.

Second, the implementation of management supervision and evaluation, the implementation of closed-loop control.

In the process of school-enterprise cooperation, only by establishing and perfecting the management supervision and evaluation system and strictly implementing it, can we achieve the purpose of school-enterprise cooperation. When the government implements supervision and management functions, it should establish a dynamic monitoring system, set up



special institutions and organizations to supervise and manage the whole process of school-enterprise cooperation, and evaluate the results. Industry organizations should bind and supervise enterprises to fulfill their obligations in vocational education while safeguarding the interests of enterprises. The government should actively encourage and guide the vocational education teaching steering committee of each industry to set up a special management organization for school-enterprise cooperation in vocational education through legislation, responsible for revising and perfecting relevant regulations, implementation plans and specific rules for school-enterprise cooperation, coordinating the school-enterprise cooperation of vocational colleges and universities within the industry; formulating regulations for the participation of industrial enterprises in vocational education personnel training, and specifications and standards for the cultivation of technical and skilled personnel required by the industry. It also formulates rules and regulations on the participation of industrial enterprises in the training of vocational education personnel, specifications for the training of technical-skilled personnel required by the industry, etc., collects and researches information on industrial enterprises for vocational colleges and universities to carry out school-enterprise cooperation, and coordinates, supervises and evaluates school-enterprise cooperation of vocational colleges and universities within each industry.

(3) Improve the long-term guarantee mechanism and enhance the sustainability of the cooperation programs. The establishment of the guarantee mechanism is to enable the long-term stable and harmonious development of schools and enterprises. Improve and perfect the guarantee mechanism is the school-enterprise cooperation project can be sustained effective operation of the fundamental guarantee, mainly including the establishment of organizational security, financial security and other mechanisms.

First of all, to create the organizational guarantee of cooperation between the parties.

Vocational education school-enterprise cooperation to achieve the desired effect, first of all, should improve the school-enterprise cooperation to ensure institutional organization [10]. The establishment of an effective school-enterprise cooperation organization is the foundation and premise of school-enterprise cooperation. Higher vocational colleges and universities should take the initiative to take the lead and actively form a school-enterprise cooperation guarantee institution organization with the participation of five parties: government departments, industry organizations, enterprises and institutions, research institutions and schools. Through the organization to strengthen the communication and contact between schools and enterprises, industry associations, scientific research institutions, etc., and jointly create a multi-level, multi-disciplinary

platform for five-party cooperation and education among government, industry, enterprises, research and schools to create a multi-driven organizational guarantee.

Secondly, explore the benign cycle of financial security.

The government can include vocational education school-enterprise cooperation into the scope of public financial security, improve the long-term mechanism of public financial investment in vocational education school-enterprise cooperation, mobilize special funds for vocational education school-enterprise cooperation, and set up a special fund for vocational education school-enterprise cooperation by means of tax exemption and tax relief, special funding for cooperation projects, and from the top-level design of the government to stipulate the mode and proportion of the investment of the various main bodies of the school-enterprise cooperation, and to establish a central and local sub-cooperation project, a special fund for vocational education school-enterprise cooperation.[11] Establishing the financial guarantee mechanism for school-enterprise cooperation between the central government and local government in terms of cooperation projects and proportionate sharing, effectively improving the enthusiasm of industrial enterprises to participate in the cooperation of vocational education, and laying a solid economic foundation for the deep-level school-enterprise cooperation.

Summarize

In order to deepen school-enterprise cooperation and promote the regularization, standardization, effectiveness and sustainability of cooperation between higher vocational colleges and enterprises. It is not only necessary to scientifically plan the path of school-enterprise cooperation, but also to improve the operation mechanism of school-enterprise cooperation. To start from serving the regional economy, research emerging industry structure and talent demand, school and enterprise both sides to develop professional structure and training programs, integrate the advantages of all parties resources, to achieve the common goal of cultivating high-quality skilled personnel. At the same time to build incentive mechanism, standardize the constraints mechanism, improve the security mechanism, the formation of three-dimensional operation mechanism, to ensure that the school-enterprise cooperation continued to carry out in-depth.

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# Research on the Innovation of Teaching Reform in Economic Management Major Courses in Colleges and Universities

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**Abstract:** As higher education becomes more accessible to the general public, universities are also facing new opportunities for development. However, at the same time, many deficiencies in the teaching process of economic management majors have become increasingly prominent, especially in terms of talent training programs, curriculum design, and teaching methods. It is difficult to cultivate economic management professionals who meet the needs of modern society, so it is imperative to carry out teaching reforms. This study mainly conducts innovative research on the teaching reform of economic management majors. By elaborating on the current teaching status and deficiencies of economic management majors, it further analyzes the necessity of teaching reform for this course, and proposes specific innovative practical strategies.

**Keywords:** economic management majors; teaching reform; Higher education institutions

## 1. INTRODUCTION

At present, with the deepening of the concept of quality education, more attention is paid to the all-round development of students in the curriculum education system of colleges and universities. Therefore, the traditional exam-oriented education concept and teaching mode have been difficult to meet the development needs of modern students, and it is also difficult to effectively cultivate comprehensive talents that meet the needs of society. Especially for economic management majors with strong applicability and practicality, when setting up the curriculum for this major, we should also pay attention to its practicality and applicability, and effectively combine it with the characteristics of current era development, so as to cultivate applied and comprehensive talents that meet the needs of society. However, at present, many universities still adopt traditional teaching concepts and teaching models in the teaching process of economic management majors, which makes it difficult to meet the development needs of modern society, resulting in limited improvement in students' comprehensive abilities. Therefore, it is imperative to carry out teaching reform and innovation<sup>[1]</sup>.

## 2. THE NECESSITY OF TEACHING REFORM INNOVATION IN ECONOMIC MANAGEMENT MAJOR COURSES IN COLLEGES AND UNIVERSITIES

### (1) Demand of economic and social development

With the rapid advancement of economic globalization and social informatization, the demand for talents in society has undergone earth-shaking changes. The economic management graduates trained in the past cannot meet the current social needs. Although they have a solid grasp of economic theory, they lack practical operational skills and experience in solving complex problems. This has led to a significant imbalance in the supply-demand relationship between universities and society, where the professional abilities of university graduates do not match the needs of enterprises and industries, and some college students have difficulty finding suitable jobs after graduation. To address this challenge, universities must re-examine their teaching content and methods. Economics and management majors in colleges and universities should keep pace with the times, increase the proportion of practical teaching, and enhance students' practical operating ability<sup>[2]</sup>. Only in this way can we cultivate economic management talents who are more adaptable to the needs of social development, and thus better serve the country's modernization drive and the stability and prosperity of the economy and society.

### (2) Demand for improving the quality of talent cultivation

On the one hand, universities, as important bases for talent cultivation, have a direct impact on the quality and effectiveness of talent cultivation through their teaching quality and effectiveness. The traditional teaching mode of economic management courses often has problems such as single teaching methods, outdated teaching content, and unreasonable assessment methods, which lead to low student interest and enthusiasm, making it difficult to cultivate high-quality talents with innovative spirit and practical ability. Through educational reform and innovation, we can improve teaching methods and assessment methods, enrich teaching content and practical links, stimulate students' interest and enthusiasm, and

enhance the quality of talent cultivation. On the other hand, in most cases, the professional courses and practical teaching that students receive both on and off campus are the cornerstone of their future workplace performance and professional skill accumulation<sup>[3]</sup>. Therefore, the teaching quality of economic management courses is directly related to the career development prospects and professional competitiveness of students. Universities should take employment as the core orientation of teaching objectives, focusing on strengthening students' theoretical foundation and practical ability to solve economic management problems. Through this comprehensive teaching strategy, students are helped to lay a solid foundation for their careers and stand out in the talent market of the new era. To better achieve this goal, universities must focus on combining innovation and practice when designing economic management courses. The course content should keep up with market demand and encourage students to participate in developing solutions to real-world economic problems, rather than just staying in theoretical analysis on books. This transformation of teaching mode can not only stimulate students' innovative spirit, but also improve their ability to solve complex problems. In the current increasingly competitive job market, students with this core competitiveness will find it easier to find satisfactory jobs<sup>[3]</sup>.

### 3. STRATEGIES FOR INNOVATIVE TEACHING PRACTICE IN ECONOMIC MANAGEMENT COURSES AT UNIVERSITIES

#### (1) Establish a student-centered teaching model

Establish the dominant position of students. In the traditional teaching model, teachers are the transmitters of knowledge, while students are the recipients of knowledge. This teaching model ignores the subjectivity and creativity of students<sup>[4]</sup>. Therefore, we need to change this teaching mode, establish the dominant position of students, and let students become the masters of knowledge. During the teaching process, teachers should focus on guiding students to learn and think independently, encouraging them to ask questions and solve problems, and actively participating in the teaching process. At the same time, teachers should also pay attention to students' interests and needs, and develop personalized teaching plans based on their actual situation, so that each student can achieve full development.

Enhance students' practical ability. The courses in economic management majors are highly practical, so in the teaching process, we should focus on enhancing students' practical abilities. Through case teaching, simulation training, and internships in enterprises, students can learn and master knowledge in practice, and improve their practical operating ability. In addition, students can also be encouraged to participate in various innovative practical activities,

such as scientific research projects and entrepreneurial plans, to cultivate their innovative thinking and practical abilities.

#### (2) Optimize the curriculum system and teaching content

Streamline and optimize the curriculum system. The curriculum system for economic management majors is vast and complex, encompassing numerous courses, some of which contain overlapping and intersecting content. Therefore, we need to streamline and optimize the curriculum system, eliminate redundant and outdated course content, and combine core courses with cutting-edge courses to build a more reasonable and scientific curriculum system. At the same time, we should also pay attention to the connection and connection between courses, avoiding the fragmentation and independence between courses.

Update the teaching content. With the development of economy and society and the progress of science and technology, the theory and practice in the field of economic management are constantly developing and updating<sup>[5]</sup>. Therefore, we need to constantly update the teaching content, introduce the latest theoretical and practical achievements, and let students know the most cutting-edge knowledge and technology. In addition, we should also focus on combining theory with practice, so that students can not only master theoretical knowledge, but also understand the practical application scenarios and methods.

Strengthen the practical teaching link. Practical teaching is an important part of teaching in economic management majors, which can help students transform theoretical knowledge into practical operational skills. Therefore, we need to strengthen the practical teaching link, increase the proportion of practical courses and the time of practical teaching. More practice opportunities and scenarios can be provided for students through the establishment of laboratories, training bases, and enterprise cooperation<sup>[6]</sup>. At the same time, we should also pay attention to the quality and effectiveness evaluation of practical teaching to ensure the quality and effectiveness of practical teaching.

#### (3) Promote the innovation of teaching methods and teaching means

Introduce case teaching. Case teaching is an effective teaching method that can help students apply theoretical knowledge to practical problems. In the professional courses of economic management, a large number of practical cases can be introduced, so that students can master knowledge and skills by analyzing and solving problems in the cases. Case teaching can stimulate students' interest and enthusiasm in learning, and improve their ability to analyze and solve problems.

Carry out interactive teaching. Interactive teaching is a teaching method that promotes student learning through discussion and communication, with students as the main body. In the professional courses of

economic management, interactive teaching can be carried out through group discussions, classroom lectures, role-playing, and other methods. Through interactive teaching, students' communication skills and teamwork spirit can be enhanced, and their thinking and expression abilities can be improved.

Innovate teaching methods by using information technology. With the continuous development of information technology, we can use information technology to innovate teaching methods and improve teaching effectiveness and quality. For example, online learning platforms can be established using network technology to provide students with more learning resources and learning methods; Multimedia technology can be used to enrich teaching content and forms, and enhance students' interest and enthusiasm in learning; Big data technology can be used to analyze students' learning situations and problems, providing more accurate data support for teaching<sup>[7]</sup>. The application of these information technologies can make teaching more convenient, efficient, and personalized, providing better services and support for students' learning.

(4) Establish a scientific and reasonable evaluation system

Diversified evaluation content. In traditional evaluation systems, students' performance and abilities in other aspects are often neglected, while only their exam scores are emphasized. Therefore, we need to build a diversified evaluation system that comprehensively considers students' knowledge mastery, skill application, practical ability, innovative thinking, teamwork, and other aspects. Through diversified evaluation content, students' comprehensive quality and ability level can be evaluated more comprehensively and accurately<sup>[8]</sup>.

Diversified evaluation methods. In addition to traditional written tests and assignments, we can also introduce diverse evaluation methods, such as oral presentations, group discussions, case studies, and practical projects. These evaluation methods can more truly reflect the actual abilities and performance of students, and also stimulate their interest and enthusiasm for learning. In addition, we can also use modern evaluation tools and technologies, such as online testing and intelligent assessment systems, to improve the efficiency and accuracy of evaluation.

Emphasis on process evaluation. In traditional evaluation systems, there's often a focus on outcome-based assessment, which only takes into account the final grades of students. However, this evaluation method ignores the performance and progress of students in the learning process. Therefore, we need to emphasize process evaluation and pay attention to students' performance and efforts in the learning process. Through process evaluation, we can discover students' learning problems and difficulties in a timely manner, provide timely feedback and adjustments for teaching, and

encourage students to actively participate and make progress in the learning process.

(5) Strengthen the construction of teaching staff and teaching resources

Teachers are the key factor in teaching reform, and their teaching level and quality directly affect the quality and effectiveness of teaching reform<sup>[9]</sup>. Therefore, we need to strengthen the construction of teacher teams and improve the teaching level and quality of teachers. Teachers' teaching ability and level can be improved by introducing outstanding talents, strengthening teacher training, conducting teaching research and exchanges, and other methods. At the same time, it is also necessary to strengthen the construction of teaching resources and provide richer and higher-quality teaching resources and support for teaching<sup>[10]</sup>. We can strengthen the compilation and updating of teaching materials and supplementary materials, establish online learning platforms and course websites, and provide rich learning resources and interactive communication platforms.

#### 4. CONCLUSION

The innovation of teaching reform in economic management courses in colleges and universities is an urgent and important task. With the rapid development of the economy and society and the continuous changes in the industry, traditional teaching modes and methods have become difficult to meet current needs. This study proposes a series of innovative practical strategies aimed at improving teaching quality, cultivating students' practical abilities and innovative spirit, and better adapting to future career development and social needs.

By establishing a student-centered teaching model, we emphasize the dominant position of students, focus on guiding students to learn and think independently, and enhance students' practical abilities. This transformation helps stimulate students' interest in learning, improve their initiative and enthusiasm, and lay a solid foundation for their future development. Optimizing the curriculum system and teaching content is another important aspect of teaching reform and innovation. We propose to streamline and optimize the curriculum system, update the teaching content, and strengthen the practical teaching link. This ensures that students can master the latest theoretical and practical knowledge, and improve their practical operation ability and problem-solving ability. In terms of teaching methods and teaching means, we actively introduce innovative methods such as case teaching, interactive teaching, and information technology to enrich teaching forms and improve teaching effectiveness. These new teaching methods and tools can not only stimulate students' interest in learning, but also help cultivate their innovative thinking and teamwork abilities. Establishing a scientific and reasonable evaluation system is also a key part of teaching reform and innovation. We propose diversified evaluation content, diverse

evaluation methods, and emphasize process evaluation to comprehensively and accurately evaluate students' comprehensive quality and ability level. Such an evaluation system helps to discover and develop students' potential and provide support for their individualized development. However, educational reform and innovation are not a quick process, and it requires long-term efforts and investment. Therefore, we need to strengthen the construction of teacher teams, improve the teaching level and quality of teachers, and strengthen the construction of teaching resources to provide richer and better support for teaching. In addition, we also need to strengthen our connection and cooperation with society and enterprises, understand their needs and feedback, and constantly adjust and optimize our teaching system and content.

In summary, the innovation of teaching reform in economic management courses in colleges and universities is a systematic project that requires efforts and support from multiple aspects. Only through continuous exploration and practice can we cultivate high-quality economic management talents that better meet the needs of society and make greater contributions to China's economic and social development. In the future, we need to continue to pay attention to the development of the industry and changes in society, and constantly adjust our teaching strategies and methods to meet new challenges and needs.

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# Research on the System and Mechanism Reform of Economic Development Zones in Mountainous Counties of Zhejiang Province Based on "Mountain Sea Cooperation"

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**Abstract:** 26 mountainous counties in Zhejiang Province have achieved full coverage of economic development zones. However, there are prominent problems in the current system and mechanism of economic development zones in mountainous counties in Zhejiang Province. In order to better promote the quality and efficiency improvement of the "26 mountainous counties" economic development zone, this paper summarizes the development situation and typical problems of the "26 mountainous counties" economic development zone, puts forward relevant suggestions, promotes the reform of the development zone system and mechanism, and helps to build a demonstration zone for common prosperity in Zhejiang Province.

**Keywords:** Mountain Sea Collaboration; Common prosperity; Institutional mechanism; Enhance energy and increase efficiency

## 1. INTRODUCTION

At present, after multiple rounds of integration and improvement, there are 134 management institutions in various provincial-level development zones (parks) and 22 national level economic and technological development zones in Zhejiang Province, covering 11 cities in the province, ranking second in the country in terms of quantity. In 2022, the first batch of provincial-level economic development zones in Zhejiang Province will celebrate their 30th anniversary of establishment. The integration work of economic development zones deployed by the provincial party committee and government has entered a critical stage.[1] During the critical period of accelerating high-quality leapfrog development and building a provincial model of common prosperity demonstration zones, further promoting the economic development zones in mountainous areas to actively explore institutional and mechanism innovation through digital reform and the pilot of the "chain length system" of industrial chains, focusing on cultivating and improving iconic industrial chains, promoting the construction of green and low-carbon parks, and accelerating the high-quality development of

economic development zones, the economic development zones should comprehensively deepen reform and continuously expand opening up as the fundamental driving force.

## 2. PROMINENT PROBLEMS IN THE INSTITUTIONAL MECHANISM OF ECONOMIC DEVELOPMENT ZONES IN MOUNTAINOUS COUNTIES

2.1 Cross regional linkage and integration are not closely integrated, and a specialized division of labor and cooperation system has not yet been established

(1) The scattered spatial form, disorderly layout planning, and long spatial distance make it difficult to advance the integration work. [2] Due to the abundant mountain and water resources, mountainous counties have the characteristic of fragmented blocks, resulting in a relatively scattered overall spatial form of the economic development zone. For example, the main industrial platforms in Cangnan Economic Development Zone are distributed along the transportation trunk lines or concentrated in industrial strong towns such as Jinxiang, Qianku, and Yishan, while the main industrial platforms in Wencheng Economic Development Zone are concentrated in industrial strong towns such as Baizhanghuo, Juyu, and Huangtan. However, their levels are not high, their distribution is scattered, and their layout planning is relatively chaotic. There is still a significant gap in planned area, number of enterprises, and enterprise quality compared to surrounding counties and cities. The Cangnan Economic Development Zone has initially formed a comprehensive framework of "one zone and three areas", but the actual integration work is still in its infancy. Currently, the actual jurisdiction of Cangnan Economic Development Zone only includes the core block industrial park, and the reform of institutional mechanisms is also in the preliminary exploration stage. For example, the actual jurisdiction of Wencheng Economic Development Zone includes Baizhanghuo Block, Huangtan Block, and Juyu Block (custodial block).[3] Due to the long distance between the economic development zones of Cangnan and Wencheng, the overall spatial layout of the

development zone is relatively scattered, and the unified management of each zone is difficult.

(2) There is a conflict between the localized management and unified layout of the block, and it has not yet formed a joint development with the county-level departments. The functional positioning and characteristics of different industrial sectors within the county are different. Except for the region where the platform belongs, some sector constructions are completely localized. The relationship between the economic development zone management committee and towns and streets needs to be sorted out, and there is not much problem with unified layout, policies, and summary. However, there may be conflicts with various regions in unified construction management. Issues such as "planning follows construction", "planning changes with projects", and "planning changes with illegal constructions" often occur. The functions between the platform and local towns and industry regulatory departments are not yet clear and in place. Firstly, the development zone has limited capacity to undertake upward development. [4] Due to the limited number of personnel, shortage of professional and technical talents, and low concentration of industrial chains in the current development zone, the empowerment requirements of "being able to accept, manage well, and supervise" cannot be met in undertaking some empowerment tasks. The second is that some functions of the development zone overlap highly with those of county departments. For example, nearly 80% of the industry in Cangnan County is within the development zone, and nearly 90% of the industry in Wencheng County is within the development zone. Therefore, the economic development related functions of the development zone highly overlap with those of the county economic and information bureau, which is inconsistent with the principle of efficient and streamlined administrative institutions. [5] In addition, there are problems such as insufficient management tools in the daily economic management work of the development zone. For example, the departments of various counties in Yongjia have not yet adopted methods such as delegation, authorization, delegation, and functional extension to delegate powers to the Yongjia Economic Development Zone Management Committee. The functions of the Economic Development Zone also overlap with those of the Economic and Information Bureau, Investment Promotion Bureau, Science and Technology Bureau, etc. During the trial operation stage, important management powers such as economic data statistics, land and resources planning approval, and investment attraction and talent introduction in daily work were not fully authorized, resulting in a lack of administrative approval powers in the development zone. Autonomy was restricted, and most approval matters still needed to be submitted to different administrative departments at higher levels for approval, greatly reducing work efficiency. The

"one-stop" and "time limited" service commitments were difficult to fulfill, seriously affecting the business environment of the park; In addition, there is a lack of administrative law enforcement authority and inconsistent rights and responsibilities, which makes it difficult to form a strong grip on enterprises and hinders the progress of some work.

(3) The management system and mode are not scientific. For example, after the integration and upgrading of Yongjia Economic Development Zone, the new management of Binjiang High tech Industrial Development Park and Yonglin Fashion Industry Development Park involves up to 8 townships, with a planned authorized area of up to 20.24 square kilometers. The overall spatial layout is also relatively scattered along the river, with 31 people participating in public administrative staffing. It is difficult to manage according to the requirements of authority, and further exploration is needed on how to form an efficient management mechanism for unified planning, unified construction, unified investment attraction, and unified coordination. Perhaps it is necessary to further explore the management mode of cooperation services between management institutions and development and operation enterprises, support independent development and operation market entities to undertake specialized services such as development and construction, industrial cultivation, investment and operation, and implement separation of government and enterprise and government and capital from the development zone management committee.[6] Market oriented methods should be introduced to development zones with higher development levels inside and outside the province. (Park) Advanced management mode.

2.2 Unclear interface of rights and responsibilities between the Economic Development Zone and local townships

One aspect is social affairs management. Taking the former Cangnan Industrial Park as an example, in actual operation, Cangnan Economic Development Zone still needs to undertake many social functions, including social order management, urban environment improvement, municipal facility operation and maintenance, and petition resolution work. However, the existing manpower allocation is difficult to meet the complex needs of social affairs management, and it is urgent to clarify the social affairs management functions with local townships. For example, the Yongjia Economic Development Zone Management Committee participates in the grid management of three industrial areas in the Oubei City New Area (Oubei Street), and is also responsible for the management of Zhu'ao Fashion Industry Park, Zhu'ao Process Equipment Industry Park, Luofu Small and Micro Park, and Tangtou Small and Micro Park. Three deputy directors are stationed in the grid, and multiple comrades jointly carry out grid management, responsible for social affairs such as safety production,



cooperation with enterprise output value reporting, petition resolution, and street assignment affairs, which greatly restricts the energy of the Economic Development Zone staff. [7] The second aspect is data statistics. It is urgent for the county statistics bureau, county commerce bureau, county resource planning bureau and other departments to take the lead in delineating the scope of the development zone, clarifying the collection of relevant economic data by townships, and regularly reporting to the development zone. Thirdly, the linkage assessment mechanism still needs to be improved. Regarding the annual assessment of high-level platforms at the provincial and municipal levels, such as the Wenzhou "12+2" evaluation, the Economic Development Zone has not yet formed a sound reward and punishment mechanism with each township, making it difficult to avoid the phenomenon of buck passing. It is urgent to introduce relevant mechanisms to promote the joint development of the development zone and townships.

### 2.3 Mismatch between financial authority and fiscal power in the Economic Development Zone

For example, according to the functional responsibilities of Cangnan Development Zone, the development zone needs to undertake planning and construction work, including infrastructure, within the region, with a high investment demand. However, in the actual operation process, firstly, tax revenue is mainly concentrated in the county government. Cangnan Economic Development Zone lacks necessary tax revenue sharing, and the return of land transfer fees within the development zone only exists in the original Cangnan Industrial Park, with a return ratio of about 60%. Secondly, after the establishment of the development zone, the newly included land in the area is mainly industrial land, and after deducting policy processing fees, the return income of land transfer fees is relatively small. However, the number of residential land in the original Cangnan Industrial Park is relatively small, and the return of land transfer fees to the development zone is very limited. At present, the development of the development zone is highly dependent on the allocation and payment of county governments, and there is a lack of disposable funds. The specific expenditure responsibility pressure of the development zone is too great, resulting in a mismatch between administrative and financial powers. For example, the construction of Yongjia Economic Development Zone mainly relies on sources such as government financial support and special debt declaration. In the current situation where the economic foundation of Yongjia County is relatively weak and the finances are tight, the construction of projects in the Economic Development Zone mainly relies on special bonds, with single and scarce construction funds and a high asset liability ratio. At the same time, the financial system of the economic development zone is not sound, and the proportion of tax and land revenue sharing with equal financial

rights and responsibilities has not been determined. It is not realistic to rely on the budget to allocate a large amount of funds for park construction. Without funds, the implementation of economic development policies is limited, and it is difficult to easily promise preferential policies to enterprises or fulfill promises that are difficult to fulfill.

### 2.4 The distribution of industrial land is scattered, with little new space added and insufficient intensive utilization

The industrial land index has become the main limiting factor for the development of industrial economy in economic development zones, and the distribution of available industrial land in economic development zones is scattered. One is the tight supply of industry. For example, since the 13th Five Year Plan, industrial projects in Cangnan Economic Development Zone have provided a total of 717.3 acres of land, of which industrial land accounted for only 20.9% of the supply of state-owned construction land in 2021; In the past two years, the industrial land supply in Taishun Economic Development Zone has been only about 100 acres per year, accounting for only about 10% of the total land use; The average annual supply of industrial projects in Pingyang Economic Development Zone is less than 150 acres, with "zero supply" of industrial land in 2016, and the land supply method is relatively single, which cannot better meet the land needs of small and micro enterprises, industrial supporting facilities, etc. Secondly, there is a clear contradiction between the tight land quota and the strong demand for new land from key enterprises. The phenomenon of enterprises and projects relocating has occurred from time to time, for example, the large amount of industrial land in Longgang City will inevitably have a siphon effect on enterprises in Cangnan. Thirdly, industrial facilities are relatively outdated. For example, the industrial park in Cangnan County, as well as towns with large industrial volumes such as Jinxiang Town, Qianku Town, and Yishan Town, have problems such as old factory buildings, unreasonable use, low plot ratio, and incomplete infrastructure. The renovation (expansion) faces challenges such as high costs and multiple planning restrictions. The fourth issue is insufficient intensive utilization. For example, Yongjia Economic and Technological Development Zone is actively promoting the comprehensive governance of industry, promoting the "replacement of cage and bird, phoenix rebirth" of manufacturing industry, and striving to explore a new path of park development with high land space utilization, reasonable industrial layout, and vigorous development on existing industrial land. However, the space for land replacement is ultimately limited, and the conditions for large-scale demolition and renovation are insufficient due to limited construction funds. In the next step, how to allocate industrial land indicators to key parks, seek big and strong attraction, and expand and strengthen industrial planning, further

top-level design is needed. The fifth issue is the low per acre output of industrial enterprises. For example, in 2021, Taishun Economic Development Zone ranked tenth in the city with an average added value of 869700 yuan per mu of industrial land and ninth in the city with an average tax revenue of 223100 yuan per mu of industrial land. This is far from the average level of 1.9955 million yuan per mu of industrial land and 371200 yuan per mu of tax revenue in the city, and even the average level of 1.564 million yuan per mu of industrial land and 320000 yuan per mu of tax revenue in the province.

#### 2.5 Lack of supporting facilities and low integration of industry and city

For example, there is insufficient investment in industrial supporting facilities in Cangnan Economic Development Zone, and the demand gap is still significant. One reason is that the infrastructure of the industrial platform is not perfect, and the living facilities and public service facilities in industrial parks and small and micro parks are not complete. Among them, the construction progress of infrastructure such as road network, water and electricity, communication, sewage treatment, greening, as well as supporting facilities such as education, health, commerce and leisure in industrial parks is slow. The natural gas pipeline in Qianqianyi Township has not been laid in place, and the sewage treatment facilities have not been fully covered. The construction of the public service platform in the park is difficult. Secondly, the level of urban management is not high, and the development of modern service industry is relatively lagging behind. The service functions of urban areas need to be improved, and the industrial platforms still generally have insufficient public service guarantees such as schools, hospitals, hotels, and transportation, as well as problems of dirty, chaotic, and poor environment. For example, in the Wencheng Economic Development Zone, except for the Daqiao block where a natural gas station has been built, there are no mature natural gas stations in other blocks. The Huangtan sewage treatment plant and Juyu sewage treatment plant still need to be upgraded and expanded, and the construction of the park's public service platform has not yet been clearly defined.

#### 2.6 Lack of talent resources, insufficient attraction and retention of high-end talents

Higher education institutions, vocational education, living facilities and other resources are weak in mountainous counties, and human resources are relatively scarce. One reason is that the number of positions is relatively small, especially in terms of economic development and planning and construction. There is a large talent gap, and the existing manpower in the Economic Development Zone cannot undertake the specific planning and construction work of townships. For example, the personnel configuration in Wencheng Economic and Technological Development Zone is mainly composed of the original

team of the County Ecological Industrial Park Service Center, while the personnel configuration in Taishun Economic and Technological Development Zone is mainly composed of the original team of the Pengyue Industrial Park Development Service Center, with a staffing of only 20 people. With the continuous deepening and integration of the Economic and Technological Development Zone and the continuous expansion of its jurisdiction, the team will find it difficult to undertake existing work. For example, the proportion of residents in Cangnan Economic Development Zone who have received higher education (college degree or above) is not high, and the talent reserve is not compatible with the requirements of high-quality industrial development. In addition, there is a gap in the age structure of ordinary workers, especially in the instrument and meter industry, where there is a shortage of compound talents who are familiar with production technology, information technology processes, equipment maintenance, etc. Secondly, there is a shortage of high-level talents. For example, there is a shortage of certified senior talents, financial and engineering professionals; In some departments, retired personnel account for a large proportion, and the construction of high-end talent carriers such as research institutes, high-level R&D platforms, and science and technology innovation corridors in the economic development zone is insufficient. The demand gap for high-end technical talents, innovative talents, and technology leaders is widening year by year. Although the 18 talent policies in Cangnan have been introduced, which are conducive to the introduction of high-end talents, there is no clear support policy for most mid-range technical talents. Thirdly, the talent incentive mechanism needs to be improved. At present, the salary system in the development zone is still based on the administrative salary standard and the job level system. The salary system lacks vitality, and the channels for recommending and transporting talents from the development zone to the outside still need to be improved. Overall, the existing incentive mechanism is relatively lacking, which to some extent affects the enthusiasm of existing personnel for work and entrepreneurship.

### 3. SUGGESTIONS ON THE REFORM OF SYSTEM AND MECHANISM AND THE IMPROVEMENT OF QUALITY AND EFFICIENCY

#### 3.1 Strengthen organizational leadership and improve work mechanisms

One is to establish a working leadership group for the Economic Development Zone. For example, Taishun County has established an Economic Development Zone Working Leading Group, which consists of an office and six special working groups. The office director is concurrently held by Deputy County Mayor Zhou Jianhai, and the deputy director is concurrently held by the Deputy Director of the County Government Office and the main person in charge of

the Taishun Economic Development Zone Management Committee. The six special working groups are the Comprehensive Coordination Group, Land Element Guarantee Group, Fund Element Guarantee Group, Policy Processing Guarantee Group, Project Attraction Group, and Supervision and Guidance Group. The second is to establish a work coordination mechanism. For example, Wencheng has included the integration and improvement of the Economic Development Zone in the "No.1 Project", established a leadership group led by the main leaders of the county government, with key departments such as the County Development and Reform Bureau, County Economic and Information Technology Bureau, County Science and Technology Bureau, County Natural Resources and Planning Bureau, Wencheng Branch of the Municipal Ecological Environment Bureau, and County Economic Development Zone Management Committee as member units. Regular meetings of the leadership group are held to communicate and report on the progress of the action plan, study major issues in the progress of the work, guide and supervise the implementation of the action plan, form a work coordination mechanism of top-down cooperation, departmental linkage, and overall promotion, explore the "management committee + enterprise" operation mode, implement market-oriented operation, and carry out professional and efficient work. The third is to improve the decision-making consultation mechanism. Build an overall intelligent governance system for party and government organs, and establish a comprehensive, integrated, collaborative, efficient, and closed-loop management operation mechanism. For example, Wencheng Economic Development Zone has established a sound list management mechanism, established a list of key tasks for integration and improvement, a list of breakthrough measures, and a list of major reforms, clarified task responsibilities, implemented closed-loop management, regularly hired expert groups and senior executives of enterprises to participate in development planning and policy formulation in Wencheng Economic Development Zone, formed a benign interaction mechanism combining strategic research and development decision-making, established a joint meeting system, formed a "coordinated and top-down linkage" working mechanism, and strengthened the construction of market-oriented and professional talent teams.

### 3.2 Clarify the power and responsibility relationship with the local government and county departments

One is to clarify the functional boundaries with the local government. By improving the management of local townships, clarifying the list of rights and responsibilities with local government departments, and establishing a "joint meeting mechanism", we can solve problems such as functional overlap, division of departments, and multi head management, clarify the

boundaries of power within and outside the development zone, create a high-quality and efficient investment, management, and service system, and promote the formation of development synergy between the development zone and departments, as well as between the development zone and various local townships. For example, Pingyang Economic Development Zone strengthens its main responsibilities for economic development, such as industrial cultivation, talent introduction, technological innovation, and investment attraction. It relies on the local government to carry out social management and public services, forming a clear and efficient cooperation mechanism. The township where the zone is located is responsible for land acquisition and demolition, social management, emergency management, and other work, and the township head also serves as the deputy head of the development zone. For example, Taishun Economic Development Zone and local townships have implemented deep integration. The Development Zone Management Committee fully performs functions such as industrial planning, project attraction, economic assessment, development and construction, enterprise services, and safety production. In addition to the above functions, social management affairs such as policy processing, education, health, social security, community management, flood control, etc. are all managed by local townships according to administrative divisions. The Development Zone Management Committee is responsible for various assessment tasks of economic indicators within the scope of the platform, and local townships are not responsible for adjusting and delineating economic indicator assessment tasks. Annual economic statistical data is shared and made public by local townships according to the scope of development and construction, and is separately included in the economic development indicators of each township. The second is to clarify the relationship between the Economic Development Zone and the county-level departments. For example, the Taishun Economic Development Zone Management Committee is responsible for organizing the implementation of the economic and social development plan, annual plan, and industrial policies of the Taishun Economic Development Zone. It is also responsible for the review and bidding management of government investment project plans within the development zone, organizing survey and design, construction project costs, and construction and installation work. It is responsible for the planning, construction, and management of infrastructure and public facilities within the development zone, as well as the party building, spiritual civilization construction, and group work of government agencies, enterprises, and institutions in the development zone. The Economic and Information Bureau of Huitong County conducts preliminary review of the admission of investment projects within the development zone, the

Investment Promotion Center of Huitong County carries out investment promotion and selection work within the development zone, and collaborates with relevant departments to do a good job in ecological environment protection and industrial land acquisition and storage in the development zone.

### 3.3 Optimize platform management and operation mechanisms

Starting from the requirements of the provincial system and mechanism reform and innovation pilot demonstration work, with the goal of improving the management efficiency of the Economic Development Zone, we will accelerate the promotion of the "six unifications" and form a new situation of coordinated, integrated, and innovative development of the "one zone, three areas". One is to focus on practical results and streamline organizational structure. Implement flat and departmental management, innovate institutional management models, highlight functions such as economic management, development and construction, and investment services. For example, Pingyang Economic Development Zone has abolished and added new working organizations to the management committee, integrated 7 internal functional departments into 5, and retained 1 subordinate institution. Taking the "six unifications" as the starting point, we will make every effort to promote the high-quality integrated development of the development zone. The management committee of the development zone should focus on the main responsibility and business of economic development, strip off the function of social affairs management, and unify it to be undertaken by local townships. We should establish a scientific and reasonable bundled assessment mechanism, comprehensively stimulate the vitality of organizational development, and form a new pattern of integrated development of "one zone, three areas". The second is to optimize the platform management mechanism. For example, the integration of Pingyang Economic and Technological Development Zone has formed a relatively centralized and contiguous "one platform", an independent and authoritative "one subject" for management and operation, and a centralized and efficient "one team" for coordination and coordination. The management organization of Pingyang Development Zone has set up a Party Working Committee and a Management Committee, which serve as dispatched agencies of Pingyang County Party Committee and County Government to achieve joint office space. Through the "five unifications", namely unified leadership, unified planning, unified investment promotion, unified policies, and unified coordination, the development zone realizes unified management of economic affairs within the integrated block. For example, Taishun County has clearly defined the "dual subject" responsibilities of the development zone. The Taishun Economic Development Zone Management Committee, as the management body, mainly

undertakes policy functions such as park administrative management, public welfare support, enterprise services, and element guarantee. The platform company, as the development body of the development zone, is mainly responsible for undertaking specialized service functions such as planning and construction, infrastructure construction, and park operation management. Through asset transfer, equity adjustment, and other methods, it accelerates the materialization of the platform company. The third is to innovate the operation and management mode of the Economic Development Zone. For example, Pingyang County has established an industrial investment company in the Economic Development Zone to undertake market development and operation functions, creating an innovative operation model of "management committee + platform company + industry fund + third - party company". A specialized team is responsible for investment attraction, industrial planning, data statistics and other businesses, streamlining the relationship between the county government, management committee and platform company, improving the industrial correlation and agglomeration of the three leading industries, and achieving the goals of "strengthening the chain", "extending the chain" and "supplementing the chain" for the leading industries. For example, Taishun Economic Development Zone adopts a "dual subject" model, with the management body of the development zone being the Taishun Economic Development Zone Management Committee, and the development body of the development zone being operated as a platform company entity. Taishun Development Zone Investment Co., Ltd. is established to implement closed-loop management.

### 3.4 Intensify the reform of personnel management for cadres

One is to establish a sound work assessment mechanism. Incorporate the deepening integration and upgrading work of the Economic Development Zone into the work target responsibility system assessment of each responsible unit, implement a work list system, establish a supervision and assessment system and a "monthly report, quarterly inspection" mechanism, accurately grasp the work progress, and ensure the orderly progress of the park's upgrading work. Focusing on digital reform, institutional mechanisms, "chain leader system", green and low-carbon development, and common prosperity, relevant assessment and evaluation plans will be formulated and introduced, tasks will be refined and decomposed, and a centralized evaluation will be conducted every six months. Based on the assessment and evaluation results, a dynamic management mechanism will be established, and corresponding incentive mechanisms will be set up. The completion of work will be linked to individual year-end evaluation results, and the work chain and responsibility chain will be strengthened.

The second is to reform the salary management system. Accurately determine the number of management personnel, reduce by more than 30% according to provincial requirements, explore the reform of the full employment system and the last elimination system, and adopt various distribution methods such as part-time and part-time salary, annual salary, and agreement salary for specially appointed high-level management talents and various professional and technical talents according to regulations. Implement special post special salary, and allow state-owned development and operation enterprises under the development zone to formulate salary methods in a market-oriented manner.

### 3.5 Comprehensively promote digital reform

Guided by the principles of "effectiveness, ease of use, and practicality", we strive to create a group of digital scenes that are recognizable and have leading characteristics in mountainous county development zones. One is to promote the digital transformation of enterprises. Accelerate the pace of reshaping the traditional manufacturing industry, actively carry out the in-depth transformation of "100 enterprises with intelligence", support leading enterprises to build enterprise level and industry level industrial Internet platforms, organize enterprises to carry out industrial packaging digital transformation projects, achieve upstream and downstream collaboration of the industrial chain, promote the digitalization, networking and intelligence of the whole manufacturing chain, accelerate the creation of a number of "smart workshops", "smart parks", "future factories" and "lighthouse factories", and build a demonstration area of intelligent manufacturing development in the province. For example, Pingyang Economic Development Zone takes packaging machinery manufacturing as a breakthrough, improves the "I+N" industrial Internet platform system, and speeds up the online convergence and platform sharing of resource elements such as R&D, manufacturing, management, commerce, logistics, incubation, etc. The second is to promote the intelligent operation of the park. Actively deploying new generation information technology infrastructure such as 5G and IPv6, optimizing and improving the hardware service capabilities of information infrastructure, constructing facilities such as "smart governance channels", "smart management areas", and "smart control hubs", ensuring the safety, smoothness, and orderliness of traffic in the park, while realizing real-time monitoring and control of people, vehicles, machines, and objects online, promoting the expansion of the "smart security" video command center in the chemical cluster area to the entire development zone, timely discovering abnormal situations in the entire area, and achieving full coverage of overall safety production monitoring in the park. The third is to improve the efficiency of digital government services. Based on the platforms of "Zhe Zheng Ding" and "Zhe Li Ban", we

will integrate and integrate applications from various government departments and levels, focusing on "management" and "service", to build an overall efficient government operation system, a high-quality and convenient universal service system, a fair and just law enforcement and supervision system, and a collaborative governance system with full domain intelligence. We will strengthen the construction of enterprise service centers in the development zone, enhance "one-stop" services, provide full cycle and full chain government services for enterprises, establish a universal agency system, and achieve unified agency of large projects and online handling of general projects.

### 3.6 Creating a 'Development Zone Sample' for common prosperity

With the goal of helping to create a benchmark for high-quality development and construction of a demonstration zone for common prosperity in 26 counties, we will establish and improve the system, mechanism, and policy system for common prosperity in the field of economic development. One is to support the development of small and medium-sized enterprises and achieve high-quality economic development by taking the lead in experimentation. Explore and implement the growth plan for small and micro enterprises, leverage the advantages of small and micro enterprise parks, promote the development of small and micro enterprises towards "specialization, refinement, specialization, and high-tech", cultivate more "specialized, refined, unique, and new", "small giants", "individual champions", "hidden champions", and "unicorns" enterprises, accelerate the construction of a high standard market system, fully implement the negative list system for market access, and support small and micro enterprises to enter fields, industries, and businesses outside the list on an equal footing in accordance with the law. The second is to create an upgraded version of mountain sea cooperation and achieve coordinated development between urban and rural areas as a pilot. Promote county-level mountain sea cooperation, coordinate the layout of industrial platforms and supporting construction, promote the optimization of resource allocation, and promote the coordinated development of the eastern and western parts of the county through industrial cooperation. For example, Pingyang Economic Development Zone promotes industrial mountain sea cooperation, innovates and connects with the industrial chain of Yueqing and other places, actively holds project cooperation, production and demand docking, and production use integration activities, and promotes Pingyang's full integration into the province's iconic industrial chain ecosystem. The third is to improve the employment and entrepreneurship service system and achieve a leading demonstration of income distribution system reform. Adhere to the employment orientation of economic development, strengthen employment priority policies, provide employment

assistance and entrepreneurship support, expand employment capacity, improve employment quality, promote full employment, create an upgraded version of "double innovation", support and regulate the development of new forms of employment, promote multi-channel flexible employment, and actively cultivate new employment growth points. Intensify support for employment in small and micro enterprises, leverage the role of small and micro enterprises as the main force in employment absorption, improve the employment public service system, labor relations coordination mechanism, vocational skills training system, and ensure the treatment and rights of workers.

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