

Hunan City University

"14th Five-Year" Development Plan

(Draft for discussion)

N^oN year N month

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Hunan City University "14th Five-Year" Development Plan

(2021-2025)

In order to fully implement the spirit of the 19th National Congress of the Communist Party and the second, third, fourth, and fifth plenary sessions of the 19th Central Committee, the important speeches and instructions of General Secretary Xi Jinping on higher education and his inspection of Hunan, the spirit of documents such as the "Overall Plan for Deepening the Reform of Education Evaluation in the New Era" issued by the Central Committee of the Communist Party of China and the State Council, the "14th Five-Year Plan Outline for National Education Development," and the "Suggestions on the 14th Five-Year Plan and 2035 Vision Goals of Hunan Province," as well as the strategic deployment of the "Implementation Plan for Comprehensively Promoting First-Class Universities and First-Class Disciplines in Hunan Province," we will actively serve national strategies, regional development, and industry needs, align with Hunan's "three highs and four new" and Yiyang's "east connection and east integration" strategies, further clarify the ideas, goals, and key points of school reform and development during the "14th Five-Year Plan" period, comprehensively deepen education reform, fully improve the quality of running schools, and accelerate the pace of building a high-level application-oriented university with distinct characteristics. This plan is hereby formulated.

1. Analysis of Development Foundation and Current Situation

"13th Five-Year Plan" construction achievements

During the "13th Five-Year Plan" period, the school strengthened the leadership of the Party, implemented the "1235" development strategy, promoted the "Six Breaks and Six Establishments" comprehensive reform, and significantly enhanced its overall strength and core competitiveness. The core development indicators for the "13th Five-Year Plan" have been completed or exceeded, laying a more solid foundation for building a "distinctive high-level application-oriented university."

The effect of the talent cultivation quality improvement project is significant

The school has successfully passed the Ministry of Education's undergraduate teaching work review and evaluation, achieving excellent results in professional development, curriculum construction, teaching reform and research, and improving the quality of talent training. First, the effect of professional development is good. Three majors, including Electronic Information Engineering, Engineering Management, and Civil Engineering, have been selected as national first-class undergraduate major construction points, while 27 majors, including Urban and Rural Planning, have been selected as first-class undergraduate major construction points in Hunan Province. Civil Engineering, Electronic Information Engineering, and other three majors have been

Identified as a provincial-level comprehensive reform pilot major. The Urban and Rural Planning major passed the professional evaluation by the Ministry of Housing and Urban-Rural Development. Seven undergraduate majors, including Intelligent Manufacturing Engineering, were added, while five majors were suspended and four were canceled. Second, there has been rapid progress in course development. One national-level first-class course was added, along with 12 provincial-level first-class courses, five provincial-level boutique online courses, and two provincial-level distinguished teacher space classrooms. Third, there have been many achievements in teaching reform. During the "13th Five-Year Plan" period, 13 teaching achievement awards were received in Hunan Province, including 2 first prizes, 5 second prizes, and 6 third prizes. A total of 35 awards were received in Hunan Province's classroom teaching competition and information technology teaching competition, including 1 special prize, 10 first prizes, and 16 second prizes. Fourth, the quality of talent cultivation has significantly improved. Students received 648 awards in provincial-level and above subject competitions, including 15 international competition awards, 51 national-level awards, and 56 projects approved for the national-level college student innovation and entrepreneurship training program, along with 160 provincial-level projects.

The results of the teacher team optimization project are remarkable

First, the rapid growth of high-level talent. During the "13th Five-Year Plan" period, the school added 242 doctoral students, increasing the number of doctoral students from 113 to 355, with 51 new senior professional titles and 22 new provincial-level or above talent projects, including 1 new national-level talent, 1 national outstanding teacher, and 16 provincial-level talents; 316 new visiting professors, part-time professors, and industry mentors were added. Second, the optimization of the faculty structure has shown significant effects. Educational structure: the number of doctoral degree holders increased from 113 to 355, and the proportion of full-time teachers with doctoral degrees increased from 11.01% to 30.04%. The proportion of full-time teachers with master's degrees or above increased from 74.1% to 85.1%. Title structure: the number of teachers with senior professional titles increased from 87 to 141, accounting for the proportion of full-time teachers from 9.49% to 12.02%; the number of teachers with associate senior professional titles increased from 270 to 348, (accounting for the proportion of full-time teachers from 29.44% to 28.98%). In terms of age structure, the proportion of young teachers under 35 years old is 157, accounting for 13.07%, and the age structure is becoming more reasonable. In terms of educational background, graduates from 985 and 211 universities account for 699 teachers, accounting for 58.20%. The number of dual-skilled teachers increased from 228 to 561, with the proportion increasing from 24.8% to 50.6%.

3. Innovative services lead to breakthroughs in engineering

First, the development of disciplines has achieved historic breakthroughs. The school was approved by the 16th plenary session of the Degree Committee of the Provincial People's Government and was recommended as a new master's degree-granting unit in Hunan Province in 2020. Six new applied characteristic disciplines were added, including Urban and Rural Planning, Civil Engineering, Information and Communication Engineering, Management Science and Engineering, Chemical Engineering and Technology, and Sports Science, as part of the "Double First-Class" initiative in Hunan Province during the 13th Five-Year Plan. Second, significant achievements have been made in leading technological innovation. In the past five years, the average annual research funding per teacher at the school was 115,200 yuan. The school undertook 56 national-level research projects and 522 provincial and ministerial-level research projects; the vertical research funding received amounted to 32 million yuan, and 23 provincial-level science and technology awards were won. A total of 1,238 high-quality papers were published in journals of level C and above, including 17 papers selected as ESI highly cited papers; 144 academic monographs were published; 166 invention patents were granted, with the number of patents authorized ranking first among similar universities in the province for three consecutive years; over 50 think tank achievements were published in important newspapers such as the People's Daily and Guangming Daily. One new provincial-level scientific and technological innovation team and 22 research platforms at the provincial level and above were established, with breakthroughs particularly in key laboratories and engineering research centers in Hunan Province. Third, the ability to serve local economic and social development has been enhanced. The school signed 327 industry-university-research cooperation agreements with local governments and industry enterprises, completed 69 technology transfer projects, and received 420 million yuan in horizontal research funding. School-run enterprises such as the Design Research Institute and Testing Center cover all 122 counties and districts in the province, completing thousands of projects including planning design and engineering testing supervision, with a total output value of 847 million yuan. In 2020, the school's design institute invested over 60 million yuan to purchase an innovation research building for industry-education integration in Changsha.

The results of the student development capability enhancement project are encouraging

The first is the outstanding achievements of "Three Comprehensive Education." Solidly promoting the "Three Advances and Three Walks" work of Xi Jinping's Thought on Socialism with Chinese Characteristics for a New Era, and building a "Five Micro" practical teaching + mobile ideological and political classroom. The School of Architecture and Urban Planning has been approved as a pilot institution for the comprehensive reform of "Three Comprehensive Education" in Hunan Province.

The school has been approved as a pilot university for the "Three Comprehensive Education" reform in Hunan Province. Secondly, the effectiveness of academic atmosphere construction is significant. We are solidly promoting "thought leadership into the dormitories, excellent academic atmosphere into the dormitories, and civility."

The establishment of apartment management, party and group organizations in the apartments, psychological counseling in the apartments, and self-management in the apartments has achieved the goal of "education reaching every individual, management reaching every bed." A strict academic style supervision and disciplinary punishment system has been implemented, with a three-tier academic style supervision system at the school, college, and class levels. Over the past five years, the rate of students needing to retake exams has continuously decreased, the pass rate for the College English Test Band 4 has reached 53.6% , with an annual increase of 4.3% ; the admission rate for graduate studies has increased to 10.42% , which is 2.3 times that of 2015; the employment rate for graduates has exceeded 95% for five consecutive years. Additionally, there has been a continuous strengthening of ideological and political education and quality education for college students. The five major student work systems, including "daily ideological and political education for college students," "cultural quality education for college students," "career planning," "psychological health counseling," and "harmonious, safe, and stable environment," have been adhered to and improved, supporting the construction of characteristic educational demonstration bases for student work and high-quality class activity projects.

5. The achievements of the Happiness Index Growth Project are remarkable

First, the per capita income growth is significant. The average personal income of faculty and staff increased from 101,900 yuan in 2015 to 163,600 yuan in 2020, an increase of 60.5% . Second, there has been a substantial investment in the construction of educational facilities. In the past five years, the annual average growth of teaching and core competitiveness funding has been nearly 20 million yuan. An investment of 220 million yuan has been made to build three new student dormitories, an engineering training center, expand and renovate the east sports field, and a service activity center, as well as complete campus lighting projects (streetlights) and asphalt paving of campus roads. Multimedia teaching worth 26 million yuan and the first phase of the "Smart Campus" information construction have been completed; 336,000 new books and 10 digital resource databases have been added. Third, care for teachers and students is relatively adequate. The "Happy Lunch" and "Harmony Fund" are operating well, regularly organizing health check-ups for faculty and staff as well as retirees, providing urban employee medical insurance for all faculty and staff, purchasing accident insurance, and establishing health records. The coverage of national scholarships, inspirational scholarships, and grants reaches 25% , with a total amount of 63.229 million yuan. Medical expenses for serious illnesses have been secured for students, with a student medical insurance participation rate of 100% .

A "Halal Restaurant" has been established to facilitate dining for ethnic minority students. The "Orange Fund" and "Temporary Hardship Assistance Fund" for students have been set up.

6. The achievements of party building and ideological work are fruitful

Hunan Daily front page, special report on reform research sponsored by the Provincial Reform Office

The school has led the reform and development work through party building. First, the evaluation of political construction is high. The political construction assessment team from the Provincial Organization Department pointed out at the feedback meeting that the school has firmly controlled the political direction during the political construction process, ensured comprehensive political leadership, steadily advanced the political foundation, cultivated a clean and upright political ecology, proactively and decisively mitigated political risks, and effectively supervised and enforced accountability, demonstrating outstanding political capabilities. Second, the leadership team is well-constructed. The annual assessment excellence rate of the school's leadership team has been rising year by year, with rates of 89.94% , 90.85% , and 93.92%, 96.60% from 2016 to 2019, ranking among the top in provincial universities. Third, the achievements in grassroots party building are abundant. The "Three Benchmarking and Three Inspections" experience materials were selected by the Central Organization Department, and the Ministry of Education compiled the "Case Selection of Grassroots Party Organization Secretaries"; as the only university in the province selected for the "100 Cases of Grassroots Reform Exploration in Hunan," it was recognized in the "Party Building System Reform Field Case"; one party branch was selected as a national model party branch for the Ministry of Education's "Double Innovation" project; the school's organization department was rated as an "Advanced Collective in Provincial Organizational Work"; and it has been recognized as an advanced unit in discipline inspection and supervision work for provincial universities for four consecutive years. Fourth, the poverty alleviation efforts have been effective. The provincial assessment team's conclusion on the poverty alleviation team stationed in Chenwang Community was excellent, and the team leader Jiang Lianjun was recognized as one of the province's top 100 most beautiful poverty alleviation figures; Gaoma Erxi Village successfully exited the list of impoverished villages with a satisfaction rate of 100% , and the poverty alleviation team leader Luo Yanfu was awarded the "Special Contribution Award for Poverty Alleviation in Hunan Province."

Table 1: Completion status of major planning indicators for school construction and development during the "13th Five-Year Plan" period

	Item	Indicator [Note]	End of 2020 figures
	Total number of full-time teachers	Within 1000 people	1201
Teaching staff	"Dual-teacher dual-ability" teacher ratio	55%	50.6%
team	Professor	140	141
Construction	Doctorate	260	355
	Provincial-level talent project	20 people	22 person-times
	"13th Five-Year Plan" key construction disciplines	5 pieces	6 pieces

Subject Constructi on	Provincial-level scientific and technological innovation platforms (including provincial-level and above humanities and social sciences research bases, provincial key laboratories, etc.)	6 pieces	22 pieces
	Provincial Collaborative Innovation Center	1 piece	Not started
	Provincial-level industry-university-research cooperation base	3 pieces	0
	Provincial-level scientific and technological innovation team	1-2 pieces	1
Science Research	National-level scientific research project	Project establish ment of 65 items	56
	Provincial and ministerial key projects	10 items	18
	Vertical research funding received	Over 25 million	32 million yuan
	三大检索 (SCI, EI, ISTP) 系统收录论文	More than 900 articles	835 articles
	CSSCI, CSCD indexed papers	More than 500 articles	403 articles
	Academic monograph	Add 80 units	144
	Provincial and ministerial-level scientific research achievement awards	10 items	23
	Number of national invention patent grants	30 items	166
Technolog y Service and productio n Industry	Achievement transformation	30 items	39
	Contract amount of the industry	600,00 0 yuan	84.7 million yuan
	Horizontal technology industry service funding	30 million yuan	71,000 yuan
	The school-run industry pays management fees to the school	40 million	44.45 million yuan
Running a school Scale	Full-time student enrollment	More than 20,000 people	20136 people
	Number of undergraduate majors	55 pieces	54 个 (含停招专 业 5 个)

Professional	National-level comprehensive reform pilot specialty	Add 1 item	0 (not started)
	Provincial Comprehensive Reform Pilot Specialty	Add 3 new ones	3 provincial-level first-class majors, 27 in total
	National Teaching Achievement Award	Add 1 item	0
	Provincial Teaching Achievement Award	Add more than 10 items	13 items
Construction	National-level high-quality shared resources course	Add 1 course	1
and	Provincial-level quality video courses	Add 4 doors	5 doors
Talent Cultivation	National-level planning, excellent textbooks	Add 3 units	Not started
	Provincial planning, excellent textbooks	Add 3 units	Not started
	National-level virtual simulation laboratory	Add 1 item	0
	Provincial-level virtual simulation laboratory	Add 2 more	1
	Provincial-level school-local cooperation pilot project	Add 2 more	1
	Provincial-level College Student Innovation and Entrepreneurship Education Center	Add 5	10
	Provincial-level school-enterprise cooperation innovation and entrepreneurship education base	Add 5	8
	Graduate employment rate	Stable at 95% or above	More than 95%
	Undergraduate student graduate school entrance exam rate	12%	10.42%
	Undergraduate Level 4 pass rate	60%	53.55%
	National-level subject competition, awarded in innovation and entrepreneurship competition (organized by the education administrative department)	Add more than 50 items	National level 15 items
	Provincial-level subject competition, awarded in innovation and entrepreneurship competition (education administrative supervisor)	Add more than 300 items	597 items

	Department host)		
study	building area	An additional 13,000 square meters.	An increase of 46,000 square meters.
	Book information	Total value of teaching instruments and equipment is 300,000 yuan	Add 333,600 volumes.
	An increase of 50 million yuan	An increase of 56.56 million yuan	

[Note] (1) Relevant academic indicators and rankings refer to influential evaluation systems internationally or domestically. (2) Unless otherwise specified, the indicators refer to cumulative data up to the end of 2020.

(2) Characteristics and Advantages

Through long-term construction, especially the rapid development during the "13th Five-Year Plan," our school has formed certain comparative advantages:

1. The construction of core indicators has achieved significant results. In terms of disciplines and majors, there are 6 first-class applied characteristic disciplines in Hunan Province, 3 national first-class professional construction points, and 27 first-class undergraduate professional construction points in Hunan Province, ranking among the top in similar universities. In terms of high-level talents, there are 355 doctoral holders and 141 professors, with the proportion of full-time teachers holding doctoral degrees increasing from 11.01% to 30.04% , and the number of full-time teachers with senior professional titles increasing from 9.49% to 12.02% . In terms of research platforms, 1 new provincial-level technology innovation team has been added, with 22 research platforms at the provincial level and above, particularly breakthroughs in Hunan Province's key laboratories and engineering research centers. In terms of academic atmosphere construction, the pass rate for the College English Test Band 4 has reached 53.6% , with an annual increase of 4.3% ; the admission rate for graduate school has increased to 10.42% , which is 2.3 times that of 2015.

2. The overall strength has significantly improved. It has passed the Ministry of Education's undergraduate teaching work review and evaluation at a high level, joining the ranks of "high-level application-oriented characteristic colleges" in Hunan Province, included in the first batch of undergraduate admissions in Hunan Province, and recommended to become a new master's degree granting institution, standing out among many second-tier universities. According to the 2019 ShanghaiRanking's Best Universities ranking, the school's ranking jumped from 521.

Ranked 331st, an increase of 190 places, becoming the university with the greatest progress in the country.

3. The supporting conditions have significantly improved. In terms of school scale, it has surpassed 20,000 students and is about to start graduate education, with the expectation of exceeding 25,000 students during the 14th Five-Year Plan. In terms of financial income, the total annual revenue increased from 430 million yuan in 2015 to 655 million yuan in 2020, a net increase of 225 million yuan, with an average annual growth rate of 8.08% , and the disposable financial resources continue to grow, resulting in a significant improvement in financial conditions. In terms of school facilities, by the end of the 13th Five-Year Plan, the total campus building area reached 451,356 square meters, a net increase of 46,877 square meters compared to the end of the 12th Five-Year Plan; the original value of fixed assets increased from 905 million yuan in 2015 to 1.518 billion yuan, an increase of 67.73% , of which the total value of teaching instruments and equipment is 158 million yuan, with an additional 56.36 million yuan; 333,600 new books were added, bringing the library collection to over 1.95 million volumes. In terms of the development atmosphere, there is a strong atmosphere for entrepreneurship, working together with a clear and upright environment.

(3) Problems and Shortcomings

During the "13th Five-Year Plan" period, we have achieved great results, but in comparison to the national standards, the goals of Hunan Province's 14th Five-Year Plan, and the requirements for building a distinctive high-level application-oriented university, there are still some problems and shortcomings

1. The advantages and characteristics are still not strong enough. There are issues in the disciplines and majors where they are large but not strong, and specialized but not strong. There are shortcomings and weaknesses in scientific research and other areas, with few high-level projects and achievements. When applying for platforms and projects, some application forms do not have suitable content to fill in. The methods of serving local economic and social development are relatively single, and there is significant room for quality improvement. Although there have been breakthroughs in the level of education, the cultivation of undergraduate talents and graduate education are still in the initial stage, and many systems need to be established and improved, with numerous problems and difficulties.

2. The structure and capability level of the team are not good enough. The quantity and quality of high-level talents need to be improved, and the structure is also unbalanced and unreasonable. Some majors have a relatively high proportion of doctoral students, while a few majors have no doctoral students at all, such as: engineering cost management and new media. The average age of doctoral students is relatively high, and there are few newly graduated doctoral students being introduced. The number of doctoral students and professors is not commensurate with the number of high-level achievements. The ability of teachers in teaching, research, and serving the local economic and social development is insufficient.

There is still a significant gap compared to the requirements for high-quality development in higher education.

3. The internal governance and financial support are not sufficient. Among the thousands of personnel, the management capabilities and levels of management staff still have a significant gap compared to the management requirements for building a high-level application-oriented university. The sources of funding for the school's operations are singular, and its self-financing ability is weak. The contradiction between funding supply and the needs of development is still quite prominent, and there is a gap with the ongoing demands for improving employee benefits.

(4) Development Opportunities

1. The new opportunities brought by the country's "three new and one high" judgment

The Fifth Plenary Session of the 19th Central Committee of the Communist Party proposed: to recognize the new development stage, implement the new development concept, build a new development pattern, and promote high-quality development. This means seizing opportunities in crises and opening new situations amid changes; adhering to innovation, coordination, green, open, and shared development; with domestic circulation as the mainstay and mutual promotion of domestic and international dual circulation. It emphasizes maintaining the core position of innovation in the overall modernization of our country, comprehensively promoting rural revitalization, optimizing land spatial layout, advancing regional coordinated development, and new urbanization, among others. This highly aligns with our disciplinary and professional advantages, and the development prospects are bright.

2. New opportunities brought by Hunan Province's "Three Highs and Four New" strategy

"The 'Three Highs and Four News' is the new coordinate set by General Secretary Xi Jinping for the development of Hunan, a clear new positioning, and a new mission assigned. It serves as the direction and fundamental guideline for the economic and social development of Hunan during the '14th Five-Year Plan' and for a longer period. Hunan will build a national important advanced manufacturing highland, focusing on revitalizing the real economy, constructing a strong manufacturing country, and accelerating the development of a modern industrial system. It aims to create a technology innovation highland with core competitiveness, break through the 'bottleneck' of key technologies, and accelerate technological self-reliance and self-improvement. The 'Three Highs and Four News' strategy implemented by Hunan brings good opportunities for schools to strengthen and expand information manufacturing disciplines, with a focus on building modern industrial colleges."

3. New opportunities brought by the theme and requirements of high-quality development in higher education

The Ministry of Education proposed: to focus on promoting the quality culture construction of higher education institutions and to accelerate the establishment of higher education

Build a high-quality development system. Systematically cultivate top innovative talents, nurture specialized professional clusters with distinctive advantages, deeply promote education evaluation reform, advance collaborative innovation between industry, academia, and research, and create future technology colleges, modern industry colleges, and exemplary microelectronics colleges, among others. We should take this as an opportunity to focus on first-class undergraduate talent cultivation and graduate education, comprehensively promote education evaluation reform, actively adapt to the requirements of new development concepts and new development patterns, advance the reform of talent cultivation models, and comprehensively improve the quality of talent cultivation.

II. Guidelines and Development Goals

(1) Guiding ideology

Hold high the great banner of socialism with Chinese characteristics, fully implement the spirit of the 19th National Congress of the Communist Party and the second, third, fourth, and fifth plenary sessions of the 19th Central Committee, guided by General Secretary Xi Jinping's thought on socialism with Chinese characteristics for a new era, grasp the new development stage, implement the new development concept, integrate into the new development pattern, firmly establish the fundamental task of fostering virtue and nurturing people, aim for the construction of a distinctive application-oriented university, focus on high-quality development, make every effort to promote "first-class talent cultivation, establish and improve master's degree project units," construct the "three comprehensive education systems," advance the implementation of the "three major tasks," deeply promote the implementation of five major projects, and carry out fifteen plans to lay a solid foundation for the construction of a distinctive high-level application-oriented university during the "14th Five-Year Plan."

(2) School positioning

Type of school positioning: A distinctive high-level application-oriented university.

School level positioning: primarily focused on undergraduate education, actively promoting master's degree education.

Talent cultivation positioning: Based on the needs of regional economic and social development, focusing on the main battlefield of new urbanization and intelligent manufacturing, to cultivate practical, application-oriented, distinctive, high-quality talents with solid practical abilities and innovative entrepreneurial spirit.

(3) Development Principles

1. Goal-oriented principle. In line with the national "Double First-Class" construction and the requirements of Hunan Province's "Double First-Class" construction, with a distinctive application-oriented university as the long-term goal, focusing on undergraduate talent cultivation, establishing and improving master's degree project units, and constructing the "Three All-round Education" system as the three core tasks, build a strategic support system that is clear in objectives, fully supported, and strongly guaranteed.

2. Principles of classified development. Accurately grasp the new environment, new requirements, and existing foundations, characteristics, advantages, and shortcomings faced by the school, and adhere to classified development. Strengthen civil engineering and manufacturing, innovate in management and humanities, and improve the quality of basic disciplines. Insist on seeking development through characteristics, strengthening advantages through development, focusing on rural revitalization, new urbanization, and the information manufacturing field, continue to deepen the characteristics of disciplines and specialties, and further amplify comparative advantages.

3. Principle of improving quality and strengthening capabilities. Accurately grasp the new situation of school advancement and promotion, focus on high-quality themes, with the core of enhancing talent cultivation capabilities, continuously improve educational and teaching capabilities, innovative service capabilities, internal governance capabilities, etc., to provide talent support for the overall improvement of talent cultivation quality.

4. Principles of reform and innovation. Continue to liberate thoughts, update concepts, comprehensively deepen reforms, plan major reform measures to address deep-seated problems, focus on solving key, difficult, and bottleneck issues in the process of improving the quality and enhancing the capabilities of schools, innovate in school-running ideas, management strategies, development paths, and institutional mechanisms, and promote the development of the educational cause of schools.

(4) Development Ideas

Deeply grasp the rich connotations of the new stage, new concepts, and new patterns, focus on the theme of high-quality development, build and improve master's degree project units around the cultivation of first-class talents, construct the "three comprehensive education" system as three major tasks, and establish the five dimensions of "upgrading levels, adjusting structures, addressing shortcomings, strengthening characteristics, and improving quality" as the new development ideas for the "14th Five-Year Plan."

"Upgrade levels." Take the approval of a first-level enrollment and the granting of master's degree awarding rights as an opportunity to promote the school's advancement and upgrade, and to facilitate all work to reach a new level.

"Adjusting the structure." Adhere to demand orientation, establish and improve the dynamic adjustment mechanism for disciplines and majors, accelerate the adjustment and optimization of the discipline and major structure, deepen reforms, and optimize the internal governance structure of the school.

"Make up for shortcomings." Adhere to a problem-oriented approach, focus on solving the bottleneck issues that restrict the development of schools, and clear the "last mile."

"Strong characteristics". Adhere to 特色办学, strengthen the "urban construction" brand, create advantageous 特色学科 and majors, and further amplify core competitiveness and influence.

"Improve quality." Adhere to the principle of cultivating virtue and nurturing people, consolidate the central position of talent cultivation, vigorously enhance the quality of education and teaching, and promote the high-quality development of the school.

(5) Development Goals

Overall goal: By 2025, seize the opportunity for advancement and promotion, focus on the theme of high-quality development, comprehensively improve quality and strengthen capabilities, achieve an overall level among the top in the province for similar institutions, lead in core competitiveness indicators among similar first-tier institutions, further highlight the distinctive advantages of the school, significantly enhance social influence and domestic recognition, and lay a solid foundation for building a distinctive high-level application-oriented university by 2035.

Main objective:

—Expand and improve talent cultivation. During the 14th Five-Year Plan period, undergraduate education will steadily increase, graduate education will actively expand, and education for international students will moderately grow, basically achieving a school-running pattern with undergraduate education as the main body and graduate education and international student education as the two wings. The total number of full-time students will be controlled within 25,000, including 23,000 undergraduates and 800-1,000 master's students; the admission rate for undergraduates taking the graduate entrance examination will be above 15% , and the pass rate for the CET-4 and CET-6, subject competition results, employment rate, and other competitive indicators will be among the top in the province for similar institutions.

—Optimization and enhancement of the talent team. During the "14th Five-Year Plan" period, a new talent pattern of "attracting talent, gathering talent, utilizing talent, and nurturing talent" will be formed, building a first-class faculty team with a superior structure, high level, and strong capabilities. Strive to establish 3-5 provincial-level application-oriented key disciplines led by chief experts who are leading talents and supported by outstanding young talents in the teaching and research team. The number of PhDs will reach over 500, and the number of professors will exceed 200. Gradually increase the proportion of PhDs to above 40% to lay a talent foundation for applying for doctoral programs and upgrading universities.

—Innovative services have significantly enhanced. During the "14th Five-Year Plan" period, high-level research teams and 平

The new development of high-level scientific research projects and high-level scientific and technological achievements has further advanced the overall research level in the province. The contribution to the service of rural revitalization, new urbanization, electronic information, engineering equipment, and other industrial demands and local economic and social development has significantly increased, with a notable enhancement in independent innovation and the ability to transfer and transform scientific and technological achievements, as well as a significant increase in social influence. An additional 80 national-level research projects have been added, striving for breakthroughs in national-level scientific and technological innovation platforms and awards. More than 80 scientific and technological achievements have been transformed.

The advantages of disciplines have significantly improved. During the "14th Five-Year Plan" period, the discipline layout has become more reasonable, the distinctive advantages have become more prominent, and the social influence has become more evident. The overall level of disciplines has entered the forefront of the same batch of first-tier universities in the province. We strive to have 1-2 disciplines enter the ranks of first-class disciplines in the country, increase the cultivation of applied characteristic disciplines in Hunan Province, and aim to achieve full coverage of four major discipline clusters and provincial applied characteristic disciplines in secondary colleges, leading among similar first-tier universities.

——Internal governance is efficient and powerful. During the "14th Five-Year Plan" period, we will promote the improvement and perfection of the modern university system, with reforms guided by educational evaluation becoming deeper and more effective. Reforms in personnel structure, teacher evaluation, student evaluation, resource support, and refined management will be more conducive to high-quality development. Construction of the "Three Comprehensive Education" system. During the "14th Five-Year Plan" period, the "Ten Major" education system was formed, completing the construction of the "Three Comprehensive Education" system, with innovative and excellent ideological and political courses, and the integration of ideological and political education into the curriculum being fully implemented, resulting in the comprehensive implementation and effectiveness of the Party's educational policy for the all-round development of morality, intelligence, physical fitness, aesthetics, and labor.

3. Development tasks

In order to fully mobilize the initiative, enthusiasm, and creativity of all faculty, staff, and students, and to enhance the overall strength and core competitiveness of our school, during the "14th Five-Year Plan" period, the school will further implement deep-level reforms in personnel management systems, talent training mechanisms, technological innovation mechanisms, internal management systems, and the construction of a modern university system based on the "Six Breaks and Six Establishments."

Reform, innovate the system and mechanism, change the development mode, stimulate the vitality of running schools, and focus on solving key and difficult problems in the current construction and future development of schools. Implement five major projects in areas such as high-quality talent cultivation, faculty development, discipline development and technological innovation, the "three comprehensive education" system, and efficient internal governance.

Implement a first-class talent cultivation quality improvement project, striving to enhance in the new pattern of regional development

Support high-quality talent

1. First-class undergraduate construction promotion plan

Promote the construction of high-quality professional clusters in a classified manner. Implement a first-class professional construction plan, focusing on creating a new pattern of "6+" professional construction, and forming a good social brand effect (focusing on the construction of 6 national first-class majors, N provincial first-class majors, and other supporting majors). Aim at Hunan's "new urbanization, rural revitalization" strategy, consolidate the main position of "urban construction," enhance the "urban construction +" professional cluster, and further polish the brand; focus on Hunan's "advanced manufacturing highland, technological innovation highland" strategy, create a "smart manufacturing" growth pole, strengthen the "information +" professional cluster, and further enhance the brand; benchmark against Hunan's strategy to build a highland for reform and opening up in inland areas, form a new "think tank" brand, create a new "management +" professional cluster, and further amplify comparative advantages; revolve around Hunan's strategy of "prospering and developing socialist culture, enhancing cultural soft power," cultivate new characteristics of "humanities," solidify the "humanities +" professional cluster, and further increase social effects. Establish a dynamic optimization mechanism for professional structure adjustment, adjust the professional structure based on evaluation results, and explore effective professional exit mechanisms.

Continuously promote the construction of high-level first-class courses. Focus on building a "Course Resource Center," establish a three-tiered curriculum system at the national, provincial, and university levels, with an emphasis on creating "golden courses," advancing the construction of a curriculum ideological and political material library and a shared platform for ideological and political education resources, further cultivate specialized courses with moral education elements, and strive for new breakthroughs in national and provincial first-class courses. In line with the new goals for first-class course construction, continuously strengthen course team building, apply modern information technology to update educational concepts, transform teaching models, and fully create a blended online and offline curriculum.

Establish an assessment and evaluation system for online teaching and blended teaching. Further leverage the advantages of online teaching, explore new "classroom +" teaching models for physical education, aesthetic education, and labor education, and provide categorized guidance for the online teaching reform of humanities, social sciences, and Marxist-Leninist courses. Encourage students to engage in interdisciplinary and cross-major learning, and implement a credit recognition system for students participating in social

practice, extracurricular artistic practice, scientific research, innovation and entrepreneurship, and competition activities.

Deepen the reform of the talent cultivation program that integrates the five educations. Align with national standards, new requirements for professional certification and review evaluation, actively respond to the new situation of college entrance examination reform, focus on industries, connect with market demands, and comprehensively revise the talent cultivation program. Adhere to the fundamental task of fostering virtue and nurturing people, strengthen physical education, aesthetic education, and labor education, and build a new model of talent cultivation that promotes comprehensive development in morality, intelligence, physical fitness, aesthetics, and labor. Provide classified guidance for each professional group to implement a "dual optimization" plan for the curriculum system and credit hours, reshape educational goals, reconstruct the curriculum system, reorganize course content, and add 1-2 cutting-edge courses that reflect new technologies, new processes, new methods, and new knowledge. Implement a "dual penetration" plan for ideological and political education and innovation and entrepreneurship, leverage the leading role of the China International "Internet+" Innovation and Entrepreneurship Competition, build a curriculum system that organically combines theory and practice in innovation and entrepreneurship education, promote the close integration of innovation and entrepreneurship education with professional education and ideological and political education, and implement a diversified assessment and evaluation mechanism.

Promote the construction of the "Modern Industry College +" integration reform of production and education. Aimed at industrial transformation and regional economic and social needs, focusing on the "three highs and four new" strategy, closely connecting with the industrial chain, and emphasizing the construction of a collaborative modern urban design and rural revitalization planning college, a modern intelligent manufacturing industry college, a modern service and cultural industry college, and a research institute for the integration of production and education, striving to add one national-level and 3 – 5 provincial-level modern industry college. Deeply integrate production and education, jointly develop high-quality course resources, specialized teaching materials, teaching tools, and engineering case collections with enterprises, and promote collaborative training of students from multiple majors. Implement a dual-flow talent mechanism between schools and enterprises, jointly build a "dual-teacher" training base for teacher cultivation, coordinate the construction of full-time and part-time teacher teams, and focus on improving teachers' practical teaching levels and innovative capabilities. Build practical teaching and training environments, improve the "dual-driven" education model of "on-campus and off-campus mentors" and "on-campus and off-campus resources," and establish

Industry-academia-research application service platform, vigorously promoting the integration of science and education, and facilitating the transformation and application of research results. Strengthen the classified management of experimental training, comprehensively integrate on-campus teaching resources, and gradually promote centralized unified management and resource sharing mechanisms.

Promote the construction of a high-quality quality culture. Strengthen the training of the teaching supervision team, enhance the level and capability of quality monitoring information technology, and reinforce quality monitoring work. Improve the teaching quality evaluation system, establish a multi-dimensional evaluation system for teaching norms, teaching operations, classroom teaching effectiveness, teaching reform and research, and teaching achievement awards. Implement a teacher ethics and conduct assessment system, focus on the ideological and political work of young teachers, and improve the honor recognition system for various types of teachers. Reform the teaching evaluation mechanism, improve the academic evaluation system that organically combines process assessment and outcome assessment, and enhance the monitoring, evaluation, and feedback mechanisms for students' learning processes. Strictly enforce the academic warning and elimination mechanisms, and fully implement the "admission system" for student status.

2. Graduate Student Training Foundation Plan

Build a graduate training system. Formulate and optimize a series of systems for graduate training. Based on the characteristics and advantages of the urban college disciplines, scientifically construct a master's graduate training program. Establish a diverse selection method for graduate supervisors and create a dynamic allocation method for enrollment plans that is guided by the quality of graduate training and output of results. Explore joint training mechanisms, encouraging secondary colleges to collaborate with high-level universities for joint master's graduate training. Develop joint training programs for graduates at foreign universities or research institutions, invite well-known domestic and foreign experts and scholars to teach graduate students, and fund outstanding graduates to attend high-level academic conferences abroad.

Expand the coverage of graduate student training. For the existing three master's programs, implement the "Golden Point Plan" to enhance quality through increased investment, gradually improving the quality of graduate training and creating a strong radiating effect. For the existing provincial-level applied characteristic disciplines or key disciplines at the school level, implement the "Silver Surface Plan" to promote the application for master's degree approval, forming secondary colleges for the school's master's programs, achieving full coverage across four major discipline groups. Gradually increase the proportion of graduate admissions, striving for an on-campus graduate student population of 800-1000, solidifying the disciplinary foundation for the school's "15th Five-Year Plan" period of "upgrading to a university and applying for a doctoral program."

Gradually establish a support system for graduate students. Strengthen the construction of graduate courses and professional practice bases, and enhance the support system for graduate students' innovative capabilities. Improve the responsibility and authority mechanism with the supervisor as the primary responsible person, strengthen the monitoring of the graduate training process, and highlight the primary responsibility of secondary colleges in the management of the graduate training process. Establish a comprehensive and multi-level evaluation mechanism for graduate education, fully leverage the leading role of academic strength in the evaluation system of graduate training quality, and the feedback role of industry organizations and social institutions as third-party quality supervision. Improve the standards for degree conferral, establish evaluation and assessment mechanisms for graduate education, and strengthen the construction of a quality assurance and supervision system oriented towards training objectives. Ensure that the evaluation of master's program construction units passes at a high level, striving to achieve breakthroughs in outstanding master's theses in Hunan Province.

3. International Education Expansion Program

Deepen the reform of the China-Singapore cooperation projects. Improve the educational quality of the China-Singapore cooperation projects, implement a teaching and management system for foreign teachers' professional course student translation assistants, standardize the management of foreign teachers in cooperation projects, and continue to promote goal-oriented IELTS teaching reform.

Actively expand international cooperation projects. Actively apply for international cooperation projects in electronic information engineering, civil engineering, urban and rural planning, and other majors. Increase the guidance and incentives for national government-funded study abroad programs, local projects, and other project applications. Connect with the Guangdong-Hong Kong-Macao Greater Bay Area, strengthen cooperation with sister universities in Hong Kong and Macao, and strive for new partner schools and projects.

Promote the expansion of international student training. Establish a system for the recruitment, education, management, and training of international students, standardize management, improve the quality of education for international students, and achieve a scale of around 100 international students on campus.

Strengthen the reform and quality improvement of Confucius Institutes. Implement the primary responsibility of schools in managing Confucius Institutes, introduce a series of management systems, establish and improve the management system of Confucius Institutes, properly handle the application and dispatch of public-funded teachers and Chinese language volunteers, prepare for the application of master's degree programs in Chinese international education, and enhance the construction of Confucius Institutes.

(2) Implement the optimization and quality improvement project for the talent team, striving to gather talent in the construction of a strong school

Intellectual high ground

1. Incremental "Targeted Talent Recruitment" Plan

Focusing on the construction of high-level talent teams in advantageous, characteristic, and key disciplines of the school, we will classify talent recruitment and implement precise policies. There are currently 3 master's degree programs, implementing "high-standard talent recruitment," with a focus on research directions and research achievements, vigorously introducing renowned experts, striving for an average doctoral proportion of 60% or above. In information manufacturing disciplines, aligning with Hunan's "three highs and four new" strategy, we will vigorously introduce high-end talents in intelligent manufacturing, striving for an average doctoral proportion of 50% or above. For engineering and technology disciplines with a solid foundation of high-level talents (such as chemistry, civil engineering, environmental engineering, etc.), we will focus on "high-level talent recruitment," targeting high-level talents with certain academic achievements for precise introduction, striving for an average doctoral proportion of 70% or above. For disciplines with a relatively low proportion of doctoral degrees (such as humanities, management, mathematics, and physics, etc.), we will focus on "comprehensive talent recruitment," planning in advance, making key breakthroughs, and promoting the quality and quantity of the faculty team to achieve "accelerated" growth, striving for an average doctoral proportion of 35% or above. For disciplines with a shortage of faculty and difficulties in recruiting doctors (such as architecture, arts, and physical education, etc.), we will adopt "short-board talent recruitment," primarily introducing high-level doctors and moderately supplementing with high-level masters, striving for an average doctoral proportion of 20% or above.

2. Stock "Optimization and Capacity Enhancement" Plan

High-level talent returns to the team. Increase the efforts to optimize and integrate existing faculty, establish a personnel system of "everyone fulfills their responsibilities, positions are fully utilized, able to enter and exit, and dynamic adjustments," and implement a "dual return to the team" for high-level talent based on their academic disciplines and research directions (fields) in scientific research and teaching.

The degree of alignment is not high for transformation. For some high-level talents, the alignment between their expertise and research direction and the college's disciplines is not high, so teachers will implement transformation, adjust the curriculum plan, and accelerate the integration with the disciplines.

Weaker individuals will be reassigned. For some young teachers with relatively weak teaching and research abilities, experienced teachers continuously optimize the faculty structure through reassignment, standby, or on-the-job training.

Increase the intensity of teacher training. Fully enhance the quality of teacher ethics and style, teaching ability, and research capability.

Strengthen local service capabilities; increase efforts for studying abroad, implement plans for teachers to pursue advanced studies at high-level domestic and foreign universities, carry out collaborative research and academic exchanges, and enhance teachers' teaching and research capabilities. Promote the "dual-qualified" teacher training program, deepen cooperation between schools and local enterprises, establish a "two-way mutual advancement" mechanism, widely carry out cooperation among industry, academia, and research, implement joint efforts on key core technologies, and accelerate the improvement of teachers' service capabilities for local areas.

3. Team "Strengthening and Enhancing" Plan

"Strengthen the team cultivation. Leverage the 'siphon effect' of the school's advantageous disciplines, 特色学科 and key disciplines to create high-level research teams, teaching teams, and curriculum teams; implement provincial 'innovation team' cultivation plans, plans for cultivating outstanding young talents, and plans for introducing high-level talents (teams), explore 'team +' resource allocation reform, and continuously deepen the '351' talent project, where the first-level talents should be elevated in quality and fully play a leading role to promote team cultivation and strengthening. Strengthen the three master's programs in 'Urban and Rural Planning, Civil Engineering and Water Conservancy, and Marxist Theory', and cultivate the three national first-class undergraduate programs in 'Electronic Information Engineering, Civil Engineering, and Engineering Management' teaching and research teams. Solidify the 'N' provincial-level applied characteristic disciplines and provincial-level first-class undergraduate program construction points teaching and research teams. Strive to obtain approval for 1-2 national-level teaching teams, 3-5 provincial-level scientific and technological innovation teams, and 3-5 provincial-level teaching teams."

(3) Implement innovative service characteristics to highlight the project, striving to serve the "three highs and four new" battle

Show historical responsibility in a concise manner

1. Characteristic Subject Classification "Casting Peaks and Creating Origins" Plan

"The discipline 'Casting Peaks and Creating Origins'. Adhering to the development concept of distinctive, categorized, integrated, and coordinated discipline development, we are building a new development pattern for the discipline ' $3 + 3 + N$ ' (3 master's programs, 3 national first-class majors, N provincial-level applied characteristic disciplines, and key disciplines at the university level), focusing on strategies such as 'new urbanization, rural revitalization, and manufacturing hubs', refining the characteristics of the discipline and major, and initiating the implementation of 3 existing master's programs and 3 national first-class majors in the discipline 'Casting Peaks', aiming to reach or approach the domestic first-class level. The existing provincial first-class discipline '..."

The "plateau" further expands the comparative advantages. There are currently N key disciplines at the school level "building a solid foundation," gradually reaching a first-class level within the province. Focus on building a discipline construction ecology that is distinctive, well-structured, reasonably tiered, and sustainable.

Vigorously develop professional degree graduate education, actively expand the scale of graduate students, and strive to add 8-10 master's degree programs to achieve full coverage of secondary colleges.

Promote the development of subject classification. Focused on national rural revitalization, new urbanization, the "three highs and four new" strategy, concentrating on planning for small and medium-sized towns, rural revitalization, intelligent construction, smart buildings, and other subject directions, strengthen civil manufacturing. Aimed at Hunan to create a high ground for reform and opening up in inland areas, focusing on several subject directions at the intersection of new urbanization, information technology, and smart cities. Develop new management culture. Aimed at Hunan to enhance cultural soft power strategy, further improve the comprehensive strength of Marxist theory disciplines, promote the selection of entry points and breakthroughs in disciplines such as Chinese international education, mathematics, and art, embark on a path of distinctive development, and enhance the quality of basic disciplines.

2. Scientific Research "Three Highs and Four Intelligences" Plan

Strengthening high-level scientific research platforms. In accordance with the requirements for building research teams, utilize funding for discipline and research platform construction to support and encourage a group of innovative research teams, especially young innovative teams, to stand out. Focus on creating provincial research teams that respond to major national strategic needs and are oriented towards the main battlefield of social and economic development, striving for breakthroughs in national-level research platform project approvals.

Cultivation of high-level scientific research achievements. Strengthen the refinement and integration of the school's core scientific research and application results, encourage the formation of teams across disciplines and colleges, and increase the efforts in cultivating research achievements. Relying on high-level research platforms and team building, focus on disciplinary directions, enhance guidance on writing and publishing academic papers and works, and strive for breakthroughs in national-level scientific research achievement awards.

High-level scientific research project tackling. Encourage research teams to "take the lead" and collectively tackle "bottleneck" technical issues. Vigorously promote research in high-end intelligent engineering machinery manufacturing to contribute to Hunan Province's development as a national important advanced manufacturing hub; actively align with the "rural revitalization, new urbanization" strategy, striving for breakthroughs in key technical issues such as "intelligent planning," "intelligent construction," and "smart buildings"; proactively adapt to the needs of governance in the Dongting Lake area, and...

Concentrate on tackling major issues such as water pollution sources and ecological destruction, providing technological support for the protection of "clear waters and blue skies."

Promote the research of "Four Intelligences" in a classified manner. Taking the construction of new engineering and science majors in schools as a starting point, align science disciplines with new technologies, new processes, and new business formats in Hunan related to intelligence, wisdom, and smart manufacturing, striving for new breakthroughs in projects, platforms, papers, awards, and other aspects. Taking the construction of new liberal arts majors in schools as a starting point, relying on provincial-level professional characteristic think tank platforms such as the "Hunan Provincial New Urbanization Research Institute," humanities and social sciences disciplines focus on think tank research and decision-making consulting services, improve the "Management Measures for Think Tank Construction and Operation," emphasize think tank projects and the output of think tank results, and strive for think tank results to be selected as one of the "Top Ten Golden Strategies" in Huxiang think tank research, and to be approved for the Excellent Research Achievement Award in think tank research, etc.

3. Service Local "Expand Coverage and Enhance Capability" Plan

Expand cooperation between schools and localities to build a development community. Promote the integration of schools and cities, creating a community of integrated development where "famous schools promote famous cities, and famous cities enhance famous schools." Deeply connect with Yiyang's "East connects and East integrates" strategy, further serving Yiyang's characteristic advantageous industries (such as tea, electronic information, equipment manufacturing, etc.), increase efforts in joint tackling of major scientific research projects, and produce a batch of high-level scientific research achievements that directly serve the economic development of Hunan and Yiyang. Promote cooperation between schools, localities, and enterprises, focusing on the transformation of achievements and scientific research tackling. Strengthen the close connection between the school's relevant disciplines and industries, especially the connection and communication with the competent authorities of various national-level projects, continuously expanding new fields for project applications.

Cooperation between production and research enhances local development. Further improve the coordinated development mechanism for applied research, technological innovation, and achievement transformation, enhancing teachers' ability to serve local areas. Build a research cooperation platform jointly established by schools, government, and enterprises, and further leverage the role of the Smart City Research Institute and the Rural Revitalization Research Institute in serving the smart city of Yiyang and the rural revitalization of Yiyang. Promote the "Double Entry and Double Improvement" plan for school-run industries such as the Architectural Planning and Design Institute, which means: entering the main urban area of Changsha, entering the field of large city planning, maintaining the main position, breaking through high-end services, enhancing local service capabilities, and improving the integration of industry and education, striving for new breakthroughs in industry awards and contract amounts. Promote "Double Entry."

The "Double Hundred Plan" of "100 doctors entering enterprises and 100 teachers going to rural areas" promotes doctors to establish projects on production lines and write papers on the land, allowing teachers' knowledge to reach rural areas and pouring their passion into the mountains. A rural revitalization expert service team is formed, focusing on new urbanization, rural revitalization, smart cities, etc., to create high-quality demonstration projects, striving for 45 provincial and ministerial design industry awards. Fully leverage the advantages of school-run enterprises to serve schools and local areas, achieving an output value of 1 billion yuan.

(4) Implement the comprehensive reform project of "Three All-round Education," striving to solidify and innovate moral education

Highlighting advantages and characteristics in work

"Top Ten Education" Construction Plan

"Ten Major Education" System Construction Plan. Focus on the fundamental task of cultivating virtue and fostering people, relying on the advantages of "Three Comprehensive Education" pilot universities, adhering to goal-oriented, problem-oriented, and effect-oriented approaches, coordinating faculty and staff in various positions within the school, building consensus on education, clarifying the goals, main tasks, implementation paths, and effect evaluations of the "Ten Major Education" system in areas such as curriculum, research, practice, culture, online education, psychology, management, services, funding, and organization, to establish a new pattern of education that involves everyone, throughout the entire process, and from all angles. Create a number of "Three Comprehensive Education" demonstration teams, demonstration projects, and demonstration cases, forming work results that have theoretical foresight and practical guidance.

2. Ideological and Political Course Excellence Program

Implement the "Several Opinions on Deepening the Reform and Innovation of Ideological and Political Theory Courses in Schools in the New Era" and the "Implementation Opinions on the Construction of the Teaching Team for Ideological and Political Theory Courses in Higher Education Institutions in Hunan Province in the New Era" issued by the Central Office and the State Council, offering an introduction to Xi Jinping's Thought on Socialism with Chinese Characteristics for a New Era, studying General Secretary Xi Jinping's important discussions on education, and a series of selective compulsory courses on the history of the Communist Party of China; according to the "six requirements," strengthen and equip the teaching team for ideological and political courses, encourage teachers to participate in academic exchanges, encourage teachers to pursue further studies and doctoral degrees, and implement a "one-vote veto" system for the professional ethics and conduct of ideological and political course teachers; improve the "thematic theoretical teaching + 'five micro' practical teaching + online and offline information-based teaching" three-in-one teaching model, striving to build the four core ideological and political theory courses into provincial-level high-quality online open courses, and actively apply for the construction of a backbone team for ideological and political work

Set up projects to strive for breakthroughs in the first prize of the provincial ordinary college teachers' classroom teaching competition and the ideological and political course teachers' teaching demonstration competition, and obtain more than one provincial teaching achievement award; implement the construction standards for ideological and political theory courses in higher education institutions, and establish allowances for ideological and political course teachers and counselors; strengthen the cultivation of master's programs in the first-level discipline of Marxist theory, adding 1 – 2 provincial research bases or platforms on the existing foundation, cultivate one provincial discipline team well, and create a key Marxist college in Hunan Province.

3. Heartfelt Plan for Ideological and Political Education in Courses

Aligning with national standards and social needs, construct a scientific and reasonable ideological and political education system for the curriculum. Thoroughly sort out the teaching content of professional courses, combine the characteristics of different courses, thinking methods, and value concepts, deeply explore the ideological and political elements of the courses, refine the main line of ideological and political education by discipline and professional group, establish a repository of ideological and political elements for the curriculum, and compile a collection of key knowledge points and a case library of ideological and political education for core professional courses. Fully leverage the main channel role of classroom teaching, initiate special "golden courses" for ideological and political education, and organically integrate ideological and political education into course objectives, teaching outlines, textbook selection, lesson plans, and other aspects, throughout the entire teaching process. Improve the evaluation mechanism for ideological and political education, incorporate "value guidance" into the course evaluation standards, carry out a series of activities such as competitions for teaching ideological and political education, select and establish a group of ideological and political education teams, model courses, and cultivate a batch of ideological and political education achievements.

(5) Implement the internal governance effectiveness improvement project, striving to enhance the practical and innovative capabilities of the governance system

Strive to be a pioneer in reform in the modernization of power

1. Internal Governance Optimization Plan

Deepen the reform of institutional staffing. Optimize the internal governance structure of schools, clarify the rights and responsibilities of internal organizations, and strengthen performance evaluation. Promote the reform of the internal governance structure of colleges, establishing a basic governance structure where major decisions of the college are made by the joint meeting of the Party and government, academic matters are decided by the academic committee or faculty meeting, and the faculty representative assembly supervises.

Deepen the reform of education evaluation. Break the "five only" mentality, strengthen the results evaluation mechanism oriented towards contributions, focus on the quality of landmark achievements, and emphasize social contributions and impacts. Establish an innovation-oriented system.

A guided academic evaluation mechanism, using "originality," "quality," "innovation," and other criteria or indicators as the main standards, to construct an academic evaluation system and achieve a diverse and multidimensional academic evaluation. Implement a new "fixed compilation, fixed position, fixed responsibility" plan. Explore the implementation of a staff system, establishing a personnel mechanism that allows for upward and downward mobility, as well as entry and exit, and varying levels of positions. Further promote the reform of the professional technical position evaluation system. Further improve the performance-based salary distribution plan, gradually and moderately adjusting the ratio of internal position allowances to performance allowances, so that performance-based salaries match the work performance and achievement levels of faculty and staff.

Deepen the innovation of the university system. Further improve the modern university system, enhance and perfect the corporate governance structure, systematically promote the work of "establishing, amending, abolishing, and interpreting" internal regulations of the school, and build a system with the charter as the core, sound, standardized, and unified.

2. Resource Allocation Efficiency Improvement Plan

New student dormitories, smart manufacturing training building, graduate building, and other infrastructure projects totaling about 80,000 square meters; actively coordinate with the municipal government to secure the allocation of 300 acres of educational land for school development and construction; enhance the integration and optimization of existing teaching and experimental facilities and venues to achieve overall coordination of engineering training; improve the asset sharing mechanism and gradually implement a resource allocation system based on performance; increase the cultivation of financial sources, activate existing funds, actively strive for infrastructure projects to be included in fiscal support, coordinate financial resources, and ensure resource support for key school projects and reforms; raise various funds to implement the Education Informatization 2.0 action plan, build a big data center to achieve data interconnectivity and sharing, establish an online service hall, and scientifically accelerate the construction of the second phase of the smart campus.

3. Happiness Index Growth Plan

Persist in sharing the achievements of reform and development with the people, steadily improve the treatment of faculty and staff, and achieve an annual income growth of 5% or more for in-service employees. Implement policies to ensure the benefits for retired employees, build platforms to play the role of "Golden Years," and support the development of the school's undertakings. Enhance the quality of campus cultural landscapes, solidly carry out the construction of a civilized model campus around the "six good" principles, and establish a school history museum and an archives building. Promote the creation of spiritual civilization, deepen the construction of a civilized model campus, and carry out practical work for teachers, students, and the public.

Good deeds activities, improve the long-term mechanism for alleviating difficulties and providing assistance; implement a project to enhance the physical fitness of teachers and students. Implement projects to improve and brighten the cultural landscape of the campus, such as the governance of Qingshan Lake, and build a beautiful campus that effectively combines humanistic and natural environments. Inspire teachers and students to love, protect, and strengthen the school.

Table 2 Main Planning Indicators for School Construction and Development during the "14th Five-Year Plan" Period

	Item	Indicator [Note]	Indicator or attributes
	Total number of full-time teachers	Within 1300 people	Constraint
Teacher team construction	"Dual-teacher dual-ability" teacher ratio	70%	Constraint
	Professor	200	Expectancy
	Doctor	500	Constraint
	Provincial-level talent project	30 people	Constraint
Discipline construction	National-level first-class discipline	1 piece	Expectancy
	Provincial-level characteristic application disciplines	6-8 pieces	Constraint
	Master's program	8-10 pieces	Constraint
Scientific research	National-level scientific and technological innovation platform	1 piece	Expectancy
	Provincial-level scientific and technological innovation platforms (including provincial-level and above humanities and social sciences research bases, provincial key laboratories, etc.)	10 pieces	Constraint
	Provincial Collaborative Innovation Center	1 piece	Constraint
	Provincial-level industry-university-research cooperation base	3 pieces	Constraint
	Provincial-level scientific and technological innovation team	1-3 pieces	Constraint
	National-level scientific research project	80 items	Expectancy
	Provincial and ministerial key projects	25-30 items	Expectancy
	Vertical research funding received	Over 40 million	Expectancy
	Papers indexed by the three major retrieval systems (SCI, EI, ISTP)	More than 1000 articles	Constraint

	ESI Highly Cited Papers	More than 15 articles	Expectancy
	CSSCI, CSCD indexed papers	More than 600 articles	Constraint
	Academic monograph	150 pieces	Constraint
	National-level scientific research achievement award	1 item	Expectancy
	Provincial and ministerial scientific research achievement awards	15-20 items	Constraint
	Number of national invention patent grants	80 items	Constraint
Technology services and industry	Achievement transformation	80 items	Constraint
	Provincial and ministerial level industry awards	30 items	Expectancy
	Contract amount of the industry	1 billion yuan	Constraint
	Horizontal technology industry service funding	800 million yuan	Constraint
	The school-run industry pays management fees to the school	45 million	Constraint
School scale	Full-time undergraduate student enrollment	23,000 people	Expectancy
	Graduate student scale	800-1000 people	Expectancy
	Scale of international students	100-200 people	Expectancy
	Number of undergraduate majors	57 pieces	Expectancy
	National-level specialty	Add 4 new ones	Constraint
	Provincial specialty	Add 10	Constraint
	National Teaching Achievement Award	Add 1 item	Expectancy
	Provincial Teaching Achievement Award	Add more than 7 items	Constraint
	National-level curriculum	Add 1-2 courses	Constraint
	Provincial-level courses	Add 50 doors	Constraint

Specialty Construction and Talent Cultivation	National-level planning, excellent textbooks	Add 3 units	Expectancy
	Provincial planning, excellent textbooks	Add 3 units	Constraint
	Provincial teaching platform	Add 12 new ones	Constraint
	Graduate employment rate	Stable at 95% or above	Constraint
	Undergraduate student graduate school entrance exam rate	15%	Constraint
	Undergraduate Level 4 pass rate	75%	Constraint
	National-level subject competition, awarded in innovation and entrepreneurship competition (organized by the education administrative department)	Add more than 100 items	Constraint
	Provincial-level subject competition awards (organized by the education administrative department)	More than 800 new items	Constraint
	Provincial Industry College	3-5 pieces	Constraint
	The pass rate for IELTS 5.5 in Sino-foreign cooperative education.	35% or more	Constraint
	Sino-foreign cooperative education programs	1-2 pieces	Constraint
	Engineering education program accreditation / teacher education program accreditation / program evaluation	5-7 pieces	Constraint
	Number of students studying abroad (overseas exchange students)	More than 300 people	Constraint
Running a school Condition	building area	Add 80000 m ²	Expectancy
	Book information	Add 350,000 volumes	Expectancy
	Total value of teaching instruments and equipment	An increase of 65 million yuan	Constraint
	Alumni donations (including materials)	6 million	Expectancy
	Funding income	Annual growth 5%	Expectancy

IV. Safeguards

Strengthen organizational leadership

Effectively strengthen organizational leadership, establish and improve the organizational guarantee system for the formulation and implementation of school planning, and take strong measures to comprehensively promote the implementation of the "14th Five-Year Plan." Strengthen and leverage the role of the school's "14th Five-Year Plan" preparation leadership group and its subordinate working groups, revise and improve various special plans and the "14th Five-Year Plan" of each department and college, formulate supporting implementation plans and guarantee measures, refine development goals, decompose construction tasks, and implement them in the annual and daily work of each unit and department. Ensure effective organizational coordination to ensure that the implementation of various special plans is consistent with the overall planning direction and goals, and form a strong support.

Strengthen resource 保障

Actively strive for favorable policies from the higher-level government in terms of per capita funding, special subsidies, and special funds. Actively raise funds and broaden the channels and sources for school funding. According to the principle of doing some things and not doing others, integrate internal and external resources, establish an open, competitive, and merit-based resource allocation system, adhere to planning goals and performance assessments as the guiding principles, coordinate various types of school funding, highlight key construction areas, improve the efficiency of fund usage, and provide strong financial and material support for the realization of planning goals.

(3) Comprehensively deepening reform

Comprehensively deepen the overall reform of schools, inheriting and consolidating the reform achievements already made, while emphasizing the systematic, holistic, and coordinated nature of the reform. Taking the reform of the cadre personnel system as the traction, strengthen the reform of talent training models, personnel distribution systems, scientific and technological innovation services, internal governance systems, performance reforms, and optimization of resource allocation reforms, among others. Plan comprehensively and deepen implementation. Establish a leadership group for the comprehensive deepening of school reform, and promptly formulate a roadmap and timetable for promoting transformation and development. In response to the reform measures for transformation and development, adhere to scientific demonstration, precise efforts, base on school conditions, implement in phases, consider all aspects, promote coordination, and ensure the reform is effective.

The leather achieves real and tangible results.

(4) Strengthen target assessment

Increase the intensity of planning management supervision, establish a scientific feedback mechanism for the implementation effects based on planning goals and indicators, regularly evaluate the planning implementation process and progress, strengthen process management and goal management, improve the feedback and improvement of evaluation opinions, and promote the implementation of planning through evaluation. Strengthen target assessment and incentives. Establish a target responsibility system, organize implementation in stages and steps, and incorporate the various indicators determined by the planning into the comprehensive evaluation and performance assessment system of each functional department and college, in conjunction with the annual target assessment, with the effectiveness of planning implementation serving as an important indicator for assessing the leadership ability, execution ability, and work performance of leaders at all levels.