

Research on the Design Problem of University Running Characteristics Based on Strategic Management Thought

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Abstract—The design of university running characteristic is the starting point of the construction of university running characteristic, and it plays an important role in forming the characteristic of university running. From the perspective of strategic management, this paper studies the concept, connotation and basic form of university running characteristics, and expounds the position and function of the university running characteristics design, and puts forward a method of designing university running characteristics, the purpose of which is to provide some theoretical references for the construction of university running characteristics.

Keywords—university, university running characteristics, design of university running characteristic

I. THE CONCEPT AND CONNOTATION OF THE UNIVERSITY RUNNING CHARACTERISTICS

The proposing of the university running characteristics problems began in the western developed countries such as the United States in the early years of the last century. In recent years, with the vigorous development of Chinese higher education, the problems of university running characteristics have begun to attract more and more attention from the higher education circles. At present, there is no an universally accepted to definition of the university running characteristics in academia. In the western countries, the literature on the characteristics of school running is very limited, but from the educational monographs and related comments of some famous western educationists or famous university presidents, it can clearly see their understanding and pursuit of the university running characteristics and the university running personality. Prof. Alison Richard, the president of the University of Cambridge, once said that in the whole higher education system, every university has its own characteristics, and the pattern of diversification is the external manifestation of every university. Prof. Ishi Hiromitsu, the president of the Hitotsubashi University in Japan, believes that universities with no characteristics or personality are difficult to survive in society when their scale development is blocked. The president of David Baltimore, California Institute of Technology, proposed that universities should have a variety of types and levels. Schools of different types and levels have their own characteristics. The most important thing is to make clear orientation, to clear ideas, to keep their features, and to innovate constantly, to become a first-class university [1].

In recent years, with the increasing emphasis on the characteristics of running schools in China's higher education circles, relevant research has also presented a high degree of "heat." This has played a positive role in the profound understanding the nature and significance of the university running characteristics. For the definition of university running characteristics, many Chinese scholars have elaborated on them from different perspectives. At present, a relatively wide identification definition is given in the "Research Report on University Running Characteristics Issues" by the Chinese and Foreign University Presidents Forum in 2002, that is, "the university running characteristics refer to a relatively durable and stable development mode formed by a university in the course of development and socially-recognized, unique and excellent school-running feature. Starting from this definition, many scholars have made a deep study on the connotation of university running characteristics, and think that the connotation of university running characteristics is mainly reflected in six aspects [2][3].

(1) Uniqueness. Uniqueness means having a difference from other colleges and universities in the same aspect or the same field, it is the particularity built on the basis of universality. The uniqueness can be understood from two aspects. One is "independence", that is unique, which is what people usually say "other one have not and but only I have"; the second is "special", which is a significant difference or personality when compared with similar things. This difference or personality can be a whole or a certain aspect, but it must be easy for people to identify and perceive.

(2) High quality. The high quality of the university running characteristics is superior to those of similar universities. Advantages are not characteristics, but they can be transformed into characteristics under certain conditions. Compared with uniqueness, only when a university's uniqueness has the advantage that other universities cannot catch up and able to manage in a short period of time, can this constitute an advantage of a university. Therefore, the lack of uniqueness cannot form the university running characteristics, and there is no absolute comparative advantage that cannot be the university running characteristics.

(3) Public recognition. Whether a university is good or bad, and whether it has the characteristics of running a school, its own recognition is not "authoritative". Only when a university

is widely recognized by the society, its characteristics of running a school can really be established. Because the evaluation subject of the university running characteristics is not entirely university own, but is the object of its service or a third party, relying on its own "tagging" can only be self-deception and unconvincing.

(4) Stability. The formation of the university running characteristics requires a process of long-term cultivation and gradual accumulation. Once the characteristics of running a school are established, the characteristics should be relatively stable in a certain period of time, and will not be a flash in the span because of some interference or some conditions. The reason of which is that the formation of the university running characteristics is not only the accumulation of material conditions, but more importantly, it forms a solid idea and traditional style. This is the fundamental reason for the stability of the university running characteristics.

(5) Development. The stability of the university running characteristics is a relatively stable situation, but it is by no means solid, rigid and always unchanged. If establishing the university running characteristics is a development strategy of a university, the formation of the university running characteristics is actually a form of development mode. Therefore, keeping pace with the times and developing independently are not only an external style of the university running characteristics, but also an internal driving force for development.

(6) Diversity. The university is a complex system, which includes a lot of disciplines and a large number of school elements and resources, which creates conditions and possibilities for different universities to choose different ways of development. The university is also an open system, it gains development opportunities and energy by exchanging information and resources with the outside world. This state of university will inevitably make the development of the university multi-dimensional and open, and therefore, the university running characteristics should also be diversified, this also provides possibility for the uniqueness of the university running characteristics.

II. MANIFESTATIONS OF THE UNIVERSITY RUNNING CHARACTERISTICS

Some scholars have analyzed the characteristics of school running for 150 universities in China. Through the study, we can see that the current university running characteristics are mainly reflected in five aspects, that is, the characteristics of university running idea, the university spirit characteristics, the characteristics of discipline and specialty, the characteristics of training talents mode, and the talent characteristics [4].

A. The Characteristics of University Running Idea

Idea is an abstract generalization of people's ideology, spiritual yearning, ideal pursuit and philosophical belief formed through long-term rational thinking and practice. The idea of running a university is the height summarization of a university leader's idea of running a school and the strategy of running a school, and it is a deep thinking about "what kind of university is to be established," and "how to run a good

university". Looking at the history of the development of the world's first class universities, we can see that all the world class universities have a distinctive idea of running school without exception, this idea of running schools is closely related to the thought of running school for university principals, and their the university running characteristics are often formed under the guidance of the school principals' unique idea of running a school. Mr. Huang Boyun, president of the Central South University, pointed out: "the university running idea is the soul of the university, and is cognitive foundation about what kind of university is to be established, how to form the characteristics of running a school, and how to run a good university. And there is what kind of the university running idea. There is what kind of the university running characteristics, it will have what kind of school characteristics and educational innovation. The idea of "pursuing academic" has led Oxford University to lead a coquettish for hundreds of years; the idea of "unification of teaching and research" has led Humboldt University to lead the trend of higher education reform in the world; the idea of "serving the society" has made the University of Wisconsin a banner for the development of higher education. A large number of facts show that university innovation is first of all the innovation of university running idea, only by innovating the idea of running a school can we create a distinctive University. The university running idea has a guiding and inspiring function, and it is the inner spiritual power and motive force of running a scholar. At the same time, the university running idea has a macro-normalization, once the university running idea characteristic is formed, it can make the school go down the existing road, resist the disturbance of the outside world, and keep the characteristics. Mr. Neil Rudenstine, the president of Harvard University, said, "the success of Harvard University is mainly forming a clear the university running idea, a set of systematic regulations and mechanism, so even if there is no headmaster now, Harvard University can operate normally." [5]

B. The University Spirit Characteristics

University spirit is a unique and stable ideal, belief, values and code of conduct, which is recognized by university teachers and students and is formed in the process of running a university, it is the soul of the university running characteristics. University spirit is intangible, but it is perceivable. The university spirit is first of all a philosophical concept, and reflects the unique philosophical thoughts of a school. It is essentially the philosophical abstraction of the university running idea, the policy of educating people, the academic pursuit, and the management model, and is the integration, refinement and distillation to the ideology of "cultural body" and "cultural group" in the university. The university spirit is also a historical concept. It was not created overnight, nor is it the product of the mind of any principal or master. It is formed through long-term historical precipitation, cohesion, and development. It is the natural result of value judgments, value choices, and value recognition in a particular range of "cultural bodies" and "cultural groups". From the history of the development of some famous universities in the world, some famous universities to maintain a strong "vitality" in a long time, it is a very important point that these universities have maintained their own unique spiritual character for a long

period of time. For example, Harvard University's spirit of "being friends with truth", University of Chicago's "experimental attitude, advocating truth-seeking" scientific spirit, and so on. In the spirit of the university, we can not only see the historical footprints of the school, but also see its actual pursuit. We can not only see its fine traditions, but also see the fruits of its innovation and feel its Spiritual pulse for advancing with the times [6].

C. The Characteristics of Training Talents Mode

The characteristics of training talents mode refers to certain special training methods adopted in the process of personnel training to achieve training objectives under the guidance of certain educational thoughts and theories, and has gradually formed a certain style or characteristics. The talent training mode embodies the educational ideas and educational thoughts held by university-run scholars on the objectives and training methods of talent training, and is a specific practice on how to training talents. For different universities, due to the differences in the orientation of running a school, the idea of running a school, the guidance of running a school, and the resource of running a school, especially there are differences in the cognition of talents training objectives and training laws, and it will inevitably take different approaches to talents training, thus forming different characteristics of talents training mode. In recent years, with the rapid development of science and technology and the general improvement of the demand for high-quality innovative talents in all fields of society, the innovation of talent training mode has become the focus of many university education reforms, and has gradually explored and formed a number of different distinctive characteristics of talent training mode. Only when modern universities really find the talents training model which is fit and effective with the goal of talent training, and they can deliver a large number of talents with their own characteristics for the society, their the quality of running a school can be recognized by the society, and the university really takes the road of characteristic development and sustainable development.

D. The Characteristics of Discipline and Specialty

In higher education, the discipline and specialty is a Subject category according to the needs of the social professional division of labor and the internal logic of the discipline system, it is the basic unit of the university talent training and the interface with society. The discipline and specialty has a fundamental and overall impact on the development of the university, the construction of the discipline and specialty fundamentally reflects the level of running a university and the characteristics of running a university, it is the most important brand of a university and the prerequisite and foundation for the survival of a university. It is impossible for any university to make all disciplines occupy academic commanding point, even the famous disciplines of the world's famous universities are famous for their unique achievements in the disciplines. Therefore, to build a characteristic university, it is necessary to put the characteristic discipline and specialty in an important strategic position, and take the characteristic discipline and specialty as the leader of the university development, so as to drive the comprehensive construction of the university.

E. The Talent Characteristics

The so-called talent characteristics usually refer to what the trained talents have the distinguishing feature or idiosyncrasy. This characteristics is mainly the unity of talents' uniqueness, autonomy and creativity. Talents (students) are the core products of a university, and the characteristics of talents are the fundamental foundation of university characteristics. A university can train students with distinctive characteristics and recognized by society, that this university has the most distinctive characteristics. The reason why Oxford University is praised by people is that it is not because of its long history, but because its faculty is first-class and the students it cultivates are first class. The reason why the United States Military Academy at West Point is known both at home and abroad is that since its establishment in 1802, the West Point Military Academy has trained two presidents, four five-star generals, and 3,700 generals. Among the top executives in the world's top 500 companies after World War II, there are more than 1,000 presidents, more than 2,000 vice-chairmen and more than 5,000 general managers came from West Point and none of the nation's business schools have trained so many elites in management. In China, people admire Peking University and Tsinghua University because they have become the cradles of our country's politicians and top scholars.

The above five aspects of the university running characteristics are not separated from each other, but are interrelated and mutually restrictive, and there is an inevitable logical connection between each other, as shown in Fig. 1.

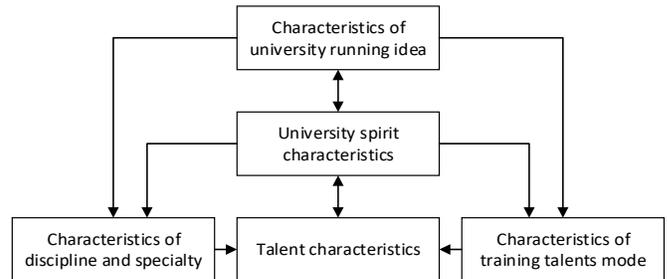


Fig. 1. The logical relation diagram of 5 kinds of university running.

III. DESIGN IDEA OF UNIVERSITY RUNNING CHARACTERISTICS BASED ON STRATEGIC MANAGEMENT THOUGHT

Design of university running characteristics refers to the University's planning, optimization and decision-making process for the development mode, development focus and construction projects in order to win outstanding educational advantages and build core competitiveness. To study the design problem of university running characteristics, we must firstly understand why we must carry out the design of university running characteristics. The concept of university running characteristics has been introduced into our country and has become a hot spot for the attention of colleges and universities, it is inseparable from the large-scale evaluation of undergraduate teaching in universities in China. In order to meet the universities undergraduate teaching evaluation requirements of the country, a considerable number of universities have to use the methods such as imitation,

summarization, refinement to “describe” or “create” their own “school characteristics” in the absence of a complete understanding of the basic concepts and connotations of university running characteristics. As a result, there are three typical viewpoints that have been recognized by many people about the establishment and formation of university running characteristics in the academic field. The first is “the natural formation theory”, which thinks that the university running characteristics are gradually formed on the basis of long-term school running practice. The second is “the induction theory”, which thinks that the university running characteristics are formed through summarizing and refining on the basis of a large number of practices. The third is “the celebrity creation theory”, which thinks that the running characteristics of many universities, especially today’s world-class universities, are proposed by some educational masters and famous principals and have been gradually formed later. Although these three viewpoints recognize that the formation of university running characteristics takes a long time to cultivate and accumulate, and but do not deeply realize that the formation of university running characteristics is based on “carefully designed”. Even if the running characteristics of some world’s famous universities come from the “mind” of famous university presidents or great masters of education, but their purpose of running a school, the idea of running a school, and the thought of running a school, all are based on their careful analysis of the University’s running environment, conditions, social needs, and future development trends, all are derived from their scientific judgment, strategic thinking, correct decision-making, and long-term cultivation. A large number of cases have demonstrated that the university running characteristics are not congenitally existing, nor are they derived from the “sudden inspiration” of university presidents, and the university running characteristics should not rely solely on the spontaneous formation of long-term schooling practices, but must be designed and gradually nurtured through artificial planning. We should realize that the university creating the characteristic of running a school is actually a kind of development strategy for its own survival and long-term development, its characteristic design of running a school is a process of strategic thinking, strategic selection and strategic planning. To this end, we believe that three ideas should be established in the design of university running characteristics [7].

The first is the idea of strategy driven. The design and creation of university running characteristics is a process of strategic management, it must be guided by the theory of strategic management, and the design of university running characteristics must be promoted to a strategic action, so as to provide effective means for scientifically establishing the development direction and development projects of running a school.

The second is the idea of choosing the best. When university create school-running features, the selected development projects are not the more the better, but should be selected according to their own basic conditions and the external competitive environment, and the main direction is locked in the projects with the best basic conditions, the greatest development potential and the strongest driving effect,

focusing on projects that best demonstrate their uniqueness and high quality.

The third is the idea launching widely. It is necessary to fully mobilize the enthusiasm of all faculty and staff, especially experts and professors, so that everyone participates widely in the design process of • school-running characteristics, brainstorms ideas, and pools consensus, so that the design results of the school characteristics are generally recognized by everyone, for the follow-up construction to lay a good mass foundation.

IV. THE PROCESS AND BASIC METHOD OF UNIVERSITY RUNNING CHARACTERISTIC DESIGN

In essence, the design of university running characteristics is the process of strategic planning and strategic choice. According to the theory of strategic management engineering, the design of university running characteristics can be carried out in accordance with the following processes and methods [8].

A. *Determine the Creating Vision of the University Running Characteristics, and Clarify the Task of Creating University Running Characteristics*

Creating vision of the university running characteristics means that a university wants to create its own characteristics of the school on what level, in what direction, and in what field. Judging from the practices of some world-renowned universities, this vision should be proposed by the university president, or be put forward by a group of experts led by the president of the University through in-depth research on the mission of the University, the orientation of the school, the direction of development, and the goals of medium-and long-term development. In the process of demonstration, the university president or expert group should communicate fully with other university leaders, major management departments, and academic experts in various fields to listen to their opinions and suggestions, and a framework preparatory plan for the design of school characteristics should be formed on the basis of this, that is, the pre-selection project of the University characteristics creation project. Afterwards, in the form of special tasks, the pre-selection project demonstration task will be reached by the relevant department or teaching unit, and detailed argumentation will be carried out for the school’s characteristic creation project.

B. *SWOT Analysis of Pre-selected Projects*

SWOT analysis, also known as situation analysis, is a method of environmental analysis in the field of management concluded by the Boston Consulting Group in the early 1980s, and it is a scientific analysis method that organically combines the organization’s strategy with the internal resources and external environment by determining the organization’s own competitive advantages, competitive disadvantages, and external opportunities and threats. This method is used to study the adaptive thinking mode of internal and external resources of the organization through the analysis of organizational strengths, weaknesses, opportunities and threats and to find and match the strength and weaknesses, opportunities and threats.

The strengths and weaknesses are from the internal perspective of the organization to examine the current situation and the factors that affect the success or failure of the organizational development. Opportunities and threats are from the perspective of the outside of the organization, to examine influences factors in the external environment that may affect the success or failure of the organization's development in the existing and future. This analysis method is a systematic approach to the analysis of intertwined complex factors, the goal is to highlight the key opportunities and threats, and to analyze the internal adaptability, so that the organization can find the strategic way of development at this stage. In the demonstration of pre-selection projects with special characteristics for running schools, SWOT analysis is a very important step. In the demonstration of pre-selection projects with university running characteristics, SWOT analysis is a very important step, it mainly includes two aspects of internal condition analysis and external environment analysis.

The analysis of internal conditions is a comprehensive and systematic analysis of the internal resource status within the university and its resource management and control ability, and it aims to clarify the strengths (S) and weaknesses (W) of the university in carrying out the establishment of a university running characteristics project. There are usually three aspects to the analysis of the internal resource status: (1) the analysis of human resources, it mainly analyzes the number of existing teachers and researchers, their academic research level, the number of their academic research results, their research potential, the number of persons holding important academic positions in international or national academic organizations, and the number of well-known domestic and international professors, etc.; (2) analysis of professional resources in disciplines, It mainly analyzes the number of existing disciplines in the university, research fields and research directions, important research and academic achievements, important teaching achievements, the number of research projects undertaken, the number of research funds available for each year, the number of graduates, the number of outstanding graduates, and important achievements in various areas of service society, etc.; (3) analysis of the resources of teaching and scientific research facilities, it mainly analyzes the level of laboratory construction, the area of teaching sites, and the level of teaching and research equipment, etc.. The analysis of resource management and control ability mainly analyzes the organization and control ability of universities for various types of resources, the ability to obtain resources, the comprehensive application level and sustainable development potential of the resource, etc.. The final result of the analysis of internal conditions of universities is to obtain preliminary comprehensive conclusions about which development strengths(S) exist and which development weaknesses (W) exist for its own, so as to provide the basis for the comparison and analysis with the competitors in the next step.

The analysis of the external environment, also known as the competitive environment analysis, is mainly a comparative analysis to the construction and development status of similar institutions at home and abroad, because there are horizontal competitions among similar institutions. The external environment analysis has two main aspects. The first is the

analysis of the basic status of the main competition object, mainly through the collection of various types of relevant data of the relevant competition institutions, which analyze their basic situation of development. In this analysis, the data collected is consistent with the data involved in the internal resource status analysis of the university, so that it is easy to compare itself with competitors. The second is the development trend analysis, which is mainly to conduct a comprehensive analysis of the competitors' development concepts, development orientation, development goals, development plans, and construction initiatives, as well as to predict the feasibility of achieving the goals, and come to the conclusion of seeking truth from facts. The final conclusion of the university external environment analysis is to provide a judgment for what opportunities (O) and threats (T) that the university will have in the future.

C. Comprehensive Analysis and Determination of the Creation Projects for University Running Characteristics

The SWOT analysis of pre-selection projects for university running characteristics only provides a more comprehensive and scientific basis for completing the arguments on university running characteristics projects. To finally determine the creation project of university running characteristics, we must also use this as a basis to conduct in-depth comprehensive analysis and comparison of each pre-selected project according to the SWOT analysis model, and finally determine the creation project of university running characteristics according to the principle of choosing the best. The so-called in-depth comprehensive analysis is to use the SWOT model (see Fig. 2) to perform SO strategic analysis, WO strategic analysis, ST strategic analysis, and WT strategic analysis for alternative creation projects. So as to find beneficial opportunities for itself, strengths that deserve to be developed, adverse threats to itself, and weaknesses to be avoided through these analysis, and then determine the creation projects for university running characteristics.

SO strategic analysis is a combination analysis of internal strengths(S) and external opportunities (O) of the university, so as to seek a set of strategic positions that can maximize the goal of both, and this is also the most ideal strategic development direction. If a university has a solid foundation and strong strength in a certain aspect (project), and there are good development opportunities in external environment, then it should be positively identified as the creation project for university running characteristics.

WO strategy analysis is the set of strategic positioning through analyzing whether it can use external opportunities(O) to overcome internal weaknesses(W) to make up for its own shortcomings. For those universities that have a short time in running a school or have not formed the strengths of running a school for a long time, if in some aspects (projects) they have the possible conditions for taking advantage of external good opportunities, they can reverse their own weaknesses as quickly as possible and form their own characteristics of running a school because of these conditions, Such projects can also be identified as the creation project for university running characteristics.

ST strategic analysis is the set of strategic positioning through analyzing whether internal strengths(S) can be utilized to overcome external threats (T). The competition between colleges and universities is objective and fierce. For the threat from the outside, the university must fully dig and develop their own strengths and characteristics, and overcome the external threat through continuous reinforcement and innovation, create a new world for development characteristics. Therefore, through ST strategic analysis, if the university can find opportunities and methods to rapidly increase its own strengths, it can significantly increase the distance from its competitors in a short period of time, and then get rid of external threats, then such alternative projects it can be determined as the creation project for university running characteristics.

WT strategic analysis is the set of strategic positioning that eliminates external threats (T) by overcoming internal weaknesses (W). For projects that have their own weaknesses, if the university can adopt practical and effective method to improve its strength and level, at the same time, the threat of competitors in a certain period of time does not expand and even gradually decreases, and then such the alternative projects can also be considered as its the creation project for university running characteristics. But, if the situation is the opposite, such projects must be eliminated.

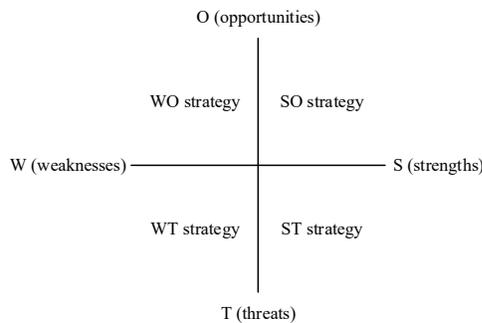


Fig. 2. Analytical model of SWOT

According to the methods in Fig. 2, theoretically speaking, the creation project for university running characteristics can be basically determined, and at the same time it also determines the type of strategy adopted by the university in the creation of the characteristics of the school: WO strategy, SO strategy, WT strategy, or ST strategy. However, in the course of actual design, the expert group shall, after completing the above work, solicit opinions on the creation project for university running characteristics within a relatively large scope, this includes advice from university faculty members and advice from university support units. According to opinions and suggestions from various parties, the expert group will again made a comprehensive review on the pre-selected creation project for university running characteristics, and selected the best of the best, and finally determined 2-3 the creation projects for university running characteristics.

D. Making a Construction Plan on the Creation Projects for University Running Characteristics

Determination of the creation projects for university running characteristics provides the goal for the university to implement the characteristic development strategy. However, from the perspective of strategic management engineering, the design of university running characteristics also needs to complete the following key tasks, that is, to make a construction plan on the creation projects for university running characteristics. As for the design of university running characteristic, it is very important and indispensable to make the construction plan on the creation projects for university running characteristics. This is just like building a building, the determining of the creation projects for university running characteristics is only the completion of the task of where to build a building and what purpose of building, and the construction plan is a detailed design and description of the building area, building height, architectural features, architectural functions, and architectural requirements that the building will have, and put forward specific standard requirements for building quality and completion time. Therefore, the formulation of the construction plan of the creation projects for university running characteristics is essentially a detailed blueprint design and engineering implementation plan design for the creation projects for university running characteristics. Without the construction plan of the creation projects for university running characteristics, then there is no basis for follow-up construction work, and it is impossible to organize and implement specific construction work, and it is difficult to achieve the expected construction goals.

Usually, the construction plan of the creation projects for university running characteristics should include the necessity and significance of the construction project, the guiding thought and principles of the construction, the general and sub-goals of the construction project, the construction cycle and stage division, the specific construction tasks and major construction measures at all stages, and the organizational leadership of the construction work and the division of tasks, the evaluation criteria and evaluation methods of construction results, etc..

After the construction plan of the creation projects for university running characteristics has been approved by the university president and the leading organization, the design work of university running characteristics will be finalized. The above design process of university running characteristics are shown in Fig. 3.

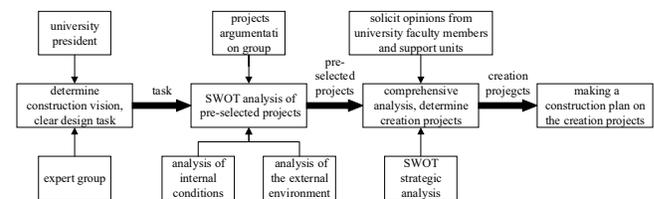


Fig. 3. The design process of university running characteristics.

V. THE MAIN FACTORS THAT AFFECT THE DESIGN OF UNIVERSITY RUNNING CHARACTERISTICS

The design of university running characteristics is a complex system engineering. This engineering is not a short-term process, but a repeated iterative process of continuous design, modification, redesign, and revision over a long period of time. In this process, there are many factors that affect the design of university running characteristics. Among them, the most important factors are the following three aspects. We must fully understand this [9].

A. *The Outstanding University President*

If the university is likened to a ship, the president of the university is the captain of the ship, his status and role determine the course and goal of the ship. From the perspective of all the distinctive universities in the world, the formation of their university running characteristics is closely related to one or more outstanding principals in the history of the university. For example, Harvard University's Charles William Eliot(1869-1909), Abbott Lawrence Lowell(1909-1933), J-B-Conant(1933-1953) and Derek Curtis Bok(1971-1991, 2006-2007); MIT's William Barton Rogers(1861-1870,1879-1881), Karl Taylor Compton(1930-1948) and James Rhyne Killian(1948-1959);Wilhelm von Humboldt, Johann Gottlieb Fichte and F. E. D. Schleiermacher of the University of Berlin; Cai Yuanpei of Peking University, Mei Yiqi of Tsinghua University and so on. These principals have unique ideas for running a school, pursuit of high aspirations in running a school, the spirit of daring to first in the world, and pragmatic styles on one step by step, and have clear ideas about what kind of university to run and how to run a good university. Because these outstanding principals have such temperament and ambition, they can effectively plan and design the university development, and continuously promote the university to make unremitting efforts along the established goals and eventually make it a world famous university.

B. *Higher-level Professional Leaders in Disciplines*

The characteristics of discipline and specialty is the core of the university's characteristic design, and is the key to building the core competition of the university. The level of university discipline and specialty depends on whether there is a high-level professional leader. Throughout the world's leading universities, there are first-class academic masters in all the first-class disciplines. Therefore, to carry out the design of university running characteristics, it is not only necessary to focus on the characteristics design of discipline and specialty, but also must be closely centered on the key element of the professional leader of the discipline and specialty. Because which discipline and specialty has a high level higher-level professional leaders, which discipline and specialty is the most likely to become a characteristics discipline and specialty. Therefore, on the one hand, the university should take the training and introduction of discipline and specialty leading talents as an important focus of university construction, and at the same time, it should also take discipline and specialty leading talents as the focus of designing and building the characteristics discipline and specialty.

C. *University Culture for Pursuing Excellence*

University culture is a kind of inner and unique spiritual atmosphere held by a university for a long time, it reflects the value pursuit, ideals, beliefs, thinking patterns and behavior norms shared by all members of the university, and is a positive source of motivation for a university. In fact, the design of university running characteristics cannot be accomplished overnight, but will continue to be adjusted and perfected with the changes of internal and external environmental conditions. This requires the university to always uphold a spirit of perseverance and unremitting pursuing excellence in a long period course of university running characteristics construction, and to constantly evaluate, revise and redesign the construction plan of school-running characteristic construction project. At the same time, the construction of university-running characteristics is an innovative engineering, it is necessary for the university to be good at grasping historic opportunities in this process, and to dare to get rid of stereotypes and boldly innovate. Therefore, universities must have a university culture for pursuing excellence so as to provide strong spiritual support and guarantees for the construction of university-running characteristics.

VI. CONCLUSIONS

The university running characteristics of any a university cannot be formed naturally, but in a certain historical stage of its development, through to carry out a purposeful design and planning to the University's development orientation, development goals, development projects, and development paths, in the end, it gradually formed its own characteristics of running a school. The design of university running characteristic is the starting point of the construction of university running characteristic, and it plays an important role in forming the characteristic of university running. From the perspective of strategic management, this paper studies the concept, connotation and basic form of university running characteristics, and expounded the position and function of the university running characteristics design, and put forward a method of designing university running characteristics, the purpose is to provide some theoretical references for the construction of university running characteristics.

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