

# Research on the development and utilization of alumni resources in Wenzhou China

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## Abstract

**Alumni is an important supporting force for Wenzhou's economic development, but Wenzhou's alumni resources lack excavation and sorting. On the one hand, Wenzhou's alumni resources are abundant; on the other hand, Wenzhou's alumni resources still have great exploitable potential. Based on a combination of interviews and the collation of excellent experiences from home and abroad, the group has put forward targeted countermeasures and recommendations. In order to promote the development of Wenzhou's alumni associations and alumni economy, the Wenzhou government should strengthen and improve the management system, innovate platform carriers, strengthen service institutions and enhance internal and external linkages.**

## Keywords

**Alumni; alumni resources; alumni economy.**

## 1. Introduction

In December 2017, the report of the 19th Party Congress proposed "to give play to the role of social organisations and realise the positive interaction between government governance, social regulation and residents' self-governance", which points the way for the development of social organisations in China in the new era.<sup>[1]</sup> Social organisations have become one of the main bodies of social governance, and are an important form of organisation indispensable for enhancing the vitality of social development and improving the level of social governance. In this new situation, Koran alumni associations have a better opportunity to develop and have a broader space for their construction and development. The role of higher education institutions in the economic and social development of the country as a base for the cultivation of senior professionals has become more prominent. <sup>[2]</sup>

On the one hand, Wenzhou's alumni resources are abundant, as demonstrated by the globalisation of the alumni network, the specialisation of alumni organisations and the project of alumni feedbacks. On the other hand, Wenzhou's alumni resources have great potential for development. The data is incomplete and the alumni resources are not sorted out; the contacts are insufficient and the alumni network lacks docking; the protection is insufficient and the alumni organisations lack strength; the effectiveness is not great and the alumni feedbacks lack channels. The subject team crawled the data on alumni associations published by the Ministry of Civil Affairs, while conducting field research on 11 universities, 5 key secondary schools and 2 professional schools in the Wenzhou area, in addition to interviewing 10 people in charge of alumni associations of foreign universities in Wenzhou. Based on the combination of interviews and the collation of excellent experiences at home and abroad, targeted countermeasures and suggestions were put forward.

## 2. Wenzhou Alumni Resources is relatively rich

The research found that Wenzhou has many schools with long histories and rich alumni resources. As of June 2019, the subject group had collected information on more than 1,000

prominent alumni recommended by various schools. In terms of profession, the political sector accounts for 23%, the business sector for 24%, the academic sector (including the medical sector) for 40%, and other sectors such as culture and sports for 13%; in terms of birth years, the post-60s and post-70s are the most numerous, accounting for 45%, while the post-30s and post-80s each account for 15%; and in terms of sources, there are three main categories, with obvious specialisation and clustering features.

### 2.1. Local colleges and universities

Wenzhou has 11 colleges and universities, including six undergraduate colleges (including one provincial college and two independent colleges) and five higher education institutions (including one provincial college), with a total enrollment of about 98,000 students and a combined alumni population of about 660,000 in June 2019. Among them, Wenzhou Medical University has a history dating back to 1913 and its graduates number over 200,000. Wenzhou University, which began in 1933, also produces more than 200,000 graduates. Of these, Wenzhou University has contributed a considerable number of political elites, with 15 of the 34 incumbent leaders above the deputy department level collected by the subject group coming from Wenzhou University. Several universities and colleges together contributed half of the entrepreneurs, including many well-known Wenzhou businessmen. Wenzhou Medical University contributed nearly half of the prominent alumni in the medical field.

### 2.2. Key Secondary Schools

Wenzhou has 8 provincial level 1 key secondary schools, graduating around 6,000-7,000 students each year, with an estimated alumni stock size of over 200,000. Wenzhou also has 11 secondary key provincial high schools, 20 tertiary key provincial high schools, 28 municipal key high schools and around 100 other high and secondary schools. Firstly, the political sphere: of these, Yueqing High School, Rui'an High School and Wenzhou Second Senior High School contribute 16 of the 22 retired leaders at or above the full department level. Secondly, the academic field: 26 of the 29 academic alumni elected as academicians came from key secondary schools, including as many as 16 from Wenzhou High School; nearly two-thirds of the well-known overseas experts and the vast majority of domestic experts came from key secondary schools. Again, the business sector: contributing almost half of the well-known domestic entrepreneurs; almost a monopoly on most of the well-known overseas entrepreneurs and executives, etc.

### 2.3. Professional schools

There are five professional schools directly under the Education Bureau in Wenzhou. Although the number of graduates is small, the quality is generally high, producing a large number of professional and skilled personnel. The elite of the sporting and literary worlds among Wenzhou's famous alumni mainly come from these professional schools. For example, Wenzhou Sports School is one of the five key sports schools in Zhejiang Province and the only full-time secondary professional sports school in southern Zhejiang, from which 11 of Wenzhou's 12 world champions have come. Another example is the Wenzhou Junior Art School, a school specialising in basic primary education, which provides an elite education and has produced most of the famous alumni in culture and art in the Wenzhou area.

Table 1: Table of alumni resources of tertiary institutions and selected key secondary and professional schools in Wenzhou (May 2019)

| Serial number | School | Date of establishment | Number of alumni | Number of students in school | Number of graduates in 2019 |
|---------------|--------|-----------------------|------------------|------------------------------|-----------------------------|
|               |        |                       |                  |                              |                             |

|    |  |      |        |  |   |
|----|--|------|--------|--|---|
| 1  | Shui On Secondary School                           | 1896 | 46000  | 2350   | 760   |
| 2  | Wenzhou Second Senior High School                  | 1897 | 25000  | 1426   | 467   |
| 3  | Wenzhou Secondary School                           | 1902 | 53420  | 2016 (Headquarters)<br>640 (Xinjiang Department) | 655 (Headquarters)<br>160 (Xinjiang Department) |
| 4  | Wenzhou Medical University                         | 1913 | 200000 | 16576  | 4000  |
| 5  | Wenzhou University                                 | 1933 | 200000 | 15203  | 3997  |
| 6  | Yueqing Secondary School                           | 1939 | 37400  | 2347   | 781   |
| 7  | Wenzhou Science and Technology Vocational College  | 1950 | 28192  | 7875   | 2583  |
| 8  | Wenzhou Sports School                              | 1956 | 12600  | 1226   | 399   |
| 9  | Zhejiang Institute of Technology and Industry      | 1960 | 56454  | 11699  | 4052  |
| 10 | Wenzhou Vocational and Technical College           | 1965 | 100000 | 11043 (Hon. + Shui On College)                   | 3487  |
| 11 | Wenzhou Junior Art School                          | 1974 | 2174   | 558  | 86  |
| 12 | Ouhai Secondary School                             | 1984 | 16000  | 1440   | 480   |
| 13 | Zhejiang Oriental Vocational and Technical College | 1994 | 24000  | 7500   | 2134  |
| 14 | Wenzhou Business School                            | 1999 | 25000  | 8400 (Full-time)<br>1400 (part-time)             | 2200  |
| 15 | Renji College of Wenzhou Medical University        | 1999 | 20,000 | 6876   | 1596  |

|    |  |      |       |      |      |
|----|--|------|-------|------|------|
| 16 | Oujiang College of Wenzhou University              | 2000 | 25000 | 7544 | 1760 |
| 17 | Wenzhou Cane University                            | 2012 | 600   | 2155 | 467  |
| 18 | Zhejiang Security Vocational and Technical College | 2013 | 400   | 1800 | 360  |

(The data in this table was compiled by the subject team from information provided by the schools)

In addition, nearly 30 alumni association branches have been established in Wenzhou by "double-class" schools such as Zhejiang University, Xiamen University, Nankai University, Tianjin University, Southeast University and Shanghai Jiao Tong University, which are mainly positioned to promote the linkage between the local alumni of the school in Wenzhou and between the alumni and their alma mater. At the same time, the presidents or secretaries of these branches help each other develop through online communities, forming a loose alliance. In general, the number of members in these branches is relatively small, with over 400 members in the Xiamen University Wenzhou Alumni Association, over 300 in the Zhejiang University Wenzhou Alumni Association, over 180 in the Nankai University Wenzhou Alumni Association, over 110 in the Tianjin University Wenzhou Alumni Association, and even fewer in the rest of the schools, estimated to be no more than 2000 in total. The Wenzhou Alumni Association is the only one that can be used as a supplement to the alumni resources of the local schools in Wenzhou.

### 3. Wenzhou's alumni resources development has begun to show results

The research found that some schools in Wenzhou have taken the lead and are actively exploring alumni resource development, while more schools are in the process of figuring it out. In general, the alumni resource development work in Wenzhou shows the following three trends and characteristics.

#### 3.1. Globalisation of the alumni resource network

In the same way that Wenzhou's sage resources are spread all over the world, Wenzhou's alumni resources are also laid out globally. Three of them have done the best job: one is Wenzhou Medical University. In addition to its domestic layout, Wenzhou Medical has alumni branches on five continents, with its North American Alumni Association registered in New York, USA, and its European Alumni Association registered in Paris, France. The second is Wenzhou University. Wenzhou University is actively going out while establishing domestic branches of its alumni association. Its North American alumni association has been established and the European alumni association is in the process of being set up. Third is Rui'an High School. It has 12 alumni associations in Beijing, Shanghai, Nanjing, Hangzhou, Ningbo, Wenzhou, Guangdong, Hong Kong, Macao and Taiwan, Rui'an, Pingyang, North America, France and the UK, as well as six alumni liaison groups in Wuhan, Chongqing, Chengdu, Singapore, Australia and Italy.

#### 3.2. Alumni work institutions continue to be professionalized

Some schools have partially or completely built a "trinity" of alumni associations, alumni offices and foundations to develop alumni resources. First, they have registered formal alumni

associations. As of June 2019, there were four formal alumni associations registered with the civil affairs department in Wenzhou, namely Wenzhou Medical University Alumni Association, Wenzhou University Alumni Association, Wenzhou Middle School Alumni Association and Rui'an Middle School Alumni Association. Wenzhou Business School, Zhejiang Institute of Technology and Industry, Wenzhou University Oujiang College and Wenzhou Cane University have set up alumni associations and are seeking registration with the civil affairs department. Second, a single independent alumni office institution. Wenzhou University, Wenzhou Medical University and Wenzhou Cane University all have independent alumni office institutions, arranging for dedicated staff to be responsible for alumni work and dedicated to alumni activities, with good results. Thirdly, there are registered formal foundations. There are 19 educational foundations in Wenzhou University and Wenzhou Cane University among the colleges and universities, and in Yueqing Middle School, Rui'an Middle School, Ou Hai Middle School and Cangnan Middle School among the key secondary schools. Among them, the earliest registered is Wenzhou University, which set up its foundation in May 2012; the largest registered capital is the Senma Concordia School, reaching 4 million yuan, twice as much as the other schools.

Table 2: Wenzhou Regional Education Foundation Statistics (July 2019)

| Serial number | Name of social organisation  | Date of incorporation | Registration Authority                          |
|---------------|--|-----------------------|---|
| 1             | Wenzhou University Education Development Foundation                              | 2012                  | Zhejiang Provincial Department of Civil Affairs |
| 2             | Zhejiang Rui'an Middle School Education Development Foundation                   | 2013                  | Zhejiang Provincial Department of Civil Affairs |
| 3             | Wenzhou Cane University Education Development Foundation                         | 2016                  | Wenzhou Civil Affairs Bureau                    |
| 4             | Wenzhou Senma Education Foundation   | 2016                  | Wenzhou Civil Affairs Bureau                    |
| 5             | Wenzhou Foreign Language School Education Development Foundation                 | 2017                  | Wenzhou Civil Affairs Bureau                    |
| 6             | Wenzhou Square Road Primary School Education Development Foundation              | 2016                  | Wenzhou Civil Affairs Bureau                    |
| 7             | Wenzhou Chengdong Education Development Foundation                               | 2017                  | Wenzhou Civil Affairs Bureau                    |
| 8             | Wenzhou Fifty-eighth Middle School Education Development Foundation              | 2018                  | Wenzhou Civil Affairs Bureau                    |
| 9             | Ouhai Secondary School Education Development Foundation, Ouhai District, Wenzhou | 2016                  | 瓯海区 Civil Affairs Bureau                        |
| 10            | Wenzhou Ouhai District Yuying Education Foundation                               | 2017                  | 瓯海区 Civil Affairs Bureau                        |
| 11            | Yueqing Lezhong Education Development Foundation                                 | 2018                  | 乐清市 Civil Affairs Bureau                        |
| 12            | Yueqing Yuying Education Development Foundation                                  | 2019                  | 乐清市 Civil Affairs Bureau                        |
| 13            | Cangnan County Cangnan Secondary School Dream Education Development Foundation   | 2015                  | 苍南县 Civil Affairs Bureau                        |

|    |  |      |                          |
|----|--|------|--------------------------|
| 14 | Taishun County Wenli Shuyuan Education Development Foundation        | 2015 | 泰顺县 Civil Affairs Bureau |
| 15 | Taishun County Yucai Public Welfare Education Development Foundation | 2017 | 泰顺县 Civil Affairs Bureau |
| 16 | Taishun County Ethnic High School Education Foundation               | 2017 | 泰顺县 Civil Affairs Bureau |
| 17 | Yongjia County Chen Guangzhong Education Foundation                  | 2015 | 永嘉县 Civil Affairs Bureau |
| 18 | Yongjia County Mushroom Stream Love Education Foundation             | 2017 | 永嘉县 Civil Affairs Bureau |
| 19 | Yongjia County Xuemeng Education Foundation                          | 2017 | 永嘉县 Civil Affairs Bureau |

(The information in this table is compiled by the subject team based on public data from the Civil Affairs Department)

### 3.3. Alumni feed their alma mater on an ongoing regular basis

Alumni are a valuable resource and asset to Wenzhou, and currently have provided much support to the school. The research found two distinctive features of alumni support for their alma mater: First, alumni donate larger amounts to . For example, the Wenzhou University Education Development Foundation received a donation of 20 million yuan from Mr Huang Wei soon after its establishment, and the Zhejiang Rui'an Middle School Education Development Fund has received donations of more than 30 million yuan from alumni since its establishment. The "Wenzhou Cane University Education Development Foundation" has received many donations from companies such as Senma, Yiming and Dafabet. Secondly, the quality of cooperation projects is high . Mr Guan Weili, an alumnus of Wenzhou Medical University and chairman of the listed company Kangning Hospital, has continued to cooperate with his alma mater, commissioning it to run the "Kangning class" for undergraduate clinical medicine since 2014; in 2016, he joined hands with his alma mater to establish the School of Psychiatry of Wenzhou Medical University. Mr. Zhu Liqing, alumnus of Zhejiang Institute of Technology and Trade and General Manager of Bona Laser, is concerned about the development of his alma mater and has built a research centre with his alma mater to declare major projects and jointly promote the development of Wenzhou's laser and optoelectronic industry.

## 4. Some problems with alumni resource management in Wenzhou

The research found that although Wenzhou's current work on the use of alumni resources has made a breakthrough in terms of layout, it is still at a preliminary stage on the whole, and there are many specific problems that need to be solved, which are analysed below, along with their causes.

### 4.1. The problem of difficult inclusion of alumni information and its causes

In practice, it is difficult to organize alumni information, and the performance of schools varies, analyzing two reasons: First, the historical archives are incomplete. Most schools have a late start in alumni work and a poor foundation, and the lack of collation of alumni data in the early stages makes it difficult to include them at a later stage. Secondly, the judging criteria are vague. At present, alumni work attaches more importance to the contact of famous alumni, but it is difficult to unify the criteria for judging famous alumni. Firstly, it is difficult to directly compare well-known alumni from different sectors; secondly, even for well-known alumni from the same sector, there are different criteria.

## 4.2. The problem of the difficulty in carrying out alumni activities and its causes

At present, most schools' alumni activities are irregular, not rich and not effective, analyzed for two reasons: First, schools do not have enough contact with alumni. The vast majority of schools interact with their alumni only by contacting and promoting well-known alumni, but they simply do not have the contact information of other alumni and lack the ability to mobilise and disseminate on a large scale; at the same time, due to the lack of experience and accumulation in the early stages, the mechanism and carrier of alumni activities are not very sound, so it is difficult to organise high-quality and high-level alumni activities. Secondly, there is insufficient interaction between the government and the school. Wenzhou's alumni work lacks a strong leadership structure like the work of the villagers, and there is no party and government organ with a clear division of responsibilities responsible for leading the city's alumni work, so the school's alumni activities lack top-down pressure and thrust; at the same time, due to relevant regulations, many leading cadres in party and government organs and state-owned enterprises and institutions are unwilling to join alumni organisations, let alone play a planning and organising role, giving alumni This has a certain impact on the organisation of alumni activities.

## 4.3. Difficulties in the operation of alumni bodies and their causes

At present, the alumni work of most schools in Wenzhou is in a shelved or incidental state, and the operation of alumni institutions is facing difficulties for three reasons: First, there is a lack of leading school leaders. Most schools are not sufficiently aware of the importance, necessity and urgency of alumni work, and lack goals and planning for alumni work. Secondly, there is a lack of full-time staff. Only Wenzhou Medical University, Wenzhou University, Wenzhou Cane University, Rui'an Middle School and Yueqing Middle School have full-time staff responsible for alumni work among the 18 schools sampled in the survey, while the other schools are mostly part-time. Thirdly, there is a lack of a compliant operational platform. Alumni associations are the basic platform for alumni work, but only a few schools in Wenzhou have a compliant alumni association organisation registered with the civil affairs department. As of April 2019, there were 1,201 alumni associations nationwide, including 58 in Zhejiang Province and 9 in Wenzhou, of which only four were alumni associations of local schools in Wenzhou and the other five were branches of "double-class universities" in Wenzhou.

## 4.4. Alumni funds landing difficult problems and their causes

There are many entrepreneurs among the alumni of Wenzhou schools, with a large potential for donations, but in reality, the use of alumni funds, or difficulties, is analysed for two reasons: First, the lack of start-up funds for foundations. One of the standard conditions for registering a foundation is to have 2 million yuan of start-up capital, and most public schools are unable to solve this special funding problem, making it difficult to set up foundation institutions in many schools, and some schools have to ask the government for assistance. Secondly, the operating environment for foundations is poor. After establishing the foundation, Wenzhou University applied for the establishment of the "Wenzhou University Alumni Science and Technology Venture Fund" (Luoshan No. 1) in 2017 (the 84th anniversary of the founding of the university) with a registered capital of RMB 200 million, adopting the operation mode of "school first, alumni second". However, it has encountered various problems during the registration process and has not yet been able to get off the ground. However, it has encountered various problems during the registration process and has not yet been implemented. The "White Heron No. 1" Venture Capital Fund of Ningbo University, which was applied for at the same time, has been successfully launched.

Table 3: Table on the formation and registration of alumni organisations in the Wenzhou area (July 2019)

| Serial number | Name of social organisation                                      | Date of incorporation                    | Registration Authority                          |
|---------------|--|--|---|
| 1             | Wenzhou Alumni Association of Jiaotong University                | 1992                                     | Wenzhou Civil Affairs Bureau                    |
| 2             | Shui On Secondary School Alumni Association                      | 1993                                     | Ruian Municipal Civil Affairs Bureau            |
| 3             | Wenzhou High School Alumni Association                           | 1998                                     | Wenzhou Civil Affairs Bureau                    |
| 4             | Southeast University Wenzhou Alumni Association                  | 1998                                     | Wenzhou Civil Affairs Bureau                    |
| 5             | Wenzhou Zhejiang University Alumni Association                   | 1999                                     | Wenzhou Civil Affairs Bureau                    |
| 6             | Wenzhou Fudan University Alumni Association                      | 2005                                     | Wenzhou Civil Affairs Bureau                    |
| 7             | Wenzhou Medical University Alumni Association                    | 2017                                     | Zhejiang Provincial Department of Civil Affairs |
| 8             | Wenzhou University Alumni Association                            | 2017                                     | Wenzhou Civil Affairs Bureau                    |
| 9             | Wenzhou Business School Alumni Association                       | 2010                                     | Unregistered                                    |
| 10            | Zhejiang Institute of Technology and Industry Alumni Association | 2010                                     | Unregistered                                    |
| 11            | Wenzhou University Oujiang College Alumni Association            | 2013                                     | Unregistered                                    |
| 12            | Wenzhou Cane University Alumni Association                       | 2018                                     | Unregistered                                    |
| 13            | Xiamen University Wenzhou Alumni Association                     | Branches, Affiliated to the Alma Mater   |   |
| 14            | Nankai School Wenzhou Alumni Association                         | Branches, affiliated with the alma mater |   |
| 15            | Tianjin University Wenzhou Alumni Association                    | Branches, affiliated with the alma mater |   |
| 16            | Wenzhou Alumni Association of Central South University           | Branches, affiliated with the alma mater |   |

(The information in this table was compiled by the subject team based on public data from the civil affairs department and interviews)

## 5. The use of alumni resources in Wenzhou needs to be promoted by the government

It has been proven that the development of alumni resources in Wenzhou cannot be done by the school alone. If we are to effectively develop this valuable asset of alumni resources and turn it into an important force for the economic and social development of Wenzhou, the municipal government should take an active role and promote it vigorously.

### 5.1. Strengthen organizational leadership and sound management system

First, clarify the management department. It is recommended that, with reference to the specifications of the work of the villagers, a party committee and government department be

clearly identified as the leading agency for alumni work in the city, overseeing the planning and execution of alumni work in the city, guiding universities and colleges to do a good job in alumni work on the one hand, and leading relevant departments at the county level to do a good job in alumni work in key secondary schools and professional schools within their jurisdictions on the other hand, forming a unified leadership, unified command and unified coordination work pattern in the city.

Second, highlight the sense of responsibility. Clarify the role of the first responsible unit for the work of each school, urge each school to establish and improve the leadership mechanism of alumni work, clarify the main leader of the school as the first responsible person for alumni work, the sub-leader as the main person in charge, the school office as the main working platform of the operating mechanism<sup>[3]</sup>.

Thirdly, connect with the mature system. Promote relevant departments and universities to apply for joining the Alumni Work Research Branch of the Chinese Society of Higher Education and access to the alumni work network of the national higher education institutions; consider promoting schools to join the Alumni Work Association of Zhejiang Province to strengthen the linkage of alumni work among universities in the province; finally, actively participate in the construction of the European and American Association of Zhejiang Province and make efforts to prepare for the establishment of the European and American Association of Wenzhou.

## **5.2. Innovative platform carrier, solid work foundation**

Firstly, build a unified information exchange platform. On the one hand, we urge schools to do a good job of alumni liaison, and promote alumni to fill in information online by themselves; on the other hand, we urge schools to do a good job of alumni certification, establish alumni files, issue "alumni cards", and invite alumni to return to school to exchange<sup>[4]</sup>.

The second is to develop reasonable classification and rating criteria. Combining the data collected in the early stages and the practical wisdom of each school, the alumni sector is divided according to profession and the alumni level is rated according to seniority to achieve matrix management. For alumni at the highest level in each sector, consideration can be given to awarding the honour of city-level famous alumni, while other alumni at higher levels can be awarded the title of famous alumni by the county (city, district) or school, thus forming the Wenzhou Famous Alumni Directory.

Thirdly, planning high-end alumni exchange activities. On the premise of mastering the well-known alumni directory, consideration can be given to setting up an independent global Wenzhou alumni conference activity carrier, or incorporating the World Wenzhou People's Conference as an important component, regularly inviting outstanding well-known alumni from home and abroad to return to their alma mater to take a look and return to Wenzhou for exchanges. At the same time, moderately co-ordinate the school celebration activities of various schools, combine with the central work needs of the party committee and government, and give full play to the resource advantages of alumni in specific aspects.

## **5.3. Increase protection and strengthen service institutions**

First, encourage schools to set up alumni association organisations. Encourage schools to set up alumni association bodies and support their registration to carry out their work legally and compliantly. Municipal civil affairs departments can be entrusted to study and formulate management measures for alumni association bodies of local schools in Wenzhou, try to moderately lower the threshold for approval, and launch a fast track for registration and approval to achieve "the most run once"; for those who have difficulty in meeting the conditions for the time being, the relevant departments can join with the schools to register and set up the Wenzhou Alumni Work Promotion Association, or Wenzhou City Alumni Association, inviting schools not registered institutions unified as a member unit to join.

Secondly, the promotion of schools to establish alumni office institutions. Set up a special fund for alumni work in Wenzhou, partly to "supplement", open to schools to apply for the use of the "four" as a prerequisite, that is, an independent alumni office institutions, full-time staff, special business funding and a complete work. The "award" will be used to allocate resources to alumni activities as a condition for evaluation, which will promote the establishment of a sound mechanism of relevant institutions.

In addition, a joint meeting of alumni work in Wenzhou can be set up at an opportune time, with the participation of the heads of key school alumni offices, to regularly promote information sharing and project building. Thirdly, support schools to set up foundation platforms. Arrange a working capital fund to help some of the foundation projects to solve the problem of start-up capital, and then recover it after the start-up and receipt of alumni donations; strengthen the supervision, guidance and training of the foundation platform, promote the schools to accurately grasp the national policies and regulations, clarify the requirements of the competent authorities, draw on mature experience at home and abroad, establish and run the foundation, strive to achieve the reasonable and legal use of funds, and give full play to its attraction of funds. The platform effect of financing.

#### **5.4. Strengthen internal and external linkages and develop the alumni economy**

Alumni resources are a rich mine for the future economic and social development of Wenzhou, so we must try to promote "alumni associations" to play the role of "recruiters" and "roadshows" to help the construction of our alma mater and help the development of Wenzhou. Wenzhou development. The first is to promote typical cases and guide alumni to feed their alma mater. It is recommended to organise outstanding alumni selection activities, focus on sorting out the typical cases of famous alumni supporting their alma mater in recent years, try to cover all levels in all sectors, and carry out a series of reports through the relevant media, especially outstanding ones should even be absorbed as "two representatives and one member", so as to form a momentum, through the role of role models to call on alumni outside to do something. Second, strengthen communication and liaison, and grasp information on alumni projects. It is recommended that schools establish a system of school leaders contacting local alumni associations, and that school leaders regularly visit alumni associations around the world, visit famous alumni, talk with alumni associations, grasp the resources and project clues in a timely manner, and contact the relevant departments in a timely manner for all those that are in a position to land in Wenzhou. Some key schools of well-known alumni, can be led by the relevant department leaders or even city leaders to visit, to promote the "alumni association" to play a "Chamber of Commerce" role. Third, based on their own reality, take the initiative to plan projects. Each school should have a sense of development, investment awareness and project awareness, take the initiative to start from their own alumni resources in practice, and try to plan projects that can be combined with alumni resources. It is recommended to focus on using the political resources of the central and state organs, the business resources of famous enterprises and listed companies at home and abroad, academic resources such as academicians, presidents, national thousands, Changjiang and Jieqing, as well as sports and cultural talents, to serve the current major projects of the municipal government of Wenzhou. Fourth, the subjective initiative to promote cooperation on the ground. For the school certified well-known alumni, the relevant departments to recognize the school's trust endorsement, to provide more convenience for its project approval; the school to lower the threshold of foundation donations, the river and the sea do not choose a small stream, in order to become its great; the school to student recruitment, school-enterprise cooperation process, giving priority to the well-known alumni resources outside, take the initiative to provide information and support.

## 6. Conclusion

In order to supplement the research content, we had interviewed five provincial key secondary schools, two professional special schools and five alumni associations of double-class universities in Wenzhou. Through the research, four status quo of alumni resources of Wenzhou colleges and universities were found: elitization of alumni resources, globalization of alumni network, specialization of alumni organizations and project of alumni feedbacks. However, there is still a lot of work to be done in the development and utilization of alumni resources in Wenzhou universities and there are some problems, which are as follows:

- (1) incomplete data, lack of combing alumni resources.
- (2) insufficient connection, lack of alumni network docking.
- (3) insufficient guarantee, lack of strength of alumni organizations.
- (4) not much effect, lack of channels for alumni feedbacks.

Through sorting out the opinions of alumni staff of 22 schools and comparing the practices of excellent alumni associations at home and abroad, the subject group put forward four major corresponding countermeasures and suggestions for the main problems of alumni resources development and utilization in Wenzhou universities.

- (1) Suggestions on alumni resource development: establish a sound alumni resource base and promote project-based cooperation.
- (2) Strengthen contact and expand alumni network: establish a sound leadership system, establish a sound liaison mechanism, build a platform for alumni interaction and systematically build alumni culture.
- (3) Provide protection for alumni institutions: Dedicate a full-time office to promote the development of alumni associations, help the construction of the Wenzhou Education Foundation, and introduce relevant policies for alumni work.
- (4) Broaden alumni feed-back channels: simplify donation channels and lower the donation threshold; hold regular Wenzhou school alumni summits; establish alumni association work groups; establish European and American fellowship societies.

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