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Governance dilemmas and optimization pathways for talent attraction, cultivation, utilization and retention in finance and economics universities

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Abstract

As China's higher education pursues connotative high-quality development, talent governance reform has become pivotal for universities to strengthen core competitiveness. Unlike general universities, finance and economics disciplines integrate academic research, policy consultation and industrial services, which impose stringent requirements for the adaptability, coordination and sustainability of talent governance. Based on talent ecosystem theory and the industry-embedded applied attributes of finance and economics disciplines, this paper adopts a three-dimensional framework to analyze prevailing governance dilemmas, including inadequate environmental adaptation in talent development, inefficient multi-stakeholder evaluation coordination, and insufficient digital support for sustainable talent iteration. Correspondingly, this study proposes targeted optimization strategies through precise adaptive cultivation, diversified evaluation reform and digital empowerment. The findings provide actionable references for finance and economics universities to improve talent governance systems and advance high-quality talent construction.

Keywords: Finance and economics universities; Talent-empowered development; Talent attraction; Cultivation; Utilization and retention; Talent evaluation; Digital and intelligent governance

1. Introduction

The new-era national talent strategy promotes integrated progress in education, technology and talent development, driving university talent governance to shift from scale expansion to quality improvement. This transformation reshapes the inherent logic of university talent cultivation. As key intellectual platforms supporting national macroeconomic regulation, financial risk prevention and regional economic upgrading, finance and economics universities are deeply engaged in policy implementation and industrial practice[1]. Their talents deliver dual values in academic innovation and social-economic services, forming distinct industry-oriented characteristics.

Traditional homogenized talent governance models can hardly accommodate the differentiated development of specialized disciplines, restricting the connotative growth of university talent teams. Talent ecosystem theory conceptualizes talent development as a dynamic, synergistic system involving individual, institutional and environmental factors. This framework is well suited to the multi-dimensional governance features of finance and economics universities and provides a reliable tool for interpreting structural governance contradictions[2,3]. From the dimensions of environmental adaptability, multi-actor coordination and evolutionary sustainability, this paper analyzes practical governance deficiencies and proposes targeted optimization solutions.

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2. Core Dilemmas of Talent Governance in Finance and Economics Universities

Drawing on the three-dimensional analytical framework of talent ecosystem theory, this paper incorporates the think tank-oriented and applied traits of finance and economics disciplines. The results reveal unique governance dilemmas in such universities, which differ distinctly from comprehensive universities in environmental adaptation, stakeholder collaboration and sustainable development.

2.1. Insufficient Environmental Adaptability in Talent Attraction and Cultivation

Talent recruitment and cultivation in finance and economics universities are constrained by rigid generalized governance inertia. Current recruitment practices overemphasize quantitative indicators such as academic degrees, paper outputs and vertical projects, while underestimating essential competencies including policy research capacity, industrial experience and interdisciplinary potential. Such evaluation deviation disconnects talent recruitment from the university's core positioning in think tank construction and industry docking[4,5]. In addition, administrative logic dominates recruitment decisions, limiting the discourse power of academic teams and think tank platforms. This leads to talent shortages in frontier areas such as digital finance and green economy and creates structural mismatches between talent allocation and disciplinary strategic layout.

Homogenized cultivation systems also hinder the high-quality development of applied finance and economics disciplines. Existing resources prioritize basic academic research, lacking hierarchical training mechanisms for policy-oriented and industry-oriented talents. Under short-term quantitative assessment pressure, young faculty tend to pursue immediate academic outputs rather than conducting long-term, in-depth research on major national economic issues. The prevailing cultivation model prioritizes theoretical inheritance over practical empowerment, failing to meet the dual demands of academic innovation and policy service. Accordingly, it restricts the construction of stable, hierarchical and sustainable talent teams.

2.2. Weak Synergistic Efficiency of Multi-Actor Talent Evaluation

Single evaluation frameworks and insufficient multi-stakeholder participation constitute major barriers to high-quality talent governance. Most finance and economics universities adopt unified research evaluation criteria without differentiated mechanisms for theoretical research, teaching and think tank positions. Traditional academic achievements are overvalued, while discipline-specific qualitative outputs, such as policy reports, industry standard formulation, achievement transformation and teaching case development, are insufficiently recognized. This one-dimensional evaluation system fails to reflect the diversified value of professional talents.

Talent assessment in such universities relies heavily on internal administrative and academic judgment, with limited participation from industry experts and external think tank researchers. The absence of a sound multi-stakeholder collaborative mechanism weakens governance effectiveness. Furthermore, evaluation results are merely applied to professional title advancement and performance distribution, rather than supporting talent diagnosis, targeted cultivation and post optimization. Rigid institutional constraints reduce the research autonomy of academic teams, limiting talents' capacity to deliver think tank services and industrial value and undermining overall governance efficiency.

2.3. Inadequate Digital Governance Support for Sustainable Talent Development

Lagging digital governance impedes the long-term iterative development of talent teams in finance and economics universities. Independent functional systems for personnel management, scientific research, academic affairs, think tank services and achievement transformation cause severe data fragmentation and systemic silos. The lack of integrated multi-dimensional talent data hinders refined governance practices, including precise talent profiling, dynamic tracking and intelligent matching, thereby restricting the continuous optimization of talent ecosystems.

University digital construction currently prioritizes basic administrative functions over discipline-specific services. Existing platforms only meet routine office needs and lack specialized modules for think tank achievement management, industrial data sharing and practical academic communication. Traditional offline governance models are inefficient and incompatible with the working features of finance and economics talents, such as frequent policy research, continuous industry docking and long-cycle achievement transformation. Insufficient digital infrastructure restricts the sustainable high-quality development of talent teams.

3. Optimization Pathways for Talent Governance in Finance and Economics Universities

Corresponding to the three core dilemmas of inadequate environmental adaptability, weak multi-actor coordination and unsustainable development, this paper constructs a targeted, full-chain talent governance optimization system. Based on talent ecosystem theory and practical reform experiences, the system addresses the unique structural contradictions of talent governance in finance and economics universities.

3.1. Optimize Talent Attraction and Cultivation to Improve Ecological Adaptability

To enhance the environmental adaptability of talent ecosystems, this paper proposes an academic-led, think tank-supported and industry-oriented recruitment mechanism. University academic committees and high-level think tank platforms jointly formulate targeted recruitment plans for emerging interdisciplinary fields and key policy research areas. The optimized evaluation system reduces the reliance on superficial quantitative indicators and adds discipline-specific dimensions, including policy research capability, industrial experience and transformation potential. Flexible talent introduction modes are adopted to engage industrial experts and policy researchers in disciplinary construction and compensate for practical talent shortages.

A hierarchical and classified cultivation system tailored to finance and economics disciplines is established for young faculty, academic backbones and think tank experts. Specialized resources are allocated for strategic economic research and think tank achievement cultivation to lower resource barriers for young scholars. Extended assessment cycles are implemented to encourage long-term, original research on major national economic issues. Improved mentoring mechanisms balance theoretical training and practical empowerment, facilitating the construction of talent teams adaptable to both academic innovation and policy service needs.

3.2. Construct Diversified Evaluation System to Strengthen Multi-Stakeholder Coordination

To boost multi-actor collaborative development, this paper develops a differentiated evaluation system in line with classified faculty reform principles. Independent criteria are designed for theoretical research, teaching practice and think tank services. By implementing representative achievement evaluation, the system fully recognizes applied outputs such as adopted policy reports, industry standards, transformed research outcomes and specialized teaching cases, effectively elevating the weight of practical contributions.

A tripartite evaluation mechanism involving university academics, industrial practitioners and policy researchers is established to break the limitations of single administrative evaluation. Long-cycle assessment alleviates short-term output pressure and enables precise talent diagnosis and targeted resource allocation. Increased research autonomy is granted to academic teams, and a hierarchical incentive system for think tank achievements is formulated. These measures form a complete value chain from academic research and policy formulation to industrial application, fully activating the innovative and service potential of finance and economics talents.

3.3. Empower Talent Development Through Digital and Intelligent Governance to Consolidate Long-Term Sustainability

To sustain the iterative evolution of talent ecosystems, finance and economics universities should build integrated, discipline-specific intelligent talent governance platforms. Such platforms break inter-departmental data barriers, unify data standards and integrate multi-dimensional talent information to support precise profiling, dynamic tracking and intelligent matching, enabling refined and intelligent governance upgrading.

Universities shall upgrade digital service modules with customized functions, including think tank achievement filing, industrial data sharing and online academic communication, to streamline routine management processes. Digital tools support personalized talent cultivation and accurately match the research, policy consulting and industrial service demands of talents at all levels. The improved digital service system forms a modern talent development ecosystem empowered by digital and intelligent technology, providing solid support for the long-term sustainable development of finance and economics talent teams.

4. Conclusion

Based on talent ecosystem theory, this paper systematically identifies three core governance dilemmas in finance and economics universities: insufficient talent-environment adaptation, inefficient multi-actor evaluation coordination, and lagging digital governance. In response to the academic, policy-oriented and industrial attributes of finance and economics disciplines, this study proposes targeted optimization pathways. To advance talent governance modernization, finance and economics universities should deepen institutional reform by optimizing talent development adaptation, strengthening multi-stakeholder evaluation collaboration, and promoting digital transformation. These efforts can effectively improve the quality of university talent construction and provide robust talent support for national high-quality economic development and financial professional talent cultivation.

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