

Introduction and Motivation Mechanism of Highly Educated Talents in Colleges and Universities

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Abstract: The key to running a university well is to introduce the top scholars and hire the best teachers. It is imperative to have excellent top talents for the development of colleges and universities in China. The introduction and motivation of top talents have become an important guarantee for the development of colleges and universities. This work first introduced the characteristics of highly educated talents and the background of talent introduction, and then put forward the strategy and motivation mechanism of talent introduction in colleges and universities. The research in this work can provide some theoretical guidance for the introduction of highly educated talents in colleges and universities.

1. Introduction

With the development of science and technology, talents have become the necessary competitiveness of the present society, leading the economic development and social progress. As an effective way to cultivate talents, higher education has been paid more and more attention by the society [1]. China has put forward the strategy of "rejuvenating the country by science and education" and "strengthening the country with talents". As the carrier of higher education, colleges and universities have four functions: talent training, scientific research, social service as well as cultural inheritance and innovation, and their main body are all talents. Therefore, in the field of higher education, talent introduction is an important way for the sustainable development of colleges and universities [2-3].

2. Characteristics of Highly Educated Talents and the Background of Talent Introduction in Colleges and Universities

Characteristics of Highly Educated Talents.

(1) High value. Highly educated talents in colleges and universities generally have a high degree of education, high positional titles and high value in a certain field. After a long period of education, highly educated talents in colleges and universities have a profound knowledge base, active spirit of innovation, unremitting efforts to study in their own disciplines, and accumulate rich theoretical and practical experience. Therefore, highly educated talents have super scientific research ability and scientific research level in their fields to open up new situation continuously and to solve all kinds of problems appeared in the field effectively.

(2) High cost. A study shows that in the modern society, the ratio of the cost of acquiring physical fitness, skills and intelligence is 1:3:9, while the benefits received by society are 1:10:100. It can be seen that the formation cost of highly educated talents is also relatively high when they are repaying back to the society with high efficiency [4]. At the same time, highly educated talents in colleges and universities have high value, less quantity, higher expectation value and great contribution to the unit, so they naturally need to be paid higher remuneration.

(3) Flowability. Highly educated talents in colleges and universities belong to a kind of scarce human resources, therefore, there is a strong demand in various industries of the society. Its high scarcity has aroused the high attention and snatch of colleges and universities and non-school

organizations all over the world, causing the phenomenon of raising prices [5]. On the one hand, it causes the disorder of the highly educated talent competition, on the other hand, it also forms the talent barrier among the units. At the same time, due to the relative imbalance of regional economic development in China, the flowability of highly educated talents in colleges and universities shows a strong unidirectional and unbalanced nature, causing the frequent phenomenon of "peacock flying to southeast".

3. The Introduction Background of Talent Introduction in Colleges and Universities

The trend of the modernization of higher education around the world has improved together, and the development and innovation of higher education and the pursuit of "excellence" have become increasingly strong. No matter at the level of nation or at the level of colleges and universities, the demand for talents mastering advanced knowledge and technology and with super-capable has risen sharply. Therefore, the talent team construction is always put at the strategic height, and the talent introduction work is always paid special attention to. In the construction of "double- first class", colleges and universities are facing the talents competition from the top foreign-funded enterprises and the first-class domestic enterprises. They are also facing the problem of "peaking and cutting", "Matthew Effect " because of the disorderly competition among colleges and universities, as well as the problem of the shortage of talent planning, nonstandard procedures and incomplete mechanism of internal talent management [6]. How to explore the renewal, faster, more special and better talent introduction strategy, and how to introduce continuously, integrate, use and retain talents urgently needed by colleges and universities have become the urgent need for the future development of colleges and universities.

With the development of economy, society, science and technology in China, the vast majority of outstanding young talents have shown a strong willingness to return to China for development due to the continuous improvement of the salary and treatment of domestic colleges and universities and the gradual narrowing of the income gap between home and abroad. These talents are expected to return to China within 3 years, and the colleges and universities that locate in first-tier cities, Alma Mater and hometown are more attractive to them. Compared with the traditional salary and treatment strategy, most overseas young talents are more concerned about the hardware and software environment and the allocation of resources, such as the continuity of scientific research support, the atmosphere of academic research and the mechanism of evaluation and assessment system, which are directly related to academic and scientific research in domestic colleges and universities.

4. Talent Introduction and Motivation Measures in Colleges and Universities

4.1 Strategies of Talents Introduction.

(1) Attaching importance to the "top-level design". The introduction of talents must be in line with the needs of the construction of the teaching staff, and the construction of the teaching staff must be consistent with the construction of the discipline in order to meet the needs of the development of the discipline. Based on the actual development of discipline and specialty in colleges and universities, it is necessary to make clear the goal of the construction of teaching staff and the key tasks of talent work, formulate a long-term introduction plan and provide timely feedback, analysis and research, and dynamic adjustment in order to realize the sustainable development of teaching staff and to promote the development of disciplines and school-running level [7]. The formulation of the introduction plan should have the view of the whole situation and the system, and draw up the realistic planning goal and the feasible introduction plan. It should attach great importance to the construction of the echelon of the teaching staff, and it should not only pay attention to the cultivation and introduction of the leading talents, but also pay attention to the cultivation of the successors of the teachers' ranks, such as the youth top-notch talents and the reserve talents. It is necessary to attach great importance to and give priority to the design of talent

system, reform and perfect the system and mechanism of talent management, and finally form a complete talent introduction plan which includes training after introduction.

(2) Taking the initiative actively and diversifying the ways of talent introduction. In recent years, the competition for talents among colleges and universities has been fierce, therefore, colleges and universities must seize opportunities and take the initiative in introducing talents. At the same time, various functional departments of colleges and universities should also coordinate, actively create services, cooperate closely with each other and support the good atmosphere in order to make great breakthrough for the introduction of talent, especially the introduction of highly educated talent [8]. Traditional methods of talent introduction focus on long-term employment and short-term recruitment, which often lack of responsiveness and lead to difficulties in talent introduction. Colleges and universities can adopt a variety of ways according to the actual situation, such as external professor, visiting professor, adjunct professor, short-term return, regular lecture and so on to carry out teachers sharing and project cooperation, so as to increase the flexibility of talent introduction and then to achieve a greater level of talent for their use.

(3) Paying attention to the establishment of bidirectional adjustment of the assessment and evaluation system. Most colleges and universities have a short-time limit for the first appointment of introduced talents, which will urge young talents, especially those engaged in basic original research, to be anxious in order to quickly produce results and avoid being eliminated. Therefore, for overseas talents with outstanding educational background and outstanding research achievements, the appointment period should be extended appropriately according to the characteristics of disciplines and talents, and the allocation period of scientific research academic resources should be roughly synchronized with the appointment period. At the same time, through the medium-term evaluation and other flexible assessment forms, the development dynamics of introduced talents can be grasped [9]. In the process of contract negotiation, the tasks for the appointment period of talents should be drawn up in a scientific and reasonable way by fully communicating with talents in order to avoid the phenomenon of unqualified examination results in a large scale because of the overweight task of scientific research during the first appointment period.

4.2 Motivation Measures of Talent Introduction.

(1) Innovating the talent motivation mechanism. The salary system reflecting post performance should be established gradually combined with the reform of higher education system and personnel system. Income distribution policy should favor outstanding talents. Based on this, a standardized and effective talent reward mechanism should be established, which adheres to the principle of combining spiritual reward with material reward and gives full play to the dual motivation functions of economic benefit and social honor. All kinds of talents who have made outstanding contributions should be given high honors and awards. Awards for all kinds of talents should be further standardized, adhering to the combination of reward and punishment, clearing rewards and punishments and realizing an effective incentive mechanism.

(2) Establishing a good cultural atmosphere of colleges and universities. The highly educated talent selection and training mechanism that are scientific, flexible and dynamic should be established. The talent strategy of colleges and universities should focus on the selection and training of highly educated talents. For different subjects, different types and characteristics of highly educated talents, there should be a scientific selection mechanism. It is necessary to create conditions and opportunities for those who really have the expertise to stand out. Moreover, since highly educated talents are the scarce resources in the society, colleges and universities must pay attention to contract and static standard management in the competition for talents. In particular, it is necessary to perform the appointment formalities based on the agreement, to clarify the relationship among the responsibility, power and interests of the talents, and to assess the completion situation of the talent work objectives based on the agreement [10]. Colleges and universities should pay attention to the potential influence of the soft environment, such as school spirit, study style, literary style and cultural atmosphere, on talents when paying attention to the

management through standardizing the management, and give full play to their restraint role on talents. In essence, the logic of colleges and universities is different from that of the enterprise. The purpose of enterprises is to maximize profits, and enterprises mainly do the work of "things", while colleges and universities aim to cultivate highly educated talents, so they mainly do the work of "people". It requires colleges and universities to give full play to the soft rules, such as humanistic factors, in the management of highly educated talents, so as to achieve the unity of hard constraints and soft constraints.

(3) Providing continuous opportunities to study and train. When carrying out the talent strategy, colleges and universities should strengthen the cultivation of highly educated talents, research on the training mechanism suitable for the further development of highly educated talents, especially the personalized training schemes, and cultivate famous people in colleges and universities. At present, the measure of carrying out strict academic vacations, holding high-level academic forums, closely combining the development of disciplines, sending high-level talents to foreign famous colleges and universities and scientific research institutions to carry out cooperative research and supporting highly educated talents to participate in high-level international activities and the domestic academic conference is effective to cultivate highly educated talents. Colleges and universities should creatively find ways to support the construction of high-level talents according to different characteristics. Only in this way can colleges and universities create a vivid situation of continuous appearance of talents.

5. Summary

The construction of high-level talents team is the foundation of the development of colleges and universities, which is related to their promotion of the connotation and reputation and determines the development potential and quality of colleges and universities. Local colleges and universities should make clear the orientation of their development, grasp the direction of talent work, give full play to the advantages of local characteristics, develop strengths and avoid weaknesses, and advance with the times to improve talent policies and measures, break through the bottleneck of talent construction, form a new focus and growth point for the construction and development of the talents, strive to create high-level and characteristic local colleges and universities and better serve the rapid development of local economic and social construction.

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