

Research on Organization Setup and Team Construction in University Administration

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Abstract: The administration of institution of higher learning serves the daily affairs of schools, solves the teaching problems of schools, captures the teaching quality of teachers and creates favourable conditions for students' study, which is the bounden duty of administrative staff. The administration of institution of higher learning is an important part of the daily work of institution of higher learning. As a social organization, institution of higher learning set up certain management institutions and formulate a series of systems. Only by building and owning an administrative team with high ideological quality, knowledge of education, good at management, innovative meaning and reasonable structure can scientific management be realized and the education quality and scientific research level be improved. Institution of higher learning is supposed do a good job in the training of administrative staff like teacher training, and strive to make the training of administrative staff be carried out in a planned, required and step-by-step manner. In the process of building administrative staff in institution of higher learning, relevant leaders should strictly enforce the system of personnel selection, so as to realize the personnel management system of total amount control, setting up posts according to needs, meritocracy, salary based on posts, etc., and establish the personnel who take post management and performance management as the centre, have clear rights and responsibilities, are able to get up and down, change posts and pay.

1. Introduction

Whether institution of higher learning have sufficient administrative management level is directly related to whether the allocation of educational resources in institution of higher learning can play a corresponding role, and plays a decisive role in running institution of higher learning, cultivating talents, and realizing the interests of teachers and students. It is the bounden duty of the administrative staff to do a good job in the administrative management of institution of higher learning, solve the teaching problems of the school for the daily service of the school, capture the teaching quality of teachers, and create good conditions for students' learning [1]. The core of management is that the quality of human management personnel is related to the success or failure of management. The administrative work of institution of higher learning directly serves teaching and research, plays the role of organization and decision-making. The quality of administrative work directly affects the level and efficiency of running schools. The administrative management of institution of higher learning is an important part of the daily work of institution of higher learning. As a social organization, institution of higher learning should set up certain management institutions and formulate a series of systems. Only by building and owning an administrative team with high ideological quality, understanding education, good at management, innovative and reasonable structure can scientific management be achieved to improve the quality of education and scientific research, To allocate various resources of the school and fully mobilize the enthusiasm of all aspects to obtain the predetermined teaching and research goals [2-3].

Under the social background of rapid development, how to build a model that conforms to China's basic national conditions is a critical force to promote the development of higher education. Specifically, in the management of institution of higher learning, the main role of administrative management is to manage most of the affairs in the operation of institution of higher learning, and

promote the stable operation and development of institution of higher learning. Based on the specific situation of university administration, it should at least have the following functions: The priority is planning, according to the development goals of universities, to formulate management plans, that is, management activities taken to ensure the implementation of the established plan, which mainly includes organizational settings and personnel distribution [4]. The third is coordination, which is to solve the organizational contradictions in the implementation of the plan and make proper coordination and adjustment. With the development of China's higher education and the deepening of educational reform, it has become an important work in the development of institution of higher learning to build a modern administrative team with reasonable structure and in line with the requirements of the times [5-6]. At the same time, the university management model with good feasibility can better meet the needs of the development and management of today's university education. It is a problem that must be paid attention to in today's university education.

2. The present situation of the construction of administrative team in Colleges and universities

From the current situation of the development of institution of higher learning, there is a widespread phenomenon of "emphasizing teaching and scientific research over administrative management". In essence, it is influenced by both traditional ideas and the development situation. There has always been a situation of neglecting management in institution of higher learning, and the administrative team is in an awkward low position at that time. In the first place, the staff engaged in administrative work have low academic qualifications, resulting in the instability of the management team; What's more, young people with high academic qualifications and professional titles think that administrative work has no future and are unwilling to engage in management work; At the third place, some college management series do not have professional titles to evaluate, and some even evaluated professional titles are ineffective and unresponsive treatment. Last but not the least these have affected the enthusiasm of the management team [7]. Most of Chinese university administrators have not received systematic basic theoretical education in management and pedagogy. Although they have a strong desire to do a good job, their management level is basically in the stage of experience management due to their lack of theoretical literacy in educational science and management science. Due to the influence of traditional ideas, the importance of administrative management in institution of higher learning has never been taken seriously, and even some leaders consider that administrative management is nothing more than following the rules, and it doesn't need professional knowledge at all, let alone building a professional management team, so the construction of administrative management team naturally lags behind [8-9].

Most of the management cadres are college graduates who stay in school directly, and some professional and technical posts are transferred to other posts, and some on-demand personnel have complicated composition. The lack of effective measures for the training, further study and improvement of school administrators leads to the long-term inability to improve the overall professional quality of the management team [10]. From the perspective of professional level, traditional management concepts and methods make many managers engaged in simple administrative affairs, lacking the knowledge and research of scientific management, and lacking the study of educational theory and training of management techniques. Therefore, this paper analyses the causes of the current problems in the construction of administrative teams in institution of higher learning, as shown in Figure 1.

From the analysis of the current management situation of institution of higher learning, many institutions of higher learning have a relatively vague position on the administrative team, and the management system they adopt is also implemented by referring to or following the two management systems, namely, the cadre management system of the party and government organs and the teacher management system. The employment mechanism of administrative personnel is still rigid. Public competition, employment period assessment, contract management and other links of administrative personnel need to be further strengthened; The performance appraisal system and remuneration system for administrative personnel have not been fully established. Incomplete

management system leads to unclear division of job responsibilities, overstaffed administrative team, weak sense of service, and low work efficiency. For a long time, the problems of the training and further study of university management workers and their professional titles and salaries have not been well solved, resulting in unstable people's minds and unstable teams. Because managers cannot evaluate and employ professional and technical titles, many managers are uneasy about their own work and are busy with teaching and scientific research work to enable them to be evaluated to technical titles. Especially under the bureaucratic organizational structure mode widely adopted by Chinese universities at this stage, there are obvious vertical power stratification and horizontal functional division. In such a bureaucratic organizational model, the promotion target chain of management staff is relatively short, and the focus of their hierarchical promotion is relatively low.

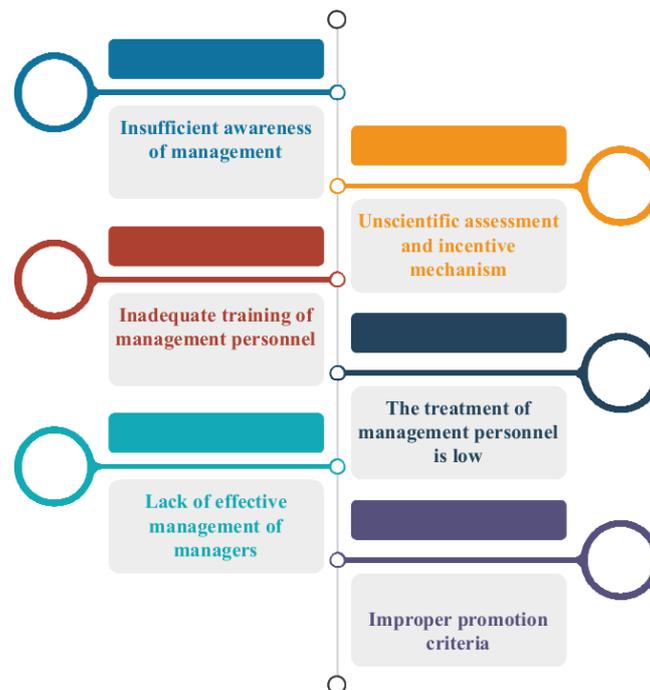


Figure 1 Analysis of the current situation of the construction of administrative teams in institution of higher learning

3. Research on the Countermeasures of Strengthening the Construction of Administrative Management Team in Colleges and Universities

3.1. Do a good job in streamlining the administrative team

With the development of higher education and the increasing workload of management, the resource requirements for management are more severe. However, we can't focus on increasing the number of staff, but we should cultivate and improve the quality of management cadres, and then improve the efficiency and quality of work to meet the needs of increased management workload. However, due to the ambiguity of the professional orientation of the administrative team in institution of higher learning, it is easy for managers to know their positions and perform their duties. In addition, from the outside of institution of higher learning, administrators are a member of "teachers", but from the inside of institution of higher learning, administrators are "government officials", which makes them embarrassed, and it is difficult to improve their subjective initiative. The establishment of a scientific and reasonable personnel selection mechanism is the institutional guarantee to enhance the professional quality, professional accomplishment and professional ability of the administrative team, and is also a necessary measure to enhance the cohesion and innovation of the administrative team. Strengthen management awareness and change the idea that management is a "soft task"; Second, it is necessary to raise awareness of the important position and role of management cadres in running schools well.

School leaders are required to attach great importance to the construction of this team, often analyse the situation of this team, find out the existing problems in time, and take practical measures to build the team well. As an important organization to promote the operation of institution of higher learning, the administrative team ought to keep pace with the times, so as to constantly learn new management theories and methods, and adjust their personal development plans according to the characteristics of the times to ensure their creativity and execution. Institution of higher learning ought to do a good job in training administrative staff just like teachers, and strive to make the training of administrative staff be carried out in a planned, required and step-by-step manner. The training of administrative personnel is supposed to be based on the principle of high efficiency, practicality and pertinence, and adhere to on-the-job study and self-study.

3.2. Establishing and Perfecting Scientific Evaluation and Promoting Individual Effectiveness of Managers

To further improve and perfect the assessment and evaluation mechanism of the administrative team, it is necessary to define their post conditions and responsibilities through work analysis, adopt the method of combining quantitative and qualitative assessment, and ordinary and annual assessment. When establishing the personnel selection and management mechanism, it is necessary to combine the characteristics of the times and the actual situation of the institution, and actively learn from the scientific experience of other institutions, so as to establish a personnel selection system that suits the characteristics of the institution. It also focuses on strengthening the construction of post-employment, post classification, post setting, post qualification and other systems, establishing a reasonable assessment and evaluation system that is scientific and operable, and strengthening the post assessment to ensure the fairness and notarization of the assessment results, as well as the reliability and validity of the assessment. Deepen the service concept, introduce the concept of service orientation for management, and optimize the institutional setting and team building in administrative management, as shown in Figure 2.



Figure 2 The conceptual structure of optimizing the institutional setting and team building in administrative management

In terms of post setting, strict job descriptions ought to be formulated according to the functions and conditions of different posts, and the occupational qualification access system should be fully implemented. In the process of college system construction, the internal performance appraisal mechanism is the most important part, and also an important guarantee for the formation of a healthy development of college organizations. It is an effective way to stimulate teaching staff, and is the basis for strengthening the construction of college administrative staff. Link the performance appraisal with promotion, distribution, rewards and punishments, guide the administrative personnel to form correct behavior and value orientation, establish a scientific incentive mechanism, drive the management personnel to maximize their self-worth, stimulate the management personnel's sense of enterprise, responsibility, innovation and service, and promote the management personnel to maximize their personal efficiency. The service-oriented administration mode in institution of higher learning is required to be based on multi-level, high participation and high efficiency. Therefore, we can promote the construction of service-oriented administration mode by building efficient and convenient service platforms and channels. In a word, in the process of building the administrative management team in institution of higher learning, the relevant leaders should strictly regulate the personnel selection system, so as to achieve the personnel management system of total amount control, setting posts according to needs, meritocracy, and salary based on posts, and establish an employment mechanism with post management and performance management as the center, clear rights and responsibilities, ability to rise and fall, and change from post to salary.

4. Conclusions

In the future development of institution of higher learning, administrative management will play a critical role. Therefore, in order to ensure the sustainable development of institution of higher learning, effectiveness of administrative work ought to be ensured. Schools need to first guarantee the training time of administrative staff, and create conditions to stipulate that they can take turns to enjoy paid study for half a year to one year after working continuously for three to five years. Secondly, giving strong support to the training funds, and the travel expenses and subsidies of administrative staff during the training period and ensuring they enjoy the same treatment as teachers' advanced study are also significant. School leaders and heads of departments should pay attention to the training of administrative staff, and often offer them attention and support. At present, in order to survive and develop better in institution of higher learning, we cannot consider that the administrative team of institution of higher learning is dispensable and anyone can do it as before. We must really attach importance to the administrative team, strengthen the construction of the administrative team, put emphasis on the administrative work, and place management, teaching and scientific research in the same important position. Maintaining the stability of the management team is a prerequisite for improving the level of school management. On the basis of strengthening ideological and political work, schools are required to strive to create conditions for them and improve their treatment. In order to achieve the above-mentioned goals, we are capable to first face up to the current problems in the administration of institution of higher learning, and take effective measures to strengthen the construction of the administrative team, such as setting up scientific management and establishing a reasonable personnel selection mechanism, that is, personnel training mechanism, so that they can devote themselves to the management of schools.

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