

# Exploration of the Administrative Management Mode of Colleges and Universities in the New Era

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**Abstract:** *The in-depth development of educational reform puts forward higher requirements for the administrative management of colleges and universities, and the quality of the administrative personnel in colleges and universities directly affects the quality of administrative management. Therefore, it is necessary to strengthen the innovative quality of administrative management personnel, make them keep pace with The Times in their work, put forward more creative ideas for the administrative management work, and promote the reform of administrative management in colleges and universities.*

**Keywords:** *university administration management; management concept; information island*

## 1. Introduction

The administrative management mode of colleges and universities in the new era refers to the realization of the goal of administrative management through certain management concepts, management methods and management means in the administrative management of colleges and universities. With the development of society and the advancement of science and technology, the mode of university administration is also constantly changing.

## 2. The necessity of exploring the working mode of university administrative management

### 2.1. The needs of the development of national higher education in the context of the new era

With the development of China's comprehensive national strength under the background of the new era, the development of most colleges and universities is supported by the state, and the educational funds and quality have been significantly improved. At the same time, colleges and universities actively explore the educational concept under the background of the new era. The educational concept of innovation and development can not only give full play to its own characteristics, create a fair scientific research environment, promote the training of talents in universities, but also promote the overall development of the field of university education and stabilize the harmonious development of social order. However, the administrative management of colleges and universities affects the development direction of the university, and the good administrative management environment reduces the obstacles in the process of reform and development of colleges and universities, innovates the management mechanism, and better cultivates high-quality talents<sup>[1]</sup>.

### 2.2. The need to promote the comprehensive development of colleges and universities

Colleges and universities are an important position for the country to train talents, and their development is closely related to the development of the country. In the process of expanding the scale, adjusting the personnel structure and promoting the reform of colleges and universities, there are also problems in the administrative management system reform, resource allocation, talent training and other aspects, which seriously affect the healthy development of colleges and universities. Therefore, colleges and universities need to actively resolve these problems, dredge the obstacles in the process of reform, so that the work of colleges and universities can be carried out smoothly, better allocate the resources of colleges and universities, to achieve coordinated development<sup>[1]</sup>.

### **3. The common problem of the work mode of university administration**

#### ***3.1. The lag of the management concept***

For teachers, students, the administrative department of colleges and universities long grasp the rights of school comprehensive transaction management, will unconsciously put themselves in management position, ignore the administrative department of its own service, and trigger teachers, students against the heart of the administrative department, kill the enthusiasm of the administrative personnel work, produce great resistance to promote work, seriously restricting the healthy development of colleges and universities. For the decision-making level of colleges and universities, the rights of administrative departments are restricted, and the request for many times but failed to be set in time, and the official standard rampant, thus reducing the work efficiency<sup>[2]</sup>.

#### ***3.2. Information isolated island effect***

In the digital context, with the continuous diversification of administrative management in colleges and universities, the various responsibilities of administrative departments are further refined, and the different rules and regulations and implementation standards of administrative departments have a serious impact on the overall operation of administrative management in colleges and universities, which leads to low work efficiency. For example, the organizational responsibilities of university party members and the administrative system overlap indirectly; the diversity of members of the epidemic prevention and control team in universities affects the acceptance degree of epidemic prevention and control measures in secondary colleges. Due to the heterogeneity of the information system modules involved in the administrative management work of colleges and universities, different administrative management works have strong independence, insufficient interaction and low integration of data information, which leads to the obvious problem of "information island" in the administrative management work of colleges and universities.

#### ***3.3. The performance, punishment and reward evaluation mechanism is blurred***

The administrative personnel of colleges and universities are the main body of the management work of colleges and universities. The performance, reward and punishment evaluation of the administrative personnel are directly related to their own work enthusiasm, quality and efficiency. In China, colleges and universities generally adopt the annual assessment and evaluation mechanism for the performance rewards and punishments of administrative personnel. The assessment content is mainly based on the report of administrative personnel in the current year, including whether the work tasks of this year are completed on time, the evaluation of leaders and colleagues and the work plan of the next year. This kind of assessment method is highly subjective and not scientific, leading to many people have a "doing well is better than writing well" thought<sup>0</sup>, Seriously dampened the work enthusiasm of grass-roots administrative personnel. In addition, some colleges and universities are superficial in assessing the work of administrative personnel, rather than establishing a special evaluation team. Instead, at the end of each year, the secondary colleges temporarily select qualification examination teams to deal with the assessment, which further dampened the enthusiasm of administrative personnel<sup>[3]</sup>.

#### ***3.4. Low efficiency of the administrative supervision mechanism***

At present, the general administrative supervision efficiency in various colleges and universities is faced with many blind spots and misunderstandings, which affect the construction of administrative efficiency in colleges and universities. On the one hand, the government intervenes in the management of colleges and universities by means of monopoly financial allocation and personnel appointment, which leads to the idea of "official standard" inevitably flowing into the universities, seriously restricts the operation of supervision mechanism, and makes the administrative departments of universities pay too much attention to their own power, just as the government administrative departments, and alienation. Survey showed that most of the university administrative efficiency supervision is not for administrative personnel play a role of early warning, although has set up a special administrative efficiency supervision institutions, but because of the lack of sound system, the supervisory institution is useless, and administrative supervision is given priority to with data access, visit inquiries, there are serious problem of "face project", malfeasance problem has occurred, the actual supervision effect cannot be implemented.

#### **4. The construction path of improving the efficiency of the university administrative management work mode**

##### ***4.1. Strengthen continuing education, cultivate innovative quality, and promote the overall quality of administrative personnel in colleges and universities***

Due to the nature of the work itself, the work content of colleges and universities is complicated and complex, and the total amount of work is relatively more than other departments, which will lead to more attention to work efficiency, and the university administrators with excellent experience level are always rare. In some colleges and universities, the administrative personnel sources, post-employment and selection procedures become a mere formality, the administrative management ability level is uneven, not form a comprehensive system of business knowledge system, and the administrative management personnel business training and examination of colleges and universities, training content is often too old, not well combined with the practical work needs, these factors lead to administrative personnel form inert thinking, lost the spirit of make progress;

And to really improve the innovation quality of university administrative personnel, in addition to build a comprehensive, system of education training, improve the administrative level of colleges and universities and professional quality, more to understand the diversification of the new era of education development trend, combined with the country for the focus of the administrative management reform, seize the continuing education training the main context, build, scientific modern administrative management mode. Colleges and universities should also organize various training meetings, exchange meetings and discussion meetings to encourage the administrative personnel of various colleges and universities to exchange work experience and jointly explore the work problems encountered, so as to improve the management efficiency. As the administrative personnel of colleges and universities under the background of the new era, they should also learn more scientific and professional working ideas in their own fields, so as to master more theoretical knowledge and professional skills, and further strengthen their own comprehensive management level<sup>[4]</sup>.

##### ***4.2. Adjust the role positioning, sort out the personnel structure, and clarify the job responsibilities***

People's professional identity in the society is a special sign, which is not only the expression of rights, but also a symbol of responsibility. Internal functions of university administrative authority of ambiguity, uncertainty, will dilute the work of university administrative personnel consciousness, afraid of responsibility, limited to job responsibilities, ignore students, teachers and other colleagues, ignore the basic attributes of education, the administrative department of colleges and universities and student groups, teachers and other personnel conflict, is not conducive to the work<sup>0</sup>; On the other hand, administrative management work, power and responsibility chaos, is prone to a thing of absurd phenomenon repeatedly confirmed by multiple departments, which seriously affects the efficiency of administrative work<sup>[5]</sup>.

To sum up, the administrative department of colleges and universities need to timely division of responsibilities, combing their department personnel structure, by strengthening training system, make the administrative personnel fully realize their role, perform good management and service functions, promote the effective operation of the administrative department of colleges and universities, promote the reform and development of colleges and universities in the field of education.

##### ***4.3. Based on PDCA, circular design, establish a scientific and professional supervision team***

PDCA cycle design mode mainly involves four links: P, D, C and A, among, P represents the determination of program guidelines and objectives, That is, on the basis of scientific and professional research, Supervisory work plan determined by feasibility study, By putting forward a scientific and professional supervision and implementation plan, Strive for the university leadership agreed to set up the corresponding supervision organization; D refers to the implementation link of the supervision work, That is, strictly according to the scientific and professional supervision plan link formulated in the implementation of the plan; C is the reinspection of supervision and implementation, Is to improve the implementation of the supervision work system inspection, Ensure that the implementation results are consistent with the expected goal; A refers to the handling of the monitoring and implementation results, In-depth analysis based on the inspection results and the problems found, Form specific supervision reports on the substandard items, Feedback to the higher authorities, And urge the administrative departments of colleges and universities to make corresponding improvements, Prepare

for entry to the next PDCA cycle<sup>[6]</sup>.

By building a scientific, professional and practical supervisory team, strictly checking the supervisory personnel and building a set of perfect training mechanism, the information level training plays an important role in the background of big data. Besides, the supervisory personnel should also learn cutting-edge business theoretical knowledge to lay a foundation for further improving the scientific and professional nature of the supervisory work. The operation of the administrative supervision department of colleges and universities is the concrete manifestation of the effective implementation of the supervision function of colleges and universities.

#### ***4.4. Improve the incentive mechanism and increase the work motivation***

Under the background of the new era, colleges and universities to strengthen the comprehensive strength of university administrative team, also need to improve the administrative work various stages of appraisal incentive mechanism, through the influence of material rewards, stimulate the administrative personnel work motivation and enthusiasm, the administrative personnel work mentality from "passive" to "active", make it devoted to the administrative work, and incentive mechanism can be perfect from multiple different angles<sup>[7]</sup>.

First of all, we should pay attention to the combination of material incentive and spiritual incentive, meet the needs of college administrators and reduce their living burden; strengthen ideological and political education, explore the spiritual value advocated by the incentive project, encourage them to improve the deficiencies in the work, give play to the advantages of administrative positions, and improve the work efficiency. Second should pay attention to scientific nature and fairness, university administrative personnel is an important part of school ideological and political work team, each employee work level is about the school administrative efficiency, incentive system design to select outstanding administrators of colleges and universities, but also to be able to encourage other university administrative personnel to grow together. In addition, attention should be paid to the combination of universality and disciplinary measures. In the incentive list, the students as soon as possible, and the administrative personnel who do not actively cooperate with the post and dismissal shall be held accountable and punished. Finally, it is necessary to actively investigate the incentive methods of excellent organs or enterprises, and combine rank promotion, incentive and assessment, so as to promote the development of professional quality and innovation quality of administrative personnel.

#### ***4.5. Build and maintain the information platform of university administrative management***

In the background of the new era, it is an inevitable choice to realize the informatization of administrative management. In 2018, the Education Informatization 2.0 Action Plan issued by the Ministry of Education clearly pointed out that the popularization of digital resource services should be continuously promoted, and the deep integration of information technology and college education should be strengthened. Traditional administrative work relies more on human services, All kinds of materials in the form of the paper version of the unified management and archiving, In the directional declaration, mid-term review, qualification review and unit assessment of all kinds of projects, Mainly adopt the mode of offline work, Gradually highlight the shortcomings of the low efficiency of the traditional administrative management methods; Colleges and universities should understand the specific situation of their own functional departments; A comprehensive review of the main businesses, And according to the practical factors of each functional departments to actively customize the information platform to the network companies, Considering the planning and construction scheme from the overall point of view, Through the research and reference to various excellent universities, Further build a unified information platform, Develop regulatory standards for compliance realistic factors, Promote the smooth development of the administration work in colleges and universities, Improve the school work efficiency. At the same time, establish the consciousness of "serving users" as the core, take the department business as the main line, strengthen the overall view of all administrative personnel, and guide the administrative personnel to actively participate in the information construction; Universities themselves should start from the overall perspective, combine the new era Internet technology, gradually explore the one-stop service of scientific research, educational reform, teaching, to prevent the occurrence of information island and strengthen the information service of the university.

## 5. Conclusion

With the rapid development of the new era, the development of higher education is increasingly closely related to the development of the country. As an important position of education, the solution of the existing problems is the necessary guarantee to realize the fundamental task of national education. Therefore, the administrative personnel of colleges and universities should actively explore the reform of the university administrative management work mode to meet the needs of the development of The Times and the reform and development of higher education. The new era requires the administrative personnel of universities to pay more attention to improving the management level and service quality of universities, strengthen the cooperation and communication within universities, innovate the administrative work mode of universities, and promote the administrative work of universities to a more efficient, fine and humanized direction. At the same time, the administrative personnel of colleges and universities should also pay attention to improving their own quality and ability, constantly learning and exploring, and make greater contributions to the development and construction of colleges and universities.

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