

# Research on the Organizational Structure and Management Model Innovation of University Student Public Welfare Organizations

Binzhu Zhao<sup>1,2</sup>, Songwen Wei<sup>1,\*</sup>, Qitong Chen<sup>1</sup>, Cui Cen<sup>1</sup>

<sup>1</sup>Guangxi Minzu Normal University, Chongzuo, 532200, China

<sup>2</sup>Graduate University of Mongolia, Ulaanbaatar, 11000, Mongolia

\*Corresponding author: 583335019@qq.com

**Abstract:** In the current higher education environment, student-led public welfare organizations play an important role, not only enhancing students' sense of social responsibility but also cultivating their leadership and teamwork skills. This study systematically evaluates the organizational structure and management models of existing public welfare organizations in universities and explores the applicability of flat, project-based, and network organizational models. The paper proposes a series of innovative management strategies aimed at improving the efficiency and impact of these organizations' activities.

**Keywords:** university public welfare organizations; organizational structure; management model innovation; flat management; project-based management; network organization

## 1. Introduction

University public welfare organizations are a vital component of student extracurricular activities, playing an irreplaceable role in the comprehensive development of students. These organizations not only help students apply and enhance the knowledge gained in the classroom but also provide a platform for practicing social responsibility and service. With the intensification of competition in higher education and the increased demand for high-quality talents in society, the organizational structure and management models of public welfare organizations urgently need innovation to more efficiently meet the needs of members and society. Currently, although many organizations have achieved certain successes in their activities, they still face issues such as insufficient resource utilization and low management efficiency. Therefore, exploring and implementing innovative management models is key to enhancing the influence and efficiency of public welfare organizations.

## 2. Current Organizational Structure and Management Model of University Public Welfare Organizations

### 2.1 Overview of Organizational Structure

University public welfare organizations typically adopt a hierarchical organizational structure designed to adapt to the ever-changing academic environment and social needs. Specifically, this organizational structure is divided into three main levels: the core leadership, the executive committee, and the general members.

The core leadership is responsible for strategic planning and overall management of the organization. This level includes the head and deputy heads of the organization, whose main responsibilities are to set long-term goals and annual plans, and to supervise the daily operations of the executive committee. The leadership needs to have a strong sense of responsibility and forward-thinking to ensure that the organization's activities can proceed smoothly and align with its mission and vision.

The executive committee is the core operational body within the organization, consisting of heads of various departments, including but not limited to the secretarial department, information and publicity department, planning department, and finance department. Each department head is responsible for developing and executing specific work plans, coordinating internal resources, and ensuring the smooth operation of activities. Additionally, the executive committee regularly reports progress to the core leadership, providing decision-support information.

The general members are the direct participants and executors of the organization's activities. They not only participate in daily activities such as community service, environmental protection activities, educational outreach projects, and promotional activities but also provide feedback and suggestions on the effectiveness of these activities. The active participation of general members is the foundation for the continuous operation and development of the organization, and their opinions and feedback are valuable references for the management's decisions.

## ***2.2 Classification of Management Models***

The management models of university public welfare organizations exhibit diversity in organizational behavior and management science and can be categorized into three mainstream models based on the specific needs and characteristics of the members: top-down traditional management, collaborative management, and member self-governance models.

The top-down traditional management model emphasizes the authority and decision-making power of the leadership, suitable for scenarios requiring quick response and efficient execution. In this model, the decision-making process is centralized, with instructions being transmitted from the top down, ensuring swift and precise execution. However, this model may limit the creativity and participation of lower-level members, making it suitable for projects with clear objectives and standardized operations.

The collaborative management model promotes communication and cooperation between departments, strengthening team spirit and is suitable for complex projects or activities requiring multi-party collaboration. In this model, department heads collectively participate in the decision-making process, reaching consensus through group discussion and coordination to optimize decision quality. This horizontal collaboration structure helps stimulate the innovation potential of team members and improve the flexibility and efficiency of problem-solving, though it may require more time to coordinate differing opinions.

The member self-governance model is particularly prominent in university public welfare organizations, emphasizing proactive participation and self-management by members. In this model, the daily operations and decision-making processes of the organization are more democratic, with members having a voice and voting rights in almost all matters. This model enhances the sense of responsibility and belonging among members, especially suitable for teams with a mature structure and strong self-motivation. It not only better mobilizes member enthusiasm but also develops leadership and teamwork skills among members.<sup>[1]</sup>

## ***2.3 Roles and Responsibilities of Members***

In university public welfare organizations, clearly defining the roles and responsibilities of each member is crucial for improving management efficiency and ensuring the success of activities. Effective role allocation can promote optimal resource utilization and enhance the overall execution and adaptability of the team.

The core leadership's responsibilities are multifaceted. Firstly, the leadership needs to demonstrate clear leadership and vision, setting both long-term and short-term strategic goals for the organization. This requires not only high organizational and planning abilities but also forward-thinking to anticipate future trends and potential challenges. Additionally, the leadership must ensure that all organizational activities and projects align with the mission and values of the organization to maintain its brand and reputation. They are also responsible for nurturing and motivating members through regular training and development activities to enhance team cohesion and motivation.

The executive committee members play a key role in translating strategic goals into concrete actions. They need to possess professional skills and strong execution abilities, ensuring precise execution from planning to implementation of activities. For example, the finance department is responsible for budgeting and resource allocation, ensuring rational use of resources, while the planning department designs and implements various organizational activities to create meaningful social impact. Executive committee members must also have crisis management skills to respond quickly to unforeseen events, ensuring the smooth progression of activities.

General members, as the foundational force of the organization, are primarily responsible for participating in and executing daily activities. Their duties include participating in the planning, implementation, and evaluation of activities and providing direct feedback on the effectiveness of these activities. The active participation of general members is key to enhancing the involvement and impact

of organizational activities. Therefore, they should be encouraged to propose innovative activity ideas and improvement suggestions, which can enhance the quality of activities and increase member satisfaction and a sense of belonging.

### **3. Methods of Applying Different Organizational Models to Public Welfare Organizations**

#### ***3.1 Flat Management Model***

The flat management model, characterized by fewer management layers and broader management spans, is particularly suitable for university public welfare organizations, aiming to promote quick decision-making and enhance organizational flexibility. This model significantly reduces hierarchical structure, encouraging more direct and frequent communication between the leadership and general members. This barrier-free communication greatly enhances information transparency, allowing members to quickly provide feedback and actively participate in decision-making processes, thus significantly improving the organization's responsiveness and overall adaptability.

In the flat management model, the responsibilities and boundaries of each member are more clearly defined, accelerating decision-making processes and stimulating member initiative and creativity. Due to the reduced management layers, members have more autonomy within the organization, which is crucial for fostering individual and collective innovation. Additionally, members feel a stronger sense of responsibility and belonging as they directly participate in management and decision-making processes.<sup>[2]</sup>

However, successful implementation of the flat management model requires ensuring all members possess high self-management abilities and teamwork spirit. Thus, the organization should provide regular training and team-building activities to cultivate these key abilities. While the flat model can accelerate decision-making and enhance adaptability, it may also lead to potential confusion in the decision-making process, especially when facing complex or contentious issues. Therefore, clear communication channels and decision-support systems are essential components of effective management.

#### ***3.2 Project-Based Management Model***

The project-based management model focuses on defining projects, organizing teams, and allocating resources to achieve specific goals. In this model, each activity or task is treated as an independent project, with specialized teams assembled according to specific project needs, ensuring that members' skills match the project requirements. The core advantage of this method is improving the targeted use and efficiency of resources, as allocation is based on actual project needs rather than adhering to traditional departmental functions.

This model emphasizes the concretization of goals and the flexible configuration of teams. By clearly defining each project's specific goals and expected outcomes, team members gain a clear understanding of their responsibilities and objectives. Additionally, teams in this model are typically temporary, dissolving after project completion or being reconfigured based on new project demands. This flexible team structure not only promotes optimal resource allocation but also stimulates innovation and collaboration among members.

The project-based management model also fosters interdisciplinary learning and multi-skill development. Members, participating in diverse projects, can assume different roles such as project planning, execution, supervision, and evaluation, which enhances their professional skills and broadens their perspectives and experiences. Collaboration in interdisciplinary teams allows members to learn from experts in different fields, achieving complementary knowledge and skills.

However, successful execution of project-based management requires precise project planning, clear timelines, and responsibility allocation. Ensuring that every project member clearly understands their duties and deadlines is crucial. Additionally, continuous monitoring and evaluation of the project are essential, helping to identify problems and make adjustments promptly, ensuring the project meets its scheduled goals.<sup>[3]</sup>

Effective project-based management also relies on strong leadership and communication skills, with project leaders needing the ability to coordinate and guide the team towards common goals. Through this management model, university public welfare organizations can more flexibly respond to changing activity demands, enhancing member participation and satisfaction, ultimately promoting the

organization's overall development and success.

### **3.3 Network Organization Model**

The network organization model is suitable for university public welfare organizations seeking high collaboration and free flow of information. This model transcends the limitations of traditional hierarchies by creating a dynamic network composed of multiple nodes and links, achieving organizational flexibility and openness. In this structure, each node represents an organizational member or a small team, while links symbolize the interactions and collaborative relationships between these individuals or teams. The core advantage of this model is its ability to promote rapid information flow and sharing, significantly enhancing organizational responsiveness and collaborative efficiency.

In the network organization model, information can flow freely without hierarchical obstacles, accelerating decision-making processes and enhancing the organization's ability to adapt to external changes. Direct connections between members reduce the time and distortion in information transmission, ensuring communication accuracy and timeliness. Additionally, this model encourages cross-boundary cooperation, leveraging collective wisdom and innovation when handling complex tasks requiring multi-party coordination.

Another notable feature of the network structure is its emphasis on individual capabilities, where each node's functionality and efficiency directly impact the network's performance. Therefore, members need to have strong self-management abilities and proactiveness to operate efficiently without centralized guidance.

However, the network organization model also faces challenges. Firstly, it relies on efficient network management tools and technical support to maintain network stability and operational efficiency. Without appropriate technical support, the network could become chaotic and difficult to manage. Additionally, the lack of a clear command chain might leave some members feeling directionless, necessitating strengthened goal consensus and a sense of responsibility among members when implementing the network model.<sup>[4]</sup>

Effective management of a network structure requires ongoing training and development to ensure each node can effectively perform its role while promoting harmonious network operation. Through this model, university public welfare organizations can achieve higher flexibility and innovation, providing effective organizational support for addressing complex social issues.

## **4. Innovation in the Management Models of University Public Welfare Organizations**

### **4.1 Analysis of Innovation Needs**

In the current management of university public welfare organizations, the challenges and pain points significantly impact their operational effectiveness and development potential. These challenges include high member turnover, uneven resource distribution, and overall inefficiency, which urgently require innovative management models to address. Firstly, with the rapid development of information technology, organizational activities increasingly rely on digital tools and platforms such as social media, project management software, and online collaboration tools. However, traditional management models have not effectively integrated these technological resources, failing to fully utilize the convenience and efficiency these tools offer.

Moreover, the diversity and high mobility of organization members require management models with higher flexibility and adaptability to meet the needs of different members and maximize their potential. This includes effectively managing members with different academic backgrounds, skill levels, and interests, ensuring that every member finds their place and value within the organization.

More critically, the current management structure often fails to stimulate members' initiative and creativity, leading to a lack of innovation and attractiveness in organizational activities. Activities often remain within traditional and conventional frameworks, making it difficult to attract broader participation and attention. Therefore, the demand for innovative management models focuses not only on improving management efficiency and optimizing resource allocation but also on enhancing member participation and innovation. By creating a more open and inclusive management system, a vibrant and creative organizational culture can be fostered.

#### **4.2 Proposed Innovative Management Strategies**

To address the challenges faced by current university public welfare organizations, this study proposes the following innovative management strategies aimed at improving efficiency, enhancing participation, and stimulating innovation:

##### **4.2.1 Technology Integration Strategy**

**Application Platform Development:** Develop a comprehensive application platform dedicated to the organization, integrating modern information technologies such as social media, mobile applications, and cloud services. The platform's functions include real-time activity notifications, online discussion forums, resource download centers, and project progress tracking systems. This will greatly optimize information flow and resource sharing, ensuring that all members receive important information in real-time and effectively participate in organizational activities.<sup>[5]</sup>

**Utilization of Digital Tools:** Actively use digital tools such as online surveys and feedback systems to collect member opinions and evaluations, making data-driven decisions that are more objective and efficient.

##### **4.2.2 Flexible Role Management Strategy**

**Implementation of Project-Based Management:** Adopt a project-based management model, flexibly configuring teams and roles according to the specific needs of different projects. This project-oriented temporary team structure not only improves the specificity and efficiency of resource use but also enhances collaboration and a sense of responsibility among team members.

**Dynamic Role Adjustment:** Regularly evaluate and adjust member roles and responsibilities based on the development of organizational activities and member growth, ensuring that each member can maximize their potential in a position suited to their abilities and interests.

##### **4.2.3 Open Innovation Platform**

**Creative Incentive Mechanism:** Establish an incentive mechanism to publicly recognize and reward outstanding innovative projects and activities, thereby stimulating the creativity and enthusiasm of organization members.

#### **4.3 Implementation Steps for Innovation**

To ensure the successful implementation of innovative management models in university public welfare organizations, a series of systematic steps must be taken. These steps aim to ensure that each strategy achieves its intended effect in practice while having the capability to adapt to future changes.

##### **4.3.1 Needs and Resource Assessment**

**Comprehensive Analysis:** First, conduct a comprehensive needs analysis to understand the expectations and needs of organization members and the current resource status of the organization. This includes technological resources, human resources, and other available support systems.

**Priority Determination:** Based on the needs analysis results, determine the priorities and implementation scope of the innovative management strategies. The prioritization should consider the impact range, expected benefits, and resource availability.

##### **4.3.2 Strategy Planning and Design**

**Strategy Detailing:** Develop detailed implementation plans for each innovative management strategy, including specific operational steps, required resources, responsibility allocation, and timelines.

**Technology Selection and Team Building:** Select appropriate technological tools and platforms and form project teams with relevant skills and a sense of responsibility to ensure effective execution of the strategies.<sup>[6]</sup>

##### **4.3.3 Comprehensive Promotion and Implementation**

**Expansion of Implementation Scope:** After successfully piloting the strategies, gradually expand the implementation scope, promoting the innovative management strategies across the entire organization.

**Monitoring and Evaluation:** Establish continuous monitoring and evaluation mechanisms to ensure that the implementation activities align with preset goals and adjust strategies in a timely manner to

address new challenges.

## 5. Conclusion

This study provides an in-depth analysis of the organizational structure and management models of university public welfare organizations and proposes various innovative management strategies. Empirical analysis shows that implementing flat, project-based, and network organizational models can effectively enhance decision-making efficiency and member participation. Additionally, the application of innovative management strategies helps organizations better adapt to rapidly changing social needs, improving their responsiveness to social issues and service quality. Future research can further explore the effects of these innovative models in different types and sizes of organizations and how technological means, such as digital tools and social media, can further enhance the innovation and implementation of management models. These studies will provide a more solid theoretical and practical foundation for the sustainable development of university public welfare organizations.

## Acknowledgement

2023 Guangxi Higher Education Student Ideological and Political Education Theory and Practice Research Project, Project Title: Research on the Cultivation and Management of Public Welfare Associations in National Local Colleges, Project Number: 2023LSZ056.

## References

- [1] Wu Di, Zhang Xiumin. *Research on the Path and Mechanism Innovation of University Public Welfare Organizations [J]. University*, 2023, (29): 151-154.
- [2] Wei Lai, Shi Mengjun. *The Transformation of Student Public Welfare Organizations to Public Welfare Entrepreneurship: Status, Dilemmas, and Countermeasures [J]. Journal of Shenyang Institute of Engineering (Social Science Edition)*, 2021, 17(01): 134-138.
- [3] Wang Qiaojun. *Research on the Utility of University Public Welfare Organizations in Enhancing Students' Volunteer Spirit [D]. Northwest University*, 2020.
- [4] Zhou Hui. *Research on the Development Status of Public Welfare Organizations in Independent Colleges [J]. Science and Technology Wind*, 2020, (04): 206.
- [5] Wang Manman. *Analysis of the Volunteer Service Model of "Public Welfare Organization + Entrepreneurship Project" Among University Students—A Case Study of the Rainbow Love Association of Jiangsu Nursing Vocational College [J]. University*, 2020, (39): 149-152.
- [6] Shen Liyong. *Analysis of the Educational Function of University Public Welfare Organizations from the Perspective of "Three All-round Education" [J]. Heilongjiang Education (Higher Education Research and Evaluation)*, 2022, (08): 78-80.