



Research on the Construction of Administrative Teams in Universities under the Background of the New Normal

Ruonan Bai, ManKeun Yoon*

Educational Administration, Graduate School at the Catholic University of Korea, 43, Ji-bong-ro, Bucheon-si, Gyeonggi-do 14662, Korea
DOI: 10.32629/jher.v3i2.787

Abstract: Under the new normal, the state and society put forward higher requirements for the efficiency and level of administrative services in universities. It is necessary to speed up the scientific, modern and professional construction of administrative teams in universities, carry out higher quality management and services in them, and provide comprehensive guarantee for teaching and scientific research in universities. This paper analyzes the current situation and problems in the construction of university administration team, discusses the effective path of the construction of university administration team, and promotes it from the aspects of system, mechanism, technology, mode and talent training, so as to comprehensively speed up the improvement and upgrading of university administration and service.

Keywords: university management, administrative management, team building, management system

As the management and service system at university is deeply related to the development of teaching and research activities in universities, "the realization of the purpose and idea of running a university, and the improvement of its ability and efficiency directly depend on the ability and level of administrative management". Different from the construction of the management team in other social systems, constructing the administrative team at university, needs to acknowledge the actual characteristics and the necessity of teaching and scientific research in universities, and requires for the professional ability, political literacy, and the ethics of the administrators at university, so that they can form an efficient, qualified, positive, and healthy environment of internal management in universities. In doing so, it will take a step forward to strengthen the teaching and research activities in them. In this regard, the university management service system further emphasizes the importance and necessity of institutional reform, structural optimization, and innovation drive in the construction of administrative teams.

University administration team needs to be responsible for university, teachers and students, and to cultivate people by providing the service. In the process of educational reform for universities, the management strategy in the organization doesn't seem to be progressive. Although under the new normal, "universities have actually become a complex organizational system. The gradual refinement of internal division of labor and the deepening degree of specialization make the importance and difficulty of school teaching management increasingly prominent." For the construction of the organizational management at university, it should develop the ideas, such as promoting the institutional reform, optimizing structure, and inculcating innovation driven new measures, so as to establish an efficient and high-qualified the administration team at university. Based on this background, the problems and deficiencies of university administrative team construction needs to be analyzed from the current situation of construction and the development of the administrative team at university.

1. The analysis of the current situation in the construction of administrative teams at universities based on the new normal perspective

1.1 The management concept is obsolete; the system and mechanism need to be optimized

Universities are important places for the development of teaching and scientific research. But universities pay less attention to their own management and service. They think that management is just trivial work according to some rigid regulations. Enthusiasm and creativity for work are insufficient. This reflects that the real problem is to have outdated concepts for management. Indeed, such outdated concept shows the lack of developmental vision, which can easily lead to the disconnection between the management mechanism and the actual needs. It doesn't help produce benefits, but become more chaotic and worse. Therefore, it needs to optimize the system and mechanism in them, since the outdated concept has affected the university in building the effective administration team as well as in directing the purpose of work, performing tasks, providing right methods, and utilizing personnel resources.

1.2 Low degree of management skills and insufficient approach for innovation

Under the new normal, the economy, technology and management in society are rapidly changing that is driven by innovation, but the embodiment of innovation is not seen in building the university administration team. At present, major universities have introduced many professional and innovative management systems, but those systems are not fully applied in universities. Managers know little about other functions in the system equipment, and lack the initiative of active exploration and learning. In addition, the concept, technology, means, the mode of university management and service, as well as the self-construction of the administrative team, need to get rid of the old, while actively embrace the transformation under the new normal to meet the new requirements of university on the development of university administration and service.

1.3 Continuous talent introduction and employment, but lack of systematic training

For a long time, there has been an obvious problem in the construction of administrative teams in universities, which is employing instead of training. After taking the post, the personnel will perform their duties after short-term guidance. In the later stage, there is no education and training for the improvement of professional knowledge, ability and performance. It is difficult to effectively improve the overall quality of team personnel. In particular, many talents in the administrative teams of universities are recruited from teachers, graduates or other excellent people. They are not professional managers and lack of professional management experience. Without systematic education and training, such a talent team is difficult to play a constructive role in university management and service. Moreover, under the new normal, the assessment, evaluation and incentive mechanism of the construction of university administrative team should also change accordingly, put forward new standards and requirements with the times, so as to promote the professional growth of management teams.

2. Suggestions on the path of the construction of university administrative team under the background of new normal

In the context of the new normal, to deepen the reform of higher education, we must have modern, efficient and high-quality management and service as the operation guarantee and support, do a good job in the coordination, liaison, service and resource allocation in the main line of teaching and scientific research, build a higher quality campus environment and improve the satisfaction of teachers, students and other groups. In the process of promoting the efficiency and level of university management and service, the scientific, professional and modern construction of university administrative team is the foundation and premise. Therefore, the construction of the university administrative team should focus on the following aspects.

2.1 Change the management concept; furthermore, improve the management system and mechanism

The change of concept can guide the change of behavior. In the construction of administrative teams in universities, they should pay attention to the renewal of management concept, strengthen the education and training of modern management concept, and keep pace with the times, use modern management concept to improve the administrative system and relevant working mechanism of colleges and universities, infiltrate modern management ideas and methods in work, and "design corresponding responsibilities, systems, processes and benefit distribution". It points out the direction, objectives and standards for the construction of administrative teams in universities. At the same time, the construction of administrative teams in universities should also widely absorb the advanced experience of foreign or domestic universities, understand the shortcomings and loopholes in their own management, sort out the personnel problems, organization problems, management problems and service problems in the work of administrative teams, and use modern management ideas to build a more efficient and effective working mechanism.

2.2 Practice oriented, accelerate the innovative application of management technology, means and modes

The construction of university administrative team not only needs to strengthen talent organization and the scientific and professional management mechanism, but also needs to update the relevant management technology, means and mode with the times, and improve the efficiency and level of university administration and service through the innovation of technology and mode. The problem faced by the administrative team of universities is how to select advanced technical means and application modes, and how to implement the application of relevant technical means. In this regard, the construction of university administrative team needs to infiltrate the innovation drive into all links of team construction, university management and university service, introduce new technologies, new equipment and facilities and management modes of informatization, digitization and networking, strengthen the learning and training of managers in new technologies, new

equipment and new modes, and require managers to fully master relevant innovative ideas and technologies, continue to study and study in depth, Improve the modern development level of management and service in colleges and universities.

2.3 Build a professional management team; furthermore, strengthen the awareness of management and service

"University management cadres should have a firm political position, noble ideological and moral quality." Under the new normal, innovation driven development, based on this, puts forward more new requirements for the comprehensive quality and professional growth of university administrators. Administrators are required to speed up their professional development while improving their teachers' ethics, give full play to their subjective initiative in the innovation of university administrative ideas and methods, and effectively highlight the role and value of talents. Starting from practice, the construction of university administrative team should develop towards the construction goal of professional management team, pay attention to the professional education and training of administrative personnel, and effectively mobilize the enthusiasm, initiative and creativity of talent professional development by means of assessment, evaluation and incentive, so that the university administrative team can play a talent role in the modernization of university management service. It should be noted that management should go deep into the front line, fully understand the actual needs and deficiencies in teaching and scientific research in colleges and universities, find and solve problems by means of management and service, and provide guarantee for teaching and scientific research. Therefore, the construction of university administration team should strengthen the awareness of management and service, serve teachers, students and other employees, and build a humanized and service-oriented university administration team.

3. Conclusion

Under the new normal, improving the efficiency and level of management and service in colleges and universities is one of the important tasks in the deepening reform of college education, which has brought contemporary development opportunities to the professional development and comprehensive quality improvement of college administrators. In the process of promoting the construction of administrative teams in colleges and universities, colleges and universities should actively change their ideas, pay attention to administrative management, improve modern management system and mechanism, encourage concept innovation, technological innovation and talent innovation, so that the administrative team in colleges and universities can provide more professional, efficient and high-quality management services driven by innovation.

References

- [1] Lian Jie. Reflections on the construction of administrative teams in colleges and universities[J]. *New Silk Road*, 2019, (2): 2.
- [2] Hong Ruyan. Research on specialization and professionalization of teaching management teams and competitive advantage of colleges and universities[J]. *Zhejiang Social Sciences*, 2005, (05): 71-74. DOI:10.14167/j.zjss. 2005.05.012.
- [3] Wang Zhiyuan, Ding Yuanlin. Analysis and design of organizational structure of collaborative innovation teams in colleges and universities from the perspective of project management [J]. *Exploration of higher education*, 2012, (06): 16-20+39.
- [4] Zhang Li. Thoughts on the construction of management cadre teams in colleges and universities[J]. *China higher education research*, 2005, (04): 80-81. DOI:10.16298/j.cnki. 1004-3667.2005.04.030.
- [5] Shao Li. Pay attention to the construction of management team in colleges and universities[J]. *China higher education*, 2000, (10): 34-36.
- [6] Li zhongyun. The goal tendency, concept and talent team construction of the new round of personnel system reform in colleges and universities[J]. *China University Science and technology and industrialization*, 2010, (06): 4-5. DOI:10.16209/j.cnki. cust. 2010.06.002.
- [7] Zhang Yu. Understanding and Thinking on the professionalization of college counselors[J]. *Guide to ideological and theoretical education*, 2007, (06): 63-66.
- [8] Wang Bin. Thoughts and Countermeasures on the construction of administrative teams in colleges and universities[J]. *Journal of Sichuan Institute of education*, 2007, (05): 7-8.
- [9] Liu Qunfang, Huang Zhu. On team building and team culture[J]. *Market modernization*, 2007, (02): 300-301.
- [10] Lu lijue. On the informatization of teaching management in colleges and universities[J]. *China higher education research*, 2004, (01): 86-87 DOI:10.16298/j.cnki. 1004-3667.2004.01.033.

- [11] Yan Zhiqing, Wang Zhenjiang, Jin min. Research on team building evaluation[J]. *Journal of Shanghai University (NATURAL SCIENCE EDITION)*, 2000, (05): 441-447.
- [12] Cheng Enfu. On the five development ideas under the new normal[J]. *Journal of Nanjing University of Finance and economics*, 2016, (01): 1-7+108.
- [13] S.E. Abdugalina and R.I. Burganova and A.V. Mogilnaya. UNIVERSITY MANAGEMENT IN THE CONDITIONS OF ACADEMIC FREEDOM[J]. *REPORTS*, 2019, 6(328): 61-65.
- [14] Michela Arnaboldi, Andrea Robbiani, Paola Carlucci. On the relevance of self-service business intelligence to university management[J]. *Journal of Accounting & Organizational Change*, 2020, 17(1).
- [15] Tucker Basil P., Parker Lee D. The question of research relevance: a university management perspective[J]. *Accounting, Auditing & Accountability Journal*, 2019.