

# **Probe Into the Professional Quality of Administrators in Private Colleges and Universities in The New Era**

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**Keywords:** Private colleges and universities, administrative personnel, Professional quality.

**Abstract:** The new era marks that our society has entered a new stage of development, and the education system has entered a new stage of development. Under the background of the new era, private colleges and universities have ushered in a period of rapid development and become an important force in the higher education system. The administrative staff of private colleges and universities play an important role in the development of the school. The level of their professionalism affects the quality and efficiency of school administrative work, and is an important cornerstone of the orderly operation of the school. This paper attempts to combine the connotation of the professional quality of administrators in private colleges and universities, starting from the current situation of the professional quality of administrators in private colleges and universities, and explore the ways to improve the professional quality of administrators in private colleges and universities, so as to improve the administrative quality of private colleges and universities and promote the orderly and healthy development of private colleges and universities.

## **1. Introduction**

With the rapid development of society, socialism with Chinese characteristics has entered a new era, and the requirements for talents are getting higher and higher. Although private colleges and universities are different from ordinary colleges and universities in school running characteristics, school running scale and talent training types, as an important part of higher education, they also shoulder the task and mission of training qualified builders and successors for socialist modernization. Although the administrators in private colleges and universities are not front-line teaching staff, they shoulder the responsibility of ensuring the smooth development of teaching and research work and providing guidance and services for teachers and students. Their professional quality and ability affect the development of schools and the cultivation of talents. Therefore, private colleges and universities should combine the school objectives and development ideas of new era schools to improve the professional quality and ability of school administrators, ensure the scientific, standardized and orderly development of school administration and ensure the all-round development of teachers and students in a good educational environment.

## **2. Overview of the professional quality of administrators in private colleges and universities**

### **2.1 Connotation analysis of professional quality of administrators in private colleges and universities**

Professional quality refers to the inherent norms and requirements of the profession, and it is the comprehensive quality displayed in the course of the profession. It includes professional ethics, professional skills, professional behavior, professional style and professional consciousness. According to the characteristics of running a private university and the actual situation of the school itself, its administrators, including managers and implementers of various institutions and organizations in the school, are the guarantors of the normal operation and smooth development of the school administration, and their professional quality and ability affect the survival and development of the school. Therefore, in colleges and universities for the people, the professional quality of administrators mainly includes the following aspects: First, professional ethics. The administrative

staff of private colleges and universities should follow the code of conduct and norms in their work, and they should establish correct political direction, political position and ideological style, establish and practice professionalism, have the belief of doing what they do and loving what they do, be willing to pay silently, and serve teachers and students sincerely and enthusiastically in ordinary posts. The second is to have a reasonable knowledge structure. For the administrators of private colleges and universities, it mainly refers to the necessary educational theory, management knowledge, scientific and cultural knowledge, etc. Third, business ability and quality. The complexity and comprehensiveness of the work of administrators in private colleges and universities require them to possess management ability, communication and coordination ability, expression ability, innovation ability and service consciousness. Fourth, healthy physical and mental quality. Due to the heavy and high pressure of daily work, it is necessary for its administrative personnel to have a healthy physique, positive and optimistic mood, open-minded and open mind, and keep a positive and enterprising mental outlook and working state.

## **2.2 The significance of improving the professional quality of administrators in private colleges and Universities**

Administrative personnel play an important role in all kinds of work in private colleges and universities. The professional quality of administrators in private colleges and universities is related to the efficiency and quality of school administration, and is an important cornerstone for the normal operation and orderly development of schools. Personally, improving the professional quality of administrators in private colleges and universities is beneficial for administrators to update their own knowledge reserves, optimize their administrative consciousness, improve their comprehensive quality and professional level, enhance their professional identity, and better realize their self-pursuit and self-worth. For schools, administration is an important part of the comprehensive strength of private colleges and universities. The improvement of the professional quality of administrative personnel helps to improve the service of school administration, the quality and effectiveness of school administration, the construction and stable development of teachers in private colleges and universities, the overall strength and competitiveness of private colleges and universities, and promote the long-term development of the school. For the society, improving the professional quality of administrative personnel in private colleges and universities is conducive to the cultivation of socialist talents, the construction of socialist spiritual civilization and the realization of socialist core values.

## **3. The present situation of professional quality of administrators in private colleges and universities in the new era**

### **3.1 Lack of professional quality and comprehensive ability to be improved**

The administrative work of private colleges and universities is a very important part of all school work, and it is also an important link of coordination, overall planning of education and teaching, personnel training, equipment operation, resource management and so on. At the same time, it is also a prerequisite for the normal operation and future development of the school. However, at present, most private colleges and universities have the phenomenon of "emphasizing teaching and neglecting management". Most people, including school leaders, think that the threshold of administrative work is low, and the daily administrative work is relatively simple and unskilled, so the school has no special restrictions when recruiting personnel. The existing administrative personnel come from a wide range of sources, mostly fresh graduates or students staying in school, family members of professional teachers, etc. They have different academic qualifications, and most of them are undergraduate. There are fewer people with high academic qualifications, and the professional backgrounds are quite different. There are very few people with real management professional background. Coupled with the particularity of administrative work, it is difficult for private schools to take a large part of time to systematically and comprehensively train such personnel in pedagogy, management, psychology and other knowledge. The relevant administrative work of the school basically depends on the exploration of new employees or the experience sharing of old employees. Therefore, the administrative

management team of most private colleges and universities has the phenomenon of uneven professional quality, low professional level and low comprehensive quality, which leads to the school's administrative work staying at the empirical, low-level and low efficiency level for a long time, the quality and level are difficult to improve, and cannot meet the needs of the school's long-term development and construction.

In terms of continuing education and improving working ability, although private colleges and universities will also give some encouragement and support to administrators, there are few opportunities. Although the school will occasionally invite relevant experts and scholars to give lectures in the school, most of the lectures lack job pertinence, resulting in little effect. In practice, due to the limitation of working hours and professional requirements, it is difficult for administrators to spend a lot of time out to participate in centralized training and study. Some leaders even think that off-the-job training is unnecessary for administrative personnel. In addition, administrative personnel's self-learning awareness and awareness of further study are insufficient, and their ability to coordinate communication and deal with problems flexibly needs to be strengthened. The superposition of these bad factors is continuously reducing the development space of university administrators themselves, which makes them have little sense of job value and sense of accomplishment, low sense of job identity and lack of scientific and reasonable career planning, which is not conducive to their own growth.

### **3.2 Career development space is limited and job burnout is obvious**

Due to the characteristics of the school-running nature and personnel system of private colleges and universities, when setting up administrative posts, especially grass-roots management posts, schools basically set up posts according to needs or set up several posts in one person. The daily work intensity is high and trivial, which makes the administrative staff overwork in a tight state for a long time, physically and mentally tired, and work efficiency is low, and the salary is not proportional to the actual work. In addition, school administration basically belongs to periodic affairs, and long-term compliance with rules and regulations has restrained the creativity and autonomy of administrators. When encountering uncertain or uncontrollable things at work, it is easy to produce negative emotions of loss and confusion, and even boredom with work.

Secondly, in terms of professional title evaluation and job promotion, the career development space of administrative personnel in private colleges and universities is limited. Although administrators and full-time teachers can participate in the title evaluation, due to the busy work on weekdays, they do not have enough time and energy to concentrate on scientific research. In the face of the hard conditions such as high-quality research papers and quantifiable scientific research achievements required in the title evaluation, and the school does not favor the administrators in the title evaluation, compared with full-time teachers, it is obviously lack of competitiveness. Even if the administrative staff of some private colleges and universities are rated as senior titles, the schools basically do not employ them. It is considered that the school administration post does not need senior professional title personnel, which makes most people have no enthusiasm and motivation to improve their abilities and professional titles, and they are confused about their career path. In terms of position promotion, there are limited leadership positions in management posts of private colleges and universities. Most schools are committed to cultivating "double-shouldered" management talents, hoping that leaders in management positions can not only do teaching research but also have strong comprehensive management ability. Therefore, most private colleges and universities are willing to select and hire leaders from full-time teachers with high academic qualifications and professional titles. This means that even if you have worked in a grassroots administrative management position for many years, it is difficult to get promotion opportunities. Over time, they will have the mentality of "doing good or bad", lacking motivation and enthusiasm for work, and then causing job burnout, which seriously affects the efficiency and quality of administrative management.

### **3.3 Weak sense of service and insufficient innovation ability**

The administrative work of private colleges and universities is "service-oriented", and its staff should do their best to provide high-quality services for teachers and students. However, in practical

work, school administrators, especially grass-roots managers (one person and several posts), need to deal with more complicated and trivial daily affairs every day, sometimes they are so busy that their work is basically "dragging along". Being in this working state for a long time, when teachers and students answer questions and deal with problems, they lose enthusiasm, lack corresponding patience, respond simply and coldly, and easily bring their bad emotions to others. At the same time, most of the administrative personnel have a lack of sense of responsibility and obligation due to their unclear personal role orientation, resulting in the low service quality of school administration. However, private schools lack corresponding quantitative indicators to assess the service awareness of such personnel. In the long run, administrative personnel lack work passion, and it is difficult to form a strong sense of service and sense of responsibility, which will affect the quality and efficiency of school administrative work.

In addition, most administrators of private universities are influenced by the idea of "emphasizing teaching and neglecting management". Be content with the status quo at work, with the idea of "being a monk and hitting the clock every day", just passively accept the work tasks of leaders or superior departments, treat the work content one sidedly, deal with it passively, will not take the initiative to analyze and summarize their own experience and shortcomings, and will not actively innovate work methods and think about their own ways of progress. In addition, the school has not issued a policy to assess the innovative ability of administrative personnel, and has not encouraged or affirmed those who have innovative ability in their work, so that everyone lacks the motivation of pioneering and innovating, which also affects the level of school administration to a certain extent.

#### **4. Measures to improve the professional quality of administrators in private colleges and universities**

With the rapid growth of private colleges and universities, schools have put forward higher requirements for administrators. Strengthening the promotion of administrators' professional quality will help to improve the quality of school administration.

##### **4.1 Strengthen theoretical study and improve business skills.**

Under the background of the transformation and development of private colleges and universities, school administrators should actively adapt to the needs of the reform and development of schools, actively strengthen theoretical study, strive to improve professional skills, and promote the long-term construction and development of schools.

1. Learn theoretical knowledge, which includes both political theoretical knowledge and business theoretical knowledge. When recruiting administrative personnel, private colleges and universities should raise the access threshold, comprehensively consider their academic qualifications, majors, specialties and abilities, and require administrative personnel to actively improve their own quality, establish the awareness of lifelong learning and timely learning, and establish the ideological awareness of serving the construction and development of the school. According to our own actual situation and work needs, we can learn about the policies, ideas, new situations and new requirements of private colleges and universities in a timely manner. Strengthen the study of theoretical knowledge of higher education, improve the knowledge structure, enhance the management consciousness, master the development characteristics and management operation rules of private colleges and universities, and promote the scientific and standardized development of work.

2. Strengthen training and improve business skills. High quality administrative personnel play an important role in the administration of private colleges and universities. According to the needs of different administrative posts, the school shall formulate corresponding training mechanisms to improve the professional level of administrative personnel. Actively provide more learning and exchange opportunities for administrative personnel, encourage and guide them to participate in short-term training courses and seminars, broaden their knowledge horizons and enhance their professionalism. Strengthen the introduction and training of office information technology for administrative personnel, and improve the working efficiency of administrative personnel. Invite off-

campus experts to come to the school to give targeted lectures or visit and exchange with other colleges and universities to enhance the sense of value of administrative staff.

#### **4.2 Broaden the promotion path and enhance professional identity**

The administrative staff of private colleges and universities are mostly one person with several posts, and their work is trivial, complicated and intensive. In order to enhance their work enthusiasm and effectiveness, schools need to educate them about their jobs, pay attention to the training of their professional outlook, and make them realize the importance of their own work. Enhance the post awareness and concept, clarify the administrative responsibilities, optimize the administrative organization process, and enhance their post identity and pride. At the same time, the school should also create a good working atmosphere, strengthen the humanistic care for administrative personnel, and do a good job of communication with administrative personnel. Pay attention to their physical and mental health, effectively guarantee the leading role of administrators, guide them to find value in their own work and enhance their professional identity. Ensure the stability of the administrative staff of private colleges and universities, scientifically guide the administrative staff to combine their personal development goals with the development goals of the schools, and enhance their sense of responsibility and mission.

In addition, schools should also create a promotion environment for administrators, and clarify the promotion ways and requirements. Provide broad space and effective platform for their career development. Make it pay more attention to the quality of daily work, stimulate its inherent potential and creativity, give full play to its role in the post and its professional value. At the same time, schools can implement the mechanism of combining the promotion of administrators with their "performance appraisal". This can not only improve the quality of school administration, but also improve the enthusiasm and passion of administrators.

#### **4.3 Enhance service awareness and improve service quality**

In private colleges and universities, the sense of service is the guiding ideology that the school administrators must adhere to when working, and it is the embodiment of the school's management level. The enhancement of the service awareness of the administrative staff is conducive to improving the efficiency of the school's administrative affairs and enhancing the school's reputation. Therefore, the administrators of private colleges and universities must first establish the idea that management is service, and cultivate the service concept of students, teachers and education and teaching. Secondly, the school should reasonably allocate posts according to the actual situation of personnel. The form of job rotation can be adopted at the beginning of employment to ensure that each administrative personnel can highlight their own advantages in their posts and maintain their enthusiasm for the post and work. Third, administrators should break the long-standing traditional ideas, reposition their professional status and functions, and clearly know that their positions are the roles of service providers rather than leaders. Establish the service consciousness of "student-oriented, teacher-oriented" in work, and serve students and teachers with love, patience, care, enthusiasm and sincerity. Overcome the work style of "the door is hard to get in, the face is ugly, and things are difficult to do", and solve their confusion patiently and meticulously. Fourthly, the school should strengthen the education of dedicated professional spirit for administrators, help them to establish a strong sense of service management and improve service quality. Thereby providing inexhaustible motive force for the development of the school.

#### **4.4 Improve the incentive and assessment mechanism and enhance the innovation ability**

In order to stimulate the enthusiasm and enthusiasm of administrative staff and give full play to their value, private colleges and universities should improve the assessment mechanism, focusing on their professional attitude, professional behavior and service consciousness. Make clear provisions on the content, scope and standards of assessment. And further quantify, the assessment pays attention to the process of heavier results, and ensures that the assessment is open and transparent. At the same time, pay and benefits, job promotion and evaluation results will be closely linked to enhance the

participation enthusiasm of the assessed personnel, so as to give full play to the incentive mechanism of the assessment. Improve the incentive mechanism and reward and punish according to the assessment. A certain proportion of administrators should be given in the corresponding awards of schools. While better realizing the self-value of administrators, schools should strengthen the supervision and incentive mechanism of administrative work. And use measures such as assessment, rewards and punishments to improve the supervision of administrative personnel, improve the enthusiasm of administrative personnel, and improve the overall level and comprehensive strength of school administration.

Second, administrative personnel should enhance their innovation ability. Most private colleges and universities have not been established for a long time, and they will encounter many new problems and situations in the face of the ever-changing educational environment and training objects. This requires the administrative personnel to keep pace with the times, dare to explore, be good at combining the actual work situation and experience, and think more and learn more from them. And innovate working ideas and working methods, build effective administrative procedures and improve work efficiency. Schools should also pay attention to the construction and innovation of administrative work, open up ideas, strengthen resource integration and improve the overall work level.

Third, private schools should first encourage administrators to strengthen their scientific research consciousness while completing their daily work in a standardized and orderly manner, learn to think in their work, and strive to sum up their daily work ideas and raise them to the theoretical level. And combined with the theoretical framework to expand, and strive to explore their own scientific research potential, strengthen scientific research awareness. Secondly, schools should also strive to create a scientific research atmosphere, and organize corresponding academic salons on a regular basis in combination with the professional advantages of administrators, so as to provide external support for their scientific research promotion. Third, schools should encourage administrators to declare their professional titles, and they should be properly inclined in the evaluation and appointment of professional titles. Give corresponding rewards to those who have done their work well and have strong innovation ability to affirm their work, so as to enhance their sense of happiness and accomplishment.

## **5. Conclusions**

To sum up, the rapid development of private colleges and universities is inseparable from the scientific, standardized and orderly work of administrative personnel. Improving the professional quality of administrative personnel is not only the inevitable requirement for the development of private colleges and universities, but also a powerful guarantee to improve the competitiveness of schools. Therefore, the administrators of private colleges and universities should constantly strengthen theoretical study, stimulate their work passion, improve their professional skills, enhance their job awareness, clarify their career plans, innovate their working methods, improve their service quality, actively improve their professional qualities, strive to realize their professional values and meet the needs of the development of the times. Strive for the school administration to a new level and promote the sustainable and healthy development of the school.

## **Acknowledgements**

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