

# On the Reform of Administrative Organization and Management in Colleges and Universities from the Perspective of Public Organization Theory

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## Abstract

In recent years, the continuous expansion of colleges and universities has led to the expansion of the scale of administrative organizations in colleges and universities. In order to effectively improve teaching and meet the increasing demand of social development for the quality of talents, it has become a general trend to deepen the management reform of administrative organizations in colleges and universities. As the core department of teaching and administration in colleges and universities, the Academic Affairs Office has increased its responsibilities, posts and size, and has become a small organization with considerable scale. Guided by the theory of public organization, this paper discusses the problems existing in the reform of administrative management in colleges and universities and explores the reform path of administrative management in colleges and universities.

## Keywords

Public Organization Theory; Reform of Teaching Administration in Colleges and Universities.

## 1. Public Organizations and Administrative Organizations in Colleges and Universities

Public organizations refer to all organizational entities that take the responsibility of maintaining, realizing and developing public interests in a country's specific regional society according to law. Therefore, the administrative department of colleges and universities, as a part of the public organization system, is also applicable to analysis and interpretation from the perspective of public organization theory. As a public organization, the administrative department of colleges and universities should be an organizational entity with legal or granted public power for the purpose of managing social public affairs, providing public products or services, and safeguarding and realizing social public interests. According to this standard, the administrative department of colleges and universities is responsible for the public affairs of the whole school's teaching operation and quality control, providing public services, and realizing the orderly operation of school teaching. The public interest has an internal hierarchy and organizational structure, and its work content has nothing to do with the income of the members of the organization. These properties are similar to those of public administration organizations of government departments. In addition, as a public organization, the administrative department of colleges and universities constantly adopts the corresponding operation mechanism according to the external environmental changes such as legal system, cultural expectation, concept system, and the organization's own perception, judgment and evaluation, which leads to the basic characteristics of institutionalized organization of the administrative department of colleges and universities.

Under the current social background, the influence of university administration has spread to all aspects of students' study, which will not only have a great impact on their study, but also affect their future development, so university administration is of great significance. The administrative management of colleges and universities is not only to do a good job in education and teaching, but also an inevitable choice to implement quality education.

First of all, the administrative management mainly realizes its guarantee function through its service function, and the administrative management will involve the daily operation of colleges and universities. Therefore, if you want to maintain the normal operation of the school, it must be closely related to the administrative management of the school. Secondly, the realization of efficient administration can effectively promote the development of colleges and universities and achieve the goal of talent cultivation in colleges and universities. Thirdly, administrative management also plays a role as a reference for the development of colleges and universities. At the present stage, because of the rapid changes of educational development and reform in China, sometimes the leaders in colleges and universities can't cope with the busy work, which requires the administrative departments of colleges and universities to collect effective work information in time, prepare for the corresponding development ideas, and put forward opinions to relevant departments. Finally, the administrative management of colleges and universities can also stimulate the development of colleges and universities. One of the basic functions of administrative work itself is to undertake the supervision and inspection of the working conditions of various departments. To this end, through the establishment of an effective system, the staff can be guaranteed to fulfill their own responsibilities, thus effectively motivating the internal departments of colleges and universities to conscientiously complete their own work, thus improving their work efficiency.

## 2. Problems Existing in the Administration of Colleges and Universities

With the sustained development of China's society and economy, the report of the 19th National Congress of the Communist Party of China pointed out that the main social contradictions in China have changed into the contradiction between the people's growing demand for a better life and the unbalanced development. The original concept and mode of university administration have been seriously out of touch with the needs of the society for running a university and the development of the university itself. There are still many problems in the administrative management of colleges and universities, such as the vague dominant position of departments and universities, the backward logistics service affecting the campus environment, the management style dampening the enthusiasm of teachers, and the urgent need to strengthen the construction of high-quality teachers.

(A) the main position of departments and universities is vague

At present, under the influence of the traditional educational management concept, the internal affairs of university administration are all decided by the school-level management, while the departments can only carry out tasks according to the decision of the school, and they do not have autonomy in many matters. In the daily operation of university administration, departments, as the main components of universities, shoulder many practical tasks such as teaching, research and student management. Therefore, in the process of administrative management in colleges and universities, some problems existing in teaching are often discovered first by faculty members, but the discovery of problems does not mean that problems can be effectively solved. Although faculty members can find problems, they are restricted by their own authority, so they can only report problems to their superiors, but cannot directly deal with them. This has greatly reduced the efficiency of dealing with problems in colleges and departments, and has greatly affected the enthusiasm of faculty and staff. However, the school management doesn't know much about the actual situation of the

department, and it can't guarantee all the on-the-spot investigations in the process of dealing with the problems. To some extent, this reflects the gap between the responsibilities and powers of departments and colleges, which leads to the blurring of the dominant positions of departments and colleges.

(B) Backward logistics services affect the campus environment

In the process of connotative development of colleges and universities, the logistics service system is easily overlooked. Some college administrators believe that the reform of college management is only a task at the department level. However, in fact, the significance of logistics service system in the connotative development of colleges and universities should not be underestimated. The logistics service system directly affects the teaching environment of colleges and universities. Only an advanced logistics service system can export humanized services and make the campus full of humanistic care. At present, the logistics service system in colleges and universities lacks the motivation to actively develop the service scope and depth, and fails to achieve the reform goal, which to some extent inhibits the construction of a harmonious campus environment.

(C) the management style dampened the enthusiasm of teachers

Teaching and scientific research are the main tasks of university teachers. It is obviously unreasonable to apply the hierarchical management mode in enterprises to the management of university teachers or to quantitatively manage the work achievements of university teachers on the premise of paying equal attention to teaching and scientific research. As far as teaching work is concerned, due to the differences in students' abilities, it is difficult to quantify the time and energy spent by college teachers, which reflects the drawbacks of the traditional management mode. At the same time, in order to ensure the teaching quality, most colleges and universities have formulated a series of management regulations; The contents of these systems are often too complicated, which makes it difficult for college teachers to accurately evaluate the completion of their own teaching tasks. However, the restrictions on college teachers' code of conduct greatly inhibit their working passion and creativity. In terms of performance evaluation, some colleges and universities evaluate teachers' professional level by the number of papers and the level of influencing factors, which to some extent promotes the emergence of academic problems.

(D) The quality of the administrative team needs to be improved.

As we know, administrative management involves a wide range of management, and different links will involve different contents. To ensure the effectiveness of management, professionals are often needed to take charge of related affairs, so as to better protect administrative management. But in fact, because many colleges and universities don't pay much attention to administrative management, they don't arrange professional talents for related jobs, and even let some "leisure" teachers take charge of related work. The slow running of administrative management has a great negative impact on other teachers and students. The low quality of the administrative team makes it difficult to carry out a lot of follow-up work efficiently. It is precisely because of these people's low administrative ability that they can only work according to those old-fashioned and stubborn administrative systems when carrying out practical work, which do not meet the requirements of flexibility and humanization of administrative management. In addition, the low quality of the administrative team also leads to the teachers' inability to add modern administrative elements according to the actual needs of students, and even the "overbearing" management style makes many students complain. These problems make the effectiveness of university management reform significantly reduced, and seriously hinder the connotative development of universities.

### 3. Explore the Reform Path of University Administration from the Perspective of Public Organization Theory

From the perspective of public organization theory, the path of university management reform mainly includes taking quality and efficiency as the core, dealing with various relationships with people as the foundation, promoting the harmonious development of campus, taking multiple measures simultaneously, stimulating teachers' enthusiasm and creativity, and cultivating a growing teaching and research team.

(A) the connotation of development concept with quality and efficiency as the core

According to the theory of public organization, colleges and universities are required to clearly establish the connotation development concept with quality and efficiency as the core, change the traditional development concept, and establish and improve relevant mechanisms. Specifically, colleges and universities should actively implement the strategy of "developing schools with talents", increase investment in the introduction of high-quality talents, strengthen the continuing education of young teachers, and increase the training of key teachers; Improve the employment mechanism of teachers, strict teaching appointment procedures; Improve the teacher elimination system to ensure the steady improvement of the quality of teachers; Promote the reform of personnel system in colleges and universities, improve the post management mechanism, and build the assessment and distribution system with post management as the core; Deepen the development of human resources in colleges and universities, build a harmonious working atmosphere for talents, create leading figures of superior disciplines, and provide talent guarantee for the connotative development of colleges and universities.

(B) People-oriented to deal with various relationships and promote the harmonious development of the campus.

In order to realize the reform of university management, it is necessary to promote the harmonious development of campus, which requires people-oriented principle to handle all kinds of relationships. Improve the teaching environment based on spiritual and material aspects. The correct values are the foundation of enriching students' spiritual world. Colleges and universities should guide students to form the following values. In view of learning, they should dare to criticize authority and feudalism and be brave in pursuing truth. In view of behavior, we should dare to contribute and actively participate in public welfare undertakings. In view of spiritual life, we should adhere to the guidance of the party's advanced ideas and concepts, and form a correct "three views". Based on the above three values, we can realize the integration of campus construction and social construction. At the same time, the connotative development of colleges and universities only depends on the material or spiritual expansion, which is still lacking, so we should pay equal attention to both. Specifically, on the one hand, colleges and universities should strengthen the development of material aspects, mainly referring to the construction of hardware, such as libraries and experimental practice teaching bases. In the construction of hardware facilities such as libraries and teaching bases, certain cultural elements should be incorporated and used as a carrier to interpret the content, achievements and significance of connotative construction in colleges and universities, so that teachers and students can better understand the value of connotative construction. On the other hand, colleges and universities should strengthen the accumulation of spiritual level, which mainly refers to the construction of school history, school motto, brand and high-quality teachers. Colleges and universities should strengthen the management of cultural communication carriers such as journals, lectures, broadcasts, etc., and enhance the brand recognition of colleges and universities; Strengthen the construction of school history, carry forward the excellent traditional culture of colleges and universities, and show the spiritual and cultural connotation of colleges and universities to unite people's hearts; Strengthen the style

of study and the construction of teachers' style, and highlight the image of teachers' morality of loving their posts and caring for students.

(C) Take multiple measures to stimulate teachers' enthusiasm and creativity.

First of all, build a perfect personnel flow mechanism. In order to avoid teachers' failure to make progress after reaching the corresponding competence, we should actively explore the contract employment mode, and clearly stipulate the rights and obligations of universities and teachers, the termination conditions of contracts, and the liability for breach of contract, so as to fully embody the rule of law in teacher management. It is worth noting that the last-place elimination system should be used with caution, and the corresponding exit criteria should be set according to the characteristics of posts. For some employees who have plastic value, they should be given the opportunity to change posts, and the student evaluation should not be the only criterion. Comprehensive consideration should be given to teachers' actual achievements.

Secondly, optimize the salary system and evaluation mechanism. According to the theory of public organization, salary should be based on actual work performance as the main measurement index, so as to closely link teachers' income with work quality. System innovation should pay attention to the following three points: First, create a fair labor distribution atmosphere, adhere to the unity of performance and salary, and ensure the encouraging effect of performance; Second, appropriately increase the proportion of performance pay, so that teachers can clearly feel the salary changes caused by work performance; Third, appropriately reduce the proportion of rank salary and mobilize the enthusiasm of young teachers.

Finally, build a transparent and efficient information disclosure system. On the one hand, we should ensure the timeliness and effectiveness of information disclosure, and publicize the educational information, policies and measures of colleges and universities in time through school newspapers, broadcasts, portals, etc. On the other hand, the self-media platform is used to realize information interaction with students, so that students can feel the right to participate in school governance.

(D) Cultivate a growing teaching and research team.

First, improve the professionalism of the teaching team. In terms of values, college teachers should strengthen Marxist ideals, form a scientific career development plan, and actively publicize the policies and concepts of the party and the state in teaching; In terms of teaching, college teachers should conduct on-the-spot investigation of class situations based on advanced teaching concepts, so as to teach students in accordance with their aptitude; Institutionally, colleges and universities should provide a platform for teachers to show their teaching ability. Secondly, they should inject development vitality into the scientific research team. Colleges and universities should, on the premise of clarifying their own teachers' strength, improve the recruitment system, provide a development platform for young teachers with potential, optimize the salary system and retain talents in combination with the actual needs of departments. In terms of talent introduction, well-known scholars at home and abroad can be actively employed as visiting professors to improve the quality of scientific research while reducing the corresponding expenses; Encourage departments to build cooperative relations with research institutes at home and abroad to jointly undertake key topics and projects.

#### **4. To Improve the Quality of the Administrative Team**

Improving management quality and attaching importance to the quality of cadres is the decisive factor to realize the effectiveness of administrative work in the new period. To a certain extent, only by ensuring the quality of administrative cadres can the level of administrative work be improved. Therefore, in order to realize the management work, we should pay attention to improving the comprehensive quality of administrative cadres on the premise of improving their efficiency. Among them, the ideological and political quality is the primary content, and

the ideological and political quality is the fundamental quality of university administrators. "Managing and educating people" is the important responsibility of administrators, and good ideological and political quality is the key factor. Only by using modern and scientific theories to improve one's professional ability and promoting one's continuous progress with super party spirit consciousness can one do one's best for the administrative service of colleges and universities. In addition, adhering to the scientific concept is the main means for administrators to arm themselves with socialist theory in their work. Only by adhering to a good moral outlook and strengthening the communist creed can the significance of administrative work be reflected. It is the foundation of administrative work to establish a sense of professionalism and responsibility with a correct sense of service to serve the whole school staff. Knowledge and professional management skills are the necessary abilities of administrative staff. Using methodology to analyze and solve problems, and combining basic knowledge with practical experience, we can improve the scientificity and rationality of administrative work. With the rapid development of society, administrators can only be competent for the important tasks of university administration in the new era by changing traditional management concepts, and only by fully implementing the important concept of "people-oriented" in their work can they improve their work quality. Finally, university administrators should complete all the work with excellent professional ability and quality, solve the complicated affairs in administrative management with good decision-making ability and coping ability by mastering the national education policies and relevant laws and regulations, and improve the management quality and attach importance to the quality of cadres by coordinating and unifying various relationships, so that the administrative management in universities can be carried out in an orderly manner.

## 5. Conclusion

With the rapid development of our society and the rapid growth of our economy, our country now attaches more and more importance to education. With the development and reform of administrative system in colleges and universities, administrative reform has gradually become the focus of administrative reform. If we want to promote the rapid development of higher education, we must reform the administrative management, improve the operating mechanism of the administrative management, and reform the administrative management to meet the needs of today's society for higher education. Then cultivate high-standard talents needed for the development of China's market economy.

Using the theory of public organization to study the present situation of China's university administration, we can see that there are still some problems in China's university administration, and the existence of these problems affects the effectiveness of university administration. To promote the development of university administration, we must formulate corresponding solutions to the existing problems and reform and innovate our university administration.

The administration of colleges and universities is the basic guarantee for the stable operation of colleges and universities, which is closely related to the development and construction of colleges and universities and their own interests. However, there are still some problems to be solved in the internal organizational structure and operating mechanism of colleges and universities in China. Therefore, we must make continuous efforts to reform and innovate, improve the management system, improve the quality of managers and innovate management methods to promote the smooth development of colleges and universities.

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