

Paradigm Transformation: the Logic and Implementation Path of the Reform of the Large Department System in Private Colleges and Universities*

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Abstract—In the past 40 years of reform and opening up, private colleges have become an important competitive force in Chinese higher education market. However, following the administrative management paradigm of public universities, the homogenization of education development and the hierarchical structure of administrative institutions are obvious. The administrative functions and management mode of most private colleges and universities need to carry out the reform of the administrative system of the large-scale system and implement the reform of the large-scale reform of private colleges and universities.

Keywords—private colleges; reform of the large department; administrative management paradigm

I. INTRODUCTION

In the past 40 years of reform and opening up, private universities have become an important competitive force in the domestic higher education market by virtue of market advantages and appropriate institutional reforms. However, in terms of the administrative management paradigm, most private colleges and universities still do not follow the establishment and management mode of the administrative functions of public universities, which does not form the strength of effective competition with public universities, nor does it establish a differentiation mechanism that meets their own development needs. With the implementation of the new "Private Education Promotion Law", "a large number of privately-run colleges and universities will be converted into non-profit private colleges and universities under the new law"[1], and the reform of the administrative system of the large-scale system will be carried out to build a system in line with its own characteristics. And the mechanism has become an objective requirement for the transformation of the administrative management paradigm of private universities and the realization of high-quality connotation

development.

II. THE DIFFICULTIES IN TRANSFORMATION: THE PARADIGM OF ADMINISTRATIVE MANAGEMENT IN PRIVATE COLLEGES AND UNIVERSITIES

A. The Model of Homogenized Education Development

Private colleges and universities are born due to education reform and have also developed due to education reform. From the perspective of the development of running schools, the establishment of private colleges and universities, faced with the huge public universities in the higher education market, and the lack of experience in running schools and the lack of various conditions, have to invest a lot of energy to solve two key problems: teachers and students. To this end, follow the model of running a public college and university, and become the best way for private colleges to rapidly expand the scale of education in a short period of time. In the private higher education market, the independent college education model that can share the teachers of public schools and relieve the pressure of students is the most common and popular way to run schools. The "pure private colleges" with independent funds can only seek survival and development in the process of emulating the development model of public universities. It is inevitable to ignore their connotation construction and characteristic conciseness. For example, in terms of professional setting, almost all private colleges and universities have established foreign trade and economic media. Other popular professions, to meet the market demand, increase tuition income [2], leading to the homogenization of the "one thousand school side" traditional pattern continues to spread in the private colleges and universities.

B. Administrative Setting of Bureaucratization

While the private colleges and universities emulate the mode of running a public college, the administrative institutions also adopt the organizational structure of the "department" and "straight line-functional system" of public universities, which basically cover four categories: the first is

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the party committee, that is, the party committee and party committee, such as Propaganda Department, Party Committee, School of Engineering, etc.; the second is administrative functions, namely the principal's office, the Academic Affairs Office, the Student Affairs Office, the Scientific Research Office, the Finance Department, the Personnel Department, the Logistics Department, etc.; the third is the directly affiliated unit, namely the network center, the library, etc.; the fourth is the community department, namely the school union, the school league committee, etc. [3] The homogenization of the functional organization is inevitable, with the inconsistency of functions, multi-government, multi-organization, individual politics, bureaucracy and other public colleges and universities, the inherent administrative ills, affecting the quality of their own education. In order to achieve high-quality connotation development, private colleges and universities must exert their institutional advantages, break the barriers of the administrative management mode of the original public colleges, vigorously promote the reform of the large-scale system, release the vitality of private education from the institutional mechanism, and truly realize the "overtaking of the curve."

III. THE KEY TO TRANSFORMATION: THE LOGIC OF REFORMING THE SYSTEM OF PRIVATE COLLEGES AND UNIVERSITIES

A. *Teaching-oriented Academic Service Logic*

Talent cultivation is the primary task of the development of colleges and universities. The quality of training is the most important indicator to measure the level of running a university. The setting and function of the administrative functions of colleges and universities should be consistent with the development tasks of colleges and universities, and provide services for the comprehensive development of teachers and students. The essence of colleges and universities is the teaching organization, but also the academic organization. Its main activities are centered on the production, dissemination, communication and renewal of knowledge. The "loose combination system" is the essential feature of the organization [4]. As the most active development subject in the higher education market, private colleges and universities serve the mission and survival of the school. The establishment and operation of the administrative institutions must be oriented towards serving teachers and students and serving academics. The implementation of the "major system" reform is precisely the essence of the private university system, which means that the original administrative power serves the teaching, serves the teachers and students, and serves the logical return of academic development, which means that it is necessary to break the previous adoption of the local education administrative system. The top-down mode of power operation changes the administrative management of heavy management and light service, optimizes the management organization structure from the root, simplifies the management service process, serves the students' learning growth and the improvement of teachers' business level, and promotes teacher-student interaction and teaching.

B. *Flat Management Logic Based on Efficiency*

The vitality of running a private college is from the market. The core purpose of the reform of the "major system" of its administrative institutions is to focus on the functions of the administrative agencies, to rationally and accurately grasp the administrative objectives, and to concentrate on the necessary administrative services and strengthen Coordination of work between departments to improve management effectiveness. This means that the reform of the "major system" of private colleges and universities should actively respect the law of higher education management, aim at the construction of modern university system, and through the adjustment and consolidation of functions and the streamlining of institutions, form a new responsibility and process in line with the modern university organizational structure management system [5]. At the same time, it will establish a flat two-level management system for the school, promote the shift of management focus, ensure that the responsibilities of the administrative and secondary colleges are clearly defined, and form an administrative management paradigm that divides and cooperates, cooperates with each other, and jointly implements the goal of talent training.

The essence of the "major system" reform is the reorganization and creation of the original administrative responsibility responsibilities. While weakening the concept of "administrative power" of administrative agencies, it is necessary to pay attention to the secondary school (department) to have the autonomy of running schools, and to give full play to the second-level institutes (departments) to deepen teaching reform, improve teaching management and quality of personnel training. In terms of self-awareness and initiative, the management focus will be shifted down, and the administrative management paradigm of "major decision-making in schools, coordinated coordination of departments, operation of institutions (departments), and implementation of specific departments" will be formed, and the personnel of the secondary institutes (departments) will be continuously upgraded. Only when the main body status of the secondary institutes (departments) is implemented and strengthened, becomes the real competition subject and the main body of running schools, can private colleges and universities truly establish a modern university system that adapts to the construction of a new era of education and strengthening the country, breaking through the existing "homogeneity" "Competitive development pattern.

C. *System-based Quality Culture Logic*

Quality culture means to form a common pursuit and standardization behavior for continuous improvement and improvement of education and teaching quality in colleges and universities. "It reflects the quality concept of a university and the pursuit of value in talent cultivation, and is the most important component of higher education organization culture." [6]. In order to achieve high-quality and connotative development, the core of private universities is to establish a school internal quality monitoring and guarantee system based on a series of management systems, standardize the process of personnel training, continuously

improve the quality of education and teaching, and retreat from the "low quality" social evaluation. Therefore, the reform of the "major system" of private colleges must be carried out under the framework of quality culture and quality culture, build and implement an internal quality monitoring, evaluation and guarantee system, and comprehensively implement the school teaching work, teaching management and teaching process. Real-time, dynamic monitoring and assurance, and continuous improvement, the formation of a standardized, closed-loop internal quality assurance long-term mechanism, promote the generation of quality culture, and continuously improve the quality of education.

IV. THE TASK OF TRANSFORMATION: THE IMPLEMENTATION PATH OF THE REFORM OF THE LARGE-SCALE SYSTEM IN PRIVATE UNIVERSITIES

A. *Reorganization of Administrative Agencies and Decentralization*

Streamlining and reorganizing administrative institutions to achieve "simple administration and decentralization" is the basic goal of the reform of the large-scale system in private universities. In terms of institutional setup, it is necessary to follow the principles of "flat management", "functional positioning" and "quality assurance", and revoke the departmental management system of the original department and department, and effectively integrate the administrative agencies with "close business and similar management functions". The reorganization of administrative organs is based on the rational adjustment of functions and the dynamic integration under the framework of internal quality monitoring and assurance system. It is not a simple department consolidation or institutional streamlining. It can be set up in 9 major administrative services, such as school service, teaching service, teacher service, student service, logistics service, quality management, scientific research management, teaching resource management, and international exchange, and set up a large-scale service (management) center or work department to form a large-scale service (management) center or work department. The working team can set up small teams such as studios according to specific business needs, and rationally flow and deploy among small teams according to the working radius of employees, realize the effective improvement of human resource allocation efficiency, and promote the mutual integration and communication of the large-scale administrative work teams [7].

The school service work team, as the general coordination department of the school running school, is responsible for the school-wide administrative affairs related work, and undertakes the school system construction, operational efficiency construction and coordination in the internal quality monitoring and security system.

The teaching service work team is the functional department of the school teaching management. It undertakes the functions of teaching work arrangement, inspection, management and guidance in the internal quality monitoring and security system, and also undertakes the

responsibility of rectification and construction of quality problems.

The student service work team is the functional department of student management. It undertakes the examination and evaluation of teaching quality related to students in the internal quality monitoring and security system, and plays a role in stabilizing teaching order, improving teaching quality, strengthening quality education, and cultivating innovative and entrepreneurial talents.

The teacher service work team is the school teacher management function department. It undertakes the management quality and teaching quality inspection and evaluation of various teachers in the internal quality monitoring and security system. It stabilizes and optimizes the teaching staff, improves the business level, and carries out teacher qualification certification. It plays an important role and role in personnel assessment and the introduction of excellent teachers.

The scientific research management team is a functional department centered on the reform, development and scientific research of service schools. It undertakes the research of scientific research system construction and daily scientific research project management in the internal quality monitoring and security system, and coordinates the preparation of school development plans by relevant departments.

The logistics service team is the guarantee department for the school running conditions. In the internal quality monitoring and security system, it mainly undertakes the functions of fund input and management, asset equipment management and renewal, and providing services and facilities for teachers and students.

The teaching resource management work team is the guarantee department for the school's book resources, digital information and network resources. In the internal quality monitoring and security system, it is mainly responsible for the construction of the school's teaching resource security system, and undertakes various digital platforms and information resources of the school. Construction and maintenance work, and constantly improve the level of school teaching resources.

The international exchange work team is responsible for coordinating the promotion of the internationalization of school running, and undertaking the operation of various overseas exchange and cooperation projects in the internal quality monitoring and security system.

As the central organization of quality management, the quality management team is the functional department responsible for the internal quality control and security system operation. It undertakes the internal quality control and guarantee system construction, teaching quality monitoring, teaching supervision, school evaluation, off-campus assessment and school-level supervision. Group administrative affairs work.

B. Promoting the Coordination of Administrative Management with Both Efficacy and Quality

Realizing the two-way improvement of efficiency and quality is the core feature of the reform of the large-scale system in private universities. From the perspective of management, the main purpose of implementing the reform of the large-scale administrative system is to "solve the problems of coordination between departments and departments caused by the division of functional departments, reduce the difficulty and cost of coordination, enhance the enthusiasm of work, and achieve management efficiency and The unity of the quality of work" [3]. Therefore, in the process of reforming the large-scale system, the organizational structure, the establishment of the operational mechanism, and the division of functions must be based on the improvement of efficiency and quality of work. It is necessary to give full play to the advantages of large functions and large institutions and establish administrative functions. A rapid response mechanism coordinated within the management department to accelerate internal coordination of information transfer and business processing efficiency. At the same time, under the concept of teaching standard development, managers should "transform management from control mode to supervision promotion mode, dilute the identity of leaders and highlight the role of service providers" [9], through management process reengineering and cultural construction, to create synergy and overall sexual institutional culture makes the administrative management effect both optimal.

C. Transforming Administrative Functions and Strengthening Services

Realizing the transformation of management functions is an important connotation of the reform of the large-scale system in private universities. The key to the success or failure of administrative reform is whether the administrative functions are effectively transformed. The reform of the large-scale system of private colleges and universities must give full play to the functions of the administrative departments to serve the teachers and students and serve the teaching and research activities. The core is to establish a set of administrative management paradigms for teaching services and services for teachers and students. The organizational system needed for the development of the times and the development of school education. Therefore, the private colleges and universities should be transformed from the administrative management paradigm of traditional public universities to the paradigm shift of basic public services for teachers and students in the new era, optimize the business workflow, and serve the second-level hospitals (departments), service teachers and students, and establish a flat The administrative management relationship enables the second-level hospitals (departments) to develop their own characteristics and show their vitality according to their own characteristics and laws. "The formation of functional departments for teaching and research institutions, party and government power for academic power and management personnel for teachers and students." [10]

D. Consolidating the Quality Management Culture and Promoting Identity

Cohesive quality management culture is the ultimate pursuit of the reform of large-scale system in private universities. In the era of popularization of higher education and increasingly fierce competition in various colleges and universities, the quality of running a school is the lifeline of the survival and development of colleges and universities. It is the first priority for private colleges to demand survival and development, and to achieve high-quality connotative development. They should devote themselves to exploring their own characteristics of running schools, implementing connotation construction, characteristic concise and misplaced development strategies, and forming brands in the cultivation of distinctive disciplines and specialty professions, in order to improve the quality of education and teaching [11]. The ultimate goal of private colleges and universities to promote the reform of the large-scale system is to build and condense the university's quality management culture, and to continuously stimulate the quality consciousness and quality responsibility of the faculty and staff of the school from the administrative management level, and constantly inspire the teachers and students to pursue in the daily teaching activities. The ideological beliefs, responsibilities, values, and hopes of quality culture internalize the quality standards into their own value pursuits and codes of conduct, effectively support the development of the school's connotation, and achieve the speed of running a school. "Any higher education teaching quality assurance system and standards can only truly guarantee the quality of education and teaching by becoming the common belief and conscious pursuit of the majority of teachers and students, and form a strong quality culture atmosphere" [12].

V. CONCLUSION

With the implementation of the "New People Promotion Law", private colleges and universities urgently need to promote the reform of the large-scale system, reorganize the administrative management institutions, promote the coordination of administrative management, transform the administrative management functions, condense the quality management culture, and build a system in line with their own development, and mechanisms to promote the transformation of the administrative management paradigm, and achieve high-quality connotation development.

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