

Discussion on the “Four-in-one” Human Resources Training Model of Resources, Platform, Mechanism and Internal Control in Private Colleges

A Case Study of Fuzhou XX College*

Guoli Xu

Fuzhou University of International Studies and Trade
Fuzhou, China

Abstract—As China’ higher education has already entered the phase of popularization, local colleges and universities have turned to application-oriented ones and are committed to cultivating high-quality skilled talents. Teachers are the major driving forces to boost the development of colleges and universities and achieve the goal of education. However, the rapid development of some colleges and universities results in many problems, including imperfect mechanism, low efficiency and unscientific structure of teaching staff, which has become the bottleneck restricting their further development. Combining with the major problems faced by teachers of a private college in Fujian Province, this paper deeply analyzes its causes, proposes the “four-in-one” human resources training mode of resources, platform, mechanism and internal control in private colleges, and establishes a full-staff and comprehensive view of human resource quality, to seek a healthier and more scientific human resource management model.

Keywords—*four-in-one; human resource; Fuzhou XX College*

I. INTRODUCTION

The Third Plenary Session of the 18th CPC Central Committee clearly stated: “we should accelerate the construction of modern occupation education system, intensify the integration of production and education, and cooperation between universities and enterprises, and cultivate high-quality workers and skilled talents”. In November 2015, the Ministry of Education, the Development and Reform Commission and the Ministry of Finance issued the Guideline on Guiding Some Local Universities to Transform into Application-oriented Ones. The newly-established local universities have decided to develop towards application-oriented ones. The concept of university-enterprise cooperation and production-education integration has been gradually absorbed and accepted by the newly-established universities. In order to optimize the education resources of universities and improve the overall level of education, the academic circles have discussed the concept, nature, advantages, types, construction of teaching staff, management and development strategies of application-

*Project title: Exploration and Practice of “Four-in-one” Teacher Training Model in Application-oriented Universities (2017CG07956), the “13th Five-Year” plan project of 2017 Fujian education and science.

oriented universities in different aspects, especially the construction of the teaching staff. Teachers are the basic guarantee to advance the transformation of colleges and universities and cultivate application-oriented talents, and are very important to accelerate the reform and development of colleges and universities. As the backbone of newly-established local colleges and universities, private colleges play a key role in realizing the diversification of higher education, increasing the supply of education and promoting the construction of education. Teachers are the foundation of establishing, strengthening and revitalizing private colleges. The construction of teaching staff is related to the future development of universities. [1] In the event of not solving the problem of the construction of teachers, the growth of private colleges and universities will be constrained, and the various training targets formulated will not be realized. Therefore, the construction of teaching staff in private colleges is particularly important. However, private colleges also have many difficulties in their own development, such as imperfect management mechanism, poor teacher stability, lack of long-term development planning for teacher, and insufficient motivation for long-term development. [2] The human resources department of private colleges should not only does a good job in daily teacher service, but also pays attention to the construction of teaching staff and ignore the innovation of teacher concept.

II. CURRENT SITUATION OF HUMAN RESOURCE MANAGEMENT AND ITS PROBLEMS IN FUZHOU XX COLLEGE

The College attaches great importance to the construction of human resource team of application-oriented colleges and universities, but has not formed a comprehensive human resource team training mode in its practice of transforming to an application-oriented one.

A. There Is Still Room for the Optimization of Human Resources

In recent years, XX College has increased investment and formulated various policies and measures to attract outstanding talents. As of October 2017, among the full-time teachers in the College, teachers with master’s degree or above account

for more than 80%, and teachers with senior professional titles account for more than 30%, which can basically meet the needs of talent cultivation. However, because XX College is a local private college, there is a gap between it and traditional old public universities in terms of pension, medical treatment and housing provident fund, so it is less attractive for high-level talents. There is still room for optimization of human resources in private colleges.

Besides, teacher training, assessment and management in the College are undertaken by government affairs service center, teacher development center, and various branches and departments. Their responsibilities are overlapped, which disperses the resources and strength for the training of college teachers, fails to integrate high-quality resources in the College, and results in the low utilization efficiency of resources.

B. Lack of Relevant Platforms for Scientific Research Ability Enhancement, Cooperation Among University and University-enterprise Cooperation

As XX College is a newly-established college, its overall strength is not strong, and its platform level is not high enough. Among its full-time teachers, there is a lack of high-level disciplinary leaders. The College does not have enough platform and environment for young teachers to participate in high-level scientific research projects to improve their scientific research ability. In the faculty structure of the College, there are relatively few teachers with doctoral degrees, and among them, the young and middle-aged teachers account for a large proportion. Many young teachers hope to have an opportunity to go to the old public universities for qualification upgrading, exchange and further education, so as to get in touch with the most cutting-edge knowledge of professional fields and improve their teaching ability. However, the current cooperation between XX College and public colleges and universities is more limited to colleges and universities in Fujian Province. At the same time, their cooperation is not as deep as independent colleges of colleges and universities.

Meanwhile, at present, the “double-certificated and dual-talented” teachers with rich practical experience in the teaching industry are also slightly inadequate in XX College. Many young teachers have changed from one campus to another, lacking practical experience in their industry. XX College stays in a critical period of transition to an application-oriented one, which needs a corresponding university-enterprise cooperation platform as a support to enhance young teachers’ practical ability. In general, enterprises cooperating with XX College are still unable to meet the corresponding needs to some extent.

C. Imperfect Training Mechanism

The faculty of XX College consists of professional teachers, quality teachers and administrative personnel. XX College has provided special training for newly-recruited staff to help them understand its own situation and rules and regulations. However, the training needs of each position are different. For example, the training staff should pay more attention to how to improve their teaching and research capabilities for professional teachers, and should lay emphasis on how to carry

out student work for quality teachers, and should attach importance to how to fully implement management and service for administrative staff. Nevertheless, the training mechanism of XX College is not targeted enough, and there is no specific training mechanism for staff of different categories and stages of development.

D. Insufficient Internal Quality Control and Unscientific Performance Appraisal

At present, the human resource training of XX College pays more attention to the quantity of training than to whether relevant training really brings help to training objects. The internal control system for real-time monitoring of training effect has not been established. Furthermore, the College also has insufficient internal control over the performance of teachers and administrators. It evaluates the performance of teaching and administrative staff from the aspects of teaching, other teaching, scientific research and public service, and designs many indicators, which are scientific to a certain extent. However, in the process of daily assessment, it still lays more stress on the evaluation of scientific research performance, and applies a set of performance evaluation indicators to all teaching and administrative staff, which has a certain universal applicability, but relatively lacks pertinence. For example, based on the characteristics of teachers and their career development direction, it divides different teachers into research-based teachers and teaching-oriented teachers. However, it does not take into account the differences between research-based teachers and teaching-oriented teachers when designing performance evaluation indicators. For private colleges, the internal control of performance evaluation needs to be more scientific.

III. ANALYSIS OF THE FACTORS AFFECTING THE HUMAN RESOURCES DEVELOPMENT OF FUZHOU XX COLLEGE

A. Insufficient Resource Integration and Coordination, and Lack of Long-term Planning

Because of the partition of functions, XX College divides the human resources management departments into more and more detailed sections. In the process of specific work, although each administrative department has just completed its own work, due to too decentralized management, each has finished only a small part of it. As a result, teachers and students often have to visit various functional departments to complete one task. Therefore, if something goes wrong in a certain link, each department may shirk its responsibilities. There is still a lot of room for resource integration and resource coordination.

Private colleges have particularity, and the composition of the faculty is complex and has many flaws, and the title structure and age structure are unbalanced. This will result in the lack of long-term planning and reasonable allocation for the construction of teaching staff in the strategic planning and overall layout of human resources of the college, which will easily give rise to the human resources planning of the college remaining on a superficial level of quantity management, instead of on the organizational level and structural level. Therefore, the human resources management department of the

College is unable to build a long-term talent guarantee and talent support platform. In addition, the College has some deficiencies in teacher career planning and design, and lacks strategic consideration.

B. The College Has a Short History and the Construction of Related Platforms Still Needs Time

Founded in 2004, XX College is young but has made rapid development in recent years. However, the establishment of relevant scientific research promotion platform, university-university cooperation platform and university-enterprise cooperation platform still takes a lot of time and a large amount of funds. XX College has a short history and belongs to private colleges. It receives relatively little support and subsidy from the state every year, and its revenue mainly comes from tuition fees paid by students, which will be used for its daily operation. Limited by schooling history and funds, XX College still lags behind the traditional established public colleges and universities in the construction of the corresponding cooperation platform. At the same time, XX College is located in F city, where many universities and colleges are concentrated in the university town, so the convenient geographical location causes frequent communications between universities. To be specific, XX College is located in the C district of F city, where the geographical location is far away from the city town, which restricts the cooperation between XX College and other universities and colleges, and between them with other large and medium-size enterprises.

C. Unsound Internal Cultivation Mechanism

The teacher training will be carried out simultaneously by several departments, including education and development department, government affairs center and scientific research center. The cumbersome training system has increased the workload, and the effective system has not been formed. The training for full-time teaching-oriented teachers, quality teachers and administrative service personnel is relatively general and lacks pertinence. In particular, insufficient training for administrative personnel leads to low office capacity and inefficiency.

The current system for professional title appraisal focuses on education background and theoretical research results. As a consequence, many teachers prefer to conduct scientific research for professional titles assessment, while teachers with professional certificates have no advantages in this field, and some teachers fail to grasp the applied teaching ideology due to their own interests.

D. Quality Information Feedback and Salary System Need to Be Optimized

The feedback index system of teaching quality is not reasonable, and the existing quality assessment standards can not fully reflect the overall working level of teaching staff. The feedback of teaching quality information in the College still adopts the traditional assessment methods of superior assessment and self-assessment, and lacks the mutual assessment among colleagues, the assessment of superiors by subordinates and the mutual assessment between

administrative staff and front-line teachers. The training of the human resources is not the purpose, but is to improve the teaching and research ability of full-time teachers, the professional ability of administrative personnel and the student management ability of quality teachers. Therefore, feedback on the training effect should run through the daily management of universities.

In addition, from the point of view of the salary system, the current salary system of the College is mainly based on the position and title, and seniority accounts for too much. The main drawback lies in the separation of individual actual contributions from incentive policies, which easily dampens the enthusiasm of young faculty members.

IV. CONSTRUCTING THE "FOUR-IN-ONE" HUMAN RESOURCE TRAINING MODE OF RESOURCES, PLATFORM, MECHANISM AND INTERNAL CONTROL

A. Integrating Resources and Strengthening Long-term Strategic Planning

The College should strengthen the cooperation between the administrative departments and eliminates the phenomenon that teachers and students visit many departments. At the same time, it also should enhance the service consciousness of the administrative department, and implement the mode of total-staff management. Senior leaders should collect more feedback information from teachers to improve the scientificity of decision-making, timely correct the management deviation, and diminish the risk of decision-making failure. The College should absorb talents with university management experience for its management posts, and optimize the knowledge structure of administrative staff. Moreover, administrative staff should purposefully learn knowledge of education and management to enhance management art and management ability.

The College should develop a long-term plan for human resource development and management based on its development orientation. It should take the introduction, cultivation and retention of outstanding talents as the primary task in the human resources development and management. [4] On the one hand, the College should be committed to introducing, cultivating and maintaining the high-level disciplinary leader in recent years, conducting human resource construction surrounding professional disciplines, carefully doing a good job in the introduction, cultivation and stability of talents; on the other hand, the College should also pay attention to the long-term strategic planning of human resources, take the cultivation of disciplinary leader and high-end talents as the long-term strategic planning of human resources development and management, so as to ensure the enhancement of whole advantages of the discipline. In a word, the College should be guided by its development strategy, continuously lay out human resource strategy, construct and optimize the human resources management system through the management level of human resources, maximize the subjective initiative of teaching and administrative staff, and create a harmonious and mutually supportive humanities for teaching and administrative staff, to stabilize the talent guarantee system of the College.

B. Building Three Platforms and Promoting Teacher's Ability to Transform the Resources to Teaching Ability of Applied College

The College should build comprehensive and multi-level cooperation platforms for university and scientific research institution, university and enterprise, and university and university, to further promote teacher's ability to transform the resources to teaching ability of applied college. First, the College will broaden the channels for the multi-faceted training of young teachers. The College will carry out pre-service training activities for newly-recruited teachers, formulate a training mechanism for young teachers, hold teaching skill contest for excellent young teachers including "lesson explanation contest" and "the best lesson", and send experienced supervisors to help young teachers perform teaching diagnosis and reflection, to enhance their practical teaching ability. In the meantime, the College will carry out vocational qualification certificate education, applied skills training, applied researches and other activities, promotes the young teachers set the goals of "applied positioning and growth positing", and assist young teachers in their growth planning. The title evaluation and performance assessment of teachers should be connected with the experience of working in enterprise. Each year, the College will select a group of young backbone teachers and professional leaders to go to Chung Yuan Christian University and other foreign universities for study and exchange, so as to broaden their horizons and improve their practical ability.

Second, the College should motivate young teachers to practice in enterprises and scientific research institutions to promote in-depth integration of industry, university and research. The College should encourage teachers to "go out" and make use of their winter and summer vacations to study in enterprises in a planned and purposeful way, so as to increase industry knowledge, enrich practical experience, know industry status and development trends, and enhance specialized skills. At the same time, the College should actively "invite" professionals, and closely connect professional courses with production practices by employing experienced part-time professionals.

Third, the College should integrate practical teaching resources of colleges and universities. It should adopt the method of "contractual programs", arrange teachers to go to cooperative universities for study and communication by stages, develop the mode of cooperative training, and constantly strengthen professional construction, curriculum construction and teaching reform. Besides, it also should employ experts with high academic attainments and rich practical experience from peer colleges and universities to teach practical courses, and gradually build a "dual-competent" team with the connection of university-university and professional and vocational knowledge.

C. Establishing and Improving the Training Mechanism for the Three Teams

Relying on the teacher development center, the College should integrate the existing activities for teacher evaluation, teacher training, teacher independent research and study,

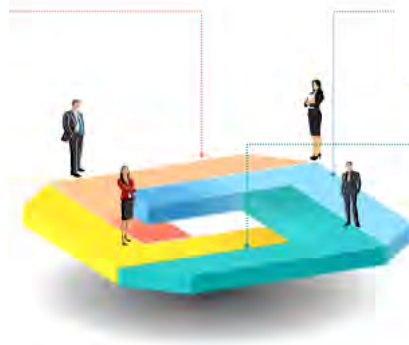
establish a professional development assistance system with a clear goal, complete system, perfect organization and diverse forms, and build various organized and systematic cooperation platforms covering teaching, scientific research, social service and humanities literacy for teachers. It should establish a normal training mechanism for teaching-oriented and research-based teachers, quality teachers and administrative service personnel to improve the post capacity of the three teams, and perfect the management services such as training, selection, promotion, appointment, assessment, rewards and punishments of teaching and administrative staff.

The College should establish a comprehensive training mechanism for the three teams. Because the mechanism optimization process takes a long time, long-term goals and short-term goals need to be set. The long-term goal for the three teams is to transform the applied orientation of the College into its requirements for the three teams. The College should comprehensively consider its talent training objectives, implement phased training programs for improving the teaching ability of teachers of different types and stages of development, such as new teachers, young teachers, and experimental and practical teachers, conduct professional training for teaching managers at all levels, and carry out the training of student management work for quality teachers.

Furthermore, the College should deeply explore the development needs of discipline and professional construction, and make scientific prediction of the supply and demand of teachers in the development stage based on the changes of student sources. It should regularly set up various high-level workshops, seminars and training courses of teaching construction and reform in terms of teachers' "teaching" and students' learning, offer guidance and help to improve the curriculum system and teaching methods of each major, and provide individualized consultation and guidance for solving the difficult problems in the teaching practice. It selects a certain number of teachers to get internship in enterprises every year to promote the creation of "double-certificated and dual-talented" faculty.

Improvement of professional teachers' ability :
 Teachers' teaching ability improvement program
 Teachers' teaching consulting service program
 Teachers' teaching reform and innovation program
 Quality assessment program for teaching and studying
 Quality teaching resource sharing program

Quality teachers' capacity improvement program:
 Quality teachers are divided into three categories including ideological and political, academic, and career teachers. Provide different content based on job duties.



Administrative staff's capacity improvement program:
 Provide different content from the aspects of the improvement of vocational level, administrative execution, and business service capabilities according to the service

Training of double-certificated and dual-talented teachers:
 50 teachers are assigned each year with a task to go to enterprises.

Fig. 1. Training mechanism for the three teams.

The College should perfect its management services for the three teams, set up the concept that “management is service”, think what the three teams think, worry about what the three teams worry about, meet the needs of the three teams, and serve the three teams persistently. First, the College will divide teachers' growth process into several development stages including adaptation period, growth period, stable period based on their teaching age and growth law, provide specialized services for professional teachers to improve their teaching ability and informationized teaching ability according to their characteristics of each stage and growth needs, render services to administrative staff to enhance their post ability, and offer services related students work to quality teachers. Second, the College should gradually add supplementary welfare plans based on the original benefits, further make up for the gap of welfare treatment between private colleges and old public colleges and universities, and remove teachers' fear of attacks from behind.

D. Constructing an All-round and Real-time Internal Control System

The College should reorganize the teaching management organization, clarify the relationship between teaching and service, improve the service efficiency of administrative staff, improve data monitoring, strengthen quality information feedback, and optimize teacher performance appraisal. It is more necessary for application-oriented colleges and universities to mobilize the creativity of teachers. Active teachers are helpful to improve the quality of teaching and accelerate the realization of the goal of application-oriented talent training. Therefore, it is necessary to strengthen the classified management of teachers, further optimize teachers' performance appraisal, scientifically design different types of performance appraisal systems for teachers including “teaching type, scientific research type, and teaching and scientific research type”, regard teaching level and practical teaching ability as important indicators of performance appraisal, establish a salary distribution system that can mobilize teachers' enthusiasm in education and teaching. For quality teachers, the College should combine the base line standard management with process evaluation management to improve the professional level of quality teachers.

V. CONCLUSION

Teachers are the foundation of both the construction and development of private colleges, so the human resource management of private colleges is particularly important. However, the shortcomings of private colleges hinder the construction of teaching staff to some extent. Proceeding from the four elements of resources, platform, mechanism and internal control, this paper deeply understands and depicts the human resources training mode of private colleges, strives to continuously improve the construction of resources, platform and mechanism in private colleges, as well as the follow-up guarantee measures including internal control, so as to promote the smooth development of private colleges.

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