

Exploration on the Classification and Management of Teachers in Applied Universities

——Take Jilin Animation Institute for Example

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Abstract: The classification and management of teachers is the fundamental guarantees for the application-oriented talent training of applied universities. Based on the application-oriented talent training, Jilin Animation Institute has put forward the classification method of "two big categories, four small categories" of teachers. The school and businesses jointly build teacher teams. Teachers can move and communicate between school and businesses. Jilin Animation Institute has explored the aspects of stratified and classified training of teachers, evaluation of professional and technical positions, and salary components of "teaching +" mode. This paper will have significance for the construction of applied college teachers.

1. Introduction

With the adjustment of national talent cultivation strategy to guiding and promoting the transformation of some local ordinary undergraduate universities to applied universities, it has become the primary task for local ordinary undergraduate universities to classify and manage teachers accordingly so as to successfully transfer into applied universities. Jilin Animation Institute takes teacher classification as a breakthrough point, thus striving to the classification and management of teachers by rebuilding the quality models for teachers, reforming the professional and technical post evaluation and salary system for teachers, and jointly setting up teacher development platform between school and enterprise so as to guide the development of teachers' classification and management.

2. The Classification and Management of Teachers as the Focus and Breakthrough of the Transformation and Development of Applied Universities

The Ministry of Education put forward the *Guiding Opinions on Guiding Some Local Ordinary Undergraduate Universities to Transform into Applied Type*, in which the ministry stated that it will push forward the transformation and development of colleges and universities with focus on the integration of production and teaching, cooperation of the school and enterprises, and the training of applied technical and skilled talents^[1]. At present, there are about 200 universities in China going through the experimental process of transforming into applied universities^[2]. Teachers are the main body of the running of Colleges and universities, and they are required to possess the professional qualities and abilities which are in accordance with the orientation of these applied universities. However, the transformation and development of colleges and universities in China is still in the exploratory stage. There are still some problems such as the imbalance of the quantities and structures of teachers, lack of professional training, biased evaluation and incentive mechanism, inadequate cooperation between enterprises and industries^[3].

In the State Council's *Opinions on Strengthening the Construction of Teachers' Team* in 2012, the State Council put forward "Measures for Improving Classification, Management and Evaluation of Teachers in Colleges and Universities"^[4]. In the *Guiding Opinions on Deepening the Reform of College Teacher Assessment and Evaluation System* issued by the Ministry of Education

in 2016, the ministry proposed to enhance the classification, management and evaluation methods of teachers^[5]. The classification and management of teachers should conform to the requirements of the national policy, which is conducive to improving the quality of teaching and standard of scientific research in colleges and universities so as to promote the career planning of teachers^[6]. At present, there have been some achievements made in the research on the classification of university teachers in China. However, generally speaking, most of them are in the exploratory stage, and they are mainly classified on the basis of teaching, scientific research and practice^[7].

China has been vigorously deepening the integration of production and education, and constructing a development pattern of overall integration and benign interaction between education and industry^[8]. From the perspective of the cultivation of talents in applied universities, teachers are required to cultivate students' solid theoretical foundation, highly comprehensive cultural quality, strong practical ability and innovative and entrepreneurial ability. Starting from the aspect of application-oriented colleges and universities serving the local economic development, teachers and students are required to jointly practice on the production and creation platform, so as to closely connect with enterprises and the market, thus promoting the overall link between education and industry, and ensuring innovation as well as the production and creation in enterprises.

Therefore, in order for to transform and develop comprehensively, the applied universities must speed up the classification and management of the teachers. This will have huge significance in the cultivation of applied talents suitable for the adjustment of industrial structure, promoting the role of applied universities' role in the development of local economic and upgrading of industries, thus ensuring the overall integration and development of education and industry.

3. With the Basis of Teacher's Classification on the Goal of Cultivating Application-oriented Talents and the Concept of Integrating Production and Education

Jilin Animation Institute has been insisting on the talents cultivation model integrating education, research and production which commits to cultivating application-oriented talents since its foundation in 2000. In addition, Jilin Animation Institute started an industry company in 2008, and enhanced cooperation with large and medium-sized enterprises, which promoted the integration of industry and education. In recent years, Jilin Animation Institute has strengthened "industry-leading policy", carried out the double platform practical teaching system of "innovation and entrepreneurship platform" and "teaching and production connected practice-oriented teaching platform", with a highlight on practice-oriented teaching and cultivating students' ability to combine innovation and entrepreneurship with industrial market.

There are three standards of teachers' classification: First, Jilin Animation Institute classifies teachers based on the high-quality application-oriented talents training target, with accordance to the knowledge framework and curriculum system module required by the goal of training application-oriented talents. Second, Jilin Animation Institute classifies teachers based on the concept of integrating production and education, and developing thoroughly, by breaking the barrier between resources of talents within the institute and enterprises, thus employing talents from its own industrial corporations and social enterprises as part of the faculty so as to classify teachers comprehensively. Third, Jilin Animation Institute classifies teachers with consideration of teaching undergraduate level students involving teachers specializing in class teaching rather than those specializing in science research. As a result, Jilin Animation Institute classifies teachers into two big categories, basic teachers and double-qualified teachers, and "four small categories" including basic theoretical teachers, basic professional teachers, and double-qualified teachers on campus and from industries.

With the basis on the "two big categories" and "four small categories", Jilin Animation Institute has built the quality model and teaching task classification for teachers of the two big categories. With "two qualities" and "three dimensions" as the basic standards, Jilin Animation Institute has constructed the quality models for basic teachers and double-qualified teachers. The "two qualities" include the qualities of morality and knowledge; while the "three dimensions" refer to teachers' three types of capacity of teaching, researching and practicing. As a basic requirement, both basic

teachers and double-qualified teachers are supposed to meet the qualifications of teaching. In addition, basic teachers should have professional theory basis, strong teaching and researching ability, as well as excellent knowledge in science and culture. Double-qualified teachers should have abundant professional theory basis, rich practice experience, strong professional ability and technical capacity, with sufficient knowledge in achievement conversion, application, generalization and management.

When it comes to the aspect of teaching tasks, basic teachers focus on the cultivation of students' basic knowledge, science and culture, and humanitarian qualities related to their majors; While double-qualified teachers should emphasize on training students' professional and practical abilities, innovation and creation capacities, and competence to connect educational experience with the market. Double-qualified teachers on campus are mainly in charge of the practical teaching for school-running original projects; while double-qualified teachers from enterprises are in charge of the practical teaching for real projects from industrial corporations and market outside of the institute.

4. The Construction of Teachers' Classification and Management System

Based on the classification of teachers, Jilin Animation Institute has established a further classified construction and management system of teachers which is in accordance with its orientation of applied university.

Firstly, with the flexible talent introduction principle of "Not for employing, but for benefiting" and the method of sharing and integrating the teachers at school and business, Jilin Animation Institute, which has integrated and utilized schools, enterprises, trade associations and various types of social resources, has also established a diversified and complementary faculty team consisting of domestic and foreign experts, high-end professionals, enterprise technical backbones and teachers of its own campus.

Secondly, according to the characteristics of each major and the demand of industrial market, Jilin Animation Institute, with the fundamental of giving priority to school and vigorously innovating practical teaching from the business cooperation, has been putting forward a diversified practice platform carrier which includes self built training studios on campus, jointly built academic production docking platforms, open projects from society, business built training platforms and so on.

Moreover, Jilin Animation Institute has carried out a teacher training model of "diversified and classified credit system" with the diversion based on the division of teachers including new teachers, young and middle-aged backbone teachers, basic teachers, school double-qualified teachers, industry double-qualified teachers and the hierarchy basing on the division of organizations which reflects on business, schools and secondary schools respectively. Meanwhile, it has made a training course system named "basic teaching skill courses+ major capacity promotion courses" which has formed the training system of reinforcing the teaching and scientific research ability of basic teachers, the practice ability of school double-qualified teachers and the teaching skills of industry double-qualified teachers.

The main task of evaluating professional and technical positions is to innovate the condition according to the teacher classification and fully guide in the incentive and guidance functions of professional and technical positions in the promotion of teachers' abilities and their growth and development. Since 2012, Jilin Animation Institute has been continually reforming the evaluation and appointment method for teachers which used to pay more attention to the numbers of papers and projects and has come up with the new professional and technical evaluation conditions for basic teachers and double-qualified teachers and started a classified appraisal and appointment strategy accordingly.

Jilin Animation Institute focuses on the innovation in the evaluation of teachers' achievements, and elaborates the teachers' achievements into "the achievements of papers, of teaching research and scientific research projects, of education-production docking projects, and of marketing". For

basic teachers, the institute mainly carries out the evaluation on the quantity and quality of papers and teaching research and scientific research projects; while for double-qualified teachers, the institute lowers requirements for quantity of papers and teaching research and scientific research projects, with the emphasis on comprehensive evaluation on education-production docking projects, marketing achievements and the economic and social benefits from relative achievements.

Performance management and salary distribution systems are important means to motivating teachers' subjective initiative, realizing the value of teachers' positions and rationally allocate talent resources in universities, and ensuring the relative stability of teachers in universities. The performance management and salary distribution in application-oriented universities must break through such problems as seniority, standardization and formalization of performance management. Jilin Animation Institute has established "teaching +" classified assessment and salary systems.

In terms of teachers' competency assessment, for basic teachers, the institute focuses on the assessment of "teaching ability + teaching and research capacity"; for double-qualified teachers, it focuses on assessment on "teaching ability + practice project creation and achievement transformation".

In terms of the salary structure of teachers, the salary mode of basic teachers is "teaching salary + teaching research salary + award of achievement"; while the salary mode of double-qualified teachers is "teaching salary + practice project salary +award of achievement". The salary of the practice project will be determined according to the practical teaching tasks and practice project properties, categories and periods, and will be paid according to the results of the evaluation nodes of the practice projects.

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2015 Key project of the "Twelfth Five-year Plan" for science of education of Jilin Province (ZD15144)

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