

# Research on Countermeasures of Administrative Efficiency of Institutions of Higher Learning Based on Governance Thinking

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**Abstract:** with the Expansion of Colleges and Universities and the Acceleration of Popularization of Higher Education in Our Country, the Importance of Administrative Management in Institutions of Higher Learning Has Become Increasingly Prominent. Due to the Increasing Number and Scale of Colleges and Universities, Various Problems Have Emerged in the Administration of Many Institutions of Higher Learning. It is of Great Significance to Improve the Work Efficiency of the Administrative Management of Institutions of Higher Learning to Improve the Teaching Professional Level and Quality of Teachers in Higher Learning and to Increase the Scientific Research Achievements of Universities. At Present, Many Colleges and Universities in Our Country Have Low Efficiency in Their Administrative Work. the Existence of This Current Situation Will Affect the Better Performance of Their Administrative Work. Therefore, This Paper, Based on Governance Thinking, Has Carried out a Specific Study on the Countermeasures to Improve the Administrative Efficiency of Colleges and Universities, Hoping That This Study Can Bring Some Inspiration to the Improvement of the Administrative Efficiency of Relevant Colleges and Universities.

## 1. Introduction

Institutions of Higher Learning Are an Important Functional Department of the Party and Government Work in Universities, and Are the Core Components of the Implementation of High-Level Education Management. the Organization and Implementation of the Administrative Work of Institutions Are Aimed At Providing Perfect Services and Necessary Guarantees for Teaching, Scientific Research and Other Work in Universities [1]. the Administrative Management of Institutions Includes Teaching Management, Personnel Management and Property Management in Colleges and Universities. It is Related to the Smooth Progress of Teaching Quality and Teaching Infrastructure Construction and Plays an Important Role in the Development of Colleges and Universities. to Speed Up the Construction of First-Class Universities and First-Class Disciplines and Realize the Connotative Development of Higher Education. This is a Key Period When Socialism with Chinese Characteristics Enters a New Era. the Party and the State Have Put Forward New Requirements for Universities [2]. At Present, Our Country is At a Critical Stage of Reform and Opening Up and the Transformation of the Mode of Economic Development. Our Country's Higher Education Reform is Also Deepening. the Original Management System of Colleges and Universities Can No Longer Meet the Requirements of the Rapid Development of Colleges and Universities. Reform is Imperative [3]. Therefore, It is of Great Significance to Improve the Working Efficiency of the Administrative Management of Institutions of Higher Learning and to Complete the High-Quality Administrative Tasks of Institutions with the Least Manpower, Material Resources, Financial Resources and Time Consumption, So as to Improve the Teaching Level and Quality of Teachers and Increase the Achievements of Teaching and Scientific Research in Institutions of Higher Learning.

## 2. Understanding of Governance Concept

Governance is a Way to Use Rights in the Management of a Country's Economic and Social

Resources for Development. Urban Governance is a Concept of Spatial Governance in Specific Regions. the Essence of Urban Governance Lies in Using the Theory of Institutional School to Establish the Framework of Regional Space Management and Improve the Operation Efficiency of the Government So as to Effectively Play the Role of Non-Governmental Organizations in Urban Management [4]. Chinese Urbanization Process is Relatively Later Than That of Western Countries, But the Urbanization Process is Developing Rapidly and Needs to Be Guided by Adaptive Theories to Give Reasonable Guidance to Urban Cities So That They Not Only Develop Rapidly But Also Develop Healthily. through the Study of Urban Governance, the Institutional Environment and Management Mode Can Be Comprehensively and Comprehensively Improved, the Regional Diversified Management Mode Can Be Established as Soon as Possible, the Relationships among Governments At All Levels and among Governments, Companies and Individuals Can Be Straightened out, Relevant Power Distribution Rules and Behavior Norms Can Be Established, and the Roles That Governments At All Levels Should Play in Urban Management Can Be Clearly Defined [5].

### **3. The Current Situation of Administration in Institutions of Higher Learning**

#### **3.1 The Thought of Official Standard is Serious**

As the heads of various functional departments and department leaders in colleges and universities are given corresponding administrative levels, and the efficient operation mode is similar to that of the government, leading to unclear responsibilities and over staffing. Official-based thinking is serious and management efficiency is low [6]. “Bureaucracy”, which makes administrative power easy to be generalized in university organizations, weakens the core position of university education, teaching and academic research; In addition, due to the influence of the idea of “official standard”, the service consciousness, service attitude and service efficiency have decreased, thus greatly weakening the service function of the administrative management of the organ. Influenced by the personnel system of universities in our country, an employment system that can only enter but not leave has been formed, which has resulted in a huge contingent of administrative personnel. The functions of the Party committee system and the administrative system are similar, which leads to the expansion of the organization [7]. This makes it extremely common that the administrative management of institutions cannot better meet the needs of the daily operation and development of colleges and universities, and that staff work perfunctorily in the absence of institutional constraints. Only with good execution ability can we reform the internal management mode and method, have good professional quality, make full use of external conditions, improve work efficiency and achieve the school goals. At present, there is a widespread phenomenon in colleges and universities that the administrative staff of institutions work passively and the atmosphere in administrative departments is lax. They cannot quickly and efficiently convey the instructions of their superiors and can not operate the management matters of schools well. In the long run, the overall social image of colleges and universities will inevitably be affected.

#### **3.2 Lack of Professional Enthusiasm**

Most of the administrative work in institutions of higher learning is of general and specific service. The professional intensity is not high. In addition, the complexity of the administrative work in institutions leads to repeated work for many years. The work is not difficult, challenging enough, and difficult to produce results in a short period of time. As a result, the personal ability of the administrative personnel in institutions cannot be brought into full play. It is believed that the administration of organs is a general and procedural work, and a correct understanding of the administration of organs has not been formed [8]. As a result, there are many characteristics in the administrative team of institutions of higher learning, such as complicated personnel sources, different majors, different academic qualifications, and low professional titles. Under this “administrative management” governance mode, the development and operation of universities in our country are relying on government resources. Universities have to adopt an organizational

structure corresponding to government departments in the setting of administrative organizations in order to better interface with government agencies. No matter in terms of staffing or working efficiency, the phenomenon of clogging and poor operation has been caused [9]. The unreasonable setting of management system is also a very important problem in the modern and efficient administration of government organs. All of these provide relatively strong support for the upgrading of administrative management methods in institutions of higher learning. However, many institutions of higher learning have not grasped the opportunity to upgrade their own administrative management methods, which makes it extremely common for institutions of higher learning in our country to handle affairs by experience, work according to traditional forms and resist new theories and technologies.

### **3.3 Poor Timeliness**

Due to the imperfection of the assessment system, it does not have the proper incentive effect on the work of the administrative personnel of the organs, which makes most of the administrative personnel of the organs develop the working state of not seeking meritorious service, but seeking nothing, lack of positive working attitude and active working responsibility, procrastination and poor timeliness. Daily busy with transactional work, management by experience, implementation by system, lack of thinking and innovation in the work; Moreover, the phenomenon of double-shouldering is quite common. The dispersion of energy will inevitably affect the work effect while teaching and scientific research and administrative management at the same time. Under such circumstances, the lack of vitality and efficiency in the operation of the organization has become an inevitable result. At present, there are only about 30 party and government administrative departments at the university level in our country's general undergraduate colleges and universities, which inevitably lead to overlapping organizations and overlapping functions [10]. The administrative staff of institutions of higher learning should have been "tutors" to serve school education, scientific research and other item-by-item work. However, many administrative staff of institutions of higher learning now manage teaching and scientific research as leaders, and service is completely lacking in the administrative staff of institutions. At present, many administrative personnel in institutions of higher learning in our country have the status quo of complex composition, low professional quality and low level of professional knowledge. The emergence of this status quo naturally makes the administrative personnel in institutions unable to meet the needs of improving the efficiency of administrative management in institutions of higher learning, and the long-term sustainable development of institutions of higher learning will often be negatively affected.

## **4. Countermeasures to Improve Administrative Efficiency of Institutions of Higher Learning under Governance Thinking**

### **4.1 Strengthening the Construction of Administrative Team in Institutions of Higher Learning**

In order to strengthen the construction of the administrative team in institutions of higher learning, relevant institutions of higher learning need to realize this goal through three specific measures: clarifying the role of administrative personnel in institutions of higher learning, taking the road of professional and professional management, and strengthening training and education. Standardizing the operation mechanism of the model and specifying the execution sequence, key points and emphases of tasks are powerful guarantees for the smooth development of all work of an organization, and taking this as the goal to grasp the direction and progress of work, ensure the realization of the goal, and achieve "rules and regulations to follow". According to the content of the administrative management of modern institutions of higher learning, we should also actively use the network environment to implement the administrative management of networked institutions. As the primary object of administrative management service in institutions of higher learning, the service and management of students is the focus of administrative management work

in institutions of higher learning. In defining the role positioning measures of administrative personnel in institutions of higher learning, we need to ensure that administrative personnel in institutions of higher learning realize which role they belong to: management role, execution role, escort role and service role, and after clarifying this role positioning, administrative personnel in institutions of higher learning can have a deeper understanding of their own work content; The purpose of implementing the accountability system is to establish the sense of responsibility of administrative staff. Administrative staff do not manage, but provide high-quality services for teachers and students. Administrative staff should be made clear that irresponsible working methods will pay a price. Through the work accountability system to urge staff to improve work style, improve service efficiency.

#### **4.2 Improve Various Systems and Mechanisms**

As for the perfection of the relevant systems and mechanisms for the administration of institutions of higher learning, this perfection needs to focus on clearly strengthening the responsibility system of functional departments, perfecting the supervision mechanism, establishing the coordination mechanism for functional disputes, establishing the competition mechanism, establishing the reward and punishment mechanism, etc. To establish a complete administrative management system, try to avoid the gradual lowering or even distortion of the standards in the implementation of the goal plan of the department leaders, establish rules and regulations suitable for the development of the school, clarify the leadership's instructions, restrict and guide the teaching staff to carry out their work, and avoid the beginning of hard work with little knowledge. The organizational scale of modern universities is expanding day by day. Its organizational activities include both procedural and non-procedural ones. Procedural organizational activities have the characteristics of routine and rigidity, which is consistent with the characteristics of hierarchical structure. Therefore, setting up administrative organizations to manage procedural organizational activities using administrative power will improve the management efficiency of such activities. The training of students' skills and knowledge structure will be taken as the focus, the management of teachers' and students' living conditions will be taken as the key, and the core competitiveness of colleges and universities will be improved through the reform of the administrative management system of institutions, so as to promote the healthy development of colleges and universities. The improvement of supervision mechanism needs the support of the construction of accountability system for department leaders. The establishment of a coordination mechanism for functional disputes requires the solution of cross-functional issues among departments. In addition, let the students and teachers respect the administrative personnel of the institution, respect the administrative work of the institution, recognize the management and service provided by the administrative personnel of the institution, create a good educational environment, and build a harmonious campus life.

#### **4.3 Promoting the Informatization Level of Administrative Management of Government Agencies**

In order to improve the informatization level of administrative management, relevant colleges and universities need to improve the construction of campus network on the basis of the modern office they have already realized, and the office automation system relying on campus network is the key to improve the informatization level of administrative management. Step by step to improve the system and accumulate experience from both positive and negative aspects. Adhere to scientific, reasonable and quantitative assessment to make the administrative management of institutions of higher learning a multi-level and multi-factor complex, so as to realize innovative management, optimize government affairs and improve administrative efficiency. Clarify the division of labor and responsibilities of various departments, assign responsibilities to various departments and individuals, and connect with individuals. We will implement a two-way selection system, strengthen the training of competitive awareness, implement a competitive appointment system, select and combine administrative personnel of government agencies according to the principles of high efficiency and professionalism, and train and stimulate the competitive and innovative

awareness of administrative personnel of government agencies. In addition, combined with WeChat, microblog and other new media, the administrative management of institutions of higher learning will be more diversified, which will also bring more powerful support for the improvement of administrative efficiency of institutions. Therefore, the abolition of administrative levels should be carried out simultaneously with the institutional reform of public institutions and other industries, and a management system and supporting policies that conform to the development characteristics of universities should be designed so that schools can smoothly cooperate and communicate with the outside world and strive for a better environment for running schools.

#### **4.4 Strengthen Communication and Coordination**

Strengthening communication and coordination is also one of the countermeasures to improve the administrative efficiency of institutions of higher learning. The strong communication and coordination here needs to realize the coordination of the relationship between policies, the strengthening of communication among staff and the coordination of the relationship between departments. School administrative leaders must start from themselves, improve their own execution ability and standardize execution. Absorb new knowledge, establish and perfect the education and teaching systems in colleges and universities, and continuously learn to better serve teaching and scientific research. Secondly, it is necessary to intensify training, improve the staff's awareness and comprehensive quality, and promote the professionalism, knowledge and professionalism of the work force. In particular, important administrative departments such as educational administration, personnel, offices, logistics and offices of secondary colleges, whose staff directly serve the management of school-level leaders, not only need to master high cultural accomplishment and professional accomplishment of different disciplines, but also need to have strong administrative management capabilities of organizations, coordination and other institutions. On the other hand, the strengthening of communication among the staff requires the expansion of communication channels to realize better communication of ideas and information among the staff, which will also have a positive impact on the construction of a harmonious campus atmosphere. At the same time, the administration of a professor means not only the management of academic work, but also the participation of professors in administrative work. Only by closely linking theory with practice, putting forward new development views and ideas for the work, and making innovations on the original basis, can our country's administrative work move in the right direction.

#### **5. Conclusion**

With the advent of the new network economy era, institutions of higher learning need to carry out scientific administration and give full play to the high efficiency of administration. On the basis of paying close attention to the efficiency of administration, they should specifically analyze various unfavorable factors existing at the present stage, utilize advanced educational concepts of higher learning institutions, and establish and perfect a scientific administration information system. Learning from the relevant contents of the administrative management system of enterprise organs enables the administrative management system of university organs to be carried out more efficiently, promotes the perfection and development of the administrative management of university organs, and thus promotes the improvement of the administrative management efficiency of university organs. The shift to an intelligent work style has brought about profound changes in work functions, work styles and work procedures, thus improving the functions and structure of the administrative management of government agencies and greatly improving work efficiency and decision-making quality.

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