

Optimising the Path of Professionalisation of the Management Team in Higher Education

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Abstract. Strengthening the professional construction of university management team and perfecting the training of professional talents is an important part of university management in the new period, and it is also the core force to implement the education policy and realize the modernization of education. Therefore, the construction of university management team is a systematic project. In the new period, we should strengthen the professional construction of university management team, optimize the construction ideas, explore the management methods, and strive to build a management team with excellent comprehensive quality, strong ability, high level, strong professionalism, innovation and vitality. Of course, in the in-depth exploration, we will face such problems as lack of attention from the leadership level, high pressure on the staff, little space for promotion, and high mobility of the staff. Combined with the characteristics of the development of colleges and universities in the new era and the requirements of education modernization, the article analyzes the current situation of college management team construction and the constraints that lead to the existing problems, and puts forward a series of measures to promote the professional construction of college and university management team in the hope of providing references for the professional construction of college and university management team.

1. The connotation of the professionalization of the management team of universities

In-depth strengthening of the professional construction of university management teams is not only crucial for the development of school education, talent training, and development but also essential for advancing the process of educational modernization. Enhancing the professional construction of management teams can not only enhance the quality of talent training and improve management efficiency but also establish a solid foundation for other aspects of university development while providing support in terms of talent.

The connotation of professionalizing university management teams refers to cultivating their ability to efficiently manage by fully understanding and mastering professional knowledge related to university administration. This entails creating a smart, theoretically knowledgeable, stable, and innovative management team. Promoting the professional construction of university management teams aims to equip them with solid theoretical knowledge, enabling them to handle emergencies effectively while maintaining high ethical standards and professionalism [1].

In specific managerial practices, university administrators should adhere to established management theories, regularly participate in professional and

systematic training programs, utilize effective methods and approaches in managing universities comprehensively over time. By doing so, they can ensure smooth operations across all departments and institutions within universities. It is important to note that effective management is an ongoing process that requires continuous efforts; results cannot be achieved overnight but rather gradually realized through consistent dedication.

2. Analysis of the necessity of professionalization of university management team

With the rapid development of higher education, the management team of colleges and universities should also adapt to the development of education with the times. With the rapid development of higher education, the management team of colleges and universities should also adapt to the development of education with the times, therefore, the professionalization of college and university management team has gradually become a trend of development and has been increasingly concerned by the state and society. It is of great significance to strengthen the professionalization of university management team in the new period[2].

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2.1.Expanding the career development space of managers

Due to the late start of China's professional development, the domestic college management personnel are not clearly divided into grade sequences, which leads to the college management personnel to participate in the evaluation of titles each year, can only squeeze through the evaluation of professional and technical titles, and professional and technical titles and college management titles there is a large information gap, which largely restricts the career development of college management personnel, suppressing the space for their career development. At the same time, it greatly reduces the enthusiasm and initiative of college managers. If the professional construction of university management team can be divided into clear evaluation levels, managers can clearly know where they are and the direction of their efforts, it can further motivate university managers to make unremitting efforts for their own title evaluation. On the one hand, managers will consciously learn professional knowledge, improve their business ability and enhance their own quality for the purpose of grading or career advancement. On the other hand, with a clear goal of grading, it will greatly enhance the conscientiousness and initiative of managers and improve their career development space [3].

2.2.Improve the quality of talent training

The goal of professionalization of university management team is to promote students' growth and all-round development. The main goal of teaching is to teach students professional knowledge, but in the actual teaching process, it is necessary to insist on the combination of teaching and moral education, not only teaching theoretical knowledge, but also insisting on management and service. Strengthening the professionalization of university management team in the new era can to a large extent ensure the professionalization of the teaching team, thus ensuring the quality and level of education. Therefore, the professionalization of management team is the key to cultivate human resources. Therefore, the professionalization of the management team is the first prerequisite for the cultivation of human resources of high and low quality. Teachers are the main implementers of educational activities, and only when the professional quality of teachers is excellent can the quality of education be ensured [4].

2.3.Improve the efficiency of higher education

In the past, the development of colleges and universities insisted on the principle of "management and service", but with the modernization of education and the continuous development of society's demand for talents, they should actively change their development ideas, fully integrate educational resources, improve management methods, innovate management methods, and make full use of the resources of all sides of the university to maximize the advantages of resources. School development should

change the original "ivory tower" management mode, break the limitations of thinking, and put social and economic benefits in an important position in the new era of university education. In the process of modernizing their management, colleges and universities should find a strategic positioning, get rid of the "mass" management mode, put the development of students in colleges and universities in the first place, and adhere to the principle of educating people, and at the same time, they should also take into account the quality of their management, and fully realize the intrinsic connection between the quality of management in colleges and universities, the quality of their management mode and the quality of their teaching. Therefore, it is necessary to strengthen the professional construction of university management team, improve and optimize the thinking, make university managers enhance their management consciousness, improve their management efficiency, deepen the reform of university management, stimulate the vitality of the management team, and improve the efficiency of running schools.

3. Analysis of the current situation of the professional construction of the management team in colleges and universities

Although in recent years, all major colleges and universities have been actively exploring effective ways to professionalize the management team, with the development of education modernization, there are some problems in the construction of management team in colleges and universities.

3.1.Insufficient attention paid by the leadership to the professional construction of management team

As the process of education modernization advances, the competition among universities is becoming more and more intense. The competition among universities is gradually manifested in the competition among scientific research, talents, teaching facilities, academic qualifications and titles of the teaching staff. In order to gain a foothold in the competition, colleges and universities have invested a lot of time and energy in improving the infrastructure of the university, bringing in doctors and professors, encouraging teachers to conduct scientific research, publish theses, and appraise titles, etc., and constantly improving the academic structure of the teaching staff, and the knowledge structure of teachers has also changed. As a result, the leadership of colleges and universities has neglected the professionalization of the management team, and the management team has been in a state of backwardness in ideology for a long time, and the content of work and division of responsibilities are relatively simple, which does not play the role of the management team in the long-term development planning and strategic layout of the university.

3.2. High work pressure of college managers

According to the actual situation of the development of colleges and universities, the workload of college administrators is relatively large, and they are responsible for the management activities at the teaching level of the whole college, which mainly include the talent cultivation program, teaching plan, curriculum, selection of teaching materials, examination arrangement, grade entry, examination analysis, planning of teachers' skill competitions, and various kinds of training of talents and other activities. It can be seen that the workload of college administrators is heavy and complicated, requiring them to invest a lot of time and energy, and they have no time to estimate their personal development and life. In the long run, it will aggravate the psychological burden of the administrators, cause them to be burned out, and greatly reduce the efficiency of management

3.3. Limited space for career development of managers

Reviewing the development of colleges and universities, it is found that in most cases, the development of colleges and universities focuses on the construction of faculty and staff.

Reviewing the development of colleges and universities, it is found that in most cases, the development of colleges and universities often focuses on the construction of teaching staff and the improvement of scientific research in recent years, but often neglects the professional construction of management team, failing to realize the promotion role of professional construction of management team in colleges and universities for the overall development of colleges and universities. In addition, in the process of development, colleges and universities tend to stick to the old ways and strictly follow the previous procedures, lacking flexibility and innovation, and the management personnel only mechanically complete their daily work, lacking promotion channels and having limited space for promotion.

3.4. Unstable structure of management team

The management team of colleges and universities has a heavy workload, high work intensity and work pressure, which bring strong sense of fatigue and slackness to the managers over a long period of time. In addition, there are few opportunities for promotion, and the level of salary and treatment is not high, leading to a serious turnover of the management team, and some of the managers either apply for transferring to another post or applying for leaving the company. In general, this affects the stability of the university management team and the performance of management level.

4. Analysis of constraints on the professional development of the management team in colleges and universities

4.1. Outdated concepts of management team, lack of advanced management experience guidance

Influenced by the traditional concepts, the management team of colleges and universities is relatively old-fashioned in both management style and management methods, and lacks the innovative consciousness of keeping pace with the times. In addition, the workload of managers is too heavy for them to innovate. The lack of specialized skills training for college administrators has resulted in a lack of management ability and theoretical knowledge. In their long-term work, they often use a single management tool to carry out their work in a simple and inefficient way, and this management mode is no longer adapted to the development of colleges and universities, so it is necessary to learn advanced management concepts and change the traditional stereotypes[5].

4.2. The management team has a low level of specialization and lacks systematic training.

Many university managers have already figured out a set of their own management methods and "routines" in their long-term work practice, but this is a simple and inefficient way, with a low level of specialization. The reasons for this are, on the one hand, the lack of regular professional training and intensive learning for the management team, and the lack of attention to the construction and development of the management team by the senior leaders. On the other hand, the managers themselves lack the awareness of lifelong learning and seldom "charge" themselves. Thirdly, the university lacks professional training mechanism for management team construction, and lacks financial support and energy investment, which leads to the departments not paying attention to the professional construction of university management team. Due to the above reasons, the university management team fails to give full play to its role in promoting the modernization of universities, and the training of talents is also greatly reduced.

4.3. Low management efficiency and lack of scientific assessment system

At the present stage, China's colleges and universities have not yet established a set of perfect evaluation system, the lack of scientific, comprehensive and efficient evaluation of management personnel, which makes it more difficult to motivate management personnel, and it is difficult to mobilize their enthusiasm. The lack of scientific assessment system, firstly, the assessment system lacks pertinence, and there are no clear standards and requirements for the assessment of management positions; secondly, the assessment lacks comprehensiveness and

systematization, and focuses on the results and ignores the assessment of the process; finally, even if the assessment results are oriented, it is difficult to play the role of actual motivation and encouragement.

4.4. Insufficient attention paid by university leaders to the construction of management team

The professional construction of university management team can not only promote the completion of the goal of cultivating talents in universities, but also promote the process of modernization of education. The professional construction of university management team is closely related to the teaching level, talent cultivation and sustainable development of universities. However, for a long time, the leadership of colleges and universities has been focusing more on the growth of teachers' strength, the adjustment of academic structure and the evaluation of teachers' titles, but neglecting the professionalization of the management team. On the one hand, colleges and universities lack financial investment in the professional construction of management team, so that even if the institutions want to cultivate management talents, they have no way to do so; on the other hand, the leadership is not aware of the value of the professional construction of management team, and ignores it in thought and slackens in action, which results in the lack of sufficient material support and policy support for the professional construction of management team in colleges and universities.

5. Optimization Ideas for the Professionalization of Higher Education Management Teams

5.1. Strengthen the psychological construction of management team

Clarifying attitude and position and grasping the main theme of development are the first prerequisites for all work to be carried out smoothly. In view of the current situation of professional construction of university management team, the core task of unified construction of university management team must be strictly implemented. First of all, through the theme of education and effective guidance, improve the management staff's sense of responsibility, service consciousness and collective consciousness. Help managers realize their own responsibilities, improve their stress resistance, interpersonal skills, communication skills, and the art of conversation, so as to improve their management level. At the same time, it helps managers to enhance their self-control and self-healing abilities, improve their psychological endurance, resist the pressure brought by their work, and actively carry out psychological counseling to remove their psychological burdens in a timely manner. In addition, it helps managers regain confidence in their work, enhance their sense of professional identity, build up a good mindset, and actively meet the challenges brought by management work, so as

to help them get out of their professional depression and efficiently complete their management work[6].

5.2. Expanding career development space

From the viewpoint of the current development situation of colleges and universities, the career development space of college and university managers is limited and it is difficult to promote them, therefore, colleges and universities should take into account the development situation of the school and the real situation of the management, and actively expand the career development space for the management positions. First of all, universities can set up project applications for university management positions, allowing managers to be the hosts and participants of the projects, so as to increase the enthusiasm of managers to participate in scientific research. Secondly, in the assessment, set up a specific post evaluation level for management posts, so that managers do not have to "squeeze" into the assessment system of professionals, and clarify the post assessment standards, so as to provide more comprehensive preparation for promotion. Finally, colleges and universities can increase the role of the exchange of links, so that managers to participate in the teaching process, so that in the development of teaching programs and teaching activities more targeted and feasible. They can also reflect on the means and methods used in the past in order to carry out their management work better.

5.3. Strengthening the professionalism of the management team

In order to ensure the college management of college operation, we must strengthen the professional quality of the management team, constantly improve the professional quality of managers, solid theoretical knowledge, improve the psychological resistance to pressure, improve the way of work and methods, innovative ways of thinking, abandon the traditional concepts. The high and low level of management personnel directly determines the high and low level of university management. First, strengthen the theoretical knowledge learning. Theory provides a worldview guide for practice, and practice is the methodology for testing theory. In daily management, train managers to always adhere to the correct management concepts, strengthen theoretical learning, and constantly innovate management concepts in practice to enrich the knowledge reserve; second, promote the normalization of managerial learning and expand the knowledge reserve of managers. Second, promote regular learning for managers and expand their knowledge base. Conduct regular lectures on special topics and professional training and assessment to strengthen theoretical literacy, enhance professional quality and improve professional level, so as to make themselves fully qualified for management positions; and third, comprehensively develop their abilities. Third, develop all abilities comprehensively. Management positions need complex talents, who not only have excellent professionalism, but also have strong stress resistance, communication and conversation skills,

flexibility and adaptability, and the ability to deal with the stress of emergencies. They should be better adapted to the management positions, efficiently complete the management work and improve the management level[7].

5.4.Improve the reward and punishment system

At present, the salary of management positions in most colleges and universities is generally not high, coupled with heavy workload and limited promotion space, which leads to psychological slackness of some managers[8]. Therefore, the leadership of the university needs to pay great attention to the professional construction of the management team and the development of the managers themselves. Fully stimulate the enthusiasm of managers and improve their work vitality. It is necessary to improve the reward and punishment system and establish a set of perfect reward and punishment mechanism to stimulate the management vitality. For example, the appraisal system should clearly stipulate the appraisal grade of the managers, and those with good appraisal results should be fully affirmed and given corresponding commendations and rewards, while those with poor appraisal grades should be helped to analyze the reasons and given appropriate suggestions. This will enable every manager to give full play to his/her own value, improve the salary and treatment, rationalize the division of labor in the department, clarify the authority and responsibility, and help the managers to reduce the work pressure, so as to ensure the stability of the management team[9].

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