

# Innovating the Construction and Management of the Teaching Faculty in Colleges and Universities

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**Abstract:** Colleges and universities are the fundamental grounds for cultivating high-quality and application-oriented talents. They are inseparable from national progress and social development. The construction of the teaching faculty is a huge factor affecting the sustainable development of colleges and universities. College and university teachers play important roles in education, teaching, research, and professional construction. Teaching activities and talent training are inseparable from the support of excellent teachers<sup>[1]</sup>. In order to meet the challenges of the new round of curriculum reform, strengthening the construction and management of college and university teachers as well as accelerating the development of higher education have become urgent tasks for the development of colleges and universities. Based on this, this paper analyzes the noteworthy predicaments in the construction of the teaching faculty in colleges and universities and proposes corresponding suggestions for them.

**Keywords:** Colleges and universities; Teaching faculty; Construction and management mechanism

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## 1. Introduction

On the premise of accelerating the construction of a strong educational country and a high-quality education system, innovating the construction and management of the teaching faculty is not only to enhance the capability of colleges and universities to serve the society, but also their internal demand to ensure sustainable development. Facing the new situation of social and economic transformation and development, higher education institutions should take the initiative to meet the challenges and opportunities of educational reform and innovation<sup>[2]</sup>. Colleges and universities undertake the important task of cultivating innovative and high-quality talents of the times. Innovating the construction and management of the teaching faculty will not only improve the overall teaching level and scientific research level, but also promote the school level to a new level. In order to meet the development needs of higher education in the new era, colleges and universities should place greater emphasis and value on the construction of the teaching faculty<sup>[3]</sup>. Throughout the development of education, some colleges and universities have failed to grasp the opportunity of reform and innovation; some have overlooked the impact of the construction of the teaching faculty. It is a challenge to ascertain the benign development of teachers' teaching level and schools' teaching methods. Based on this, this paper expounds the current situation of the construction and development of the teaching faculty and proposes specific management measures to direct the construction and management of the teaching faculty in colleges and universities.

## **2. Problems in the construction and management of the teaching faculty in colleges and universities**

In recent years, China has paid great attention to the construction of the teaching faculty in colleges and universities, which has led to the improvement of the education level and school running quality in these institutions. However, in the context of enrollment expansion, there is still a mismatch between teacher resources and the development needs of students. A large space still exists for the construction and management of teaching staff <sup>[4]</sup>.

### **2.1. Insufficient teacher resources**

In the face of increasing enrollment scale, it is only possible to meet the development needs of higher education by hiring enough teachers. At present, the employment direction and development of many schools have changed to some extent, requiring teachers to constantly expand their knowledge and further their studies <sup>[5]</sup>. The new majors in schools often lack competent teacher resources. Schools often employ graduates who have just entered the work field. Due to their lack of teaching experience and skills, it may be difficult to achieve an ideal teaching effect. In addition, with the changes of development policies, teacher resources will also flow, which directly affects the teaching quality of colleges and universities.

### **2.2. Traditional management mode**

On the premise of accelerating school construction, if the traditional mode of human resource management is still adopted, there will be a challenge in cultivating high-level talents and meeting the needs of the school's future development. Under the traditional management mode, teachers tend to face obstacles in attaining space for sustainable development, thus affecting their initiative to continue learning and further their studies, all of which are not conducive to nurturing higher-level teachers <sup>[6]</sup>. Moreover, the introduction policy of college and university teachers lacks attraction, which easily causes brain drain and hinders the mobilization of teachers' enthusiasm.

### **2.3. Lacking an ideal incentive mechanism**

Incentive mechanism is an important factor that affects the construction of the teaching faculty. At present, China's colleges and universities have not formed an ideal incentive mechanism for teachers. This is attributable to the failure of managers to adjust the performance appraisal indicators taken from other schools based on the actual situation of their own schools, in order to gain short-term benefits. In view of this, the introduction and cultivation of talents are temporary and short-term; a long-term and scientific incentive scheme has not been formed. If short-term and long-term incentives cannot be integrated, the final incentive effect will be affected. Second, China's colleges and universities tend to focus on encouraging teachers in material ways and less on spiritual incentives, particularly from the perspective of humanistic care. Hence, it is imperative to optimize the incentive mechanism for teachers.

## **3. Innovating the construction and management of the teaching faculty in colleges and universities**

### **3.1. Establishing an employment mechanism for teachers**

At present, in terms of the appointment system for teachers, many colleges and universities adhere to the two-way choice principle. The management system includes job requirements, dispute settlements, management conditions, and the school's responsibilities and obligations to teachers. Therefore, when constructing the mechanism, it is necessary to reform the traditional evaluation system that emphasizes on teachers' professional titles and build a mechanism integrating evaluation and employment by means of job-based staffing and merit-based employment <sup>[7]</sup>. With this mechanism, a fierce competitive environment will be created, and talents will be able to obtain more opportunities for development. Secondly, it is also necessary to reform the salary system in such a way that it considers the different levels existing among

teachers based on professional titles while ensuring their welfare. Unreasonable requirements for recruitment should be adjusted, beginning from majors, knowledge structures, angles, and types. A hierarchical employment system should be established through classification to ensure the implementation of the objectives of talent training and discipline development, so as to prevent the phenomenon of excessive pursuit of school scale. The posts for teachers should also be set according to the proportion of teachers and students in a school to ensure a sustainable development<sup>[8]</sup>. In addition, for teachers who have achieved a certain skill level, schools should carry out an evaluation work. According to the actual job needs of these schools, expert groups and school leaders should be invited to carry out the evaluation work, and the employment resolution should be made fair by voting. In the evaluation work, it is also important to consider public opinions and peer evaluations, focus on the assessment of teachers' personal skills, along with academic and scientific research skills, as well as improve the comprehensive quality of teachers.

### **3.2. Implementing an assessment mechanism for teachers**

In the previous personnel management work, the focus was on the introduction of teachers, with less attention paid to the management of teachers. Hence, schools should promote flexible management in accordance with the employment contract and the key points of assessment. First of all, colleges and universities should establish an intellectual property protection system and an academic ethics system. If academic misconducts occur, measures can be taken in time based on system regulations, in order to ensure a good academic environment for teachers' development. Secondly, a performance appraisal system should be reasonably formulated based on the actual development of schools. A scientific assessment mechanism should be established based on different posts, majors, types, and job grades. The setting of assessment indicators should not only be limited to assessing teachers' professional skills, but also their academic ethics. When implementing the assessment work, it is important to focus on humanistic care, synchronize the teachers' situation with school development, consider the assessment results in comprehensive manner, and reflect the humanity and scientificity of the assessment work.

### **3.3. Optimizing the stability mechanism of teacher resources**

Based on Maslow's demand theory, in order to strengthen the construction of the teaching faculty, it is necessary to begin from a multi-level, multi-angle, and multi-path perspective. It is then possible to build a stable team of teachers. Therefore, schools should optimize the talent environment and expand the development space<sup>[9]</sup>. First of all, schools should create a humanistic environment, accommodate a variety of innovative ideas, and provide sufficient space and platform for teachers to grow. Secondly, schools should consider the situation of the talent market, adhere to the principles of rationality, systematicness, and competitiveness, reasonably formulate the salary system, improve the basic medical insurance system, housing provident fund, and basic pension system, retain talents by increasing benefits, as well as formulate incentive measures at spiritual and cultural levels to stimulate independent development among teachers. Additionally, in regard to human resource management, it is necessary to adhere to the concept of humanistic management, pay more attention to teachers from the aspects of life and learning, enhance teachers' psychological satisfaction, establish the emotional relationship between teachers and schools, and reduce the mobility of teacher resources.

### **3.4. Building a sustainable development mechanism for teachers**

Only through continuous learning and improvement the needs of higher-level teaching can be met. Therefore, schools should build a sustainable development mechanism for teachers, establish a long-term teacher training mechanism, and strictly implement the training work. Through training activities, it is possible to improve the comprehensive quality of teachers, in which they will come to learn and accept

advanced educational ideas and theories <sup>[10]</sup>. First of all, schools should innovate the working concept, effectively build a teacher-centered training mechanism, mobilize the enthusiasm of teachers to participate in training, and stimulate their motivation to continue learning and expand their knowledge. By establishing the people-oriented training principle, teachers will be guided to synchronize their personal development goals with the development direction of their schools, actively plan the development direction of future education work, and pursue the concept of lifelong learning. Secondly, schools should flexibly adjust the focus of training, pay attention to capacity-building, provide teachers with diversified training opportunities, strengthen modern educational skills among teachers, and promote their long-term development. In addition, schools should also provide higher-level training and create both, on-campus and off-campus training mechanisms, so that more teachers have the opportunity to further their studies, expand their academic vision, and enrich their professional knowledge. In this way, schools can establish cooperative relations with domestic and international schools, jointly improve their teacher training mechanisms, and expand the international vision, enhance the professionalism, as well as improve the framework of their teaching teams <sup>[3]</sup>. Finally, schools should focus on selecting and training professional leaders and academic backbone teachers, pay more attention to the growth of young and middle-aged teachers, improve their academic research level, and provide more opportunities for them to lead, so that they will be able to lead the teaching staff to carry out academic research and contribute to the development of education.

#### **4. Conclusion**

In conclusion, strengthening the construction of the teaching faculty and the innovation of the management mechanism is important for enhancing the influence and competitiveness of higher education as well as promoting the high-quality development of colleges and universities. Therefore, these institutions should recognize the urgency of the innovative construction of the teaching faculty and reasonably innovate its management mechanism in line with the specific construction situation of the teaching faculty. Specifically, a higher-level teaching team should be established by forming an employment mechanism for teachers, implementing an assessment mechanism for teachers, optimizing the stability mechanism of teacher resources, and building a sustainable development mechanism for teachers, so as to continuously improve the quality of education in colleges and universities as well as support the development of the education and teaching system in the future.

#### **Disclosure statement**

The author declares no conflict of interest.

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