Study on the Reform of Undergraduate Education and Management in Independent Colleges

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Keywords: Undergraduate education; Management; Independent colleges.

Abstract. In recent years, the Ministry of education of China has asked for deepening the reform of education and teaching in Colleges and universities. Independent college is an important part of colleges and universities, with its unique characteristics and practical problems. On the basis of practice and literature, this paper puts forward that the independent college should do something in many aspects, such as leadership mechanism, college running concept, management mode, management system and information system, so as to do well in the reform and management of undergraduate education and cultivate better talents for the society.

Study Background

The Current Situation of Independent Colleges

Independent college is a special organization form of private higher education in the process of popularization of higher education in China. As of June 2019, there are 2956 colleges and universities in China, including 2688 ordinary colleges and universities (including 257 independent colleges) and 268 adult colleges and universities. At the beginning of its emergence, the independent college effectively grafted the resources of public colleges and private capital, which brought a period of rapid development for the independent college and helped the start and development of the popularization of higher education in China. In recent years, the Ministry of education of China has requested to deepen the reform of education and teaching in Colleges and universities. In October 2019, it issued 22 opinions on deepening the reform of undergraduate education and teaching and improving the quality of personnel training in an all-round way, which has a very important guiding role in deepening the reform of education and teaching in independent colleges. The independent college is a private full-time ordinary undergraduate college. Undergraduate education is really the root and foundation of independent colleges, which should be placed in the core and basic position of talent training. At present, with the support of national policies and local education authorities, independent colleges have gained more autonomy in running colleges, and have gradually stepped out of the "shadow" of parent universities and entered a new period of development.

Problems Faced by Independent Colleges

The history of running and development of independent colleges is not long, and various teaching resources and running resources are still very limited compared with public universities. Many independent colleges mainly rely on tuition fees, and pay management fees to the parent University, while getting little social donations. However, the Interim Provisions on the establishment of ordinary undergraduate colleges have strict requirements on the teaching staff and infrastructure, and the expenditure is large. Therefore, the funds and resources for running independent colleges are relatively tight. As an institution of higher learning, the teaching tasks and social services of independent colleges are complex and difficult to manage. At present, the ability and level of talent team are not high, and the teaching quality is not high. The level of students enrolled in independent colleges is not high and the knowledge base is weak. The management system of independent college is loose and the systems are not perfect.
Reform Measures of Independent College

Strengthen the Leadership of Independent Colleges

The board of directors and senior leaders of independent colleges should attach great importance to the reform of undergraduate education and teaching, and focus on the reform and quality improvement of undergraduate education and teaching. The board of directors is the highest decision-making body of the independent college, which generally implements the president responsibility system under the leadership of the board of directors. The leadership style of Independent Colleges in China is lack of institutional constraints, most of which are paternalistic leadership. In the organizational level framework of the independent college, the way of non-administrative scholarship is still far away, many of the work is to issue orders at all levels, and the orders of the top leaders have become the highest standard. In order to make the independent college "bring the reform of undergraduate education and teaching into the research and deployment of important issues," the first thing is to make the board of directors and senior leaders (or agents) of the independent college really pay attention to this problem, run the college with one heart, and earnestly implement the document spirit of "the main leaders of the college devote their main energy to education and teaching," so as to drive the faculty and staff of the college put their main energy into education and teaching. Therefore, it is a top priority for an independent college to select and hire the top leaders and leading groups who can run the college with one mind and heart and attach importance to undergraduate education. The leaders and managers should have a strong sense of mission, a strong sense of responsibility for the cultivation of undergraduate talents, a full understanding of the higher education industry, and the ability to promote the progress and development of independent colleges.

Correct Purpose and Idea of Running a College

The purpose and idea of running a college are also very important, which directly affects the development trend of the college. Most independent colleges adhere to the nature of running schools for public welfare. When the purpose and idea of running schools are very clear, they are able to continue to invest when they do not get short-term benefits. When facing difficulties in running a college, be brave to stick to it. When they learn from the advantages of the operation of private enterprises flexibly, they can take into account the characteristics and social responsibilities of the operation of institutions of higher learning. They can actively contribute to the healthy, long-term and sustainable development of the College. On the premise of ensuring the healthy, stable and rapid development of the college, they only take reasonable return or do not require reasonable return for the college.

Actions of Managers

The key to the implementation of any concept is the actions of managers. Professor Chunhua Chen, a management scholar, put forward that the first characteristic of managers is action orientation. Managers must win trust with action and obtain the possibility of development with action. The behavior of managers can effectively motivate employees to become more active and full of action. The board of directors and senior leaders of the independent college attach great importance to the deployment of undergraduate education and teaching reform. They exercise their physical strength to exercise the leading cadres and teachers at all levels to put their main energy into education and teaching, go deep into the party building and ideological and political, teaching and scientific research lines, walk into students, care for students and help students, and mobilize the human, material and financial resources of the whole college to focus on undergraduate education and teaching reform, to make the management system of selling students to be busy, teachers to be strong, management to be strict and effect to be real, and constantly improve the quality of personnel training.
**Straighten out the Overall Management System**

After a period of development, independent colleges have initially formed their own management system and management mode, including relatively stable management institutions and teaching units, established their own actual teaching system and teaching management mode, and relatively stable teaching staff and management team. It is the main consideration of independent colleges to rationalize the overall management system, make full use of the limited resources, achieve the maximum benefit of running a school and ensure the quality of teaching. The implementation of systematic management for the systematic allocation of resources is most beneficial to independent colleges. Independent colleges should carefully establish or straighten out various management relations in the process of college operation, including internal and external relations, so that the integrated system has scientific planning and reasonable management structure and management system. The goal is to straighten out the management relationship and make scientific decisions. The key point is to straighten out the management relationship among teachers, students and managers, focus on talent training, focus on professional construction and faculty construction, strengthen student management and improve the quality of college running. At the same time, they should pay attention to teacher training and management personnel training, so that all teachers and staff are very familiar with the college's work system and various teaching management systems.

**Formulate Management System According to the Actual Situation of Each College**

Independent colleges generally rely on the resources of parent colleges and universities and operate with reference to the management system of parent colleges and universities. Many rules and regulations are copied or fine-tuned on the basis of the original system of parent colleges and universities, without too much "independent" thinking. However, with the increasing differences between the students and teachers of the independent college and the parent college, the management system in line with the parent college is not suitable for the actual situation of the independent college. Independent colleges must establish their own university governance system based on their own actual conditions, carry out careful planning, carefully straighten out the detailed process of teaching management and related management, explore the management system in line with their own reality, and adopt appropriate credit system and course selection system for teaching management. In the face of the problems, the independent college should give the specific methods and effective measures to improve. It cannot stay in the "guarantee" of the normal operation of daily work "goal" without practical and effective education and teaching reform.

**Establish Central Management Information System**

It is very important for an independent college to establish the optimal allocation of the resources of the central management information system, and the complete and accurate information is the premise of scientific decision-making and effective allocation of resources. Using modern information technology to change the traditional management has become the inevitable choice for most organizations or institutions. To establish an applicable and effective central management system, it is necessary to prepare enough technical personnel and equipment, and realize the main management process with information management system, so as to maximize efficiency and optimize resource allocation. The management of all departments of the whole college is carried out in one system to make the management more efficient and effective. The goal of the central management system is to optimize the scheduling of resources, maximize the improvement of teaching quality, and optimize the service for teachers and students.

**Participation of All Teachers and Students**

The human resources of the college are teachers and students. The college should take effective measures to make full use of the limited education and teaching resources and human resources to ensure and improve the quality of teaching. Independent colleges have to give full play to the power of unity and cooperation in order to complete the task of cultivating talents at undergraduate level. In the aspect of student training, it is the main work of the college to guide the students'
self-management and active learning, so as to make the students from "I want to learn" to "I want to learn." It is necessary to provide students with sufficient learning environment, learning conditions and learning resources, and provide students with enough free environments for entrepreneurship and innovation.

**Other Reforms**

Independent colleges also need long-term response and improvement mechanisms to cope with the changing world. They should pay attention to communication with other universities, learn the advantages of other universities, integrate some excellent practices into the management system of the University, and constantly improve the quality of undergraduate education. In terms of external relations, it is helpful for independent colleges with very limited resources to promote the development and promotion of colleges by means of external resources, including the original parent universities, other university resources and other resources, especially the effective use of external high-quality teaching resources, as well as the use of part-time teachers and external teaching resources. In addition, independent colleges need to emphasize the characteristics of running schools. On the basis of the general quality standard system, they should highlight and improve the standards for key work items, and take into account the comprehensiveness and emphasis of quality assurance to carry out differentiated design. The last one, they need to absorb alumni donations and social donations to supplement teaching input.

**Undergraduate Education and Management Reform in Independent Colleges**

The independent college can only survive and develop in the future through its own sustained and stable development, exploring better management and college running methods, and constantly improving the quality of talent training. In order to achieve this development goal, independent colleges should carry out comprehensive and systematic governance reform in combination with the historical conditions of the college itself and the development trend of higher education, adhere to the correct college running concept, focus on the talent training center, highlight the characteristics of school running orientation, make use of modern information technology and information management system, improve the university governance system and its management structure, and improve democratic decision-making. In order to improve the efficiency of education and teaching management, they should take a unique way of development in the new era.

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