

Original Paper

Research on Cultivation Mechanism of College Managers in the Context of "Double First-class" Construction

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Abstract

The construction of world-class universities and first-class disciplines is a major strategic decision made by the CPC Central Committee, which is of great significance for enhancing the level of China's educational development, strengthening the core competitiveness of the country and laying the foundation for long-term development. As an important part of the university faculty, university administrators will become specific organizers and implementers of school development and discipline construction in the context of "double first-class". However, at present, the overall ability and quality of university management personnel are not yet compatible with the requirements of "double first-class" university construction. Therefore, it is urgent to cultivate and build a team of managers who are both moral and talented, who know their profession, who understand education, who are good at management, and who have a reasonable structure and are relatively stable, so as to make sure that they are compatible with the construction and development of the "double first-class" universities.

Keywords

double first-class, university construction, university management personnel, training mechanism

1. Introduction

The construction of world-class universities and first-class disciplines is of great significance for upgrading China's education development level, enhancing the core competitiveness of the country, and laying the foundation for long-term development. Over the years, through the implementation of

"Project 211", "Project 985", "Advantageous Discipline Innovation Platform" and "Characteristic Key Discipline Program", a number of key universities and key disciplines have been constructed. Through the implementation of "211 Project", "985 Project", "Advantageous Discipline Innovation Platform" and "Characteristic Key Discipline Project" and other projects, a number of key colleges and universities and key disciplines have made great progress in the construction of a number of key disciplines, which has led to the enhancement of China's higher education as a whole, and made an important contribution to the sustained and healthy economic and social development. However, at the same time, the key construction also exists identity curing, lack of competition, duplication of cross and other problems, the development of universities and colleges urgently need to strengthen the integration of resources and innovative implementation methods. Promote this group of high-level universities and disciplines into the world's first-class ranks or forefront, university managers will play an important role, they will become a "double first-class" school development, discipline construction work of the specific organizers and implementers, is to ensure that colleges and universities to run the direction of the implementation of the idea of running the school to improve the level of running the school to achieve the goal of running the school is an important support, but also to achieve the "double first-class" school development, discipline construction work of the specific organizers and implementers. It is an important support for universities to ensure the direction of school running, implement the ideology of school running, improve the level of school running, and realize the goals of school running, and it is also an important foundation and guarantee for realizing the goal of "double first-class".

2.The Necessity of Perfecting Cultivation Mechanism in the Context of "Double First-Class" Construction

Colleges and universities are responsible for cultivating high-level talents and promoting social culture and development. Management personnel is an important talent team in the construction of colleges and universities, management is science and productivity, only first-class management can lead to first-class colleges and universities, high-quality management personnel is related to the overall situation of reform and development of colleges and universities, so it is very necessary for colleges and universities to strengthen the training of management personnel. Colleges and universities shoulder the task of cultivating high-level talents and promoting social culture and development. Management personnel is an important talent team in the construction of colleges and universities, management is science and productivity, only first-class management can lead to first-class colleges and universities, high-quality management personnel team is related to the overall situation of reform and development of colleges and universities, therefore, colleges and universities to strengthen the training of management personnel is very necessary.

2.1 Strengthening the Training of University Management Personnel Is the Demand for the Implementation of the Strategy of Strengthening the Country with Talents

Management personnel is to promote the main force of the strategic development goals of universities, the Party Central Committee and State Council "on further strengthening the work of the decision of the talent," which pointed out that "vigorously strengthen the party and government personnel, business management personnel and professional and technical personnel as the main body of the construction of the talent team," "double first-class" construction background, the international community, the international community, the international community, the international community, the international community, the international community and the international community. Under the background of "double first-class" construction, the international and domestic education and economic competition is fierce, and talents are the key factors to obtain competitive advantages. Facing the new round of competition, universities need to make more efforts to gather excellent management talents and strengthen the construction of management team. The training and construction of management personnel should have the same importance as the construction of professional and technical personnel.

2.2 Strengthening the Training of College Management Personnel Is the Need to Deepen the Institutional Reform of Colleges and Universities

The construction of management personnel in colleges and universities is a necessary measure to stabilize the management team and promote the good development of management career. Since the construction of "double first-class", China's colleges and universities have a new round of institutional reform, the reform of a wide range of content, as a manager, must improve their own management knowledge and skills, and to strengthen the construction of college management personnel team provides a good system and policy, tailored for the managers "career track", will be the managers of the "career track", the managers of the "career track", the managers of the "career track", the managers of the "career track". Career runway", the career development goals of managers and the strategic objectives of the university together, to create a good environment conducive to the development of university managers, and promote managers to realize their own value.

2.3 Cultivation of Management Personnel Is the Need to Establish a Harmonious Campus Culture in Colleges and Universities

Strengthen the construction of management personnel training, enhance the communication between managers and teachers, managers and students, teachers and students, all levels of colleges and universities need to establish a good relationship between the college managers as decision makers and regulators, it is necessary to establish a good working relationship with the staff at all levels, to promote the balanced development of the various teams in the school, and at the same time to promote, establish a harmonious Campus culture.

3. "Double First-Class" on the New Requirements of University Managers

3.1 "Double First-Class" Requires Managers to Have International Vision

The development concept of world-class universities reveals that the comprehensive strength, innovation ability and development potential of colleges and universities depend on the ability to learn and adopt academic culture, the ability of disciplines to interact with the outside world, etc. The management of colleges and universities should have an open learning attitude and advanced ideas, especially in the "double first-class". University managers should have an open learning attitude and advanced concepts, especially in the context of double first-class, managers should continuously improve the international vision. At the same time, managers should realize that the international competitiveness of a university or discipline is not only for scientific researchers, but also the comprehensive ability of managers is a necessary component of the international competitiveness of universities, and they should constantly improve their innovative ability in management, research ability and practical ability.

3.2 "Double First-Class" Requires Managers to Have More Solid Management Knowledge Level

Under the background of "double first-class", colleges and universities have put forward higher requirements for the professional and business quality of managers. Knowledge is the basis and source of improving management level and management art, and is the driving force of innovation. Because management is a comprehensive science, but also because of the modernization of society, the connection, penetration, intermingling of things more and more frequent and complex, which requires college and university management personnel according to the "T" model to improve the quality of business. "T" in a vertical, refers to college managers should master one or several specialized areas of in-depth knowledge, to become a master of the field of work in which they are engaged; a horizontal refers to the managers should strive to learn management knowledge, political, legal and ethical knowledge, knowledge of economics, knowledge of culture and history, psychology, sociology, science and technology, etc., to become a wide range of knowledge. They should learn the knowledge of management, politics, law, ethics, economics, culture, history, psychology, sociology, science and technology, etc., and become modern university managers with broad knowledge, adaptability and flexibility.

3.3 "Double First-Class" Requires Managers to Have Stronger Cooperation Ability

The basic cooperation ability that college managers should have includes the following points: (1) sense of responsibility. Sense of responsibility is a comprehensive reflection of people's ideological awareness, moral cultivation, rational ability and career and other subjective consciousness. College managers should be a strong sense of responsibility, the stronger the sense of responsibility, the more self-disciplined action, the more creative. (2) Tolerance. Tolerance is the necessary moral quality of college managers, it reflects the rationality, self-confidence of the psychological quality. With the amount of tolerance, college managers are able to create environmental conditions for the growth of talent, but also to cultivate and manage talent as their own responsibility, which is conducive to all

kinds of talent to stand out, but also accelerate the growth process of talent, laying a solid foundation of talent for the development of colleges and universities. (3) Trust others. Effective management activities depend on the joint efforts of all managers, only on the basis of full trust, can play the role of each manager within the university, thus forming a good atmosphere, so that the management work to achieve the best.

3.4 "Double First-Class" Requires Managers to Have Multi-Position Composite Ability

Post ability refers to the ability to complete the task of professional post through practice. Compound management personnel refers to those who have multi-talented post ability, broad basic theory and extensive knowledge, innovative spirit, international practice, multi-position rotation experience, and solid language and cultural communication skills.

3.5 "Double First-Class" Requires Managers to Have Strong Beliefs

Under the background of "double first-class" construction, college and university managers should fully understand the spirit of the 19th CPC National Congress and have firm beliefs. Any college or university is under the basic environment of a certain national political and economic system to survive, the fate of the college or university and the fate of the country are closely linked together. Therefore, college and university administrators must have high political and ideological quality, always grasp the direction of the development of colleges and universities, and ensure that the direction of the development of colleges and universities is consistent with the direction guided and encouraged by the state and the government. Political quality generally includes the following aspects: a firm and correct political direction, a correct political position, a high degree of political discernment and a strong political acumen.

4. Measures and Suggestions for Cultivation Mechanism Construction

4.1 Establishment of Talent Training System

4.1.1 In Terms of Appointment-Improve the Selection and Appointment System to Ensure the Quality of Management

It can not be denied that the existing management personnel recruitment and hiring in colleges and universities is still at a low level, undergraduate fresh graduates still occupy a large proportion, and the source of the school is more from the local colleges and universities were born, for this reason, colleges and universities need to be in the human resources strategic planning, to further clarify and improve the access standards of management personnel, to expand the sources of applicants, and to increase the recruitment of education and management-related professions. The university should strengthen the evaluation before, during and after hiring, and at the same time further strengthen the training of new managers, so that the new employees can deeply understand and implement the university's strategy and development goals.

At the same time, the personnel department of universities should strengthen the human resource development planning. To cope with the challenges brought by the era of globalization to human

resource management in colleges and universities, the personnel department is required to base on the long-term planning and development of colleges and universities, improve the function of human resource management, enhance the ability of strategic planning and design, and not only participate in the human resource planning within the overall scope of the school, but also penetrate into the second level of colleges and departments to participate in the grassroots human resource planning. The university should improve the basic and developmental database of current staff and international experts, expand and smooth the channels of talent introduction and recruitment, assist each college and department to improve the ladder, and guide each manager to establish a reasonable career plan.

Effectively strengthen the system construction in the selection and appointment of section-level cadres, so as to be scientific, reasonable and standardized. Gradually shift the center of gravity of management, expand the autonomy of grassroots units, mobilize the enthusiasm of the majority of section-level cadres, and increase the construction of the school's youth management team, with reference to the central government promulgated the "Regulations on the Selection and Appointment of Party and Government Leaders and Cadres", to formulate the school's internal section-level cadres selected and appointed to work on the Interim Measures, from the motion, the initial selection of personnel, discussion and decision, audit and approval, appointments and dismissal of the documents issued, filing and so on. The selection and appointment procedures of section-level cadres are clearly defined in terms of motion, preliminary selection of personnel, discussion and decision, examination and approval, issuance of appointment and removal documents, filing and so on, so as to ensure the quality of the selection and appointment of section-level cadres by strict rules.

4.1.2 In the Aspect of Cultivation-Optimizing the Working Environment of Colleges and Universities and Improving the Employment Experience

The working environment and atmosphere is one of the key determinants for many outstanding talents to choose a job or not. Colleges and universities are an academic community composed of elite groups, and thus the managers not only have to conform to the characteristics and rules of general unit administration, but also have to conform to the characteristics and rules of the academic career, therefore, the soft environment of college work is also an indispensable and key part of the training mechanism. Managers should realize the transformation from management-oriented team and service-oriented team to management-service-oriented team. Gradually change the habitual administrative thinking, promote communication through the school open forum, encourage managers to create value for the school through the management service process combing optimization and reengineering, etc., enhance the managers' service consciousness, advocate the research-oriented and learning managers, and establish the strategy of getting benefits and efficiency from management. This is exactly in line with the two-factor theory, that is, the satisfaction of health care factors plays a fundamental role in improving the professional identity of college managers. Reasonable university policies, scientific management measures, harmonious interpersonal relationships, good physical working conditions, and motivational wages and benefits are common health care factors in universities.

By improving the health care factors, providing a good working environment and providing the necessary material basis, colleges and universities are able to ensure the stability of the managerial team, thus improving the professional identity of the managers.

4.1.3 In Terms of Evaluation-Developing an Effective Appraisal System and Highlighting Performance Management

Rewarding performance is more popular in recent years in the West with a performance management system linked to the management system, can make the performance evaluation should play a role in guiding behavior. This system highlights the impact of performance on individual appraisal, job promotion and income levels. It can be said that performance management has a core position, it has a close relationship with the work redesign, career management, salary management, training and development, labor relations management, personnel mobility management, etc., which can be used as a benchmarking ruler to directly determine the end of the year and the next year's work of the university management staff, but also the university to carry out the rewards and punishments mechanism is an important basis for the assessment of the results of the assessment through the rational use of the establishment of supporting measures to maximize the incentive function. Through the rational use of assessment results, the establishment of supporting measures to maximize the function of various incentives, in order to fully mobilize the work of managers enthusiasm, initiative and creativity. With this strict assessment index, managers will intuitively feel their own shortcomings and growth space, and will stand in the "double first-class" national strategy perspective of planning school development, with entrepreneurial spirit to inspire their own, so that they are more responsible and take responsibility. Taking "whether it is conducive to the national education cause, whether it is conducive to the development of the school, whether it is in line with the reality of the school's development" as the starting and ending point of all the work, the managers will fully enhance and give full play to the enthusiasm and creativity, and the managers will also be able to realize the "double first-class" national strategy.

4.2 Innovative Talent Training System

(1) Compound talent cultivation - Strengthening job rotation within the university and promoting departmental exchanges. The so-called job rotation, refers to ensure that the normal development of college work, let college managers from one position to another position to improve the human resource management problem activities, job rotation belongs to the human resource development in the form of home ownership development. To refine the classification of managers, such as: ideological and political work, comprehensive coordination, financial management, logistics management, personnel management, science and technology management, etc., to increase the integration and management of the management of grass-roots units, the establishment of short-term, medium-term, long-term job training program, through various ways to strengthen the schools and colleges, colleges and colleges, the exchange of special counterparts between the personnel not only to achieve the grassroots management of the The staff of the basic management departments should not only come up,

but also realize that the internal management personnel of the organization can go down.

Mention of "on to come, down to go" problem, have to talk about college management personnel selection process of an objective phenomenon - is the grass-roots management staff can not come, the internal management personnel can not come down, which certainly have treatment and other objective reasons, but the comprehensive ability of management personnel and the quality of the appropriate post. Of course, there are objective reasons such as treatment, but the comprehensive ability and quality of managers is an important factor. Therefore, in order to promote the exchange of managers within and outside the scope of the school, the school should consider further strengthening the work of the organization, personnel and other departments to enhance the training of managers. For example, according to the needs of the work, each semester to select and send section-level cadres for attachment training. The basic conditions that the cadres should have are: adherence to the party's line, guidelines and policies, love for the cause of higher education, a strong sense of enterprise and responsibility, a correct ideological style, a certain degree of organizational ability and development potential, and have the appropriate professional knowledge. The time of each job training is at least one semester, and they have the right to choose the department, and the organization department also has the right to coordinate.

After a complete round of on-the-job training, it not only makes the managers themselves deeply understand the operation mechanism, management methods and paths of other departments, which provides convenient conditions for future exchanges, but also comprehensively analyzes the development mode of the university, so that the construction of colleges and universities and the development of disciplines become a common vision. As mentioned earlier in the theory of reinforcement, in the management of colleges and universities, in order to fully mobilize the enthusiasm of managers, we must satisfy their material needs at the same time, and give more play to the role of positive reinforcement of incentives, leaders should correctly dominate and use the staff, and those who have made achievements in a timely manner to give recognition and praise, and provide them with the opportunity for growth, development and promotion.

(2) Cultivation of international vision - Providing opportunities for overseas training and developing international vision. The background of "double first-class" has put forward new requirements and challenges for university managers. First of all, "double first-class" domestic colleges and universities need to be benchmarked against international top universities, so managers need to have an international vision, they must go to learn advanced management concepts and explore new management paths. Secondly, "double first-class" requires university managers to have stronger communication ability, or more outstanding ability to obtain information and intelligence. Finally, "Double First Class" requires higher professional background of university managers, and specialized and professional managers will reach a new level of knowledge.

Therefore, it is particularly important for university managers to "go out". Globalization may lead to international cooperation is no longer the exception but the rule, the demarcation line between market

rules and academic rules begins to blur, students choose schools in the world, the ranking of universities is no longer confined to a country, etc., coupled with the management of information technology and the specialization of education, which put forward the requirements of global vision for the managers. If schools want to go up a stage from the existing level, they must compare the improvement of school management with the world level, mention the cultivation of managers' international vision as a key position, and continuously absorb the advanced experience of internationalization reform in all aspects through international rotational training, domestic and on-campus exchanges, etc., so as to help the development of colleges and universities.

Further training can be categorized into short-term and long-term. Short-term training is mainly targeted at division-level cadres and responsible comrades of directly-affiliated internal organizations, and the training time is generally 2-3 weeks. By participating in overseas training, in expanding the international perspective at the same time, to further enhance the quality of their own capabilities of managers, and better practice "to achieve the real skills"; and long-term training from the potential for development of section-level and above young managers in the way of selection, generally 8-10 people per year, the training time is generally 6 months. The duration of training is usually 6 months. The contents of the training include the philosophy and culture of the university, the development planning and management system and mechanism of the university, the mode and method of first-class academic discipline construction, the mode and method of first-class talent team construction and management, the career planning of the managers, the language ability and humanistic quality, the special business training and other related trainings, etc. In principle, the place of further training should be a place with the potential of development of the young managers. In principle, the training place should be a first-class overseas educational or scientific research institution, and according to the content of the training, a combination of centralized lectures, case studies, scenario simulations, job experience and field trips will be adopted.

4.3 Construct Quality Control and Incentive Mechanism

(1) Capacity building - set up special talent programs to enhance research capacity. Management is also a science, in order to effectively promote the construction of the research team, we should actively encourage managers to carry out research, the school should set up a "double first-class construction special fund", release the "first-class university construction special research projects", etc., integrate the party school, the student work steering committee, the Youth League Committee, the Science and Technology Development Office and other existing research projects to implement and promote, and effectively enhance the quality control and incentive mechanism. The school should set up "double first-class construction special fund", release "first-class university construction special scientific research project", integrate the school party school, student work steering committee, the Youth League Committee, science and technology development, etc. The implementation and promotion of the existing research projects, effectively enhance the income level of managers who are willing to engage in the development of the school research, the formation of the system incentives to effectively

promote. At the same time, universities should integrate resources to set up a "school management personnel development fund", revise the "management regulations on management personnel's on-the-job study of academic degrees and participation in training", etc., so as to advocate the active participation of management personnel in on-the-job training at various levels or study for higher academic degrees, and to provide the necessary incentives for the successful study of academic degrees. Scholarships are also awarded to managers who have successfully obtained academic degrees.

In addition, in order to effectively promote the growth of young managers, strengthen the capacity building, broaden the international perspective and enhance the work motivation, the university should grasp the basic law of the growth of managers on the university, select seedlings early, set up the "Youth Seedling Program", and start from the student group, and consider encouraging and selecting outstanding graduates to stay in the university and provide them with better salary and treatment. Consider encouraging and selecting outstanding graduates to stay in the university and provide them with better salaries and treatment. In the current managers, the integration of funds within the school to set up a special program for managers, such as: school exchanges, "Eagle Program", domestic exchanges, "Yupu Program", international exchanges, "Soaring Program", etc., to encourage managers to work in the school, the school, the school, the school, the school, the school, the school, the school, the school, the school, the school. "and so on, to encourage managers to carry out exchanges and learning at home and abroad.

In this way, managers have a clear career development path, so that they believe in the development prospects of the school, and can realize their career aspirations and goals in the school. This also confirms the higher needs mentioned by Maslow - self-actualization, which should be said to be the ultimate goal of college managers for their career. We propose to train managers, in fact, is to prepare them to plan a complete career, in the decades of personal growth, we can choose to simply work, can also choose to perform quickly, but will give them a sense of fulfillment and happiness should be to treat their work as a career, and the career as a lifelong pursuit of the goal. Therefore, it is crucial to learn and experience the hierarchy of needs theory well in the construction of the training mechanism of college managers.

(2) Incentive Mechanism-Restarting the title promotion channel and realizing job grading. In order to further promote the construction of research-oriented and pioneering managers, under the condition that the staff grade system can not be implemented smoothly and effectively, consider restarting the management title evaluation system, that is to say, college managers have the dual status of professional and technical personnel and managers, and the positions employed are management positions, which can be promoted according to the grade of management positions. At the same time, those who meet the conditions for evaluation of professional and technical level may participate in the evaluation of professional and technical level. Through the evaluation of the personnel can be appointed to professional and technical positions, and refer to the "two-shoulder" personnel management.

Specifically, the school party, government, labor, youth and women and other departments of the management staff into the university management research series, ideological and political education series and other corresponding series of evaluation, systematic phases and batches to achieve the title of management staff grading. Participate in the evaluation of college managers should have good ideological and political quality and professional ethics, as a teacher, dedicated to their work. The ideological and political quality of poor performance, contrary to the professional ethics of the personnel, the implementation of teacher ethics "one vote veto" system.

Job setup should be primary, intermediate, deputy senior and senior, each level of tenure, academic degrees, work performance, scientific research achievements, annual assessment and other corresponding requirements, in the management of outstanding contributions, may be qualified to participate in the evaluation. The complete evaluation and recruitment methods to smooth the college management personnel and college teachers and other professional and technical positions between the normal job exchange channel, college management personnel exchanges to teachers and other professional and technical positions, in line with the conditions of job appointment can be transferred to teachers and other professional and technical positions, and secondly, colleges and universities have also strengthened the management personnel appointed to professional and technical positions on the assessment, to the job clear responsibilities and tasks and standards of work, highlighting the performance of management and research work. In the second place, universities have also strengthened the appraisal of managers appointed in professional and technical positions, clarifying the duties and tasks and work standards with the positions, highlighting the performance appraisal of management and research work. At the same time, with the corresponding personnel salary and other system adjustments, thus realizing the managers of the title series and job level series "two legs to walk".

5. Conclusion

With the "double first-class" construction on the agenda, the requirements for university management personnel are getting higher and higher, in order to make the management personnel's ability and quality and the "double first-class" construction requirements match, the author proposes that it is necessary to build a matching training mechanism, and hopes that through this initiative, the ability and quality of university management personnel can be effectively improved. I hope that through this initiative can effectively enhance the ability and quality of university management personnel, to alleviate the predicament of not being able to go up, not being able to rush out. This paper analyzes the status quo, characteristics and problems of university management personnel training through literature research method, comparative research method, case study method, etc., and searches for the deep-seated reasons, and puts forward the countermeasures for the training under the background of "double first-class" in the perspective of new public management theory. The reasons for this series of problems lie in the insufficient concept of strategic human resource management, insufficient flexibility

in the construction of managerial team, and the lack of institutional mechanism in colleges and universities. Therefore, a comprehensive top-level design and supporting policies need to be constructed quickly. Under the background of "double first-class", we should explore the construction of a matching mechanism for the cultivation of management personnel in colleges and universities: to gather consensus, innovate the culture, and improve the dedication of management personnel; to enhance the awareness, create the atmosphere, and optimize the experience of management personnel's life and work on campus; to improve the planning, strengthen the function, and strictly control the entrance gate of the management personnel; to improve the system, and strengthen the cultivation, and guide the value of the work of the management personnel. Cultivation, guiding the work value orientation of managers. It is hoped that it can influence the cultivation of management personnel in colleges and universities and make optimization and improvement.

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