

Thoughts on the Administrative Management of Universities during the Prevention and Control of COVID-19 Epidemic

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Abstract

The outbreak of COVID-19 epidemic had a profound impact on the global society. Educational institutions represented by colleges and universities face huge challenges from management to teaching. As colleges gradually begin to take classes, the requirements of "No delay in epidemic prevention and teaching" are testing the level of college administrative management. This article makes a basic analysis of the current status of university administration during the epidemic, and clarifies the importance of actively promoting the reform of administrative management. Simultaneously, the author starts from the perspective of modernizing governance capabilities, analyzes from the perspective of improving the management system, information construction and administrative culture construction, and puts forward some reasonable suggestions for the continuous improvement of university administrative management.

Keywords

Epidemic prevention and control; Administrative management; Modernization of governance capabilities.

1. Introduction

At the beginning of 2020, the outbreak of the COVID-19 epidemic had a profound impact on the Chinese lifestyle and social management structure. Under this background, the traditional administrative management mode has been unable to meet the needs of the development of university education and teaching. Different departments in university can be closely united together to form a whole with efficient governance and orderly operation, only by continuously improving the management model and contents under the guidance of modernization of governance capabilities

2. Main contents of university administration

In general, the administrative management of colleges and universities is an organizational activity carried out in order to achieve the goals of teaching and scientific research. It relies on certain institutions and systems, adopts certain measures to fully mobilize social resources, and effectively exerts the function of management and administrative. It is the support and guarantee for the daily operation of colleges and an important force for its construction, development and reform .

Compared with the enterprise administration, the administration of colleges and universities is related to the normal operation of daily teaching and the experience of teachers and students. It is more specific from the service target to the management model. At this stage, the focus of university administrative work is to allocate and restrict the functions and duties of different administrative departments, and to coordinate specific matters such as administrative management, education, and scientific research.

During the epidemic prevention and control period, university administrative management should conduct strategic coordination under the guidance of the modernization of governance capabilities to reduce the waste of manpower, material resources, financial resources and time. Taking into account the operations of epidemic prevention and control and teaching, the efficiency of administration can be improved .

In addition, epidemic prevention and control has put forward more specific requirements for the overall reform and practice of administrative management system and the future development of colleges and universities. Colleges and universities should take this opportunity to review the situation and improve the governance system through advanced concepts, systems, capabilities and methods.

3. The current status of university administration during epidemic prevention and control

At the early stage of the outbreak, our country issued response opinions timely. On February 4, 2020, the Ministry of Education issued the "*Guiding Opinions*"¹, which proposed a government-led, college-based, and socially-participated approach to jointly implement and guarantee online teaching during the epidemic period. The measures of "no suspension of teaching and no suspension of classes" have been implemented nationwide. Various MOOC platforms and online quality courses have been rapidly developed and improved. Correspondingly, a series of changes have taken place in the development of administrative management in colleges and universities, shifting from work within the campus to follow-up on online platforms. With the basic control of the domestic epidemic situation, students of the third and fourth grades returned to campus one after another in various places. At the same time, new challenges have emerged in administrative work. During the entire epidemic period, the administrative departments of major universities mainly have the following measures for epidemic prevention and control and teaching management. (*Management of Ordinary Colleges and Universities During the Epidemic Prevention and Control Period*)

3.1 Setting up the leading group for epidemic prevention and control

Colleges and universities have comprehensively organized and guided the work of various departments of the school by establishing a leading group for epidemic prevention and control work, similar to strengthening the duty of personnel, making emergency plans for emergencies, etc. It usually requires fixed institutions within the university, such as the Student Office, Academic Affairs Office, and various colleges to cooperate with each other to complete tasks.

Various departments ensure that emergency rescue teams, equipment and materials are prepared in place by improving the emergency linkage mechanism. Each administrative department cooperates with the corresponding functional departments to complete the reporting of various data during the epidemic period in time, and improves the collection and filing of relevant documents in a timely manner as required.

3.2 Formulating and improving relevant work plans and systems.

In conjunction with the actual situation, the university formulates scientific plans in terms of institution building, work flow, material security, information submission and management measures, implements related management systems and responsible personnel of each system. For example, universities establish a joint defense and joint control mechanism, a working network with local education administrative departments, health administrative departments and medical institutions. The contacts and contact methods are clarified. Establishing a multi-level prevention and control network for from colleges to classes in order to collect the information from teacher and student in a timely manner.

3.3 Coordinating epidemic prevention and teaching, ensuring the smooth operation of online teaching.

In accordance with the infrastructure conditions, colleges and universities establish effective links with the curriculum platform through specific channels, communicate with online teaching organizations, and choose programs that match the network environment to ensure the smooth operation of online teaching. For example, colleges closely cooperate with the course platform to carry out standardized management, strengthen the supervision of the course content, teaching process and platform operation; adopt effective means to prevent and stop the spread of harmful information and ensure the safety of online teaching operations.

4. Relevant thinking and suggestions

In the context of epidemic prevention, colleges and universities need to improve administrative measures and systems according to actual conditions while maintaining effective continuation of teaching.

In February 2019, the CPC Central Committee and the State Council issued "*China Education Modernization 2035*", "*Promoting the Modernization of the Educational Governance System and Governance Capability*" is one of the ten strategic tasks for education modernization proposed in this document. Its specific requirements and mission goals include: improving the autonomous management capabilities of colleges, and promoting the normalization of social participation in education governance.

The author believes that in the context of epidemic prevention, the university's administrative management should be reformed under the appeal of "modernization of governance capabilities" in order to promote the operation of daily work and meet the needs of future major public health emergencies. There are several aspects to start with:

4.1 Strengthening information construction and information sharing system

At present, various college administrative departments have basic office equipment, such as computers and office suites etc. However, it is necessary to share and analyze information effectively during the epidemic prevention work. Universities still lack the use of cloud computing technology and have not established a unified administrative information processing and management platform.

When the relevant data like leave records of different teachers or students, online MOOC platforms, or online campus activities need to be consulted, it is still necessary to rely on the analysis and sorting of various files and forms, which is obviously difficult to meet the processing requirements of massive administrative tasks.

Based on the development requirements of the new network economy era, colleges and universities need to establish and improve a scientific administrative management information system in order to better serve the teachers and students and teaching and research work. Meanwhile, it is necessary to specifically analyze the unfavorable factors existing at this stage, and take targeted and effective measures based on practical experience.

The author recommends to make reasonable use of relevant office software (such as Dingding, Tencent Meeting), online cloud document editing and file sharing (such as Tencent Document, Baidu Library), diversified online teaching solutions (such as Chaoxing, China University MOOC), and timely. Providing solutions to teachers, students and officers in time and ensuring the teaching needs and technical service support can be connected fluently.

4.2 Establishing a work promotion mechanism with clear responsibilities

Promoting work efficiently usually requires the establishment of a robust management system and responsibility allocation system. As a general rule, the content of administrative work in colleges is relatively cumbersome, the division of labor is not clear, which can easily lead to low work efficiency.

During the epidemic situation, the Student Office and the Academic Affairs Office, the different colleges and the anti-epidemic leading group need to be united as one. The relationship between their leadership and implementation, division of labor and cooperation is particularly important.

First of all, a good accountability system should be established to clarify the responsibilities and obligations of each department. On the basis of Henri Fayol's Principles of Management, under the condition of unified command and vision, good administrative management requires colleges to evenly distribute tasks among employees and clarify their respective authorities, which can enhance the stability between personnel and maintain their long-term relationships.

In the epidemic prevention and control work, the anti-epidemic leading group shall be responsible for the unified leadership and command of the whole school. In line with the deployment of the leading group, the emergency response work of the epidemic situation is organized and then distributed to

the departments and colleges. Each college formulates relevant work content according to actual circumstances.

The core of the work is that the relevant managers must clarify the basic operating process, and require the staff to carry out management tasks in accordance with the process, which lays the foundation for improving the executive power of administration. In terms of personnel motivation, the SMART principle (S=Specific, M=Measurable, A=Attainable, R=Relevant, T=Time-bound) can be used as a guide to set high-quality "incentive performance task goals". Thereby inspiring staff to actively innovate and create excellence then promoting the overall development and level of the school.

4.3 Strengthening humane care with the guidance of scientific development concept

The Scientific Outlook on Development puts development as the primary task, the principle of putting people first at the core. In the future, schools should follow the humanized management principles in the face of emergencies, and encourage teachers and students to participate in administrative management to reduce the burden on staff

Certainly, the optimization of communication methods cannot be ignored. Many things failed by poor communication. Therefore, active communication helps improve the level of employee motivation and the satisfaction of teachers and students. During the epidemic period, the knowledge of epidemic prevention and control could be spread through multiple network channels such as WeChat and QQ groups. Progressively, guiding everyone to form good hygienic habits and healthy lifestyles, and to informing everyone about the administrative guarantee, teaching operation, and student management requirements during the epidemic. Besides, timely exchanging information and feedback.

Moreover, the mental health education and public health education should be strengthened. According to the online teaching work plan formulated by the school, teachers and students are arranged for home teaching. They are guided to learn relevant documentaries and understand the epidemic situation correctly, to eliminate anxiety and prepare for the new semester. .

4.4 Forming a good administrative culture

The establishment of high-quality administrative culture in colleges is also an important part of the construction of social spiritual civilization. An open administrative culture will make decision makers more democratic, and it will increase the participation of various departments to form a good working atmosphere.

On the one hand, regular training, exchange of thinking activities, organization of seminars and other forms can be used to enhance the staff's understanding of information construction and cultivate scientific administrative awareness. On the other hand, to strengthen the publicity of relevant knowledge throughout the school, from the publicity department to each college, from teachers to students, form a network of cultural propaganda, and penetrate in the daily campus life. which is conducive to the overall operation of the campus. When a similar major public health event occurs again, people can stay sensible and respond in the first place.

5. Summary

The ultimate goal of the university administrative management work is to form a close cooperative relationship between each department, teachers and students through different regulations and human efforts, so that the school can form a stable operation as a whole. At a time when the whole society is working together to prevent and control the epidemic, efficient administrative management is the key to ensuring the stable operation of college education.

From the perspective of governance modernization, different colleges and universities can formulate development strategies in accordance with their own administrative management model and development level, and conduct targeted research and practice to ensure that "no suspension of teaching and studying".

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