

湖南城市学院关于进一步加强教学管理队伍建设的实施意见

Hunan City University Implementation Opinions on Further Strengthening the Construction of the Teaching Management Team

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Teaching management is an important component of the management work in higher education institutions, and the level of teaching management directly affects the order and quality of teaching. In order to build a high-level teaching management team, improve teaching quality, and achieve the school's goal of creating a "double first-class" (first-class universities and first-class disciplines), this opinion is specially formulated in accordance with the spirit of the "National Medium and Long-term Education Reform and Development Plan Outline (2010—2020) and the "Several Opinions of the Ministry of Education on Comprehensively Improving the Quality of Higher Education" (Jiao Gao [2012] No. 4).

1. Guiding Ideology and Construction Goals

The entire school must fully recognize the importance of strengthening the construction of the teaching management team, treating it as a strategic task, giving it high importance, and planning it comprehensively. We should create a favorable policy environment for teaching management personnel at all levels, enabling them to work with direction, have a platform for their efforts, conditions for entrepreneurship, assessments for their work, and opportunities for career development. Gradually, we should build a teaching management team that possesses modern educational concepts and knowledge of higher education management, with a reasonable structure, stability, a sense of responsibility, courage to innovate, high quality, and good service, continuously creating new situations in teaching work.

2. Organizational Management and Position Setting

1.The Party Organization Department, Human Resources Department, and Academic Affairs Department are the main functional departments for the construction of the teaching management team. Each secondary college has direct management and leadership responsibilities for the teaching management personnel under its jurisdiction, and other party and government departments of the school should actively participate in and strongly support the construction of the teaching management team.

2.Improve the teaching management institutions at all levels, strengthen the construction of teaching management organizations, establish full-time and part-time teaching management positions, and clarify job responsibilities. Generally, the Academic Affairs Office serves as the main unit for teaching management and is responsible for managing teaching management personnel across the school. In principle, each secondary college should establish a dedicated teaching management office, equipped with 1 full-time vice dean of teaching

management, 1 full-time director of the teaching office, and several academic secretaries. The number of academic secretaries is determined based on the number of students, the number of grassroots teaching organizations, and the number of courses offered in the respective unit; each secondary college managing or directly affiliated departments (teaching and research offices) should have 1 director, and departments (teaching and research offices) with a large number of teachers and heavy teaching tasks may set up 1 deputy director.

3. Job qualifications and selection appointment

1. Staff engaged in full-time teaching management should, in principle, have a full-time bachelor's degree or above, possess certain organizational and coordination abilities, and have language and writing skills. They should be familiar with teaching management regulations and work procedures, have good computer application skills, and have a passion for teaching management work.

2. Adopt a combination of external recruitment and internal allocation for full-time teaching management personnel, selecting and hiring according to the principles of openness, fairness, and justice. The employing unit puts forward requirements, which are included in the external recruitment or internal allocation plan by the Human Resources Department, and carried out according to the corresponding procedures, with public recruitment for the positions. Newly appointed teaching management personnel must undergo pre-job training before taking up their positions.

3. All units should maintain a relative stability in the teaching management team, and in principle, transfers should not occur.

4. Relevant departments of the school and each teaching unit should formulate policies to encourage outstanding young and middle-aged backbone teachers to engage in teaching management work, gradually improving the educational background and age structure of the teaching management team, and enhancing the overall quality and management level of the team.

4. Training and Personal Development

1. The professional training of teaching management personnel is included in the school's talent training plan. The school regularly conducts training for teaching management personnel and organizes exchanges and visits between domestic and foreign universities in a planned manner, continuously improving the professional quality of teaching management personnel. Each teaching unit should plan to arrange for teaching management personnel to take leave, semi-leave, or pursue further studies while working, encouraging and supporting them to pursue higher-level degrees or engage in professional development.

2. Encourage and support teaching management personnel to conduct teaching research based on the actual work of teaching management and to apply for teaching reform projects, the school annually establishes a certain number of provincial and school-level teaching reform projects led or participated in by teaching management personnel. The school regularly organizes seminars on teaching management work and holds special lectures on teaching management, gradually forming a good academic atmosphere for researching teaching management work.

3. Facilitate the promotion channels for teaching management personnel. Full-time teaching management personnel who meet the relevant regulations and requirements of the school's appointment work methods and cadre selection management methods, have outstanding work performance, and have no teaching management incidents will be given priority for appointment to the previous level positions and promotion.

5. Assessment rewards and work benefits

1.Establish a scientific and reasonable assessment mechanism, guided by work performance, adhering to the principles recognized by teachers and students, focusing on actual results, and adopting a combination of daily assessments and periodic evaluations. Implement a system of survival of the fittest, truly allowing for entry and exit from positions, promotion and demotion in roles, and variations in compensation. The assessment of departmental-level cadres is organized uniformly by the Party Organization Department, while the assessment of teaching management personnel at the section level and below is carried out by relevant units according to assessment procedures. Teaching management personnel with an excellent assessment rating will be rewarded; those with a lack of responsibility or who make significant mistakes in their work will face disciplinary action; and those who fail to meet the annual assessment standards will be transferred from teaching management positions.

2.Implement a combination of spiritual and material rewards as an incentive method, establish a standardized and effective reward system, and provide policy preferences for the selection and promotion of teaching management personnel, creating a positive work atmosphere where everyone strives for innovation and values contribution.

3.Establish a special teaching management position work seniority allowance, which will be given preferential treatment by the secondary college in performance distribution.

6. Others

1.**Position**Work seniority allowance is managed according to the internal allowance. If one is transferred midway or retires, this allowance will be automatically canceled.

2.This implementation opinion shall take effect from the date of promulgation and shall be interpreted by the Academic Affairs Office and the Human Resources Office.