

# *Problems and Countermeasures in the Construction of Teaching Staff in Private Colleges*

—A case study of private colleges in Northwest China

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**Abstract**—The purpose of this paper is to discuss how to establish a contingent of teachers in private colleges. Taking Xijing University as an example, this paper analyzes the main problems existing in the construction of the contingent of teachers in private colleges, and puts forward some reasonable suggestions for the construction of the contingent of teachers in private colleges. This is the originality from the private teachers face the practical problems of cable, standing in the private teacher's point of view to think about this problem, put forward reasonable proposals to stabilize the private teachers, so as to improve the teaching quality of private colleges.

**Keywords**—Construction of teaching staff ; Private colleges ; Problems and Countermeasures

## I. INTRODUCTION

After more than 20 years of development, private colleges have had a considerable scale. However, the current private colleges in China are facing unprecedented development opportunities as well as new challenges. The competition between private colleges is becoming more and fiercer. The competition of the school hardware turns to the competition of teaching quality; Competition from the scale of the source of students, to the integrity of education and quality education services competition; by the campus area and the teaching building competition, to the quality of education, the characteristics of the competition. However, to improve the quality of education, to provide quality education services, the key to running a characteristic school, is how to attract, stable and good use of good teachers, the formation of a reasonable structure of high-quality teaching staff.

## II. PROBLEMS EXISTING IN THE CONSTRUCTION OF TEACHING STAFF IN PRIVATE COLLEGES IN CHINA

At present, teachers in private colleges in China are mainly composed of two parts: full-time teachers and part-time teachers. The part-time teachers mainly from the public university teachers read or graduate students. Full-time teachers mainly include: retired cadres, teachers and professional technical personnel; college teachers, scientific research units and companies; Recruitment of public, private colleges graduates; from other positions within the school adjustment to the teacher positions, or the college host's

relatives, friends to the school engaged in the relevant departments of the teaching management [1].

At present, the overall situation of teachers in private colleges is still unsatisfactory; the main problems are as follows:

### A. *The Number of Full-Time Faculty Shortage, Low Level of Education*

According to the survey, there are nearly 80% private colleges, private colleges have no full-time teachers or teachers. Some private colleges have not yet reached the People's Republic of China Private Education Promotion Law on the number of full-time teachers should be not less than the total number of teachers in the 1/3[2].

According to the survey of Private Higher Education Commission, one hundred private colleges, the survey results, in 103 schools were investigated, there is no full-time teachers of schools accounted for 12.6%, the number of full-time teachers not more than 40 people accounted for 57.3%. In the survey of the school part-time teachers more than 40 people's schools accounted for 73.8%, more than 200 people's schools accounted for 12.6%[3].

In addition, part-time teachers in private colleges in China and the number of full-time teachers and school education structure distribution is not reasonable. Teachers in the ranks of bachelor, master's proportion is large, especially in a bachelor's degree, full-time teachers have little doctoral degree, resulting in the overall degree of private colleges is not high.

### B. *Teacher Team Structure Is Not Reasonable*

As part-time teachers of teachers mainly come from public universities, retired teachers and new recruit young teachers, this part of part-time teachers accounted for a large proportion. In the current social competition, larger scale, better efficiency of private colleges in order to attract high-quality teachers, these private schools will spend lots of money to hire public colleges senior retirees, so with professors and teachers, associate professor of quantity of teachers is relatively large, it is also an important sign of private colleges; at the same time, for the small scale, poor performance of the private school teachers with senior titles with little or no, the most private schools hire young teachers with primary or non-title, the

number of teachers is relatively low because the title is also great. In contrast, the number of middle-aged teachers with intermediate titles in private schools, but very few, which makes the professional title structure of private college teachers is not reasonable, showing a dumbbell type distribution state.[4]

#### *C. Teacher Age Structure Distribution Is Not Reasonable.*

Private colleges in China, more than 60 years old teachers and young teachers under the age of 35 are more, while the number of middle-aged teachers is less. The main reasons for this situation are: first, because in recent years, the employment situation is grim, a large number of this, college graduates, to enter the private colleges, employment; Second, the private colleges' own management system, the school running idea and the government's security policy does not have the middle aged teachers from the public colleges and universities "dig" to the strength and the temptation.

#### *D. Private College Teachers' Team Is Not Stable*

Because of a variety of reasons private colleges' teachers mobility is relatively large. Retired teachers have a stable source of income, and get paid; they are more concerned about whether the school allows them to play waste heat, whether they respect them. If they feel frustrated, is likely to go home, or simply enjoy. The new young teachers because of the personnel relationship and title assessment, housing, medical insurance, pension insurance and other hard to secure long-term menace from the rear, taught in private colleges, once found public school or find a better operation, will resign and go. Part time teachers make the teaching work of private colleges as a supplementary: once the part-time work and the work of the conflict, the exclusion of private college teaching work of the normal arrangement, so that the teaching of the lack of security. Therefore, the teachers of private colleges frequently change and adjust, the teachers are in an unstable state for a long time, and some schools have a course to change several teachers in one semester.

### III. CHANGES IN THE STATUS QUO TO STABILIZE THE CONTINGENT OF TEACHERS

#### *A. Broaden the Source of Teachers*

Excellent teachers are the backbone of the support of the school, is the key to ensure the teaching quality in private colleges, teachers' team construction, should pay attention to comprehensive introduction of various kinds of useful talents, and look again at the level of diploma.

First, the introduction of graduates with a master's degree or above, improve the level of education of the faculty. Public colleges and universities are the main recruitment of doctoral students; private colleges can also recruit doctoral students, the recruitment of graduate students, to enrich the ranks of all kinds of professional teachers. The online recruitment, through trial, selected. Their age is low, high degree, rapid growth.

Second, the introduction of overseas to obtain the degree of returnees. In recent years, there are more overseas students who have come back to seek development opportunities, we use

policy to attract, enrich the teaching staff to achieve a full-time teachers to learn the diversity of the structure.

Third, the introduction of military retired teachers. Because of the military colleges have restrictions on Teachers' age; about forty-five years old teachers have self-occupation opportunities to attract high level talents in private colleges which are opportunity. Their age is generally between 45-55 years old, with a senior title, there is a wealth of teaching and practical experience, can become the backbone of the old school teachers.

Fourth, the introduction of practical experience of the application of talent. Most private colleges is to cultivate practical talents as the main target. From all sectors of society on the introduction of practical experience, applied talents with professional titles, is one of the important sources of teachers. Teachers in the laboratory can be introduced from the society, they are rich in practical experience, professional and technical skills, students can become the actual operating skills and practical application level of the backbone.

#### *B. To Speed up the Construction of Relevant Laws and Regulations*

Private education in promoting the reform of education system, to ease the pressure of government education investment, to narrow the contradiction between talent demand, to meet the people's choice of education and other aspects made an important contribution. Whether in public schools or private schools, teachers are candles, pour a lifetime of effort to light the torch of wisdom. When they retire, the state should give them the same respect. According to the "People's Republic of China Private Education Promotion Law" fourth chapter twenty-seventh " private school teachers, educators and public school teachers, the education has the same legal status". However, in practice, private schools to teach employees in welfare security and retirement policy has failed to legally enjoy the same rights with public school teachers, which led to the loss of private school teachers. The problems of the teachers' team in private colleges are mainly the legal rights and interests of the teachers in private colleges can not be guaranteed. The development process of private colleges fully shows that the legislation is the basic guarantee for the development of private colleges. For example, "People's Republic of China Private Education Promotion Law", "Chinese foreign cooperation in running schools," the social forces of the school regulations, etc., but so far there is no complete set of relevant laws and regulations on the protection of the rights and interests of private college teachers. Teachers in private colleges have yet to enjoy equal rights and opportunities in many aspects, and even some basic problems in the existing laws and regulations still have corresponding regulations, which leads to the problem of private college teachers' treatment, qualifications and titles is more prominent.

Because of the private school teachers no personnel departments, actually do not enjoy equal legal status and public school teachers, participate in social insurance, only in accordance with the enterprise standard of insurance, retirement after treatment was significantly lower than that of the teachers in public schools. How to solve these problems

will be the first to be considered in the relevant legislation in the future. At present, China has initially formed a complete system of education law, the laws and regulations of the private education is an important part. At the same time in the implementation of other relevant laws and regulations, it should be included in the private education. The relevant regulations and policies of the state will give the private college teachers and teachers in Colleges and universities the same rights, but because of the operation mechanism of private education has not yet fully straighten out, private college teachers in welfare, job classification, teacher qualification and the discipline construction and development of the academic field there are many difficulties, need to be further an in-depth study.

The formulation of policies and systems to protect the legitimate rights and interests of teachers in private colleges. For teachers in public colleges and universities is still very difficult to teach in private college and private college teachers' welfare is low, you can learn from the practice of Taiwan's private school law "provisions of the private school teachers of public transfers, pensions, retirement, severance and seniority calculation, provides for the establishment of" National "private school staff pension fund and practices. As soon as possible to protect the legitimate rights and interests of private college teachers of the relevant policies and systems. If the state assigned to the private colleges to teach students and young teachers employed in private colleges, to promptly implement the political treatment and wages and benefits; The establishment of private school teacher funds, incentives, funding for private school teachers; can not achieve public institutions, private colleges in the resource sharing between teachers? Allow public school teachers to teach private schools, to protect their original welfare benefits unchanged. In the flow of talent should be more free, open and reasonable, the key should be the establishment of talent flow mechanism, reasonable between public and private universities as soon as possible at the same time, relevant departments should formulate relevant policies as soon as possible to solve the merger of retired teachers in private colleges and public institutions, private colleges to better attract talent of outstanding teachers, stable teachers team.

#### *C. Strengthening Government Support to Civilian Run Colleges*

The private colleges undertake the public welfare cause of promoting social progress and development. Because of the status and role of private colleges, the necessity of government funded private colleges is still controversial. The government is the representative of social interests, of course, has not shirk the responsibility and obligation to fund the development of private colleges, the government can take a part of the public finance income of the country through the form of financial grants, funded private colleges. The government should further give some policy of private education, give support in the capital, the school has the ability to improve the treatment of teachers, the establishment of teacher incentive fund, priority to teachers, improve the teachers' scientific research funding and training, to encourage young teachers to participate in the

actual production, management training, out of education, to improve the overall quality of teachers.

Government efforts to support the establishment of private colleges, but the funds by the school to solve their own problems. Some of the teachers in private colleges are to solve problems, just switched to public schools. Allow the public, private college teachers flow of each other, the teachers in public schools to private universities to teach, the original formulation should be retained, and give their archives: teaching staff in private colleges to public institutions, seniority wages continue to calculate, according to the provisions of the state. To carry out all kinds of education, teaching activities should be treated equally to private schools, reducing the sense of loss of teachers in private schools. The "Private Education Promotion Law" in the private colleges and universities teachers and public colleges and universities teachers has the same legal status of the implementation of the spirit of the various levels. At the same time under the conditions of the policy and regulations permit, more private colleges and universities to teachers a little discount, so that the teachers of private colleges into, steady live, stay long. Only in this way, can the healthy and steady development of the private education in order to give full play to the strategic position and important role in the economic construction and social development.

In view of the problem of the lack of funds for private colleges, the government should formulate relevant policies; take necessary measures, according to the different situations of different schools, in a variety of ways to give appropriate policy support and funding. At the same time, it can also be used to guide private capital into the private education approach, increase support for private colleges and universities.

To implement the principle of equality, public universities and private colleges put on a platform of equal treatment, equal treatment, and fair competition. Let private colleges in the policy level there is a harmonious policy environment, such as the private colleges' teachers and students enjoy the same policy with public universities. At the same time, but also for the regional differences in the introduction of different policies to support.

#### *D. Improve the Social Status and Treatment of Teachers in Private Higher Education Institutions*

According to the provisions of People's Republic of China private education promotion law, the teachers of private colleges and public institutions of teachers, the education has the same legal status. The private colleges shall guarantee the wages and welfare benefits of the teaching and administrative staff, and pay social insurance premiums for the teaching and administrative staff. The staff in vocational training, employment education in private colleges, seniority and seniority calculation, recognition awards, social activities and public institutions staff enjoy equal rights in accordance with the law. However, the local government and education administration department, many people have not realized the significance of private colleges, just as lower than the public institutions under the "two citizens", that the administrative department of education is the task of management of public

institutions, the private colleges is no effective measures, no special management personnel and management mechanism of private college teachers' rights and interests are indifferent. As the number of teachers in private colleges don't see their proper value, positioning themselves as "wage earners" and "hired". Due to the low level of private institutions of higher learning, private institutions in the community are still being discriminated against. The status and role of private higher education needs to be improved. Evaluation of professional titles teachers in private colleges, social welfare will be better solved. Therefore, it is necessary to further emancipate the mind, according to the relevant laws and regulations to accelerate the resolution of private school teachers about the title, residence, housing, medical insurance, retirement placement and other issues, from the excellent staff and attract a number of private schools to ensure that in the full vigor of life, the quality of education, improve the overall quality of education.

#### *E. Making Scientific Incentive Measures*

American scientist Frederick Herzberger (Fredrick Herzberg) believes that the dual factor theory, the factors to stimulate people's motivation has two kinds, one kind of health factors; such as corporate policies, wages, working environment, welfare and security. These factors are preventive, can maintain the enthusiasm of the people, to maintain the status quo. Another type of incentive factors, such as achievement, recognition, responsibility, development, etc. these factors can improve work efficiency, promote people's enterprising spirit, inspire people to make the best performance. According to the two factor theory, the private institutions to mobilize the enthusiasm of teachers, not only to consider the health care factors, but also to consider the incentive factors; it is not only the implementation of material incentives, but also rely on the spirit of motivation. In practice, it can be reflected in the establishment of salary incentive, evaluation of motivation and emotional incentive mechanism.

Salary incentive compensation is done to the school. Teachers' contribution, including the realization of their performance, effort, time, knowledge, experience and are paid to create the corresponding return or return [5]. A sound and reasonable salary system can stimulate the teacher's good work motivation, encourage them to create the enthusiasm of excellent performance. Private colleges to recruit talent, first of all, to determine a reasonable salary standard as soon as possible, to properly resolve the young teachers of common concern, make the greatest efforts to improve their welfare, in order to make it work. Secondly, for all types of schools, different levels of pay levels, appropriate to open the income gap between different levels of teachers. The use of incentive mechanism to encourage teachers to improve quality, stable teacher team.

#### *F. To Establish a People-Oriented Management Philosophy*

Personnel management for the management of teachers from matter centered to human centered development of human resources, change the past will be hired as teachers, they should be regarded as the school management of the participants, and create a good cultural atmosphere for teachers, harmonious

interpersonal environment, fair competition conditions. Relaxed, free, vibrant atmosphere of academic research makes every teacher feel the warmth of the collective, the warmth of the campus and work satisfaction between teachers and schools cultivate feelings, enhance teachers' cohesion and sense of mission, make teachers work harder to make progress, the courage to forge ahead, produce higher the pursuit of. For the teachers in this career in terms of intellectuals, sense of achievement is the largest reflect the value of life, thus creating a broad space for the talent career is to attract talent, retain talent and strong measures. Living conditions for senior intellectuals is not the most important, but it is the most basic. In order to solve the teachers to make them work for menace from the rear, the heart, with sincerity, true love, practical action to care about their lives [6].

#### *G. Establish the Guarantee Mechanism of Improving Teachers' Professional Level*

Strengthen the education of teachers' morality. Teachers' morality determines the quality of teachers, the quality of teachers determines the quality of education. Advocate highly for fan, teaching and selfless dedication. Any teacher, regardless of age, young must adhere to lifelong learning, with the times. To strengthen the training of teachers, improving teachers' professional ability is one of the important needs of teachers in private colleges, and it is also an important part of the construction of teaching staff in private colleges.

First, make a practical training plan. Private colleges should according to the school's professional needs, different age, the actual situation of the hierarchical structure of teachers, according to different personal occupation career planning of teachers, establish school teachers team construction in long-term development plans and measures, planned, step by step, targeted to the development of teacher training;

Second, design of the training content of sustainable development. It is important to improve the "three qualities" (ideological and political quality, professional quality and the psychological quality), optimization of "three structures" (knowledge structure, educational structure and age structure), improving the "three level" (the level of teaching, scientific research and management level of the main) the contents and tasks as teacher training.

#### IV. SUMMARY

Xijing University through several years of time, make some corresponding policy to establish their teachers. It has gradually established a rational structure, a relatively stable team of teachers to meet the needs of teaching and scientific research.

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