

Exploration and Innovation of the Evaluation Mechanism of University Teachers

Guan panjun^①

(School of Chemistry and Chemical Engineering of Anyang Normal University, Anyang, Henan)

Abstract: The purposes of assessing the performance of university teachers are to guide relevant personnel to increase the investment in teaching, perfect the teaching links, and improve the teaching quality. Thus, the university management would be able to clarify the constitution and function of the evaluation mechanism of university teachers. Then, the innovation and optimization toward the operating mode of the evaluation mechanism, the anti-deviation control system of the evaluation mechanism, and the application process of the evaluation mechanism would be effectively realized.

Keywords: University Teacher; Evaluation Mechanism; Innovation

Date of Submission: 29-01-2020

Date of Acceptance: 14-02-2020

Based on the high perfection and development of Chinese higher education system, the original elite education of China has gradually transit into an education system of massification and universalization. As matters stand presently, the completion standard and quality of the higher education word has become a hot issue due to the high attention and concern of the country. Against this backdrop, colleges and universities should focus on improving the quality of education and management in the specific implementation of the relevant education and management work process. For management level, the university administrators should be aware that the achievement of school education goals directly depends on the teaching ability, the professional quality and the scientific research ability of the faulty members who as the front-line education personnel. Meanwhile, the teachers' teaching ability is closely linked with the health and overall development of the students. In this view, colleges and universities should strengthen the management of university teachers. To ensure the teachers' role and function can be played effectively in practice, the evaluation mechanism for relevant personnel should be more detailed and advanced.

I. Exploration of the Composition and Function of the University Teachers' Evaluation Mechanism

1. Composition of the University Teachers' Evaluation Mechanism

In the university management work system, 'Teachers Evaluation Mechanism' which explicitly states the evaluation objectives, the specific evaluation indicators, the evaluation personnel and related institutional frameworks, the evaluation subjects, the evaluation objects, and the specific evaluation contents is the main basis for appraising the performance of university teachers. The above important work elements that constitute the university teachers evaluation mechanism are conducive to motivate relevant executives to objectively evaluate and grade the evaluation object's work performance with reasonable and reliable evidence.

2. Function of the University Teachers' Evaluation Mechanism

The construction effect of University Teachers' Evaluation Mechanism has a critical impact on the quality and efficiency of the evaluation system and determines the reliability and validity of the evaluation results. Therefore, in the process of formulating and continuously improving the evaluation mechanism of university teachers, the following aspects of the evaluation mechanism should be functioning properly:

1) Goal-directed function. As long as the objectives of the work have been established, the operation of the teachers' evaluation mechanism shall not deviate from the set goals.

^①Pan-jun, Guan (1971~), male, Han Chinese, associate professor of School of Chemistry and Chemical Engineering of Anyang Normal University, mainly engaged in higher education research, ZIP code: 455000.

2) Systematic coordination function. The theoretical basis for assessing the work of university teachers must possess certain systematic integrity and unity which would be beneficial to the effective connection of various work processes.

3) Standard-based operating function. In order to adequately embody the fairness and objectivity of the evaluation mechanism and make the evaluation mechanism completely functional, the evaluators shall evaluate in strict accordance with the work requirements and evaluation procedures in the process of evaluating the work effect of the specific evaluation objects.

4) Process control function. In order to avoid the teachers' evaluation mechanism deviating from the preset "track", the mechanism itself shall possess control and restraint functions on a certain level. Based on the rationalized system, the teachers' evaluation mechanism shall be capable of supervising, controlling and managing the evaluation process.

5) Problem-focused function. The use of the evaluation mechanism to evaluate the performance of university teachers shall not only improve the teachers' quality of education but also help them to notice their own shortcomings in the work process. The evaluation mechanism can be used to describe specific problems and helps the teachers find corresponding solutions, then forms effective feedback to the teachers. In this vein, the teachers are able to improve their working mode according to their own problems, make full use of their advantages and bypass their disadvantages, and improve their educational management level.

II. Innovative operation strategy of university teachers' evaluation mechanism

1. Innovation and optimization of university teachers' evaluation mechanism

In the specific development of colleges and universities' education and management work process, to take the establishment and improvement of the university teacher's evaluation mechanism into consideration, it is necessary to reform and optimize its operation mode on the basis of standardized system management. Colleges and universities shall accurately evaluate the teachers' specific performance during work and judge their value according to the detailed assessment contents. Meanwhile, colleges and universities should be able to quantify the work content of university teachers, so as to achieve quantitative expression. More specifically, the operation mode of the university teachers' evaluation mechanism can be divided into subjective evaluation and objective evaluation.

1) Subjective evaluation can be divided into different evaluation dimensions which include expert evaluation, student evaluation, school leaders evaluation, mutual evaluation between teachers. In the process of comprehensive evaluation of teachers' performance, subjective evaluation usually comes from the subjective consciousness and experience of the evaluator. Individual subjective factors cannot be avoided in such an evaluation mechanism. However, as long as it is combined with corresponding norms and scientific treatment, relatively fair and just of the evaluation mechanism will be achieved. For instance, the evaluation mechanism expands the number of evaluators and take the average of most people which based on highest & lowest-values-invalid mode, the objectivity of the evaluators' subjective evaluation will be enhanced, then the evaluation results would tend to the objective reality of work performance.

2) Objective evaluation usually refers to the formulated rules and regulations for the work pattern of the evaluators, which include unambiguous evaluation index, evaluation content, evaluation criteria, evaluation process. These contents above would make comprehensive value judgment on relevant teachers. Throughout the entire evaluation process, the objective evaluation generally takes the achievements in practical teaching as the support and carries out systematic quantitative evaluation on the performance of specific evaluation objects. The objective evaluation mode pays more attention to the evaluation of objective evidence and authenticity of relevant materials in the concrete practice process. Such an evaluation method which possesses more objectivity than the subjective evaluation can scientifically and accurately evaluate the effectiveness of university teachers. In more cases, this evaluation method is the combination of subjective evaluation and objective evaluation that would highlight the characteristics of objective evaluation to the maximum extent.

2. Innovation of the anti-deviation control system of the university teachers' evaluation mechanism

In the process of reforming and optimizing the evaluation mechanism of university teachers, in order to ensure that the mechanism has a certain degree of implementation strength and does not deviate from the established operation track during the specific implementation, colleges and universities should be able to formulate corresponding control measures. Accordingly, university administrators shall establish a relatively perfect anti-deviation control system according to the specific work content and

scientifically integrate it into the evaluation mechanism of university teachers. One hand, university administrators should be able to optimize the evaluation structure. In the process of innovating the teachers' evaluation mechanism, the critical aspects need to be highly scrutinized at the design level. The design and optimization effect of the evaluation structure should be directly reflected in the control force effectiveness on a certain level. The corresponding measures toward the relatively weak workflow shall be well established which would improve the weakness of the working process. For example, for the 'student evaluation' session of the teachers' evaluation system, the learning process, learning effect improvement space and so forth need to be clearly defined which aims to highlight the core content of evaluation and achieve a more objective evaluation by use of the precise and specific indicators.

On the other hand, colleges and universities should conduct regular training for the participating evaluators and give professional guidance on their work direction in combination with the most advanced evaluation mode at present. First, in the process of training, the evaluators (as the trainee) should be aware of that each student should establish a correct understanding of the evaluation content and evaluation criteria in the evaluation of students. The students should understand the actual purpose and significance of the evaluation so as to maximize the function of the evaluation mechanism. Second, colleges and universities should be able to combine the rigid system which guarantee the relevant personnel to integrate into the work consciously. Based on the strict system management, teachers will be easier to carry out their work in accordance with the prescribed operating procedures and objectives that would ensure their work is not deviated from the norms and regulations. For instance, The evaluation index of 'academic research' can be taken as the main content in the process of developing the anti-deviation control system. This will guide teachers to pay more attention to academic research on the basis of their teaching achievements. In the evaluation process of this content, the criteria for assessment should also be clear as well. Such as, academic research topics must be based on their own subjective ideas and practical abilities; it is forbidden to plagiarize the research results of others; the person responsible for reviewing the content of the work should be able to carefully check the information to ensure its validity; the score for the evaluation must also be accurate, and there must be a specific reward and punishment system to enforce it.

3. Innovation of the application process of university teachers' evaluation mechanism

The fundamental function of the university teacher evaluation mechanism is to evaluate the performance of each educator. The evaluation mechanism makes an objective and quantitative summary of teachers' work performance at each stage. In this way, their strengths and weaknesses in the work process can be identified not only by the school management level but also individual level. Consequently, colleges and universities should constantly optimize the running process of the evaluation mechanism of university teachers and make it effective in guiding and regulating the education and management of the school. With this in mind, colleges and universities should be able to set the evaluation cycle scientifically. Thus, each stage of the evaluation process would be relatively independent and coordinated with the others.

The initiation of the evaluation mechanism shall attach importance to the active mobilization of participants. The professional training for evaluators should be carried out in the early stage of specific evaluation work. Such as the understanding and mastering of the evaluation index, rules and regulations, evaluation discipline, specific requirements, etc.

The implementation of the evaluation mechanism should be carried out as the key content of the operation of the evaluation mechanism which means to conduct quantitative evaluation on the performance of relevant personnel in strict accordance with the established work process, evaluation system, evaluation index system. In this process, the evaluators shall sensitively find and objectively solve the problems in time. Also, as valuable information is recorded, classified and summarized, better evaluation materials will be accumulated.

The final review of evaluation results is also an essential step. Colleges and universities shall audit the evaluation results from different perspectives and dimensions to ensure a high level of accuracy and fairness. From the institutional hierarchy dimension, it requires a comprehensive evaluation based on the two levels of school authority and department authority; from the dimension of teaching work, the performance of different teachers should be reviewed according to the course content, professional teaching, basic teaching, public courses, etc.

The high-efficient feedback of evaluation results requires colleges and universities to set up different feedback channels to report the corresponding evaluation results. Special treatment should be given to special problems, the following effective feedback should also be formed as soon as possible. Meanwhile, in the process of specific analysis and treatment of different problems, the operation of the

whole system needs to follow the principle of ‘individual feedback on individual problems, partial feedback on partial problems, universal problems should be reported throughout the school’.

Comprehensive and profound summary and evaluation of work experience requires school management to have systematic thinking toward the whole evaluation procedure. Colleges and universities shall accurately extract typical problems and summarize the practical solutions into valuable experience which can be applied to the future evaluation work. Meanwhile, the contents that have significant contributions to teachers’ work efficiency shall be promoted throughout the whole campus. As long as the function and value of the evaluation mechanism are continuously amplified, the working ability of university teachers will be improved endlessly.

Rewards and punishments for relevant evaluation results is another necessary step. After a series of evaluation work, the university should be able to formulate corresponding reward and punishment measures according to the final evaluation results. Both material and spiritual rewards should be provided for the teachers who have performed well in work. For the teachers who have made mistake in work, the school management shall put forward reasonable suggestions and give them corresponding punishment to encourage them to strengthen their work enthusiasm.

III. Conclusion

In general, colleges and universities should establish correct cognition of the constitution and function of the university teachers’ evaluation mechanism in the process of improving management tools. The value of the university teachers’ evaluation mechanism in practice is mainly to guide and standardize the work of university faculty. Accordingly, the exploration and innovation of the university teachers’ evaluation mechanism would help the colleges and universities to improve the teaching ability and professional quality of university teachers, improve the quality of running schools, and cultivate high-quality compound talents in line with the needs of the times.

References

- [1]. Bao, Fang. On Mechanism Setting of Research University Teachers Scientific Research Achievements Evaluation[D]. Xiamen: Xiamen University. 2017
- [2]. Yu-ning, Miao. The Study of the Management Ethics of Independent Colleges[D]. Shanxi: Shanxi University. 2014.
- [3]. Xiao-li, Zhang. A Study on the Systems and Mechanisms of School-University Partnership in American Teacher Education[D]. Changchun: Northeast Normal University. 2013.
- [4]. Wei-wei, Qin. A Study on the Development of the System of Teaching Support and Services at Universities and Colleges[D]. Nanjing: Nanjing University. 2011.
- [5]. Guang-yan, Wang. Research on University Teachers’ Performance Evaluation - An Exploration Based on University Teachers Self-motivated Development[D]. East China Normal University. 2009.

Guan panjun. "Exploration and Innovation of the Evaluation Mechanism of University Teachers." *IOSR Journal of Research & Method in Education (IOSR-JRME)*, 10(1), 2020, pp. 13-16.