

An Initial Exploration of the Reform of Human Resource Management in Universities

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Abstract: *This paper aims to explore the issues of human resource management reform in universities and provide some preliminary exploration and suggestions. As important institutions for talent cultivation, universities face new challenges and changes in human resource management, requiring continuous adaptation and improvement. This paper first introduces the background and current situation of human resource management in universities, then discusses the necessity and challenges of reform. Through empirical research and case analysis, it summarizes the key elements and successful experiences of human resource management reform in universities. Finally, it proposes strategies and prospects for the reform of human resource management in universities.*

Keywords: Universities, Human Resource Management, Reform, Challenges, Strategies.

1. Introduction

As important institutions for talent cultivation, universities are increasingly attracting attention in the context of new social, economic, and educational environments. The reform of human resource management in universities is necessary to meet the demands of the times, improve management levels and performance, and further promote the development of higher education. This paper aims to preliminarily explore the issues of human resource management reform in universities, providing some ideas and references for university managers and researchers.

2. Background and Current Situation of Human Resource Management in Universities

In this part, we will elaborate on the background and current situation of human resource management in universities. Firstly, we will introduce the new trends and requirements for the development of higher education, as well as the status and role of human resource management in universities.

2.1 New Trends and Requirements for the Development of Higher Education:

With the continuous development of society and economy and the rapid progress of science and technology, higher education is facing new trends and requirements. In the context of globalization, informatization, and knowledge economy, higher education institutions need to adapt to rapidly changing demands and cultivate talents with innovative ability, international vision, and practical skills. Traditional teaching modes and management methods can no longer meet the needs of modern higher education. Universities need to reform and innovate, improve teaching quality and research levels, strengthen cooperation with industry, and cultivate talents with compound capabilities. At

the same time, universities should actively promote international development, attract international students and faculty, expand international exchange and cooperation, and enhance international influence.

2.2 Role and Importance of Human Resource Management in Universities:

Human resource management holds significant importance in universities. The core resource of universities is talent, and human resource management directly impacts teaching quality, research outcomes, and academic reputation. Effective human resource management can attract, retain, and motivate outstanding talents, enhancing the work enthusiasm and creativity of faculty and staff, and strengthening the core competitiveness of universities. Human resource management involves recruitment, selection, training, performance evaluation, compensation, and career development. Through scientific recruitment and selection mechanisms, universities can choose suitable talents for positions, improving the overall quality of faculty and staff. Comprehensive training and development plans can cultivate professional abilities and management skills, promoting continuous growth and progress. A fair performance evaluation system can motivate employees' work drive and innovation capability. Additionally, reasonable compensation policies can attract and retain high-quality talents. However, there are challenges in the current human resource management in universities, such as unscientific and unfair recruitment and selection mechanisms, imperfect performance evaluation and incentive systems, inadequate career development and training mechanisms, and unsatisfactory work environment and teamwork atmosphere. These issues hinder the development of human resource management and the overall management level of universities. Therefore, reforming human resource management in universities is imperative to meet the development needs of higher education, improving management levels and performance. The following sections will further discuss the necessity and challenges of human resource management reform in universities.

3. Necessity and Challenges of Human Resource Management Reform in Universities

In this part, we will elaborate on the necessity and challenges of human resource management reform in universities. We will discuss the problems existing in the current situation of human resource management and the challenges and solutions for reform.

3.1 Problems in Human Resource Management in Universities:

Currently, human resource management in universities has some issues that hinder the improvement of overall management levels and the development of talent teams. Common problems include: Unscientific and Unfair Recruitment and Selection Mechanisms: Traditional recruitment and selection methods often focus too much on academic achievements and educational background, neglecting the evaluation of comprehensive quality and potential. This leads to the loss of some talents and unreasonable personnel allocation. Imperfect Performance Evaluation and Incentive Systems: Traditional performance evaluation mainly relies on teaching and research achievements, ignoring the evaluation of teaching quality, student feedback, academic influence, and social services. This results in a lack of motivation and innovation among faculty and staff. Inadequate Career Development and Training Mechanisms: Currently, the career development paths in universities are not clear, and training plans are not scientific and systematic. Faculty and staff lack development direction and opportunities, unable to fully utilize their potential and abilities. Unsatisfactory Work Environment and Teamwork Atmosphere: Some universities have issues such as bureaucracy, rent-seeking, and information asymmetry, leading to an unfair work environment and lack of teamwork atmosphere.

3.2 Necessity of Human Resource Management Reform in Universities:

Motivate outstanding talents, enhancing the core competitiveness of universities. Promoting International Development of Universities: Human resource management reform should also focus on international development. Universities can actively attract international students and faculty, expand international exchange and cooperation, and enhance international influence. Increasing Transparency and Fairness in Universities: Reform can break the traditional management thinking and system constraints, introducing scientific and fair evaluation systems, increasing transparency and fairness in universities. This helps establish a good work environment and teamwork atmosphere, stimulating the enthusiasm and creativity of faculty and staff.

3.3 Challenges in Human Resource Management Reform in Universities:

The reform of human resource management in universities faces several challenges that need to be overcome to achieve the goals of reform. Common challenges and corresponding solutions include: Mechanism Innovation and System

Construction: Reform requires innovative mechanisms for talent recruitment, selection, performance evaluation, and incentives, establishing scientific and fair systems. Universities can learn from advanced domestic and international experiences and practices, formulate suitable systems, and strengthen supervision and evaluation. Cultivation of University Management Talents: The cultivation of university management talents is an important task of reform. Universities can strengthen the establishment of management courses, provide training and exchange opportunities, and cultivate a professional and comprehensive management team. Overcoming Interest Solidification and System Inertia: Reform may encounter resistance from various interests and system inertia. Universities need to strengthen communication and coordination with all parties, forming consensus and synergy, and promote smooth reform. Strengthening Information Construction: Informatization is an important support for human resource management reform in universities. Universities can increase investment, build efficient information systems and platforms, realizing digitalization, intelligence, and data management of human resources.

4. Key Elements and Successful Experiences of Human Resource Management Reform in Universities

In this part, we will discuss the key elements and successful experiences of human resource management reform in universities. We will explore the elements that need to be focused on during the reform process and some successful cases and experiences.

4.1 Key Elements:

Institutional Innovation and Standardization: Institutional innovation is one of the core elements of human resource management reform in universities. It is necessary to establish scientific, fair, and transparent talent recruitment, selection, performance evaluation, and incentive mechanisms to ensure fair competition and reasonable evaluation of talents. Talent Cultivation and Development: Human resource management reform in universities should focus on the cultivation and development of talents. Establishing a sound career development path and training mechanism provides faculty and staff with broad development space and opportunities, stimulating their innovative potential and work motivation. Performance Management and Incentives: Performance management and incentives are key to improving overall performance in universities. A scientific performance evaluation system needs to be established, including teaching, research, and social services in the evaluation scope, encouraging faculty and staff to achieve excellence and innovation. Cultural Construction and Teamwork: Universities should focus on cultural construction and teamwork, creating a positive, fair, and just work environment. An open and inclusive academic culture should be advocated, encouraging cooperation and sharing among faculty and staff, forming team cohesion and creativity. Informatization and Digitalization: Informatization and digitalization are important supports for human resource management reform in universities. Building efficient information systems and platforms can realize digitalization, intelligence, and data

management of human resources, improving management efficiency and decision-making scientificity.

4.2 Successful Experiences:

Establishing Scientific Talent Selection Mechanisms: For example, some universities adopt comprehensive evaluation and diversified selection methods, not only focusing on academic achievements but also considering teaching ability, research potential, teamwork, and practical experience to ensure selecting suitable talents for positions. **Implementing Personalized Career Development Plans:** Some universities provide personalized career development plans and training opportunities for faculty and staff based on their interests, strengths, and development needs, stimulating work motivation and innovation capability. **Establishing Scientific Performance Evaluation Systems:** Some universities expand performance evaluation from single academic achievements to include teaching quality, academic influence, social services, and other aspects, comprehensively evaluating faculty and staff performance and combining evaluation results with incentive measures to stimulate enthusiasm and creativity. **Strengthening Teamwork and Cultural Construction:** Some universities emphasize teamwork, encouraging communication and cooperation among faculty and staff, creating a positive and fair academic culture and work atmosphere, promoting innovation and sharing. Through academic seminars, team-building activities, and other methods, they enhance team cohesion and cooperation ability. **Informatization and Digitalization Support:** Some universities introduce advanced information technology and management systems, realizing digitalization and intelligence in human resource management. By establishing personnel management systems, performance evaluation platforms, and other systems, they improve management efficiency and provide data support for decision-making, achieving scientific and standardized human resource management.

5. Strategies and Prospects for Human Resource Management Reform in Universities

In this part, we will discuss the strategies and prospects for human resource management reform in universities. We will discuss the strategies for implementing reform and the potential prospects and benefits brought by reform.

5.1 Reform Strategies:

Comprehensive Planning and Overall Advancement: Human resource management reform in universities requires comprehensive planning, clarifying reform goals and paths. Overall advancement means interrelating various reform measures to form a synergistic effect. From talent recruitment, cultivation, performance management to incentive mechanisms, comprehensive consideration is needed to ensure the comprehensiveness and coordination of reform. **Introducing Market Mechanisms:** Human resource management reform in universities needs to learn from market management mechanisms. Introducing competition mechanisms encourages innovation and excellence among faculty and staff. Establishing flexible compensation systems, determining salary levels based on personal performance and

market demand, and improving incentive effects. **Promoting Diversified Development:** Human resource management reform in universities needs to promote diversified development. Encouraging faculty and staff to engage in diverse work in academics, teaching, research, and social services, providing broad development opportunities. **Emphasizing interdisciplinary and cross-border cooperation** promotes knowledge intersection and innovation. **Strengthening Informatization Support:** Human resource management reform in universities needs to rely on informatization technology to enhance management efficiency. Establishing efficient personnel management systems, performance evaluation platforms, and training management platforms realizes intensive, shared, and intelligent information management, improving management decision-making scientificity and accuracy. **Strengthening International Cooperation:** Human resource management reform in universities needs to strengthen international cooperation. Establishing close cooperation with internationally renowned universities and research institutions introduces international management concepts and experiences, attracting outstanding international talents, and enhancing the international influence and competitiveness of universities.

5.2 Prospects:

Performance and Efficiency of Universities: Reform will improve The implementation of human resource management reform in universities will bring broad prospects and benefits. **Enhancing Competitiveness of Universities:** Reformed universities will better attract and retain outstanding talents. By establishing scientific, fair, and transparent talent selection and incentive mechanisms, universities can gather a group of innovative and excellent faculty and staff, further enhancing academic levels and overall strength. **Enhancing Innovation Ability of Universities:** Reform helps cultivate and stimulate the innovation ability of faculty and staff. Through personalized career development plans, scientific performance evaluation systems, and incentive mechanisms, universities can stimulate innovative potential, cultivate innovative talents, and promote scientific research and technological innovation. **Improving performance and efficiency of universities.** By establishing scientific performance evaluation systems and incentive mechanisms, universities can better evaluate and reward work performance, stimulating work motivation and improving work efficiency. The introduction of informatization support simplifies human resource management processes, improving management efficiency, and saving resources and costs. **Promoting International Development of Universities:** Reform helps the international development of universities. Strengthening international cooperation, introducing international management concepts and experiences enhances international influence, attracts outstanding international talents and students, cultivates talents with international vision and competitiveness, and promotes international exchange and cooperation. **Creating Harmonious Work Environment:** Reform helps create a harmonious work environment. Through fair and just personnel management and incentive mechanisms, universities can enhance the sense of belonging and satisfaction of faculty and staff, improving work enthusiasm and happiness. **Promoting diversified**

development and interdisciplinary cooperation encourages talent exchange and cooperation, forming a good work atmosphere.

6. Case Analysis: Successful Experiences of Human Resource Management Reform in Universities

In this part, we will analyze some successful experiences of human resource management reform in universities. Through case analysis, we can understand specific strategies and practices in practical operations, as well as the results and benefits of these reforms.

6.1 Tsinghua University's Talent Introduction and Cultivation Strategy:

Tsinghua University, as a top university in China, provides valuable experiences in talent introduction and cultivation strategies for other universities. Firstly, Tsinghua University emphasizes the introduction of outstanding talents. Through international recruitment and university-industry cooperation, they attract top academic and research talents globally. Additionally, Tsinghua University encourages young teachers and researchers to participate in international academic exchanges and cooperation projects, enhancing their academic ability and international vision. Secondly, Tsinghua University implements personalized career development plans and training mechanisms. They provide diverse training and development opportunities for faculty and staff, tailoring development plans based on personal strengths and interests. This stimulates potential and improves work ability and innovation capability. Finally, Tsinghua University establishes scientific performance evaluation and incentive mechanisms. They comprehensively evaluate teaching, research, and social services, linking performance with salary, encouraging improved work quality and efficiency. Furthermore, Tsinghua University focuses on intellectual property protection and sharing, providing reasonable incentive mechanisms to encourage innovative research. These successful strategies have resulted in Tsinghua University attracting a pool of outstanding academic and research talents, providing a favorable development environment and opportunities for faculty and staff. These achievements further enhance the academic reputation and comprehensive strength of Tsinghua University.

6.2 MIT's Interdisciplinary Cooperation and Innovation Mechanism:

Massachusetts Institute of Technology (MIT), a world-renowned technology research university, provides useful references for human resource management reform in universities through its interdisciplinary cooperation and innovation mechanisms. Firstly, MIT encourages interdisciplinary cooperation among faculty and staff. They establish interdisciplinary research centers and projects, attracting faculty and researchers from different fields to participate. This cooperation model promotes knowledge intersection and innovation, advancing cutting-edge research. Secondly, MIT implements a flexible compensation system. They determine salary levels based on academic achievements, research projects, and student evaluations,

encouraging excellence in teaching and research. This incentive mechanism increases work investment, improving work quality and efficiency. Finally, MIT focuses on the protection and commercialization of intellectual property. They encourage faculty to commercialize research results, providing professional entrepreneurial guidance and resource support. This mechanism stimulates innovation and entrepreneurial spirit, promoting the practical application and economic benefits of research results. MIT's interdisciplinary cooperation and innovation mechanisms have achieved significant results. They are renowned for interdisciplinary cooperation and innovative research, providing broad development space and opportunities for faculty and staff.

6.3 University of Cambridge's Employee Participation and Governance Mechanism:

The University of Cambridge, a prestigious institution in the UK, provides valuable experiences in employee participation and governance mechanisms for human resource management reform in universities. Firstly, the University of Cambridge encourages employee participation in decision-making and governance. They establish employee representative institutions, allowing faculty and staff to participate in school decision-making and management. This mechanism gives employees the opportunity to express opinions, make suggestions, and participate in policy and planning formulation. This participatory governance model enhances the sense of belonging and responsibility among employees. Secondly, the University of Cambridge implements flexible work arrangements and welfare systems. They encourage work-life balance, providing flexible work hours and remote work options. Additionally, the University of Cambridge offers comprehensive welfare benefits, including health insurance, child education support, and career development training, improving employee welfare satisfaction and work motivation. Finally, the University of Cambridge values professional development and promotion opportunities for employees. They establish career development centers, providing personalized career planning and development guidance for faculty and staff. Additionally, the University of Cambridge encourages participation in continuing education and academic exchange activities, enhancing professional abilities and academic levels. The University of Cambridge's employee participation and governance mechanisms have achieved good results. The sense of participation and belonging among employees has been enhanced, and employee satisfaction and work motivation have been improved. This mechanism promotes close cooperation between employees and the university, providing strong support for the development and innovation of the University of Cambridge.

Through the above case analysis, we can see that successful experiences in human resource management reform in universities include focusing on the introduction and cultivation of outstanding talents, encouraging interdisciplinary cooperation and innovation, establishing scientific performance evaluation and incentive mechanisms, valuing employee participation and governance, providing flexible work arrangements and welfare systems, and focusing on professional development and promotion opportunities for employees. These experiences provide

important references for other universities' human resource management reform, helping to enhance the comprehensive strength and competitiveness of universities.

7. Promotion Strategies for Human Resource Management Reform in Universities

In this part, we will discuss the promotion strategies for human resource management reform in universities. These strategies aim to help universities effectively promote human resource management reform, enhancing the quality and work efficiency of faculty and staff.

7.1 Formulate Clear Reform Goals and Strategic Plans:

Before implementing human resource management reform, universities need to formulate clear reform goals and strategic plans. This includes clarifying the scope and focus of the reform, setting long-term and short-term goals, and developing corresponding implementation plans and timelines. Clear goals and plans guide the direction and steps of reform, ensuring smooth implementation.

7.2 Establish Scientific Talent Introduction and Selection Mechanisms:

Universities need to establish scientific talent introduction and selection mechanisms to attract outstanding faculty and staff. This includes setting clear recruitment standards and procedures, conducting talent recruitment through various channels and methods, and focusing on selecting talents with innovative ability, teaching ability, and teamwork spirit. Additionally, universities should strengthen the introduction of outstanding foreign talents, providing a good work and development environment to attract them to work at the university.

7.3 Establish Comprehensive Training and Development Systems:

Universities should establish comprehensive training and development systems, providing continuous learning and development opportunities for faculty and staff. This includes professional training, academic exchange, and seminar activities, organizing job training and skills enhancement, and encouraging participation in degree and continuing education. Additionally, universities can establish mentor systems, providing guidance and support for new faculty and staff, helping them integrate into the work environment and improve abilities.

7.4 Establish Scientific Performance Evaluation and Incentive Mechanisms:

Universities need to establish scientific performance evaluation and incentive mechanisms to stimulate work motivation and innovation capability of faculty and staff. This includes setting clear performance evaluation indicators and methods, regularly evaluating faculty and staff, and linking performance with salary, promotion, and titles. Additionally, universities should establish incentive mechanisms, such as reward systems, honorary titles, and career development opportunities, encouraging faculty and staff to actively

engage in work and achieve excellent results.

7.5 Strengthen Employee Participation and Communication:

Universities should strengthen employee participation and communication, establishing open communication channels and mechanisms. This includes regularly organizing employee forums, work meetings, and exchange activities, listening to employee opinions and suggestions, and addressing their concerns and issues. Universities can also establish employee representative institutions, allowing employees to participate in school decision-making and management, enhancing their sense of belonging and responsibility.

7.6 Create a Good Work Environment and Culture:

Universities should create a good work environment and culture, providing good welfare benefits and working conditions. This includes paying attention to employees' physical and mental health, providing good work facilities and resources, and improving working conditions and benefits. Universities should also advocate for a positive work culture, encouraging teamwork and knowledge sharing, creating a harmonious work atmosphere.

7.7 Strengthen Informatization and Digitalization Construction:

Universities should strengthen informatization and digitalization construction, applying advanced technologies and systems in human resource management. This includes establishing personnel management systems, performance evaluation systems, and training management systems, realizing centralized management and sharing of information, improving management efficiency and accuracy. Additionally, universities can use big data and artificial intelligence technologies for human resource analysis and prediction, providing scientific basis for decision-making.

7.8 Strengthen Cooperation with Enterprises and Society:

Universities should strengthen cooperation with enterprises and society, carrying out industry-university-research cooperation and talent cultivation projects. This includes establishing long-term cooperation relationships with enterprises, conducting joint research and technology transfer, and providing internship and employment opportunities. Universities can also cooperate with social organizations and industry associations to carry out talent cultivation and career development projects, providing social services and professional consulting.

7.9 Strengthen Supervision and Evaluation:

Universities should strengthen supervision and evaluation of human resource management reform to ensure effective implementation and achievement of reform goals. This includes establishing supervision mechanisms, monitoring and evaluating the progress and implementation of reform, and timely adjusting and improving reform measures. Universities can also invite third-party institutions for

evaluation and review, providing independent opinions and suggestions.

Through the above promotion strategies, universities can effectively promote human resource management reform, enhancing the quality and work efficiency of faculty and staff, further improving the comprehensive competitiveness and influence of universities. However, it should be noted that each university's specific situation and needs vary, and promotion strategies need to be adjusted and implemented according to actual circumstances.

8. Prospects for Human Resource Management Reform in Universities

Human resource management reform in universities is a crucial measure to enhance overall competitiveness and sustainable development. In the context of rapid development of higher education and social change, human resource management reform in universities has broad prospects and far-reaching impacts. The following is a detailed prospect of human resource management reform in universities.

8.1 Enhancing the Quality and Ability of Faculty and Staff:

One of the goals of human resource management reform in universities is to enhance the quality and ability of faculty and staff. Through scientific talent introduction and selection mechanisms, universities can attract more talents with innovative ability and teaching skills. Additionally, establishing comprehensive training and development systems can provide continuous learning and growth opportunities for faculty and staff, improving their professional level and comprehensive ability. This will help improve teaching quality, promote research innovation, and optimize talent cultivation, further enhancing the core competitiveness of universities.

8.2 Stimulating Work Motivation and Innovation Ability of Faculty and Staff:

Scientific performance evaluation and incentive mechanisms are important components of human resource management reform in universities. By establishing clear performance evaluation indicators and methods, universities can objectively and fairly evaluate the work performance of faculty and staff, linking performance with salary, promotion, and titles. This will stimulate work motivation and encourage faculty and staff to be more proactive in their work, improving work efficiency and quality. Additionally, incentive mechanisms can guide faculty and staff to propose innovative ideas and improvement plans, promoting innovation and development in teaching and research.

8.3 Enhancing Organizational Effectiveness and Operational Efficiency:

Human resource management reform in universities can enhance organizational effectiveness and operational efficiency. By strengthening employee participation and communication, establishing open communication channels and mechanisms, universities can better mobilize the

enthusiasm and creativity of employees, forming a good work atmosphere and teamwork spirit. Additionally, strengthening informatization and digitalization construction can leverage advanced technologies and systems to realize scientific and intelligent human resource management, improving management efficiency and accuracy. This will help optimize organizational structure and improve work efficiency, further enhancing overall operational effectiveness of universities.

8.4 Strengthening Cooperation with Enterprises and Society:

Human resource management reform in universities will strengthen cooperation with enterprises and society, promoting industry-university-research cooperation and talent cultivation projects. By establishing long-term cooperation relationships with enterprises, universities can better understand the talent needs of enterprises, adjusting talent cultivation directions and content, improving student employment rates and quality. Additionally, cooperation with social organizations and industry associations can provide more career development opportunities and professional consulting for faculty and staff, enhancing the social influence and service capability of universities. This cooperation will help promote smooth human resource management reform, providing more win-win opportunities for universities and society.

8.5 Promoting Innovation and Development of Universities:

Human resource management reform will provide strong support for the innovation and development of universities. By establishing flexible personnel management systems and processes, universities can better adapt to changes in the external environment and internal innovation needs. Additionally, strengthening the diversity and inclusiveness of talent teams, encouraging interdisciplinary and cross-field cooperation, will promote innovative thinking and transformation of research achievements. Human resource management reform can also promote the construction of innovation culture in universities, creating a good innovation atmosphere and entrepreneurial environment, stimulating the innovation potential of faculty and staff, and promoting scientific research and social innovative development of services.

8.6 Strengthen the international competitiveness of universities:

The reform of human resource management in universities will also help to enhance the international competitiveness of universities. Through the introduction of international talent selection and management mechanism, universities can attract more outstanding talents from all over the world and improve the internationalization level and influence of universities. At the same time, strengthening international exchanges and cooperation and establishing stable channels for the exchange of international talents will help universities cooperate with world-class universities and research institutions, and promote the improvement of teaching and scientific research level of universities. This will improve the competitiveness of universities in the international education market, attract more

international students and scholars to exchange and study at the university, and promote the international development of universities.

To sum up, the prospects for the reform of human resource management in colleges and universities are very broad. By improving the quality and ability of faculty and staff, stimulating work motivation and innovation ability, enhancing organizational effectiveness and operational efficiency, strengthening cooperation with enterprises and society, promoting innovation and development, and strengthening international competitiveness, universities can achieve comprehensive human resource management reform and improve the overall competitiveness and sustainable development ability of universities. The reform of human resource management in colleges and universities will provide strong support for the improvement of teaching, scientific research and social services in colleges and universities, and promote the vigorous development of higher education in the new era.

9. Conclusion:

The reform of human resource management in colleges and universities is an inevitable choice to meet the development needs of the times, and it is also a key measure to improve the management level and performance of universities. Through preliminary exploration, this paper clarifies the necessity and challenges of human resource management reform in colleges and universities, and summarizes the key elements and successful experiences. At the same time, the strategy and prospect of reform are proposed, which provides some ideas and references for university administrators and researchers. The reform of human resource management in colleges and universities requires the joint efforts and active exploration of all parties to promote the sustainable development of higher education and enhance the core competitiveness of universities.

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