

Analysis of Current Situation and Optimization Strategy of Overseas Talent Introduction Based on Academic Forum Mode: A Case Study of a University in Jiangsu Province

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Abstract

Academic forum is an effective channel for universities to introduce outstanding overseas talents, which could significantly improve the comprehensive level of universities. Based on the survey of an academic forum in a university in Jiangsu, this paper analyzes the current situation of overseas talent introduction based on the academic forum model. Through investigation, it is found that there are five problems in the introduction of overseas talents in universities, such as the difficulty in introducing top talents, the narrow scope of attracting talents, the low efficiency of human resource allocation, the potential risk of talent introduction and the insufficient precision of talent introduction. This paper puts forward the optimization strategy of overseas talent introduction based on the mode of academic forum, in order to provide reference for universities to further improve the level of human resource management and expand international influence.

Key Words: Talent introduction, Human resources, Academic forum, Overseas talent

1. INTRODUCTION

Talent is an important strategic resource to promote social and economic development, and enhance national comprehensive strength and international influence. China attaches great importance to the work of talent, put forward the talent is the first resource concept, vigorously implementing talent strategy, and developed a lot of preferential policies to attract talent. Relying on high-level human capital, China has achieved rapid development in science, technology, education, health and other fields^[1].

Under the guidance and support of national policies, as important organizations to provide talent support and intellectual security for social development, universities attached great importance to the role of talent, which continuously improve the level of teaching and research and social service capacity as an important tasks. The high-level teaching staff has effectively promoted the development of discipline construction, scientific and technological research, and personnel training in universities. Compared with the long cycle, a single source of personnel training, talent introduction can improve the quality of human resources from the source and quickly improve the overall level of teaching staff in short term, so that universities give priority to talent introduction. The investment in talent introduction in universities has been continuously increased, which makes the talent development environment continue to improve, but also intensifies the competition of talent introduction. Because overseas talents have the advantages of large supply, high quality of education and wide international vision, many universities have gradually shifted the focus of talent introduction to overseas talents, and have carried out many innovative talent introduction models, trying to attract all kinds of excellent talents on a global scale^[2]. Because the academic forum model has a good talent introduction effect and has been widely recognized, more and more universities choose to adopt this model to introduce talents. Some universities have even held more than ten consecutive forums. However, with the promotion of the academic forum model, the drawbacks of this overseas talent introduction model have gradually emerged. How to optimize the academic forum model and continuously improve the quality of overseas talent introduction is an important human resource management issue facing universities. Based on the investigation of six consecutive academic forums held by a university in Jiangsu Province, this paper analyzes the current situation and practical problems of overseas talent introduction, and puts forward the optimization strategy of talent introduction in academic forum model, which has important reference value for universities to further strengthen human resource management, implement the strategy of strengthening universities with talents and enhance their international influence.

2. ANALYSIS ON ACADEMIC FORUM MODEL OF OVERSEAS TALENT INTRODUCTION

2.1 Organization form of academic forum

The model of talent introduction based on academic forum is that universities invite overseas talents to participate in academic communication, promote interdisciplinary and international cooperation through special reports, academic discussions and cooperation talks, and finally achieve the goal of successfully introducing excellent overseas talents. Because of the advantages of low cost, high profit and quick effect, many Chinese universities have adopted this talent introduction mode to optimize human resources. For example, China University of Mining and Technology held the Yueqi Forum, Nanjing University of Aeronautics and Astronautics held the Changkong Forum, Soochow University held the Dongwu Forum, and so on. By adopting the talent introduction mode of academic forum, Chinese universities have rapidly introduced a large number of excellent talents, significantly improved the overall level of the

teaching staff, and strongly supported the development of school undertakings. From the perspective of organizational form, the academic forums held by Chinese universities mainly includes the following four links. First of all, universities will determine the basic information such as the holding time, organization mode, invitation scope and talent treatment of the academic forum, and officially release it through media channels such as the school website. Subsequently, overseas talents who are willing to participate will send basic information such as personal resumes to the host school and apply to participate in the academic forum. Then, according to the basic information of the application to participate in the forum, the host university determines the formal invitation list, and send invitations. Finally, the invited overseas talents will present their research directions, research results and work plans at the academic forum, and learn about the academic platform and working conditions of the university. The school conducts a comprehensive evaluation of overseas talents, fully communicates with talents, and reaches an introduction agreement. The academic forum provides an efficient recruitment method for universities, and also provides an effective channel for overseas talents to communicate and apply for jobs, achieving a win-win situation between universities and talents.

2.2 Analysis on the role of academic forum in promoting the development of higher education

Academic forum is an innovative form of talent introduction and international cooperation in universities, which has significant comprehensive benefits. The academic forum model has brought together a large number of excellent overseas talents for universities, achieved higher returns at lower costs, and effectively promoted the development of universities. First, the forum optimizes the university human resources. The talents invited to participate in the academic forum need to be selected by universities. They have good educational background, scientific research achievements and development potential, and their human capital is higher. The introduction of such overseas talents in universities could broaden the working vision of teachers, learn from advanced teaching concepts, and carry out cutting-edge scientific research, thus significantly improving the overall level of teachers. Second, the forum promotes scientific research cooperation.

The academic forum provides an opportunity for overseas talents to show their personal research results and research directions, and provides a platform for domestic and foreign scholars to exchange and cooperate. At the same time, many overseas talents have the experience of studying or working in international top universities, scientific research institutions or well-known enterprises. The overseas talents having international leading scientific research resources can play a role in promoting cooperation between universities and international top scientific research institutions. Third, the forum expands international influence of the host university. Overseas talents invited to the academic forum can recommend the host university to more overseas talents with academic ties based on their own experience, thus helping the host university expand its international influence^[3]. The academic forum provides an important opportunity for universities to publicize their talent introduction policies to

the world, increases the frequency of exposure in various media, and can effectively improve the international popularity of universities.

2.3 Analysis of introduction object of academic forum

In order to attract excellent overseas talents to participate in academic forums, universities will formulate various supporting policies. In addition to bearing the cost of transportation, accommodation and catering of overseas talents during the forum, universities will also provide generous salaries. The treatment of a university in Jiangsu for overseas talents participating in academic forums is shown in Table 1. Different positions and treatments mean differentiated employment conditions, and talents with higher human capital can enjoy higher-level treatment. Universities have certain criteria for judging the talents who are invited to the academic forum, and decide the employment results according to the needs of the school and the actual situation of talents. For example, for Full-time Position A, the requirement is a tenured professor or equivalent of an overseas university ranking Top 300 internationally; or a tenured associate professor or an equivalent of an overseas university ranking Top 200 internationally. And the requirement of the Full-time Position C is a PhD of an overseas university or a research institute ranking Top 300 internationally, or a talent who has worked for more than 3 years in an overseas postdoctoral research station; or a talent who has published a number of papers in his or her own academic field in top international periodicals and has achieved a landmark achievement in his or her own discipline. Due to the scarcity of Full-time Position A and Full-time Position B talents, there are not many such talents introduced through the academic forum model. In order to facilitate the subsequent analysis, this paper classifies Full-time Position A and B as top talents, Full-time Position C as excellent talents, Full-time Position D as ordinary talents, Part-time Position as part-time talents.

Table 1 Overseas Talent Treatment in a university in Jiangsu

Position	Treatment
Full-time Position A	Housing subsidies more than 1 million; research start-up funds, natural science more than 3 million, social sciences more than 1.2 million; solve the problem of spouse placement and children's enrollment ;annual salary over 700,000.
Full-time Position B	Housing subsidies more than 800,000; research start-up funds, natural science more than 1 million, social sciences 400,000; solve the problem of spouse placement and children's enrollment; annual salary over 350,000.
Full-time Position C	Housing subsidies more than 500,000; research start-up funds, natural science more than 400,000, social sciences 150,000 ; annual salary is about 200,000.
Full-time Position D	Housing subsidies more than 200,000, research start-up funds, natural science 70,000, social sciences 35,000; annual salary is about 150,000.
Part-time Position	About 20,000 monthly remuneration; reimbursable 1 round-trip air ticket per year; provide short-term apartment housing.

3. ANALYSIS OF THE SURVEY RESULTS OF TALENT INTRODUCTION IN ACADEMIC FORUM MODEL

3.1 Survey object of academic forum

This paper selected six consecutive academic forums held by a university in Jiangsu Province as the survey object, and a total of 478 overseas talents participated in the academic forum. It can be seen from Table 2 that there are 345 males and 133 females among all overseas talents attending the forum. There are 334 talents under the age of 35. Overseas talents mainly come from North America, Europe and Asia, accounting for 90.38% in total. The proportion of talents with more than one year of overseas work experience reaches 53.14%. The participants were mainly doctor and post doctor, accounting for 74.48% in total, and the talents from the top 200 universities in the world accounted for 69.87%.

3.2 Investigation results and analysis of academic forum

Table 2 shows the survey statistics of the academic forum in a university in Jiangsu, which can further analyze the introduction of overseas talents based on the academic forum mode. The academic forum mode adopted by universities mainly introduces young and middle-aged talents, and the proportion of talents under 45 years old reaches 95.61%. Young talents are energetic, active in thinking, creative, and have a longer working period, which can produce more value returns for universities. Therefore, they have become the focus of overseas talent introduction in universities. There are not many top talents and part-time talents in the academic forum mode, accounting for 17.58%. Top talents and part-time talents generally have higher academic attainments and human capital, and the scope of career choice is wider. They are the key talents that are urgently needed for the development of universities and the most difficult to introduce. The proportion of overseas talents from Asia is the largest, reaching 32.85%. Because the university surveyed is located in Asia, the publicity effect of academic forums is better in this region. At the same time, North America and Europe have strong scientific and educational strength, and there are many overseas talent reserves. The proportion of talents participating in academic forums from these two regions is close to 30% respectively. University attaches great importance to the experience of overseas talents. Among the overseas talents invited to the academic forum, 69.87% of them have the learning or working experience of the top 200 universities in the world. This is an important evidence that overseas talents receive good higher education and reflect their comprehensive quality. The proportion of talents who have worked overseas for more than 5 years is 13.39%. Most of the overseas talents introduced by universities through the academic forum model have worked overseas for less than 5 years. It shows that talents who have worked abroad for a long time are more adaptable to work and life abroad, and the willingness to come to China for development is relatively weak. Talents who are in the initial stage of overseas work are more easily to become the target of talent introduction in universities. Most of the talents invited to participate in the academic forum are from universities around the world, with a total proportion of 94.8%, while overseas talents from enterprises and other organizations account for only 5.2%.

3.3 Analysis on the effect of talent introduction in academic forum

It is not an isolated measure for universities to adopt the academic forum model to introduce overseas talents, but an innovative practice that actively responds to the requirements of the government's overseas talent introduction policy. Overseas talents introduced by universities can apply for projects according to various government talent support plans, and obtain support policies such as personal allowances and scientific research funds^[4]. For example, the National Overseas Excellent Youth Fund Project, the Special Professor Project of Jiangsu Province, the Pearl River Talent Plan of Guangdong Province, etc., the government finance provides no less than 1 million yuan for selected overseas talents. The university has received more than 10 million yuan of government financial assistance by overseas talent projects, far higher than the cost of holding academic forums. Therefore, universities should make full use of the talent introduction policies provided by governments at all levels, which can provide better treatment for overseas talents, enhance the attraction of talents, and increase external development resources for schools. In addition, overseas talents can not only obtain government talent policy support, but also play a key role in promoting school development. Overseas talents actively participate in various important scientific research projects of the Ministry of Science and Technology and the National Natural Science Foundation of China, which enhances the scientific research strength of universities and wins a lot of scientific research funding support. Overseas talents introduce international advanced teaching methods and educational resources into domestic universities to better guide students to grow and to innovate, so as to continuously improve the quality of talent training in universities^[5].

4. ANALYSIS ON THE LIMITATIONS OF TALENT INTRODUCTION MODE IN ACADEMIC FORUM

Academic forum model is an innovative measure for talent introduction, which provides an important platform for Chinese universities to attract excellent overseas talents and plays a good role in talent agglomeration. However, through the investigation of a university in Jiangsu, it is found that this talent introduction model still has limitations and a large space for optimization.

Table 2 Statistics of Overseas Talent Invited to Academic Forum in a university in Jiangsu

Classification		Total	Top Talents		Excellent Talents		Ordinary talents		Part-time talents	
			NUM	%	NUM	%	NUM	%	NUM	%
Gender	Male	345	59	12.34	165	34.52	109	22.80	12	2.51
	Female	133	8	1.67	46	9.62	74	15.48	5	1.05
Age	under 35 years old	334	29	6.07	154	32.22	145	30.33	6	1.26
	35 to 45 years old	123	29	6.07	51	10.67	38	7.95	5	1.05
	Over 45 years old	21	9	1.88	6	1.26	0	0	6	1.26
Area	North America	137	30	6.28	67	14.02	29	6.07	11	2.30
	Europe	138	9	1.88	53	11.09	72	15.06	4	0.84
	Asia	157	22	4.60	71	14.85	64	13.39	0	0
	Oceania	43	6	1.26	19	3.97	17	3.56	1	0.21
	Other	3	0	0	1	0.21	1	0.21	1	0.21
Working years overseas	Under 1 year	224	4	0.84	81	16.95	139	29.08	0	0
	1 to 5 years	190	32	6.69	116	24.27	36	7.53	6	1.26
	more than 5 years	64	31	6.49	14	2.93	8	1.67	11	2.30
Overseas positions	Doctor	149	0	0	43	9.00	106	22.18	0	0
	Postdoc	207	21	4.39	124	25.94	62	12.97	0	0
	Non-Tenure Track	79	33	6.90	28	5.86	10	2.09	8	1.67
	Tenure Track	18	6	1.26	4	0.84	0	0	8	1.67
	Other	25	7	1.46	12	2.51	5	1.05	1	0.21
University of study or work	Top 200	334	48	10.04	153	32.01	122	25.52	11	2.30
	Non top 200	144	19	3.97	58	12.13	61	12.76	6	1.26

4.1 Difficulty in introducing top talents

According to the investigation results of the academic forum in a university in Jiangsu, it is difficult for the university to introduce top talents through the current model, and such talents are the key to driving the development of disciplines, leading scientific and technological breakthroughs, and improving teaching quality. As a scarce resource, top

talents are sought after by all kinds of employers. Such talents have many choices in making personal career development plans. Therefore, top talents have higher expectations for work, not only paying attention to personal treatment, but also paying attention to the basic conditions of work, the degree of attention, future development prospects and other hidden conditions^[6]. The attraction of such invisible conditions will even have a greater impact on the career choice of talents. The academic forum focuses on attracting talents by improving the treatment, but this way does not pay enough attention to the overall needs of top talents, and it is difficult to obtain the recognition of them.

4.2 Narrow scope of attracting talents

According to the investigation results, it is not difficult to see that the academic forum model is still not wide enough to attract overseas talents. The talents invited to participate in the academic forum are mainly from North America, Europe and Asia. In fact, there are a large number of outstanding talents around the world. Due to poor information dissemination, the academic forum model is not enough to attract talents in Oceania, South America, Africa and other areas. At the same time, the talents participating in the academic forum are mainly from overseas universities, while the talents from world-renowned enterprises, scientific research institutions and other organizations are very few. The talents of these organizations maybe master advanced science and technology, which also plays an important role in promoting the development of schools. This reflects that the academic forum publicity channels are limited, difficult to cover the global region, and the scope of talents still needs to be further expanded.

4.3 Low efficiency of human resource allocation

Overseas talents have good educational experience and basic quality, and are high-quality human resources that employers hope to introduce. However, the differentiated characteristics of overseas talents, such as professional expertise and research direction, may not meet the actual needs of some universities, resulting in mismatch between supply and demand of talents. It takes a certain cost for universities to hold academic forums, and overseas talents also need to invest time and energy, which leads to the waste of resources and the low efficiency of human resource allocation. In fact, different universities and enterprises have the need to introduce overseas talents. It is also the common goal of the government, universities and enterprises to give full play to the joint role in talent introduction and promote the matching of overseas talents and employers in a larger scope.

4.4 Potential risk of talent introduction

Through the academic forum mode, universities invite overseas talents to report their personal information, so as to make the decision of talent introduction. This model can make an objective evaluation of the educational background and scientific research achievements of overseas talents, but it is difficult to make a comprehensive evaluation of talents, so there is a certain risk of talent introduction. On the one hand, the hidden qualities of overseas talents such as academic attitude and academic morality are

difficult to detect in a short time. On the other hand, whether overseas talents have legal or economic risks such as non-competition and intellectual property disputes is also a matter of concern. In addition, in order to attract overseas talent, universities usually provide more generous treatment conditions, which also caused the treatment gap between overseas talents and local talents. Especially when the contribution of overseas talents are lower than that of local talents, it will cause contradictions between different types of talents and affect the stability of teaching staff.

4.5 Insufficient precision of talent introduction

In the early stage of the internationalization of university talent team, the academic forum model can quickly introduce a large number of high-quality overseas talents and rapidly improve the level of international education. However, when the overseas talents of universities reach a certain scale, it is necessary to shift the focus of work from the priority of talent quantity to the improvement of talent quality, in which the accuracy of talent introduction is the key. Some universities have the phenomenon that overseas talents themselves are excellent, but they do not fit well with the school development platform, resulting in the inability of talents to fully exert their abilities, which has caused losses to universities and talents. Academic forum model is essentially a kind of overseas talent introduction model that universities release the demand for talent introduction and passively wait for overseas talent introduction. Universities can only selected talents from applicants, and lack the awareness of actively seeking talents that meet their own development needs. This extensive talent introduction model must be transformed after it develops to a certain stage, so as to better meet the needs of overseas talent introduction in universities.

5. OPTIMIZATION STRATEGY OF OVERSEAS TALENT INTRODUCTION

5.1 Focus on differentiated demand for high-level talents

In the fierce competition in the talent market, the scarce top talents are always in short supply. The introduction of such overseas talents will inevitably require more investment from universities. For the introduction of top talents, almost all employers are willing to pay high salaries. Therefore, the key to whether the academic forum can recruit top talents lies in whether it can meet the differentiated demand of talents. Universities need to communicate with overseas talent actively, if necessary, arrange for personnel to provide consulting services for top talent, fully understand their real needs. Universities need to focus on the issues that talents care most, try to solve the concerns of talents, clear obstacles for the introduction of talents, and create a good environment. At the same time, universities can establish a good working foundation with part-time talents through flexible cooperation to enhance mutual trust, so as to prepare for the full-time introduction of such talents.

5.2 Actively broaden the publicity channels of academic forums

The effect of talent introduction in academic forum is closely related to the publicity and promotion of forum. Extensive publicity can spread the information of academic

forums held by universities to more potential targets, bring more excellent applicants to universities, and make universities have more room for selection, so as to improve the overall level of invited overseas talents. Universities should make full use of various overseas platforms, such as consulates, overseas college students' associations, advertisements of academic journals, etc., and actively promote academic forum information. At the same time, due to self-media very developed, universities can also disseminate information about the introduction of overseas talents through self-media such as facebook and WeChat. In addition, universities should pay attention to accumulating good reputation, providing considerate services for talents invited to participate in academic forums, and obtaining recognition from talents. Through the word-of-mouth communication of such talents, more excellent talents can be recommended for the follow-up forum of universities, thus forming a virtuous circle of introducing overseas talents.

5.3 Gather the combined force of overseas talent introduction

The introduction of outstanding overseas talent is not only the needs of universities, but also the common needs of the governments and enterprises^[7]. If academic forums are organized unilaterally by universities, the career choices of overseas talents invited to participate are very small, and the attraction of academic forums is limited. The talent introduction mode of academic forum has scale effect. It should be led by the government and participated by other employers, or jointly held by multiple units to expand the scale of academic forum. Such an academic forum organization form can attract talents to a greater extent, reduce the cost of repeated academic forums, and achieve the optimal allocation of human resources in a larger region. In addition, this academic forum model can further promote the exchange and cooperation of talents between universities and enterprises, universities and governments, and gradually form a talent sharing mechanism to enhance regional talent innovation strength.

5.4 Actively preventing the risk of overseas talent introduction

Universities should enhance risk awareness when introducing overseas talents through academic forums. Due to the short contact time between universities and overseas talents during the academic forum, universities should prevent risks in advance for the talents they want to introduce. Before deciding whether to invite overseas talents to academic forums, universities need to have a comprehensive understanding of the academic ethics of talents and the prohibition of business strife. If necessary, they can invite overseas talents to make corresponding commitments and actively avoid the legal and economic risks of introducing overseas talents. In addition, overseas talents have different educational backgrounds and growth experiences. Universities should conduct a comprehensive assessment of talents' teamwork ability, communication and expression ability, and the like, as to reduce the risk of using overseas talents. Thus, universities could avoid the risk that talents are unable to effectively perform their duties, resulting in a waste of human resources.

5.5 Continuous improvement of precise talent introduction

The introduction of overseas talents in universities should adhere to the demand-

oriented approach and accurately recruit outstanding talents who truly meet the development needs of universities. Universities should objectively view the role of talent introduction of academic forum mode and change the passive waiting thinking of talent introduction. Only by effectively combining the active search for talents with the academic forum can we better play the role of overseas talent introduction in the mode of academic forum. Universities need to carefully sort out the talent gap in key development areas and clarify the key direction of talent introduction. By focusing on the scientific research team who publish research results in high-level academic journals, participating in international academic exchange activities and other forms, accurately find the key objectives of the introduction of overseas talent. Universities need to actively innovate working methods and take the initiative to carry out exchanges and negotiations with overseas universities and research institutes where such talents are located. At the same time, universities can hold overseas talent special recruitment in areas where target talents gather, expand international influence, continuously enhance the accuracy of overseas talent introduction, and improve the effectiveness of talent introduction in the mode of academic forums.

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