

Research on the Path of Improving University Managers' Leadership under the Background of New Media

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Abstract: Under the background of the deep integration of new media technology into higher education, the leadership of university administrators faces the dual challenges of the failure of traditional models and the bottleneck of governance efficiency. From the perspective of media environmentology, this paper systematically analyzes the challenges brought by new media to university management leadership, such as information dissemination pressure, management mode transformation dilemma and technical security risks, and points out the opportunities brought by new media in improving management efficiency, integrating educational resources and upgrading the connotation of leadership. The research puts forward the path of leadership promotion with "technical empowerment, system guarantee and value guidance" as the core, including strengthening political guidance and value orientation, improving media literacy and public opinion coping ability, promoting information leadership and digital transformation, innovating service-oriented leadership and teacher-student interaction mechanism, building an iterative system of lifelong learning and dynamic ability, and optimizing institutional guarantee and incentive mechanism. Finally, the paper puts forward security strategies from three aspects: policy support, cultural cultivation and ecological construction, aiming at promoting the leadership transformation of university administrators from "one-way management" to "multi-governance" and from "experience-driven" to "data-driven", and providing theoretical support and practical path for the modernization of university governance system and governance capacity.

Keywords: New Media; Leadership; University Managers; Digital Transformation.

1. Introduction

With the deep integration of technologies such as 5G, artificial intelligence and big data, new media has evolved from an auxiliary tool for information dissemination to an infrastructure for reconstructing social operation logic. This technological change not only changes the way of knowledge dissemination, but also has a subversive impact on the university governance system: the traditional hierarchical management model faces the impact of information flattening, the empirical decision-making encounters the challenge of data driving, and the authoritative leadership style encounters the deconstruction of intergenerational culture on the Internet [1]. In the wave of digital transformation of higher education, the leadership of managers has become a key bottleneck restricting governance efficiency. This realistic dilemma of "crisis and opportunity coexist" highlights the urgency of leadership research in the context of new media.

Most of the existing leadership theories are based on the organizational scene in the industrial age, and its core assumptions face the risk of failure in the new media environment. How does transformational leadership theory explain the influence of algorithm recommendation on teachers and students' values? Can the theory of distributed leadership meet the needs of virtual team governance? How do managers balance technical empowerment and humanistic care? How to build a digital leadership style with both authority and affinity? How to turn the heat of public opinion into the driving force of governance innovation? These contradictions reveal the limitations of the traditional research paradigm: Either simplify the new media as a tool variable and ignore its essence as a reconstructor of social relations;

Either it stays at the technical operation level and lacks the deep deconstruction of the essential characteristics of leadership. This study introduces the perspective of media environmentology, expands the application boundary of leadership theory in new media scenes, and provides an operable transformation path for university administrators.

2. Challenges and Opportunities of New Media to University Management Leadership

Under the background of the new media era, the leadership of university administrators is facing multi-dimensional challenges and opportunities (Figure 1). New media technology, with its characteristics of immediacy, interactivity, openness and globalization, has profoundly changed the environment and mode of university management and promoted the transformation of managers from traditional authority to wisdom-led [2].

2.1. Challenge

(1) Information dissemination and decision-making pressure

New media accelerates the spread of information. On the one hand, it leads to the problem of "information explosion" and fragmentation. The channels for students to obtain information are diversified and the content is difficult to control, which may lead to a public opinion crisis. On the other hand, data-driven decision-making requires managers to have the ability of data analysis, and some university managers have not yet adapted to the scientific decision-making mode from empirical decision-making to data support

[3].

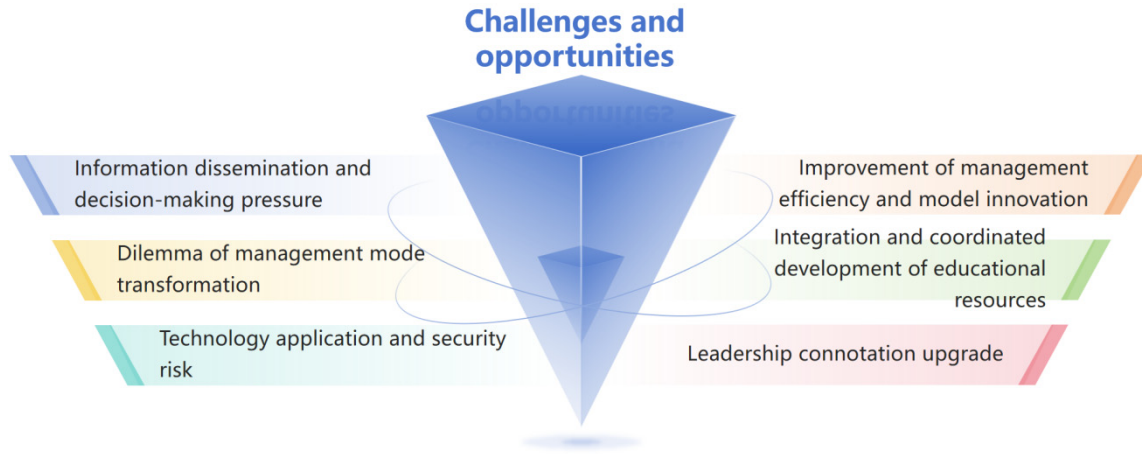


Figure 1. Challenges and opportunities of new media to university management leadership

(2) Dilemma of management mode transformation

The traditional bureaucratic management system is difficult to meet the needs of flattening and interaction in the new media era. For example, students directly participate in the discussion of school affairs through platforms such as Weibo and WeChat, which forces the management process to be transparent and efficient. However, the existing system may be lagging behind, such as the lack of a unified new media information publishing platform, which leads to the untimely disclosure of information or the lack of interactive mechanism [4]. In addition, the role of counselors needs to change from "manager" to "information navigator", and how to balance service and supervision becomes difficult.

(3) Technology application and security risk

The application of new media technology involves information security, privacy protection and other issues. For example, virtual laboratories, online courses and other teaching tools may cause the risk of data leakage due to technical loopholes or improper use. At the same time, the uncontrollable network public opinion increases the difficulty of campus security management, such as the unverified information dissemination may damage the reputation of the school.

2.2. Opportunity

(1) Improvement of opportunity management efficiency and model innovation

New media tools such as WeChat official account, QQ group and mobile client can realize accurate information push and real-time interaction, and optimize the management

process. Through the WeChat platform, the administrative level is reduced, the management scope is expanded, the operating cost is reduced and the response speed is improved [5]. Big data analysis can accurately identify students' needs and provide support for personalized education management and mental health counseling.

(2) Integration and coordinated development of educational resources

New media has broken the time and space constraints and promoted interdisciplinary resource sharing and global cooperation. Digital library, online database and virtual laboratory provide diversified learning scenes for teachers and students, and promote education fairness and quality improvement. Social platform strengthens alumni contact and school-enterprise cooperation, and helps university brand building and social influence expansion.

(3) Leadership connotation upgrade

The new media environment requires managers to have both technical literacy and humanistic care. By building an inclusive team culture and cultivating cross-cultural communication skills, leaders can stimulate the creativity of members from diverse backgrounds [6]. Using new media to conduct online seminars or international academic conferences not only improves the efficiency of teamwork, but also broadens the horizon.

3. Present Situation of Leadership of University Administrators

Table 1. The concrete expression of the present situation of university administrators' leadership

Dimension	Specific manifestations
Role cognition	Some managers have not fully adapted to the role transition from traditional managers to service providers and guides, and are still accustomed to the old management model
Competency	There are situations such as lack of proficiency in operating new media tools, insufficient information processing capabilities, inadequate data analysis skills, and insufficient experience in responding to public opinion
Leadership style	The leadership style of some managers is conservative and authoritarian, which is not conducive to stimulating the enthusiasm and creativity of teachers and students, and is not in line with the democratic participatory leadership style required in the new media era
team Collaboration	The collaboration and communication between departments are not smooth, and there is a phenomenon of each acting independently, which fails to fully leverage the team's joint efforts to jointly promote new media related work
Institutional development	The regulations and systems related to new media management are not sound, making it difficult to effectively guide and constrain the behavior of all parties in practical work, which reduces work efficiency and quality

Under the background of the vigorous development of new media, the leadership of university administrators presents a

multi-dimensional situation (as shown in Table 1). The leadership status of university administrators under the background of new media presents complex and diverse characteristics. Although they are actively adapting to the changes brought by new media and striving to improve their leadership to meet various challenges, they still need to continue to improve and perfect their role positioning, ability training, leadership style change, teamwork and system construction in order to better lead universities to achieve high-quality development in the new media era.

(1) Role change and ability requirements

In the new media environment, the decentralized and interactive characteristics of information dissemination have prompted the role of university administrators to change significantly. They are no longer just authoritative controllers in the traditional sense, but also need to be transformed into service providers and development guides.

In order to meet the management needs of the new media era, university administrators need to have a series of new abilities. This includes the ability to skillfully use new media tools; Ability to screen and integrate massive information, so as to extract valuable content from complicated information for decision-making reference; Data analysis ability, through the analysis of a large number of data generated on the new media platform, to understand the needs and behavior patterns of teachers and students, so as to optimize management strategies; Ability to cope with public opinion, timely and accurately deal with possible network public opinion crisis, and maintain the image and reputation of the school.

(2) Leadership style transformation

The wide application of new media makes the information transmission within the university more convenient and transparent, the channels for teachers and students to obtain information are greatly increased, and their awareness of the right to know and participate in school affairs is enhanced. This requires university administrators to abandon the traditional commanding and controlling leadership style and change to a more open, inclusive and democratic leadership style that encourages participation. Through the establishment of online communication platform and online voting, teachers and students are widely solicited for their opinions and suggestions, so that teachers and students can participate in the decision-making and management process of the school.

(3) Strengthen Teamwork

The implementation of new media projects often involves the collaborative work of multiple departments. For example, information technology departments, teaching management departments and student affairs departments may need to participate in the informatization construction. Therefore, university administrators need to have strong ability of organization and coordination, break down departmental barriers, set up inter-departmental collaboration teams, and jointly promote various work related to new media.

4. Path Design of Improving Leadership

4.1. Political Guidance and Strengthening of Value-Oriented Ability

Through systematic training and online and offline special study, we will strengthen the political judgment, understanding and execution of managers and ensure the correct direction in the guidance of public opinion. Relying

on the new media matrix, the content production mechanism of "Party Committee leading-departmental cooperation-teachers and students participating" was established, and the mainstream values were integrated into campus cultural communication, thus enhancing the appeal of online ideological and political education [7].

4.2. Media Literacy and the Improvement of Public Opinion Coping Ability

Offering new media technology courses, improving managers' ability to operate social media, short videos and other platforms, and promoting the construction of "all-staff media literacy". Drawing on the experience of other universities in coping with public opinion, we should formulate the principle of "reporting the facts quickly and reporting the reasons carefully", and cultivate managers' rapid response and scientific decision-making ability in emergencies through simulation exercises to avoid public opinion from getting out of control.

4.3. Informatization Leadership and Digital Transformation

Integrate teaching, management and service functions, optimize decision-making process through data driving, and improve management efficiency. Encourage managers to participate in cross-departmental digital projects, break information silos, and cultivate the ability of resource integration and cross-border collaboration [8].

4.4. Service-oriented Leadership and Innovation of Teacher-Student Interaction Model

Through the normalization research of "first-line rules", such as regular teacher-student seminars and online opinion collection, we can accurately identify the pain points of demand and optimize service supply. Use new media tools (such as campus forums and proposal systems) to broaden the channels of democratic consultation, enhance the discourse power of teachers and students in decision-making, and enhance the transparency and credibility of management.

4.5. Lifelong Learning and Iterative Mechanism of Dynamic Ability

Differentiated courses are designed for managers at different levels, and interactive forms such as case teaching and situation simulation are introduced. Provide actual combat opportunities through on-the-job training and project-based tasks, and combine PDCA cycle mechanism to continuously optimize the ability improvement path.

4.6. System Guarantee and Optimization of Incentive Mechanism

The quality of new media and the effectiveness of public opinion disposal are included in the evaluation index, and the evaluation method combining quantitative (data monitoring) and qualitative (teacher-student satisfaction) is adopted [9]. Commend those who have made outstanding achievements in innovation practice, and establish a fault-tolerant list to encourage managers to explore new models within the controllable risk range.

The promotion of university management leadership in the new media era should focus on "technical empowerment, system guarantee and value guidance", and realize the

transformation from "one-way management" to "multi-governance" and from "experience-driven" to "data-driven" through systematic path design.

5. Safeguard Mechanism and Implementation Strategy

Under the background of new media, the promotion of university administrators' leadership needs not only theoretical guidance and practical path design, but also a set of perfect guarantee mechanisms and implementation strategies to ensure the effectiveness and sustainability of leadership transformation. The promotion of university administrators' leadership under the background of new media needs the synergy of policy support, cultural cultivation and ecological construction. By formulating clear policy orientation, creating a positive cultural atmosphere and building a sound ecosystem, it can provide strong protection and support for managers and promote their effective transformation and continuous improvement of leadership in the new media environment.

5.1. Policy Support

Universities should formulate clear policies for the development of new media, incorporate the improvement of new media literacy and leadership transformation into the school development plan, and provide clear guidance and policy support for managers. Increase investment in new media technology infrastructure, including building a unified new media information publishing platform, improving campus network bandwidth, etc., to provide necessary hardware support for managers to carry out new media work. Establish and improve the new media management system, clarify the responsibilities and authority of managers in the new media environment, standardize the information release process, and ensure the orderly development of new media work.

5.2. Cultural Cultivation

Through systematic training and special study, strengthen the political judgment, understanding and execution of managers, ensure the correct direction in the guidance of public opinion, and integrate mainstream values into the spread of campus culture. Build an inclusive team culture, encourage exchanges and cooperation between managers, cultivate cross-cultural communication skills, stimulate the creativity of members with diverse backgrounds, and form a positive working atmosphere. Advocate innovative spirit and open thinking, encourage managers to try new media technologies and methods, and constantly explore management models and leadership styles suitable for the characteristics of our school.

5.3. Ecological Construction

Integrate teaching, management and service functions, build an ecosystem based on new media technology, realize data interconnection and resource sharing, and improve management efficiency and service quality. Establish a multi-level and multi-form training system, including online courses, offline workshops, case discussions, etc., to meet the differentiated learning needs of managers at different levels and continuously improve their new media literacy and leadership. Establish a scientific evaluation mechanism,

include the literacy of new media, the effect of public opinion disposal, etc. into the evaluation index, and adopt a quantitative and qualitative evaluation method to feedback the evaluation results in time, so as to provide improvement direction and motivation for managers. At the same time, establish a fault-tolerant mechanism to encourage managers to explore new models within the controllable risk range and stimulate their innovation vitality.

6. Conclusion

Based on the perspective of media environmentology, this study systematically discusses the path of improving the leadership of university administrators under the background of new media. It is found that the deep integration of new media technologies has had a subversive impact on the university management model. The traditional hierarchical management, empirical decision-making model and authoritative leadership style are facing severe challenges, and it is urgent to transform into wisdom-led, data-driven and humanistic care leadership. This study shows that the transformation of university leadership needs to adhere to the trinity principle of "technical empowerment, system guarantee and value guidance" and promote the paradigm shift from one-way management to multi-governance, experience-driven to data-driven, which not only provides practical solutions to solve the current governance dilemma, but also provides a new perspective for expanding the application boundary of leadership theory in the digital age. Future research can further explore the differentiated transformation strategies and long-term mechanism construction of different types of universities.

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