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Research on the Integrated Development of Talent Attraction and Cultivation in Higher Education Institutions from the Perspective of Simultaneous Attraction and Cultivation

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Abstract

Talent is the primary resource; the recruitment of talent by universities is a key measure for attracting high-end intellectual resources and supporting discipline development and scientific and technological innovation. In the new era, the recruitment of university talent not only carries the strategic mission of building a country strong in education and science and technology, but also faces practical challenges, including increasingly fierce competition, high costs, and inadequate coordination between recruitment and talent development. On the basis of elucidating the value and significance of university talent recruitment in the new era, this paper analyzes the primary issues currently present and proposes pathways for optimization by adhering to the Party's leadership over talent management, improving evaluation mechanisms, promoting both recruitment and talent development, and strengthening institutional frameworks and standards; the aim is to provide a reference for enhancing the quality and effectiveness of university talent recruitment.

Keywords

Higher education institutions; talent recruitment; high-level talent; strategy for strengthening the country through talent; simultaneous emphasis on recruitment and cultivation.

1. Introduction

Talent is the primary resource, and innovation is the primary driving force; ultimately, competition for talent is a key manifestation of competition in overall national strength. In 2021, General Secretary Xi Jinping emphasized at the Central Conference on Talent Work that the Party must maintain its leadership over talent development; efforts should be directed toward the frontiers of global science and technology, the primary front of economic activity, major national needs, and the health and well-being of the people; the strategy for strengthening the country through talent in the new era should be thoroughly implemented; talent should be cultivated, recruited, and utilized comprehensively; and the development of a globally significant talent hub and innovation highland should be accelerated[1]. The Opinions on Deepening the Reform of the System and Mechanisms for Talent Development, issued by the CPC Central Committee, also explicitly call for innovation in talent recruitment mechanisms and the improvement of mechanisms for the flow and allocation of talent, thereby providing institutional safeguards for attracting outstanding talent from both within and outside the country[2]. These key statements and institutional arrangements provide fundamental guidance and an action roadmap for talent-related work in universities in the new era.

Higher education institutions serve as a critical nexus where scientific and technological innovation serves as the primary productive force, talent constitutes the primary resource, and innovation provides the primary driving force; they bear the vital mission of cultivating high-caliber talent, producing high-level scientific research achievements, and addressing the

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nation's major strategic needs. Talent recruitment—particularly the attraction of high-level talent—is a key measure for universities to aggregate high-end intellectual resources, enhance their core competitiveness, and support disciplinary development and scientific innovation; it also forms the foundational project for establishing distinctive, nationally renowned, high-level universities. In recent years, universities have generally placed strong emphasis on talent recruitment, achieving notable success in attracting outstanding talent from both China and abroad through the implementation of talent programs, the refinement of incentive policies, and the optimization of service and support mechanisms. At the same time, it must be recognized that as competition for talent has intensified, university talent recruitment has revealed several issues, including insufficient top-level strategic planning, evaluation mechanisms that require further optimization, poor coordination between recruitment and cultivation, and institutional frameworks that need to be further strengthened. How to scientifically plan, standardize the implementation, and improve the quality and efficiency of talent recruitment—while fully leveraging the incentive and guiding role of policy tools such as income distribution—has become a critical challenge that university personnel management must address.

2. The Value and Significance of Talent Recruitment in Higher Education Institutions in the New Era

1. Talent recruitment is a strategic measure that underpins the high-quality development of universities. High-level talent, particularly high-level leading scholars, can drive the development of disciplinary hierarchies, guide research directions, and produce landmark achievements; they significantly enhance the academic influence and overall strength of universities and represent the most valuable strategic resource for their high-quality development[3][4]. Against the backdrop of building China into a leading education power and accelerating the "Double First-Class" initiative, whoever possesses high-level talent holds the initiative in its development.

2. The recruitment of talent is an important means of optimizing the faculty structure and stimulating innovative vitality. By attracting outstanding talent with an international perspective, innovative capabilities, and cutting-edge knowledge, institutions can improve the composition of their faculty in terms of academic backgrounds, age distribution, and professional titles; introduce new concepts, methods, and models; activate the institutional academic innovation ecosystem; and establish a virtuous cycle in which talent attracts and consolidates further talent, thereby driving an overall improvement in the team's level[3].

3. Talent recruitment is an inherent requirement for serving national strategies and responding to the demands of the times. In implementing the strategy of strengthening the country through talent in the new era, universities have both the responsibility and the capacity to attract and gather outstanding talent from home and abroad, thereby providing solid talent support for the country's scientific and technological self-reliance and strength and for building a leading nation in education; they should demonstrate their sense of mission and responsibility by serving the country's major strategic needs and addressing critical "bottleneck" technologies[1].

3. Key Challenges Currently Facing Talent Recruitment in Higher Education Institutions

1. Insufficient top-level design and overall planning. In some universities, the recruitment of talent lacks effective alignment with plans for disciplinary development and faculty development; consequently, there is a certain degree of indiscriminate recruitment, redundant recruitment, and homogeneous competition. The alignment between talent distribution and the

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needs of disciplinary development is inadequate, and the targeted nature and effectiveness of talent recruitment need to be enhanced[3].

2. The evaluation mechanisms and recruitment approaches require further optimization. Talent assessment methods remain relatively limited, and there is a tendency, to varying degrees, to place greater emphasis on titles than on actual performance; consequently, the precision of talent identification and matching needs to be improved. Recruitment costs continue to rise; while "high-cost talent recruitment" has facilitated the concentration of talent, it has also led to problems such as excessive resource concentration, internal imbalance within teams, and increased risks associated with talent acquisition[5][6].

3. The integration of talent recruitment and development is insufficient. There is a tendency to "emphasize recruitment while neglecting development" and "emphasize bringing in talent while neglecting nurturing talent"; insufficient attention is paid to the subsequent development, utilization, and service support for recruited talent; coordinated development between recruited and local talent is inadequate; some recruited talent experience "incompatibility with the local environment," resulting in limited contribution; and the full potential of talent has not been realized[4].

4. Institutional norms and the level of rule-of-law implementation still need to be improved. As talent mobility has intensified, issues such as increasingly fierce competition for talent recruitment and a rise in management disputes have emerged; consequently, some universities still need to strengthen their awareness of recruiting talent in accordance with laws and regulations and the development of related institutional mechanisms. Insufficient standardization and shortcomings in risk prevention and control persist in areas such as talent-recruitment procedures, contract management, and performance assessment and evaluation. Improper handling of relationships between the inputs and outputs of talent recruitment, short-term recruitment and long-term cultivation, and individual recruitment and team-based talent aggregation can also lead to resource waste and low efficiency[6].

4. Practical Approaches to Optimizing the Recruitment of Talent in Higher Education Institutions

1. Uphold the Party's leadership over talent development and strengthen top-level design. Incorporate talent recruitment into the institution's overall development plan and coordinate it with discipline development, faculty development, and the layout of research platforms; adhere to the principles of recruiting talent based on actual needs and ensuring targeted recruitment; resolutely prevent blind comparison and homogenized competition; and advance talent-related work through systematic thinking to ensure that talent recruitment aligns with and advances in tandem with the institution's development strategy. Based on the institution's educational positioning and disciplinary characteristics, identify key areas and hierarchical structures for talent recruitment, formulate annual and discipline-specific talent recruitment plans, and enhance the foresight, scientific rigor, and targeted nature of recruitment efforts[1][2].

2. Improve the evaluation mechanism to enhance the precision of talent recruitment. Adhere to categorized evaluation and a results-and potential-oriented approach; establish sound, scientific, and standardized methods for identifying and evaluating talent; comprehensively consider factors such as academic standing, development potential, and job fit; strictly ensure the quality of recruited talent; improve the targeted nature and effectiveness of talent recruitment; and avoid an overemphasis on titles and academic credential [3].

3. Adhere to the simultaneous approach of recruitment and cultivation to fully unleash the potential of talent. Coordinate the introduction of external talent with the development of local talent, emphasizing both the recruitment of high-level talent and the growth of outstanding

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talent within the institution, thereby achieving mutual reinforcement between recruitment and cultivation; establish and improve supporting mechanisms for platforms, teams, funding, and other resources; strengthen the follow-up cultivation and service support for recruited talent; and promote the rapid integration and effective contribution of recruited talent through policy briefings, position appointments, and task matching, thereby fostering the coordinated development of recruited and local talent and enabling each group to leverage its respective strengths[4].

4. Strengthen institutional frameworks and norms, and enhance risk prevention and control. Adhere to the recruitment of talent in accordance with laws and regulations; standardize all stages of the recruitment process, contract management, and performance assessment; clarify the rights and obligations of both parties; improve service support and follow-up evaluation mechanisms; prevent risks associated with talent recruitment; and elevate the rule-of-law-based and scientific nature of talent-related work. At the same time, foster a positive environment that respects talent, encourages innovation, and tolerates failure; improve the talent service and support system; provide solid institutional safeguards and a favorable environment for talent recruitment; and ensure that talent can be effectively recruited, retained, and utilized[6].

5. Conclusion

The talent recruitment work in higher education institutions in the new era should be guided by Xi Jinping's thought on socialism with Chinese characteristics for a new era, thoroughly implement the strategy of strengthening the country through talent in the new era, adhere to the principle of the Party's leadership over talent, and continue to make efforts in scientific planning, precise recruitment, simultaneous talent cultivation and recruitment, and law-based management. This will continuously improve the quality and efficiency of talent recruitment, fully leverage the incentive and guiding role of policies such as income distribution, attract and retain more outstanding talents, and provide solid talent support and intellectual backing for building distinctive high-level universities and serving the country's innovation-driven development [1][2].

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