

Exploration of and Research into Implementation of Modern University Governance Model in Universities and Colleges of China

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Abstract—It is necessary to follow the law of development of universities and colleges, push the reform of the management system of universities and colleges, eliminate the hindrance from system or mechanism, reinforce and innovate the management of universities and colleges, establish a scientific and democratic internal supervision mechanism and a regulated orderly evaluation system, and establish an innovative university management system adapted to the modern university system with Chinese characteristics in order to form the modern governance model for universities and colleges.

Keywords—modern university system; modern university governance model; management innovation of universities and colleges

I. INTRODUCTION

The basic elements of the modern university system are as follows: to run universities and colleges independently, manage the universities and colleges in a scientific and democratic way by law with the aim of being adapted to the society under the macro-control of the government with the university governance structure as its essence and core. It is specifically proposed in the national education program that the modern university system with Chinese characteristics shall be improved, and this policy reflects the new requirements for modern university governance in order to be adapted to the social development and the new challenges that universities and colleges are now facing at this new starting point.

Governance, in fact, is innovation in management. Compared with traditional management, governance emphasizes coordination instead of control, which is more effective for achieving the objective of both energetic and orderly management. Generally speaking, modern university governance involves two relationships: that between the universities and outside parties, in particular, that between the universities and the government; internal relationships of universities, in particular the internal governance structure of universities. Accordingly, it is necessary to follow the law of development of universities and colleges, push the reform of the management system of universities and colleges, eliminate the hindrance from system or mechanism, reinforce and innovate the management of universities and colleges, establish a scientific and democratic internal supervision mechanism and a regulated orderly evaluation system, and establish an innovative university management system adapted to the modern university system with Chinese characteristics

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II. REFORMING THE ADMINISTRATION FUNCTIONS AND STRAIGHTENING THE RELATIONSHIPS BETWEEN THE GOVERNMENT AND THE UNIVERSITIES

Building of the modern university governance model shall be preconditioned on straightening the administrative subordination between the universities and the government and independent governance by law. Over the past many years, on one side, in terms of the administration system, the rights and responsibilities have not been clearly allocated between the central government and the provincial government with the development of universities and colleges; on the other side, the universities and colleges is dominated by administration, wherein, the government is the investor, manager and runner. Due to the blurring roles between the government and the universities and colleges, and function of the government as both the manager and the runner, the universities and colleges have no full initiatives or flexibility to run, and it is difficult for them to develop their own characteristics and innovate in practice. Accordingly, top level shall be well designed, administration system shall be reformed, the responsibilities and rights shall be clearly allocated among the central government, the provincial government and universities and colleges

A. Carrying Out the National Education Program in a Planned and Step-By-Step Way Based on the Actual Development of Universities and Colleges of China

on the actual development of universities and colleges and according to "the higher education system with provincial government as the main manager shall be improved" proposed in the national education program, the rights and responsibilities shall be straightened and clearly defined between the central government and provincial government; the provincial government's right to set and adjust universities and colleges and the rights to configure regional education resources of universities and colleges shall be put into practice; and the following administration pattern shall be established: the central government focuses on macrocontrol of the education of Chinese universities and colleges, working on the development plans, strategies and policies; and the provincial government is mainly responsible for implementing the policies, giving guides and supervision and management, providing public services and other administration tasks. The

layered administration system between the central government, the provincial government and the universities and colleges shall be reformed; the internal causes of the systems for which the universities and colleges pursue "self-contained in both micro and macro angles" and "prevailing ethos of pursuing promotion" shall be removed; support is provided for reinforcing various advantageous subjects; the building of the universities and colleges' intension shall be pushed by improving their advantageous subjects; universities and colleges are encouraged to develop in a diversified and featured way according to their own types, positions and levels in terms of policy orientation and resource configuration.

B. Separation of Universities and Colleges from the Government, the Roles of Managers and Runners, and Straightening the Relationship Between the Government, and the Universities and Colleges According to the Internal Requirements for Improving the Modern Systems of Universities and Colleges of China

Unnecessary administrative interference in the universities and colleges shall be reduced and their independence to run shall be reinforced. In terms of government functions, the model of direct and detailed management shall be transformed into "adjusting the development objectives, direction, scale, speed, quality and returns by using a range spectrum of measures, including legislation, appropriation, planning, information services, policy instructions and necessary administrative measures" and "providing public education services, establishing sound service systems, and ensuring the equalization of basic public services of education" [1]. In terms of running universities and colleges by law, universities and colleges are allowed to independently set and adjust the disciplines, and gradually develop new systems to independently set and adjust the disciplines adapted to the social development while focusing on expanding their rights to independently set disciplines, recruit students and recommend presidents independently; universities and colleges' rights to recruit students shall be expanded; their initiatives and flexibility to put their concepts on development of themselves into practice based on their own features shall be improved; the model of electing president by teachers and students shall be explored; teachers and students' initiatives to be involved in the development of universities and colleges shall be improved; universities and colleges shall be allowed to independently make decisions on the important scientific research and academic matters; great efforts shall be made to help the universities and colleges to become independent bodies dedicated to training talents, scientific research, social services and cultural inheritance[2].

III. INNOVATING INTERNAL SYSTEM OF UNIVERSITIES AND COLLEGES, AND DEVELOPING THE SYSTEM-GUIDED OPERATION MECHANISM BASED ON RULES OF UNIVERSITIES AND COLLEGES

In terms of development of internal rules and systems for the universities and colleges, on one hand, rules that both conform to the laws and embody their own features shall be developed in order to ensure the universities and colleges to run smoothly. The rules shall include their concepts for running the universities and colleges, their features,

development objectives and strategies of the universities and colleges, various relationships inside the universities and colleges, leadership systems, governance structure, management models, teachers' and students' rights and obligations and so on, and are the basis for universities and colleges to run independently by law. The rules are important to establish system-based self-restraint and operation mechanisms, and are necessary to improve the modern university systems and form the modern university governance structure. A foundation is laid for achieving self-governance by law and providing basis for developing various internal rules and regulations by developing the rules above. At the same time, a foundation shall be laid for achieving democratic management inside universities and colleges to push the improvement of the management system while following the education rules and turn the tendency of administrative management. On the other side, perfect internal rules and regulations as well as systems shall be established based on the rules above so that people and affairs are managed by systems. The governance pattern and operation mechanism of the universities and colleges shall be fixed in the form of system to form long-term efficient mechanism and ensure the authority of the universities and colleges to govern themselves[3].

IV. IMPROVING THE DEMOCRATIC MANAGEMENT AND DECISION-MAKING PROCEDURES AND ESTABLISHING EFFICIENT INTERNAL SUPERVISION MECHANISM

Balanced allocation of responsibilities and rights, democratic management and supervision are necessary for establishing modern university governance structure. Accordingly, it is basic work to establish modern university governance structure, namely, to establish an internal scientific and reasonable responsibility and right structure, to promote the democracy in making decisions. Teachers' and students' initiatives to be involved in decision making, management and supervision of universities and colleges shall be aroused.

In terms of pushing the democratic management and supervision, in the modern university governance structure, the legal person's authority to govern the universities is highly centralized, and teachers and students require more involvement in democratic management. Universities shall further improve the system of teachers' congresses so that teachers may be directly involved in the democratic management of the universities. The focuses of the system of teachers' congresses shall be on the congress's quality and authorities. Teachers shall be involved in the development of the school policies all along before decision making. During decision making, the representatives' initiatives shall be called into full play, and the discussion and review courses shall be well controlled. After decision making, tracking and check, supervision shall be well carefully implemented and well controlled. The key to democratic supervision is to push the openness and transparency of school affairs, trying to achieve open and transparent policies, courses and results. Except for the issues that must be kept confidential, all of important issues relating to the teachers' interests shall be open to the teachers in various ways and teachers shall be ensured to exercise their authority of democratic management and supervision within the scope as specified by laws in due form.

V. REINFORCING THE ESTABLISHMENT OF EDUCATION QUALITY
EVALUATION SYSTEM OF UNIVERSITIES AND COLLEGES,
FORMING THE EXTERNAL EDUCATION QUALITY TESTING AND
ASSURANCE MECHANISM

Modern university governance structure and internal assessment system shall be established. Establishment of assessment system and mechanism is both the important content of reform of education management system of universities and colleges, and an important way for government to supervising the education of universities, as well as an effective measure to improve their quality. Accordingly, the relationship between the manager, runner and the assessor shall be straightened, teaching assessment shall be improved, professional assessment shall be pushed, performance-based assessment shall be put into practice, the internal management and intension development level shall be improved by establishing the assessment system; and universities' sustainability shall be enhanced according to the requirements "pushing the separation of the roles of managers, runners and assessors" and "improving the education quality assurance system of universities and colleges" proposed in the national education development program.

In terms of developing assessment system, great efforts shall be made to achieve assessment by classification and performance classification. The levels, positioning, advantages in disciplines, industry background vary with different universities and colleges. Accordingly, universities and colleges shall be assessed by classification; the same

assessment systems shall be used for similar universities and colleges; personalized development of universities and colleges with distinguishing features shall be pushed. Performance assessment is the main way for the government to fulfill its management functions under the condition of "separation of managers, runners and assessors". The government shall exert positive influence on the universities, guide them toward innovation in management, reinforce the development of the universities' intension, improve their capabilities of training talents, scientific research, social services, cultural heritage and so on through strict performance assessment and by using the ways of appropriation, planning and developing policies.

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