

External and Internal Governance of Modern University System

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Abstract—To establish a modern university system, from a macro point of view, is to clarify the responsibility of universities to society, and from a micro point of view, is to establish and improve university management methods, and to adjust the relationship between internal elements. Therefore, the development and perfection of modern university system need to correctly deal with the relationship between university and society, teacher development and student development as well as the administrative power and academic power. This is also the focus of external and internal governance of modern university system.

Keywords—modern university system; external governance; internal governance

I. INTRODUCTION

In the contemporary era, the university has become the hub of social development, but also the intersection of various interests and contradictions. From the perspective of “external governance” and “internal governance”, there are two main problems to be solved in the modern university system: first, how to balance the relationship between university and society after the high socialization of university organization; second, how to solve the problem of sustainable, effective and healthy development of university in the face of the increasingly complex relationship between university and society. Therefore, it can be said that the modern university system is an organic combination of “external governance” and “internal governance” against the background of a country’s social system.

II. THE CONFRONTATION BETWEEN UNIVERSITY AND SOCIETY

As far as the external governance of modern university system is concerned, in the final analysis, it is necessary to deal with the relationship between university and society. As synonymous with university and social relations, ivory tower and service station reflect two kinds of paradox of understanding university and social relations. On the one hand, the university, as an ivory tower, is regarded as an isolated spiritual shrine and a paradise from real life. Only by pursuing metaphysical knowledge and goodness can the spirit of the university be passed on. On the other hand, with the continuous development of market economy, universities play a more and more important role as the service station of

society, and cultivating the applied talents needed by the society has become an important part of the cultivation of university talents. Fundamentally speaking, the confrontation between the university and the society is the confrontation between the “ivory tower” and the “service station”, the confrontation between ideal and reality, and the confrontation between nature and reality. How to realize the win-win cooperation between the university and the society in its confrontation is the fundamental purpose of the external governance of the modern university system.

A. Out of the Ivory Tower: the Realistic Expansion of University Spirit

Marx said: “The essence of human beings is not an abstract thing inherent in a single person. In its reality, it is the sum of all social relations.” [1]⁶⁰ Man is by no means an isolated existence, but an important part of society. As a kind of social organization, universities can’t be without social connections. Van Hais, president of the University of Wisconsin, put forward a new concept of modern university, whose core is that “the university should go out of the wall, promote its knowledge and technological advantages to the society, spread them to the society, let the experts and students of the university participate in the local industrial and agricultural production directly, and realize the integration of the university, the community and the society.” [2]¹⁷⁹ Therefore, it is not conducive to the development of universities to stay in the ivory tower type of academic study and research and ignore the trend and needs of social development. On the one hand, from the perspective of the development of modern universities and the evolution of their functions, universities have never been separated from the society and its environment. Universities always serve the society or seek opportunities to serve the society. Without social support, universities cannot exist better. Modern university system requires the establishment of a university running system that meets the requirements for the development of the Times, so that its spirit and practice can conform to the direction of social development. On the other hand, universities have become an important driving force to promote political, economic, cultural and social construction because of their strong intellectual resources. Silicon Valley in the United States, Tsukuba in Japan, Zhongguancun in Beijing and other important science and technology parks, mostly rely on the establishment and development of universities. Therefore, the

exertion of university's social function is also a realistic expansion of University spirit. University is not an abstract metaphysical existence, but a concrete reality close to people's daily life. The spirit of university is not confined to the ivory tower, but widely exists in the whole society, realizing the intrinsic harmony with society. The process of getting out of the Ivory Tower is not the process of the spiritual extinction of the Ivory Tower, but the process of its spiritual influence and value realization in a broader space.

B. Sticking to the Ivory Tower: the Times Fixed Needle of Social Wind Direction

The involvement of market forces has brought about profound changes in universities. Universities as the mainstay of social ideology, morality and ethics, and as the pure land of human spiritual homeland, the utilitarian tendency is more and more obvious. First, universities focus on training talents needed by the society, expand the applied disciplines to an inappropriate proportion in curriculum setting, blindly set up so-called higher employment rate majors, and cut down humanities and social sciences majors which seem to have a low employment rate. However, not all majors can only be measured by the employment rate. Secondly, on the goal of educating people, it deviates from the aim of high moral values establishment & people cultivation and simply cultivating students' ability to adapt to the market and employment, and there has been a tendency to emphasize application over humanism and utilitarianism over educating people. Students are blindly pursuing applied skills and neglecting the improvement of their own literacy, which will inevitably lead to the lack of university spirit and belief. Thirdly, it leads to the unfairness of education. In some universities, double standards of learning ability and economic ability are applied in enrollment. As a result, students with good family can get more benefits from universities. Therefore, in today's increasingly prominent social service function of universities, it is necessary to stick to the ivory tower, adhere to the spirit of universities, grasp the Times fixed needle of social wind direction, and realize the rational return of the essence of University education.

“Universities can't survive independently, but they should have their independence and autonomy. Universities can't be outside the crowd, but they can't blindly turn around with the outside political or social trends. The university should be the symbol of the times, it should reflect the spirit of the times, but the university should also be the fixed needle of the wind direction, to be guardian and persistent, with candles illuminating the direction of society” [3]²⁴. The essential characteristics of a university are determined by its internal logic, not by anything else. Aristotle believes that the existence and movement of anything has its own ultimate cause or purpose. As an organization closely related to society and individuals, the significance and value of university's existence are fundamentally based on itself. The purpose of university comes from its adherence to the spirit of university or ivory tower. Only when being adhered to the spirit of the ivory tower can universities still maintain the spirit of independence and freedom of the university, adhere to our ideals and beliefs, transcend reality and achieve good interaction with society in

the process of going out of the ivory tower and going to society. This is also the fundamental basis for the independent existence of universities in today's highly coupled society, government and market.

III. COLLISION BETWEEN ACADEMIC COMMUNITY AND LEARNER COMMUNITY

Facing the increasingly complex relationship between universities and society, how to solve the problems of sustainable, effective and healthy development of universities is the focus of attention of the internal governance of modern university system. Therefore, examining the relationship between the academic community and the learner community formed by teachers and students, which are the two main bodies of the university, plays a vital role in the internal governance of the modern university system.

A. Academic Career: Motivation of University Progress

University is a social talent training institution and academic organization, and academic nature is its essential attribute. Academics in universities include academic research, academic teaching and applied learning and so on. With the increase of academic achievements, the improvement of academic level and the enhancement of academic power, modern universities have become an important source and inexhaustible driving force for economic and social development. The initial motivation for the birth of modern universities came from the university's growing academic mission. Academics is the main line of functional connotations such as scientific research, personnel training, service society and cultural leadership throughout modern universities. It is an important foundation for realizing these functions, and it is the core force for organic integration and mutual promotion. Teachers are academically committed to the scientific research of the nature of the community and realize the effective transformation of academic achievements. It is conducive to enriching the academic connotation of teachers themselves, proving their own main strength, and enhancing their practical skills in serving the society. It has formed an important feature that is different from traditional teachers who are mainly based on preaching, teaching and clearing up problems.

B. High Moral Values Establishment & People Cultivation: the Foundation of the University

Student-oriented is the school-running philosophy that modern universities should have. Modern universities must conform to the rules of students' growth. Teachers shoulder the important mission of High moral values establishment & people cultivation. How to promote the continuous progress of the student community, namely the learner community, in the aspects of moral cultivation, personality cultivation and the establishment of civic awareness etc., is the focus of attention in the internal governance of modern university system.

On February 27, 2017, the Central Committee of the Communist Party of China and the State Council issued the Opinions on Strengthening and Improving Ideological and Political Work in Colleges and Universities under the New Situation. The Opinions also emphasized that colleges and

universities should “adhere to the socialist orientation of running schools, take root in running universities in China, take high moral values establishment & people cultivation as the foundation, and take education of ideals and beliefs as the core, the core values of socialism are leading”. Taking high moral values establishment & people cultivation as the foundation of the socialist university with Chinese characteristics, It is not only a scientific definition of the goal of running a socialist university with Chinese characteristics, but also a strategic response to the fundamental question of what kind of person to cultivate, how to cultivate people and for whom to cultivate people in socialist universities with Chinese characteristics. However, in the training system of many universities, the dominant position of students has not been highlighted, and the goal of high moral values establishment & people cultivation is far from being achieved. The reason is mainly based on the asymmetry between teachers' teaching and scientific research. There is an unpredictable and complex relationship between teaching and scientific research. It is not only complementary and dialectical, but also contradictory and inseparable. Nowadays, many colleges and universities attach more importance to scientific research than to teaching. The scientific research evaluation system itself attaches more importance to theoretical research than to teaching research. Teachers only take academy as their profession and carry out academic production. In order to become “academic capitalist”, they spend a lot of time on scientific research, which leads to the decrease of teaching time and the decrease of teaching efficiency. Only by combining scientific research with teaching, combining reform and innovation with teaching content in scientific research activities, and feedback and updating of scientific research results in teaching content, can universities realize the real combination of teaching and scientific research and carry out high-quality teaching activities centered on students.

In order to better promote the integration and win-win situation between academic community and learner community. First, in terms of educational objectives, the need to satisfy the all-round development of human beings and the development of human personality is regarded as a lofty goal and value pursuit, taking people as the starting point and destination, Strive for mutual progress in teaching and learning, and integrate knowledge and behavior. Second, in the main body of education, it is necessary to adhere to the people-oriented principle, and let high moral values establishment & people cultivation run through the school education, pay attention to the overall development, individuality development and lifelong development of students, continuously improve the level of teacher education and teaching, incorporate the academic research results of teachers into the teaching system, improve students' participation in classroom interaction and school development, mobilize students' initiative, and comprehensively improve students' quality. Thirdly, in education evaluation, students' satisfaction should be taken as the criterion.

IV. THE GAME BETWEEN ADMINISTRATIVE POWER AND ACADEMIC POWER

The organic combination of academic power and administrative power is the key to perfecting the modern university system. At present, there are still two basic modes in the university centered on administrative power and centered on academic power. Practice has proved that the organic combination of two powers and two modes is the key to the perfection of modern university systems. Administrative power focuses on the principal's responsibility system, but it must not exclude academic power; academic power focuses on teaching and learning, but it does not exclude administrative power. Burton Clarke said: “The interests of teachers and managers are common rather than antagonistic. Both are university staff and should share power like colleagues.”^[4]⁴⁰ In game theory, according to the different rationality and behavior logic of the players, the game theory model can be divided into non-cooperative game and cooperative game. The fundamental difference between the two is whether a voluntary and binding agreement is allowed. The game between administrative power and academic power is ultimately a cooperative game.

Firstly, academic power lacks certain authority and compulsion compared with administrative power. Academic power of universities includes the power to allocate academic resources, the power of academic evaluation, the power of academic norms, etc. It is based on the consensus of academic community. It is easy to make the exercise of academic power without universal and unified criteria. Moreover, with the acceleration of the modernization process, the bureaucratic management of universities has become a trend. Administrative power plays a comprehensive management role that academic power is difficult to play. “School education is controlled by administrative forces of various levels, which leads to administrative power being greater than that of teachers and teaching, or to carry out educational activities with administrative thinking, resulting in the separation of education and teaching from administration and the departmentalization of school officials.”^[5] As an important main force to promote students' development, teachers' academic power has been weakened directly or indirectly to varying degrees.

On the other hand, administrative power may not clearly express all subject culture in universities to a certain extent, the obstacles of this kind of subject professional barrier make it necessary for academic power to participate in the internal governance of the University. At present, there is an imbalance between the expansion of administrative power and the weakening of academic power in University governance. The imbalance between administrative power and academic power fundamentally affects the aim of academic supremacy of universities, leading to the weakening of University Competitiveness with academic nature as the core. In the internal governance of modern university system, the relationship between academic power and administrative power should be the relationship of mutual consultation, division of labor and cooperation, interdependence and complementarity. Of course, the division of labor here is not equivalent to the absolute separation of academia and

administration, but academic power should actively consult with administrative power, co-govern related affairs and share the internal governance power of universities according to the degree of specialization of academic affairs and the needs of academic development.

Second, the game between administrative power and academic power is not simply to remove administration, because administrative power and academic power are inseparable from administrative management. It is the administrative management of academic power that enables academic power to function better. The division of academic power and administrative power is not a simple division of administrative personnel and ordinary teachers, but an emphasis on the symmetry in the sense of power, the boundaries and constraints of power. With a strong spirit of service and public spirit, administrative power connects decentralized academic power through efficient communication and coordination functions, and restricts and compensates for the inefficiency of academic power. The emphasis on the socialized operation mode of modern universities, the establishment, maintenance and realization of university missions determine the significant effectiveness of administrative power.

Third, academic power and administrative power should grasp their respective “degrees.” Once it goes cross the boundary, it is easy to create contradictions and conflicts. If academic power goes beyond the scope of its own academic affairs, it will lead to the alienation of academic power to some extent, resulting in academic fraud and academic corruption, which is not conducive to guaranteeing the fairness and impartiality of academic affairs. Similarly, administrative power, if it exceeds its own boundaries, will limit the academic resources of the academic community, leading to insufficient power of academic power.

V. CONCLUSION

University and society, teacher development and student development, administrative power and academic power are not the one-or-one, absolutely opposite relationship, but the inner relationship of interdependence, commonality and coordination. The university shoulders the important mission of high moral values establishment & people cultivation and bears the great responsibility of transporting talents for the society. When making a career out of academics, teachers should pay more attention to students' daily learning and life, and realize the binary complementary structure of academic community and learner community. The organic combination of academic power and administrative power is the key to perfecting the modern university system. The two should grasp their respective “degrees” and work together to develop the modern university system and the free and comprehensive development of teachers and students.

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