

The Specialization of University President and its Guarantee Mechanism under the Modernization of Higher Education Governance Based on Internal Governance and External Governance

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ABSTRACT

The purpose of the study is to investigate the specialization of university presidents and propose a safeguard mechanism, in order to promote the specialization of university presidents under the modernization of governance. Based on the construction of "two bodies and three dimensions", the paper discusses the specialization of university presidents and its guarantee mechanism from the perspective of government and university presidents. By means of literature review and questionnaire survey, the study tries to understand the views of university presidents on tenure, salary and the role of governing universities. Through the research, this paper can help to improve the understanding of the internal and external governance of colleges and universities, update the university management mechanism, and further realize the Specialization of university President under the background of higher education modernization.

Keywords: *Modernization of higher education governance, specialization of university presidents, the management mechanism update, the president of the university.*

1. INTRODUCTION

Higher education is not only the driving force of national modernization, but also an indispensable social field of national modernization. It is not a natural process to deepen reform and realize the modernization of higher education governance in an all-round way. This process needs to be driven by the carrier. The university President, who represents the efficiency of the executive level in the internal and external governance system, is the node and key person in the relationship between the university and the outside world. Therefore, the university President plays such a carrier. Based on the background of governance modernization, this study realizes the Specialization of university presidents and modernization of higher education through the role of the government and the transformation of university presidents themselves from the perspectives of internal and external governance.

2. "EXTERNAL GOVERNANCE" AND "INTERNAL GOVERNANCE" IN THE MODERNIZATION OF HIGHER EDUCATION GOVERNANCE

Regarding the realization of education modernization as the goal and the establishment of a new relationship between the internal and external education as the core, modernization of higher education management means conforming to the requirements of the times, which is in order to build a modern university system with complete system, scientific standard and effective operation and form a sharing pattern of government's macro-management, universities running their own schools and extensively participating in multi-governing. [1] Governance is different from management. Pan Maoyuan believes that management emphasizes power from top to bottom, while governance, which emphasizes rights, is the participation of multi-stakeholders in decision-making.

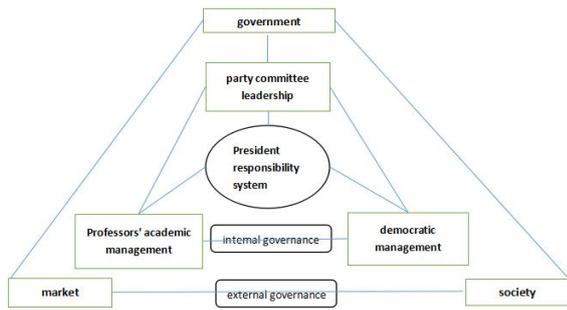


Figure 1. University internal governance and external governance

Burton Clark proposed a “coordination triangle” model to explain the operation of the modern higher education system. Xuanyong et al. constructed an internal governance system with the party committee leader, the president is responsible, professors' academic management and the democratic management. Universities, government, society and market constitute the external governance of higher education. According to the above contents, integrating the internal and external governance systems together is a governance structure of modern universities with Chinese characteristics. So that's figure 1.

3. "EXTERNAL GOVERNANCE " IN UNIVERSITIES: UPDATING THE MANAGEMENT MECHANISM OF UNIVERSITY PRESIDENTS

The renewal of management mechanism of university Presidents is the fundamental guarantee to realize the external governance of university. In order to promote the specialization of university presidents, the government should be able to understand the particularity of university organization, the inherent logic of scholarship, the roles and the responsibilities of university presidents. The government should manage university presidents with the specialized ideas and methods. The main way includes the president selection system, president training system and so on.

3.1. Government should provide incentives for university presidents to be held accountable

First of all, guarantee pay provides motivation. The main purpose of salary is to pay the daily living expenses. Only when the corresponding salary is satisfied can the university President have no worries and be more motivated to be responsible for the university. The corresponding questionnaire survey results of 51 university presidents are shown in Table 1 below.

Table 1. Questionnaire on the salary of university presidents

Actual salary range (wan yuan)	20 the following	20-25	25-30	30-35	35-40	More than 40	
Percentage (%)	21.57	56.86	13.73	1.96	3.92	1.96	
Expected salary range(wan yuan)	30-35	36-40	41-45	46-50	51-55	56-60	More than 60
Percentage (%)	27.45	35.29	19.61	15.96	1.96	0	0

As can be seen from Table 1, the actual income of university presidents is mostly in the range of 200,000-250,000 yuan, while their ideal income is much higher than their actual income. The survey shows that the actual salary of university presidents is much lower than expected, which is not conducive to the tenure of university presidents and the stable development of universities. The government should perfect the salary system of university presidents, implement the annual salary system of university presidents, improve the overall salary level of university presidents, and urge each university to set more reasonable salary according to its own actual situation. So that university presidents can be more responsible for university affairs.

Second, provide motivation by improving the selection system. Since the PRC was founded, the government has directly controlled the internal affairs of universities, and university presidents are understood as government officials instead of academic and educational leaders in universities. The modernization of university governance requires the government to reform the unitary President selection system and change the current situation that university governance relies too much on the government.

Firstly, the government should return the right of initial nomination to universities to realize diversified selection. Secondly, different schools should have different selection criteria. Different schools of its target and development is not the same as for the university President should also have different requirements. Finally, schools in the development of its different stages have different requirements. The government should be aware of this when it takes part in the selection of university presidents.

3.2. Government should give responsible authority to university presidents

The division of management between Chinese government and universities is still in an unknown state. Under the theory of resource dependence, because the government as the resource provider makes the university organization have a strong dependence on the government, the university administrator tends to cater to the government's needs to obtain more resource allocation. It will lead to the government power gradually weakens the right of colleges

and universities to run their own schools, which is not conducive to the development of university governance ability, and not conducive to the effective integration and utilization of university governance resources, thus causing serious constraints to the modernization of higher education governance.

To improve this situation, first of all, we should follow the principle of multi-participation in the context of governance modernization, and deal with the relationship between universities and the government in accordance with the concept of coordinated governance between the state and society. And then, it is also necessary to further let the relevant person in charge clarify the principle of government macro-control and independent running of universities. Finally, we can establish the administrative work avoidance system of Party committee members, so that the university president can play his own role in the process of governance and exercise the corresponding power better.

Table 2. Questionnaire on the tenure of university presidents

The president of the university considers it an appropriate term of office to achieve reasonable results(years)	5 the following	5-10	10-15	More than 15	Unlimited
Percentage (%)	0	68.63	29.41	1.96	0

When it comes to the appropriate tenure for school governance, more than half of the presidents think tenure is 5-10 years, and 29% of them think tenure is 10-15 years. It can be seen that university presidents believe that tenure is directly related to the performance of university administration. The government can establish term targets to further improve the ability of university presidents, and set up a third-party evaluation institution to evaluate university presidents. These strategies can further stimulate university presidents to make corresponding efforts and improve their governance ability.

4. "INTERNAL GOVERNANCE " IN UNIVERSITIES: SPECIALIZATION OF UNIVERSITY PRESIDENTS

The university President specialization refers to the process in which the university president's professional structure is constantly updated, evolved and enriched. [3] In order to make the university president manage the university better, it is necessary to make it clear that the main body in the process of managing the university is the university president. The university president of the university should have a deep understanding of the nature and purpose of the university, and understand the purpose and mission of the university, which can have its own specialization ability to achieve specialization expertise.

3.3. Government should enhance the ability of university presidents to be responsible

The specialization of the university president's management means that the government should upgrade the professional level of the university's president's management so that the university president can manage the university well. As a system provider, the government can change the single way of training university presidents in our country by developing multiple training subjects and improve the vocational training system and mechanism of university presidents by enriching the training content.[2] In addition, the university president's ability to play takes time, and the effectiveness of the measures have a certain lag period. The following table shows the survey.

4.1. Forget academic achievements for a while, specialize in the major of "university president" and be a good educator

Once a university president devotes himself to a university, he should take university management as the core expression of his own value. Beijing Normal University President Dong qi's "four Nos" pledge and Zhao yuey's "two Nos", President of Hunan University, has caused quite a stir in the education sector. It can be seen that to some of the presidents who are in the position of university presidents but have never really stepped into management positions, their understanding of the role of university presidents has serious shortcomings and deviations. In the survey, 56.86% of presidents said many presidents focused on matters other than running a school, which indicates that university presidents did not focus on running the university as their career pursuit.

Some conclusions are also drawn from the survey on the role of presidents, as shown in Table 3. 66.67% of university presidents consider themselves to be executive leaders in their actual role, while 78.43% of them feel that they should be educators rather than representatives of executive power. The president of the university should first do his own management major, play the role of the headmaster of the educator and do the university president by heart.

Table 3. Questionnaire on the Role of University Presidents in Governing the University

The role that university presidents should play	Percentage (%)	The actual role of university presidents	Percentage (%)
Scholar	0	Scholar	1.96
Experience manager	5.88	Experience manager	14
Administrative Leadership	7.84	Administrative Leadership	66.67
Educator	78.43	Educator	3.92
Interest coordinator	1.96	Interest coordinator	11.76
Social activist	0	Social activist	0
Change leader	5.88	Change leader	1.96
Other	0	Other	0

5. CONCLUSION

4.2. Get rid of the professionalization of university president and set up the specialization

Professionalization means that a part of a social group is engaged in a certain job content and service process of a certain occupation in the process of social division of labor.[4] Specialization refers to the of Specialization a profession. The transition from management to governance modernization is also the transition of university presidents from the power-based to the competency-based. So that the university President is no longer an administrative position, but a "specialization" manager. University President as "head of a university" should not be regarded as an administrative position, but as a professional practice. Specialization of university President is an important part of modern university system. University presidents should fulfill their duties and devote themselves to university management.

4.3. Stay away from administration and improve leadership

Leadership is a kind of ability or system of ability. Under the modernization of governance and the transformation of knowledge production mode, university organizations face new challenges, which will inevitably put forward new tests and requirements for the leadership of university presidents. In the power system of Chinese universities, some presidents constantly self-expanding under the influence of administration and forget their own professional development and the construction of leadership. University presidents, who lack personal influence and self-leadership, can't obtain support and recognition, which can't promote the development of the university. Therefore, to further promote the development of universities, it is necessary for university presidents to constantly improve their abilities, stay away from administration, and use their own leadership characteristics to make the university run with its own characteristics.

Under the background of modernization of higher education governance, the two levels of university President specialization are interrelated and inseparable. On the one hand, the university President's management mechanism can be updated through the external governance of the university; on the other hand, the university President can be further professionalized through the internal governance of the university. Based on the theory of "two bodies and three dimensions" proposed by Xuanyong, the paper points out that the government should provide the motivation to make Presidents responsible, give Presidents the power to be responsible, and enhance Presidents' ability to be responsible. University presidents should also forget academic achievements, specialize in the "President" profession, get rid of the University president's post view, and establish the University president's specialization view. Through the discussion of the specialization of the university president under the background of the modernization of higher education governance, it is helpful to straighten out the relationship between university stakeholders, figure out how to realize the specialization of university presidents and promote the professional development of university presidents better under the modernization of governance.

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