

## **University's Internal Multi-subject Running System Under the Governance Theory**

Difan Zhang, Yong Qiu, Xiaoyan Zhang

Yunnan University of TCM, Kunming, 650500, China

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**Abstract.** All universities are supposed to uphold and improve principal responsibility system under the leadership of the Communist Party, to complete the internal governance structure, to establish a modern university system which suggests that implementing a multi-subject in university, distributing appropriately extent of authority, sharing responsibility of the school affairs and provide public service with teachers, students, their academic community and the administrative departments.

### **Introduction**

The third plenary session of the 18th proposed promoting the modernization of China's management system and management ability, thus, the concept of modern governance will runs through the whole country in the operation of the different levels of the society, economy, culture, institutions of higher learning management modernization also is indispensable to college running.

### **The connotation of the governance theory**

Governance theory in the mid - 1990 - s theory of the west, it is along with the globalization of government failure and market failure arises at public management a governance change mode, lies in the transfer of power and redistribution.

Governance theory stresses that the government is not the only power of public affairs management center, but to set up multiple power centers, attaches great importance to the diversity of management with the main body participation, in order to realize the forces of social governance together. so, governance is a kind of brand-new management idea and the management idea, advocated the plural cooperation, mutual consultation process of looking for the best way to solve the problem. In a very short time governance theory has developed into a management, political science, sociology, economics and other social sciences is widely used and well influential theory, has a very high value, for contemporary management in colleges and universities has important guiding significance.

### **The meaning of governance theory in the internal multiple rights mechanism in colleges and universities**

The essence of the management system of colleges and universities lies in the university internal power allocation problem between different interest groups, around power and generate interaction and relationship between them. The essence and core of university management system reform in our country in the future is the university internal power structure adjustment, in the process, the significance of the governance theory embodies in the following three aspects:

#### **The diversification of the governance body is advantageous to the college game of benign competition mechanism**

The construction of colleges and universities is a continuous, dynamic and open management process, is based on the harmonious management process, the principle of governance involves different main body, in the process of school administration, professional teachers and the corresponding academic organization, student and student associations, they constitute the main body of modern university governance. They constitute the main body of modern university governance. These subjects have its structure, functions, goals and aspirations, in the main body status, roles, there

is biggish difference values, the behavior way, etc., modern university governance is introduces different subjects in the university governance structure, form a complementary functions, power, responsibility, sharing multiple operating mode. Multiple subject in university governance, although the difference between different subjects can produce conflict and friction, vision is consistent, but their target is to create a harmonious teaching for teachers and students, learning and research environment, therefore, with the aim of common vision multiple subject as the coordination of the link, to optimize the main body of the target selection, interest orientation, management mode, realize the comprehensive benefit maximization, thus forming a benign and orderly game with interaction between multiple subject, eventually to promote the construction of a harmonious and healthy development of colleges and universities.

### **The main power of interdependence and interaction is in favor of forming clear border cooperation mechanism**

Under the governance theory system, the governance body is fuzzy; the division of power at the duty has no clear boundaries, advocating multiple subject interactive consultation to find the best way to solve the problem. Based on the concept of governance, the construction of university internal power relations between multiple subject to widely mobilize school leaders, administrators, counselors, teachers, students' participation enthusiasm, as far as possible to suit the needs of different subjects, to establish a clear cooperation mechanism, scientific and reasonable allocation of power.

Colleges and universities in our country at present, in practice the President Responsibility system of highly centralized administrative power and academic power imbalances, desalting of academic power and administrative power is increasingly strengthening. As academic power carrier of school academic committee, the academic degree evaluation committee, professional title evaluation committee, teaching steering committee, teaching steering committee and other academic organization highly fragmented and attached to the administrative department; Hierarchical between and among schools, colleges and teaching and research section and power significantly upward migration, academic staff, especially the professor by the authority of the academic organization such as main body participation in decision-making power effect failed to get a good play, and lack of people, goods, support security conditions.

The consensus of the teachers and students and identity is on the inside "legitimacy" of the school. The teachers and students recognition is power to realize equality and harmony between the main bodies, achieve dynamic balance state, namely how to implement the main body of power between interdependence and interaction. In advocating academic research, promote academic freedom at the same time, pay attention to the restriction of administrative power, it makes the two kinds of power in the process of mutual coordination for the effective management of colleges and universities. Therefore, restore the relations between multiple subject of traditionally is given priority to with academic power, mainly on administrative power and administrative power and academic power balance of three typical model is fit for the modern management of colleges and universities. Multiple power system in modern universities, should attach great importance to the interaction of power relations, and depend on institutional emphasize communication cooperation than government orders, to be in the process of governance reflects the principle of equality, communication, understanding, the equality and harmony for multiple subject management in colleges and universities, has formed the boundary clear cooperation mechanism as the ultimate goal.

### **Autonomous network system is helpful to form a democratic platform integrated information resources sharing**

Network governance is pluralism, the separation of management power leads to the formation of a management system, the theory by the former mayor of Indianapolis Stephen goldsmith and William D. Mr. Gus is put forward. In network management system, the subjects of the power of governance objectives as a guide, differences in distribution power, give full play to their respective advantages, the formation of interdependent network organization structure. Based on the specific cooperation mechanism, the effect of communication and coordination mechanism and evaluation mechanism, eventually form a long-term mechanism of win-win cooperation. Network governance to break the

traditional management ideas, adhere to service oriented conduct of public affairs management, emphasizes the sharing of public power, insist on the concept of multiple participation and the separation of, formed between each subject principles based on the logic of relations, it is not a formal authority relationship, is a mix between voluntary and compulsory body.

From the perspective of organization relations, university organization typically reflect the characteristics of its stakeholders and networked, so multiple stakeholders embedded network governance model can be used for our university. University governance is not only involved in the university and the government and the academic power and administrative power of binary relation, and more and more tend to focus on the power of the multiple stakeholders equilibrium relationship. In light of the current single power operation mode, the colleges and universities should be scientific and reasonable to integrate various stakeholders power, effective utilization of the main body of resources advantage, to fully arouse teachers and students "autonomous power consciousness, to serve the teachers and students two stakeholders as the guidance, build internal network management system, the formation of democratic platform integrated information resources sharing, improve the performance management of colleges and universities, to promote healthy development of the school.

### **The operation mechanism of the university internal multiple rights**

There is little different between governance and management, the core of governance is people, reflects the system of governance, governance according to law, the source management, comprehensive governance, with scientific attitude, advanced concepts and professional knowledge to the construction and management. From the perspective of governance theory, it can be implementation of the concept of university governance, the first thing to improve universities internal power operation mechanism.

#### **Introduction of the main stakeholders in the power structure.**

Administrative power, academic power and supervision power is the main body in three big powers of the management in colleges and universities, and as a major stakeholders in colleges and universities teachers and students in the university governance democratic participation in the absence of state, almost university governance in China are lack of effective democratic participation is facing a big problem. Although currently prevailing in colleges and universities set up academic committee, teaching acting meeting and all kinds of student groups, the school organization and management agencies, introduced various stakeholders, but these stakeholders has not really into the power of colleges and universities in the main structure, and not really involved in the school of management and major decision-making, they exercise is only part of the review, the right of supervision, and the rights of management and student activities. Colleges and universities should open the institutional way to teachers and students to participate effectively in decision-making, introducing various stakeholders to maximize the school management structure, reasonable distribution of power, full participation in school management, realize the diversity of university governance body.

Become effective as of March 1, in our country's colleges and universities academic committee regulations specified "teachers and students scholarship, academic freedom" academic committee goals of colleges and universities. Oxford and Cambridge, world-class universities such as Yale university practices reflect highly democratic committee system. At present, China's colleges and universities set up the commission type mainly has: the academic committee, the academic degree evaluation committee, professional title evaluation committee, teaching steering committee, teaching steering committee, etc. In addition, in order to further strengthen the reform of school development and planning of Fu Dan university, advancing teachers' democratic participation school planning and management work, set up the "development and planning commission", and formulate the articles of association. Committee to collective decision-making and evaluation, pay attention to transparency in information disclosure, supervision, consulting, fully introduce multiple stakeholders and try to meet the demand of the parties. Therefore, the implementation of the concept of university governance,

widely absorbs various stakeholders to participate in school management, realize the diversification of power.

### **From centralization to decentralization of power**

At present, the power structure to the administrative management in colleges and universities, belong to the mode of administrative power, it is the President Responsibility system under the leadership of the party committee. Professor is the academic authority, they participate in the management of colleges and universities, to create a harmonious academic atmosphere of freedom, help to improve the scientificity and feasibility of policy formulation and implementation, however, the present management system of maximize the use of the professor's authority did not. Therefore, appropriate separation of academic power and administrative power, to strengthen the academic power, gradually fade out administrative power, it gradually realizes the "go to town" in colleges and universities is the trend of the system reform of colleges and universities. Town government is the essence of "ranking of officials, ranking tendency greatly damage the university academic power main body's enthusiasm, lead to academic resources power rent-seeking, academic authority weakened, only with the competent administrative departments at all levels of colleges and universities fundamentally respect for knowledge and talent of values to rectify the situation. Professor will composed of professors or give priority to with professor academic backbone, mainly on behalf of the rights and interests of scholars, is the main executor of university autonomy is the main way of teachers participate in the management of university affairs, its important role in school decision making by the United States attaches great importance to many famous universities. In the same way, in March 2014, the "regulations of academic committee of institutions of higher learning," the promulgation and implementation of, and in order to improve the academic organization in the position and role of the university governance system, promote the relative separation of the academic power and administrative power, mutual cooperation, strengthen the academic power. Universities should set up the power structure of the academic power and administrative power effectively coordinate, in the process of adjusting to follow the appropriate separation of academic power and administrative power, power down, appropriate power out appropriately "principle.

### **Set up multiple power network operation mechanism**

The traditional management mode in colleges and universities administrative department in colleges and universities is the sole right to exercise the management center. This means that the administrative workers concentrated control of all kinds of resources and control the public affairs management, and in the name of the school organization all kinds of public goods and public service provision and production. Gerry stoker, points out that the governance means that the participants will eventually form a network of independent, and the specific areas that make up the network with the authority of the orders, it is cooperating with the government, to share the government's administrative responsibility. The basic concept of network governance requires the separation of powers, from unitary to diversity. In contemporary management theory system, the administrative departments of colleges and universities is still in a very important position, especially major aspects such as the legitimate use of public resources and distribution, however, it is no longer the only power of university governance. This means that the professional teachers and the corresponding academic organizations, students and student organizations such as the main body will together with the administrative department of responsibility for the management of school affairs, provide public services, the rights of these organizations will also be recognized by all the teachers and students of school.

Network governance structure in colleges and universities will become a main development trend; it establishes multiple power network operation mechanism is imperative. As a typical stakeholder organization, university should establish multiple stakeholders embedded network governance mode. In university under the governance of the multiple embedded network, equal to join in the process of various stakeholders in the governance, including teachers, administrators, students and other internal stakeholders, and the government, unit of choose and employ persons, alumni, parents, mediation group media external stakeholders such as, by enhancing stakeholder participation in the governance structure and establish a long-term mechanism of trust and cooperation. Embedded in each subject,

the appropriate scattered too centralized power, in the negotiations under the interaction each authority subject cooperation, they finish school management work. In particular, to uphold and improve the President Responsibility system under the leadership of the party committee, perfect the internal governance structure, establish modern university system. We will deepen reform of the internal management system, set up board of directors; Implement open, network committee system;" Regulations of academic committee of institutions of higher learning according to the ministry of education", modify the articles of association of the relevant academic institutions in colleges and universities, further straighten out the relationship between the academic power and administrative power; To strengthen the construction of teach a workers congress system; To carry out the pilot reform of college system, further clear colleges, secondary management system of the responsibility, right and benefit; Establish a mechanism for work across college as a whole; To formulate the articles of association of the school, with multiple governance structure to implement the management of colleges and universities.

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