

Research on the Ways and Elements of Performing Duties of Discipline Inspection and Supervision in Chinese Universities

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Abstract: *In the process of the governance and development of Chinese universities, it is of great significance to strengthen the research on the discipline inspection and supervision system with Chinese characteristics and improve the performance of the discipline inspection and supervision system. This study follows the discipline inspection and supervision theory, mechanism design theory and Parkinson's law. Under the existing performance mode of discipline inspection and supervision in colleges and universities, it studies and analyzes the feasibility of comprehensive application of six elements: punishment, supervision, prevention, restriction, incentive and education, systematically analyzes the relationship and transformation of the performance elements, and puts forward the supporting conditions for ensuring the realization of the function of the elements. It drives the integration of internal and external resources, refine the multi-layer target system, optimize the countermeasures of integrated element coordination, and construct the operation strategy.*

Keywords: *university discipline inspection, supervision, performance mode, component elements*

1. Introduction

China's colleges and universities are important positions for cultivating talents and an important field covered by China's discipline inspection and supervision system. Discipline inspection and supervision in universities is an important force to ensure that universities are built into world-class universities. As a relatively closed small society, colleges and universities are rich in resources, concentrated in power, complicated in affairs, and prone to power rent-seeking, interest transfer, academic misconduct, poor ethics and other risks. Discipline inspection, supervision and management in colleges and universities, under the existing strict tone, there are still dead corners and shortcomings in the way of performing duties of punishment and supervision, and it is difficult to be precise and solve the governance problems of both symptoms and root causes, and can not solve all the problems of the objectives and tasks of discipline inspection and supervision in colleges and universities. Colleges and universities have certain characteristics of management autonomy and academic leadership, and the objects of discipline inspection and supervision in colleges and universities are managers and teachers with advanced knowledge transfer ability. Only by identifying the direction and path of high-quality development of discipline inspection and supervision can we give full play to the role of discipline inspection, supervision and supervision in ensuring implementation and promoting perfect development. The way of performing their duties directly affects the ideological concept, psychological motivation and behavior choice of the objects of discipline inspection and supervision. Focusing on the dual evolution and integration of punishment and supervision of the performance mode, innovating the performance elements and promoting governance measures according to local conditions are conducive to solving the problem omission or governance attenuation of discipline inspection and governance in universities for a long time, and continuously improving the target performance of discipline inspection and supervision in universities.

2. Theoretical basis

The theory of discipline inspection and supervision is the basic theory to guide the research of the ways and elements of performing the duties of discipline inspection and supervision in universities. First of all, the theory and practice of discipline inspection and supervision in colleges and universities need to be based on the theory of discipline inspection and supervision, based on the system and mechanism of discipline inspection and supervision, combined with the deepening of the performance mode of

punishment and supervision in the field of colleges and universities, and do a good job in the field of practice research. Secondly, based on the theoretical system of discipline inspection and supervision, it seeks resource elements that meet the characteristics of colleges and universities, analyzes the characteristics of the managers and teachers of the objects of discipline inspection and supervision in colleges and universities, and finds out the risk points of disciplinary violations and illegal behaviors of the objects in colleges and universities, so as to explore operational plans for innovating the mode of the system of discipline inspection and supervision in colleges and universities.

The theory of mechanism design was first developed by Lenoid Hurwicz. Mechanism design is a set of ideas, frameworks, and methods for analyzing problems, which provide important strategies for this research. The discipline inspection and supervision work in colleges and universities needs to pay attention to the response of college administrators and teachers to this set of rules. It is necessary to think forward about the practical problem of "there are policies at the top and countermeasures at the bottom", and to design an effective mechanism through multi-dimensional thinking. The design of discipline inspection and supervision in colleges and universities needs to balance the enthusiasm of people, and design a mechanism that not only meets the goals of the organization, but also can minimize the damage to the enthusiasm of individuals, so that everyone can pay attention to their own interests and maximize the collective interests.

Parkinson's Law is another name for bureaucracy or the phenomenon of bureaucracy. Parkinson's Law provides strategies for analyzing the problems of inaction, slowness of action, and the continuous expansion of administrative organizations and personnel in colleges and universities. Inaction and slow action are negative corruption, which will bring about consequences of violation of discipline at worst and illegal consequences at worst, and restrict the improvement of school-running quality for a long time. The multi-element coordinated way of performing the duties can promote people's enthusiasm, control negative behaviors, and improve the quality and efficiency of governance. At the same time, according to the characteristics and abilities of the existing personnel in colleges and universities, through the innovation of the performance factors, it is conducive to the construction of talents, reasonable allocation of organizational teams, and restrain the bureaucratic power of college and university governance, low efficiency and increasing expenses.

3. Performance Mode Design

According to the basic theory of the research, it should optimize the performance mode and element design, follow the performance mode based on supervision and punishment, and take into account the four supplementary performance modes of prevention, restriction, incentive and education, so as to form the integration and interaction of the elements of the performance mode, and jointly improve the target performance of discipline inspection and supervision.

In the course of the work of discipline inspection and supervision in colleges and universities, the ways of performing their duties are changing and developing, and the key elements have different emphases in different periods. Historically, the elements of discipline inspection and supervision in performing their duties have always existed. Practice has proved that punishment is one of the most effective ways for discipline inspection and supervision to perform their duties. Punishment shows that discipline violators are not afraid to control subjects. Punishment can effectively reduce the risk, without the deterrent of punishment may cause the disorder of organization and order. Punishment is the core content of the key elements of the discipline inspection and supervision performance mode in colleges and universities. Another important way of performing the duties of discipline inspection and supervision is supervision. In essence, discipline inspection and supervision is supervision. Supervision shows that the subject of discipline violation is not afraid to control. Strengthening the restriction and supervision of the exercise of power is an important part of the national system and governance system, and we should continue to build a smart discipline inspection, supervision and supervision system. ^[1]Trust cannot replace supervision, which is the core means for discipline inspection and supervision to perform their duties normally.

It is necessary for the modernization of university governance and the development of university discipline inspection and supervision to explore the way of university discipline inspection and supervision to take prevention as the element. Prevention is to take measures to resolve problems and risks in advance, which shows that the subject of discipline violation cannot be controlled. Prevention is an important means to reduce the increase, which is in line with the goals and tasks of discipline inspection and supervision. It is an important way to control the derivation of problems and power

expansion to explore the restriction of the performance mode of discipline inspection and supervision in colleges and universities. Restriction is a measure to limit the risk of problems, showing that the subject of discipline violation cannot be controlled. Restriction is an important means to curb the risk of problems, which is in line with the goals and tasks of discipline inspection and supervision. Exploring the ways of discipline inspection and supervision in colleges and universities to encourage them to perform their duties is a supporting means to ensure that teachers and staff abide by the law and act actively. Incentive is a measure to regulate people's motivation and behavior choice, showing the unwillingness to control the subject of discipline violation. Motivation can mobilize people's enthusiasm and initiative to get close to the organization's goals, which is in line with the goals and tasks of discipline inspection and supervision work. Exploring the discipline inspection and supervision performance education in colleges and universities as a key element is an inevitable requirement for deepening the responsibility and effectiveness of discipline inspection and supervision work. Education is a measure to establish and interfere with people's thinking and behavior by spiritual means such as teaching, demonstration and practice, showing the desire to control the subject of discipline violation. As a demonstration point of social morality and a frontier of spiritual civilization, colleges and universities should enhance their educational functions, deepen their duties of educating people, and give full play to their ideological and political educational functions, which is the best choice for the high-quality development of discipline inspection and supervision work in colleges and universities. [2]The comprehensive use of punishment, supervision, prevention, restriction, incentive, education and performance methods and elements, integration and interaction can show the dare, can not and do not want to integrated governance of subjects violating discipline and law, and maximize the realization of discipline inspection, supervision and governance goals.

4. The Relationship and Transformation of the Performance Elements

The relation of performing factors and its transformation are the internal mechanism of performing mode innovation. A variety of performance factors coexist, discipline inspection, supervision and management means are more comprehensive, so that investigated and punished offenders of discipline and law are punished, so that those who may violate discipline and law are constrained, so that everyone is willing to be good and reform, and return to the standard of university discipline inspection and supervision to improve target performance.

The performance elements are based on the existing methods, with punishment and supervision in the core position of the performance methods, and prevention, restriction, incentive and education as supplementary methods. The theory of discipline inspection and supervision shows that although the dominant elements of discipline inspection and supervision are different at present and in different historical periods, showing dynamic development and change, the punishment and supervision methods are always the essential characteristics of discipline inspection and supervision. Prevention, restriction, incentive and education are equal elements. The new elements can help solve the shortcomings such as the lag of punishment and the broad nature of supervision, and form a systematic, precise and refined management of performance of duties.

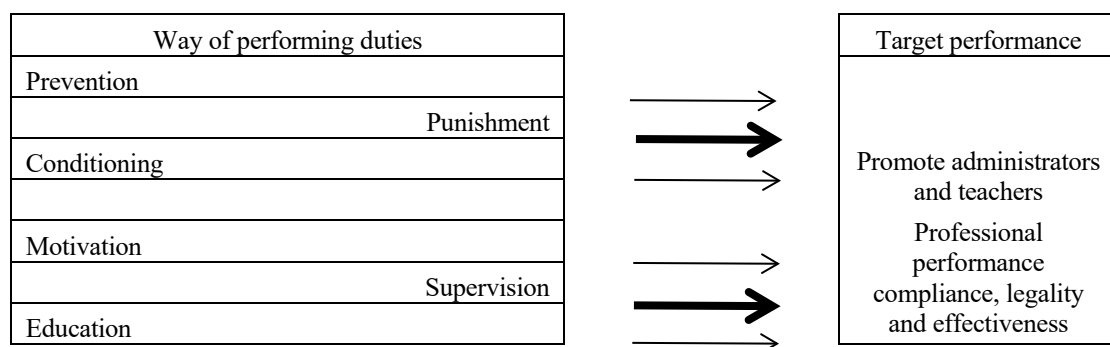


Figure 1: Performance mode Individual governance versus co-governance mode

The relationship between the elements of performance mode is not a simple mechanical addition, but a cooperative integration relationship. We will establish and improve the structure of elements that integrate and interact with each other, and form a long-term and stable model. The integration and interaction of elements breaks the single function of independent elements, and is not limited to the joint mechanical addition of decentralized methods, but achieves the ideal element structure of collaborative integration governance (FIG. 2) on the basis of separate governance and joint governance (FIG. 1).

Collaborative integration is a scientific integration, which is highly integrated on the basis of the linear function of the original elements, and improves the target performance with powerful element integration.

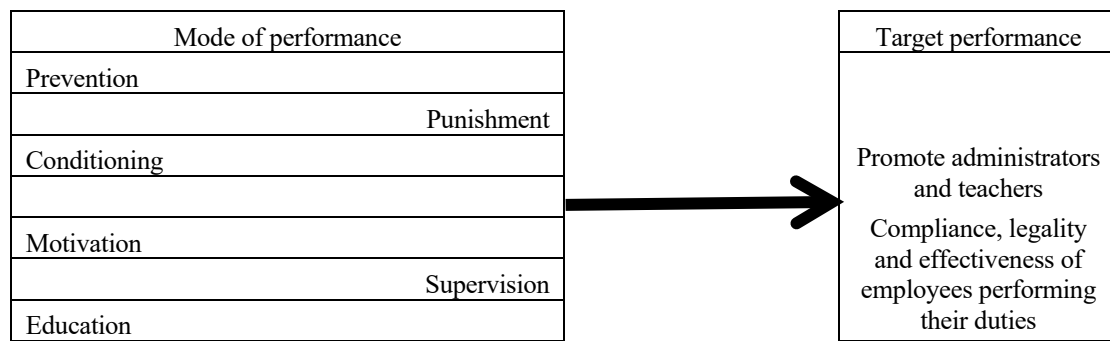


Figure 2 : Performance mode Collaborative integration governance model

Factor transformation is to transform the existing governance structure into a development model through target transformation, structural adjustment and functional supplement, and form factor matching to improve the effective operation of target performance through new resource supply and rule optimization. Factor transformation transforms macro goals into specific task goals. It clarifies the status and functions of the elements according to the target objects and problems, forms the entry point for the dismantling and integration of the elements, and ensures that each performance element has corresponding functions and measures. For example, prevention, focus on the force in advance, take precautions. University engineering infrastructure, material procurement, enrollment and employment, academic funds and other transactions of power and money are prone to violations of discipline and law, discipline inspection and supervision institutions can perform their duties to focus on prevention, establish prevention mechanisms in advance, to prevent abuse of power. Restriction, focus on the control of the matter, mutual restriction and mutual relief. Plagiarism of academic achievements and teachers' embezzlement of students' achievements are easy to cause academic misconduct violations of discipline and law. Discipline inspection and supervision institutions can make use of causative constraints and put forward restrictive mechanisms for acceptance and evaluation of achievements to prevent academic chaos. Incentive, focus on positive guidance, go all out. Administrators and teachers do not act, lazy act, slow act and other easy to appear dereliction of duty, passive work of violation of law and discipline, discipline inspection and supervision institutions can use incentive system to solve the problem of insufficient incentive. Education should focus on teaching students according to their aptitude and be tireless in teaching. Frequent social problems such as drunk driving and teachers' ethics are prone to social violations of discipline and law. Discipline inspection and supervision institutions can use warning education and clean government education to build a strong ideological defense line and prevent discipline from crossing the bottom line.

Factor transformation is not the balanced use of factors, let alone mechanical governance measures, the more the better, factor supplement must conform to the problem-oriented overall structure. The new combination of governance elements should avoid friction and contradiction, do not cause functional hedging, and resolutely eliminate the elements and measures that are difficult to grasp and evaluate according to needs, and explore the application mode of stable elements in dynamic practice. For example, in the process of discipline inspection and supervision of anti-corruption governance in colleges and universities, from the top-level design at the central level, universities carry out factor transformation according to the way of goal transformation and function optimization. At present, the reform results have formed a relatively stable basic model, which should be transferred to the new way of performing duties. The factor transformation that can effectively solve the problem can be output as a stable model to maintain the sustainable effectiveness of governance. The system and rules are used to fix the governance means of this way of performing duties, give play to the preset functions, and make the process between each part sequential, so as to realize the structure of elements and the institutionalization of procedures.

Mechanism design theory shows that the mechanism itself and the operation process of the mechanism still have negative effects. Excessive path dependence may lead to the rigidity of the governance situation of the governance subject. In the innovation of the way of performance, it is necessary to update the concept of problem-oriented, break the limitation of understanding, promote the interaction of elements, supplement new functional units, and continue to maintain the adaptability of the structure of elements.

5. Guarantee Mechanism for the Way of Performing Duties

5.1. Drive the integration of internal and external resources

Multiple and coordinated performance factors drive the introduction and implementation of many measures, some measures for the internal discipline inspection of colleges and universities, and some need to coordinate the development of school resources. The independence of punishment among the six performance elements is relatively good, but the disposal process may also require the coordination of discipline inspection and supervision institutions at higher levels. Supervision, prevention, restriction, encouragement and education are both the focus of discipline inspection and supervision institutions, and the appropriate points for the performance of duties by departments of the school. Discipline inspection and supervision take the lead in resource allocation, give play to the guidance of research and judgment, do a good job in systematic resource identification, choose internal resources and external scarce resources for integration, and form a system of discipline inspection and supervision of college own resources. Traditional resources are the main body of the way to perform their duties, and they are good at optimizing traditional resources and activating new resources based on traditional resources. It should do a good job in the integration of new resources and traditional resources, multiple elements and resource integration complement each other, and jointly activate the discipline inspection and supervision resources and efficiency. Talent is the first resource, highlighting the training of innovative talents, and gathering talents from all over the world to use it. [3] It should attach importance to the talent structure of colleges and universities, rely on the organizational structure and individual advantages to enhance the application potential of discipline inspection and supervision resource carriers, and promote the development of discipline inspection and supervision in colleges and universities.

5.2. Refine the multi-layer target system

Innovative performance methods with refined goal matrix. Facing all kinds of people in colleges and universities, it is necessary to build a multi-level target system with prominent focus, comprehensive balance and mutual coordination to improve the target performance of discipline inspection and supervision. The complex system is divided into scattered elements, and a stepped structure model^[4] is finally established to realize the efficiency orientation of multi-level policy implementation in the way of performing duties. Habit to understand the integrity and organization of management by objectives, can not ignore the performance of elements and measures corresponding to the level of objectives. According to the current situation of compliance and discipline of the object, it can be divided into those who have completed the treatment of disciplinary violations, those who are investigating and dealing with disciplinary violations, those who are not found disciplinary violations, and those who are about to violate the discipline, and those who are obeying the discipline. According to the classification of personnel, it can be divided into important power managers, ordinary power managers, important resource participating teachers, and ordinary teachers. The traditional way of performing duties is punishment and supervision, which corresponds to the discovery and investigation of the violators, and supervision needs to correspond to all other classification aspects, which can be seen that the means of generalization is single. The reform of performance elements can systematically serve the multi-level target system of discipline inspection and supervision in colleges and universities. According to the overall goal, it is decomposed into specific goals at each level. The multi-level target system determines the multi-level hierarchical management, exerts the discipline inspection and supervision power to control each type to the maximum extent, maximizes the enthusiasm of different personnel in each department, and forms a long-term mechanism of scientific and orderly performance factors and collaborative governance.

5.3. Optimize the coordination of integrated elements

The specific work content and methods of discipline inspection and supervision in colleges and universities are not unchanged, and need to be improved with The Times. In practice, in order to ensure the effectiveness of the way of performing duties, it is also necessary to constantly test its governance effect, and constantly adjust and repair the structure of specific elements. Integration factor coordination should be differentiated. Different colleges and universities can give full play to the comparative advantages of discipline inspection and supervision methods according to the situation, resources, technology and other conditions, make different combination measures of factors, and continue to promote the upgrading of advantageous methods and effective results. Integrated factor coordination puts forward higher requirements for the specialization of discipline inspection and supervision teams, and it

is necessary to improve the extension of the performance ability and maximize the effective supply of the performance elements of the discipline inspection and supervision power. The process of discipline inspection and supervision in colleges and universities requires the discipline inspection and supervision institutions in colleges and universities to be autonomous and controllable, adhere to both development and pragmatism, and advance first before breaking maturity. It should improve the coordination of discipline inspection and supervision policies with the integration of elements and measures, and empower each other. We will continue to optimize and improve the internal support of factor coordination with objectives, needs and technologies. By optimizing the seamless connection of joint operations, we will gather stronger synergy, promote high-quality development, and ultimately achieve further governance outcomes.

6. Performance mode operation strategy

The reform of the way of performing duties should be combined with the actual situation of colleges and universities to form the appropriate design of the development process of element coordination. According to the data of 2023, there are 2,760 full-time colleges and universities in China for college entrance examination, including 1,986 public colleges and 774 private colleges and universities. The development mode of discipline inspection and supervision in colleges and universities needs the design and overall development of the discipline inspection and supervision system. The construction of the field model system of colleges and universities, with the direction of serving the development of colleges and universities, brings the discipline inspection and supervision work and the education management of colleges and universities into the high-quality development community of college administrators and teachers, and promotes the continuous, dynamic and efficient performance of the discipline inspection and supervision work in colleges and universities with The Times. Under the guidance of the macro framework of the research development model, colleges and universities can create different focus and different combinations of implementation measures for the reform of the way of performing their duties according to the actual needs and resources. The process determines the result, and the actual operation of the development mode must first adhere to the existing system and emphasize punishment and supervision to perform their duties. Second, we should pay attention to dual-track operation, forming a combination of punishment and supervision, with prevention, restriction, incentive and education serving as synergies. Finally, the formation of integration and coordination, the elements are highly integrated, maximize integration in the elements of supervision, highlight the essential attributes of discipline inspection and supervision, and build a supervision system of discipline inspection and supervision with Chinese characteristics.

The first step, adhering to the existing system unchanged, is the current university corruption as the main risk of the problem-oriented decision. We will maintain the high pressure to crack down on corruption. In the face of the still grave and complex situation, we must never turn back, relax or show mercy in fighting corruption. We must always blow the whistle. The fight against corruption must be waged in a sustained and in-depth manner by eradicating the soil and conditions that create corruption. It should continue to deepen the governance of corruption in the field of public power in colleges and universities, effectively curb the increase and remove the stock, and promote the transformation from individual removal and key punishment to systematic rectification and overall governance is still the main task of discipline inspection, supervision and anti-corruption in colleges and universities.

The second step, dual-line operation, is based on the trend oriented decision on complex issues of discipline inspection and supervision objects in colleges and universities. Because of the differences in scale, resources and power control design, different colleges and universities have different risk points of discipline and law, and single punishment and supervision will lead to the decline of governance. It should continue to deepen the effectiveness of punishment and supervision in performing their duties. Design prevention mechanisms in light of actual systems, explore restraint mechanisms, cultivate incentive mechanisms, strengthen education mechanisms, and form measures and results based on problem orientation and goal orientation. Ensure the continuity and logic of the various performance elements and among them, so that the performance elements complement and integrate into an organic whole to solve the problem. The coordination of supplementary elements should focus on solving key problems, adhere to the principle of "less is more", and create integrated solution measures based on independent capabilities and resource limits, so as to achieve effective results.

The third step, integrated in supervision, is the institutional gestalt determined by the essential characteristics of discipline inspection and supervision in China. Discipline inspection and supervision is a system design with the combination of the Party's self-supervision and the people's supervision as a

strong driving force and supervision as an essential feature. Discipline inspection and supervision institutions are highly integrated in the performance of the elements, concentrated to reflect the characteristics of supervision, supervision has a wide range of powers and authority, and make good use of the integration of elements to focus on the quality and effectiveness of supervision, and the integration of multiple elements to avoid the work of fragmentation or all-in-one, can not be overlapping with other management work. Supervision leads the design of integrated performance elements, and discipline inspection and supervision institutions in colleges and universities improve their performance qualities, identify key issues in normal supervision and refine element coordination, gradually form the design of integrated performance elements and measures, and form a closed-loop problem prediction and solution path. It should do a good job of reflection on work, carry out comprehensive evaluation, gather results and outputs, provide hard support for solving practical problems of discipline inspection and supervision, improve the quality and effectiveness of managers and teachers in performing their duties, and increase satisfaction with the results of discipline inspection and supervision.

7. Conclusion

This paper supplements and expands the existing model of discipline inspection and supervision in colleges and universities, does not go beyond the form and attributes of the original problems, conforms to the basic content of discipline inspection and supervision theory and practice, conforms to the goal of improving the compliance and legality of college administrators and teachers, so that the quality of discipline inspection and supervision in colleges and universities will continue to strengthen, the function will be further strengthened, and the identity of the object of discipline inspection and supervision will be further enhanced. This paper attempts to go beyond the scope of actual discussion on the way of performing duties, and analyzes the general logic of its construction at the should level. To a certain extent, this paper makes up for the shortcomings of existing studies at the normative level,^[5] and has certain reference significance for the way of performing duties and the construction of elements of discipline inspection and supervision in colleges and universities. This paper tries to innovate the way of performing duties and improve the efficiency of governance under the efficiency-oriented performance of work objectives. The innovative way of performing duties is realized by adding the elements of performing duties and forming the cooperative mode of elements. The deductive reasoning is faced with the applicability of the conclusion. To study and propose the way of performing duties, the transformation of factors, the guarantee mechanism and the operation strategy, it is necessary to combine the actual situation of different universities to do its best. Sufficient element coordination needs to drive resources, multi-layer goals, integrated coordination, and constantly build and improve with The Times. The existing achievements pursue the active value of the way of performing duties, reshape the governance path, promote the improvement of the discipline inspection and supervision ability of colleges and universities, achieve high-quality development of the discipline inspection and supervision cause of colleges and universities, and return to the ideal highland of perfect governance.

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