

The Realistic Contradiction and Path Transformation between the Construction of Higher Education Governance System and Governance Capacity

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Abstract: The modernization of the national governance system and governance capacity has been continuously clarified from theoretical connotations to practical paths, which has pointed out the direction and put forward requirements for the modernization of the governance system and governance capacity of colleges and universities. This article uses qualitative research methods and finds that at this stage, the value connotation of higher education governance system and governance capacity building is still vague, the institutional system is in urgent need of new construction, and the power position is obviously weakened. This article proposes a multi-path transformation method such as constructing an orderly operation governance system to enhance the autonomous management capacity of colleges and universities, and building an internal and external linkage mechanism for colleges and universities to give play to the governance wisdom of multiple subjects. It is hoped that it can provide benefits for the construction of college governance systems and governance capacity for reference.

Keywords: higher education, governance system, governance capacity, contradiction, path

1. Introduction

The governance concept is a new management thought that affects public activities in the political, economic, social and cultural fields of the country, and is of great significance to the transformation of public affairs management. Different from traditional management thoughts, governance means a new way of managing public affairs, focusing on the coordination of conflicts between multiple subjects and the joint participation in public affairs. Different from the top-down power operation of government rule, governance is an interactive management process, which mainly implements the management of public affairs through cooperation, negotiation and partnership. The core of governance is to regulate the interaction process of stakeholders in order to maintain public order and promote public interests. This process of standardization and adjustment involves many elements, including both formal and informal rule systems, and the ability of stakeholders to participate in interaction and coordination. Therefore, the improvement of the governance system and the improvement of governance capacity are important guarantees for effective governance [1]. Higher education management is an important public affair, and governance concepts have gradually penetrated into this process in the past few decades. Governance system and governance capacity are the two main components of higher education governance, which respectively represent all the organizations and their structural relationships established in the reform of the school-running system and management system, as well as all the organizations and their structural relationships of the school-running system and the management system reform, as well as the achievement governance of the governing body the ability of the target. The modernization of higher education governance system and governance capacity is not only the requirement of higher education modernization, but also the goal of perfecting the higher education governance system and enhancing the governance capacity of higher education. Improving and developing the higher education system with Chinese characteristics and advancing the modernization of the higher education governance system and governance capacity are an important part of the modernization of China's national governance system and governance capacity. Analyzing the key issues of the modernization of higher education governance system and governance capacity, and discussing the path of advancement of higher education modernization will help improve China's higher education governance system, promote higher education governance capacity, and provide a reference for China to deepen the reform of higher education governance.

2. The actual contradiction between higher education governance system and governance capacity building

2.1 Value connotation is still fuzzy

Although the concept of modernization of the governance system and governance capacity of colleges and universities has become increasingly clear, the traditional governance concepts of colleges and universities are lagging behind, which is prominently manifested in the inadequacy of the notion of democratic governance in accordance with the law [2]. In practice, the habitual thinking that the rule of man is greater than the rule of law exists in varying degrees. The management of various affairs in colleges and universities is used to promote the use of administrative coercive means; the value of modern governance is inaccurate. These practical reasons make it difficult to implement the concept of democratic management of schools advocated by reform and innovation. On the one hand, with the rapid development of the market economy and tremendous changes in various fields of society, the contradictions in housing, employment, medical treatment, education, and income distribution have gradually become prominent in colleges and universities. The continuous accumulation of practical problems such as the promotion of professional titles and the pressure of teaching and scientific research has increased the awareness of participation, democracy and rights protection of faculty and staff, which further reflects the urgency and necessity of clarifying the values of modern governance. On the other hand, insufficient thinking about the ability and requirements of performing duties in the new era has become an ideological obstacle to higher education reform and innovation. Party committees and ordinary faculty and staff in universities and other governance bodies have a clear understanding of the scope of responsibility for reform and innovation and how to protect the legitimate rights and interests of faculty and staff, lack of democratic awareness, indifferent awareness of power, and even how to participate in the democratic governance of the school according to law questions such as meaning lack in-depth and systematic thinking, which makes the value connotation of higher education reform and innovation ambiguous.

2.2 The institutional system urgently needs to be built

A sound system of democratic management of schools in accordance with the law is the internal driving force to promote the modernization of the governance system and governance capacity of colleges and universities, and it is also an important guarantee for the reform and innovation of higher education. Reform and innovation of higher education is not to blindly deny the past, but to solidify the existing good work experience through reforms, and this depends on the standardization of the system and the operation of the system. At present, there is an urgent need to establish a supporting system that is compatible with higher education reform and innovation. The main reasons are: First, the lack of a guarantee system for higher education reform and innovation. Reform and innovation is an exploration of "crossing the river by feeling the stones", whether it is to continue to use the old system or to create it. The legitimacy of the new rules and regulations is open to discussion; the second is the lack of a coordination system for higher education work, and universities generally lack executive institutions for educational reforms, and they undertake a lot of arduous tasks in the process of implementation, but there is no system support during the reform process faced with great difficulties [3].

2.3 The power position is significantly weakened

In traditional university governance, the university management department integrates the three functions of "investment, school running, and management", and the governance power is concentrated vertically at the school level and horizontally at the party and government level. This phenomenon breeds the "official-based" management model of colleges and universities, leading to the alienation of administrative power, the weakening of academic power, and the illusion of democratic power. It is difficult to really help the rapid development of higher education. In the actual situation, although it is generally believed that the party committee of colleges and universities pays more attention to the governance system and governance capacity, the status of reform and innovation in the governance of colleges and universities is not prominent during the operation process [4]. The power in university governance is not well recognized, and the consequence is that the opportunities for faculty and staff to participate in university governance cannot be guaranteed, which seriously hinders the realization of the modernization of the university governance system and governance capacity. In addition, the embarrassing position of reform and innovation has led to a poor participation environment in university governance. The "management value" orientation based on administrative efficiency has

always suppressed the “participation” orientation based on governance efficiency, and represents the grassroots voice of faculty and staff. The role of organizations participating in governance cannot be effectively brought into play [5].

3. Exploration of the path of higher education governance system and governance capacity building

3.1 Build an orderly operation governance system to enhance the autonomous management capabilities of colleges and universities

"China Education Modernization 2035" requires that schools should improve their independent management capabilities, improve their governance structure, and continue to strengthen the construction of institutions of higher learning [6]. Only by perfecting the governance system of higher education can we improve the governance capacity of higher education, and then promote and realize the modernization of higher education in my country. Adhering to and improving the principal responsibility system under the leadership of the party committee, gradually forming a modern university system with Chinese characteristics, and constructing an orderly operation of a modern university governance system will provide strong support for guaranteeing the autonomy of universities in running schools and enhancing their independent management capabilities. Improving the management standard status of the university charter and establishing a university governance model that meets the requirements of modern social development is of great significance to the construction of a modern university governance system with Chinese characteristics.

Ensuring the autonomy of colleges and universities, improving their autonomous management capabilities, requiring colleges and universities to run schools in accordance with the law, carry out teaching, scientific research, and social service activities in accordance with the statutes and other rules and regulations, and use power rationally to exercise self-discipline. If colleges and universities cannot reasonably use power or even abuse power, they can only use external institutions to strengthen the management of colleges and universities, changing from self-discipline to other-discipline. An important system guarantee for the self-discipline of colleges and universities is the constitution of colleges and universities. As the internal management standard of colleges and universities, the articles of association have important guiding significance for the positioning, power operation and daily management of colleges and universities. The establishment of the articles of association of institutions of higher learning is mainly based on the national laws and regulations and the internal logic of universities, playing a role of linking national laws and regulations with the internal rules and regulations of universities, and is conducive to regulating the internal and external power operation of universities. The establishment, adjustment and refinement of the articles of association under the guidance of the "Interim Measures for the Establishment of the Articles of Association of Higher Education Institutions" are conducive to effectively guaranteeing the implementation of the autonomy of running schools stipulated by national laws. Based on the charter of institutions of higher learning, rationally dividing the operating boundary of internal and external powers and regulating the reasonable exercise of internal powers will provide an important guarantee for the gradual construction of a reasonable and orderly modern university governance system [7].

The autonomy of universities and colleges not only includes autonomy at the school level, but also includes autonomy at the departmental level. The reasonable allocation of power between schools and departments is an important aspect to ensure the effective operation of the autonomy of colleges and universities, and to enhance the autonomous management capabilities of colleges and universities. The flat power structure helps to break the boundaries of departments and powers, strengthen communication and integration within universities, and make up for the pyramid-shaped power structure to overemphasize hierarchies and poor information transmission and communication, and effectively guarantee the autonomy of colleges and universities in schools and colleges effective exercise at the department level. Specific measures to promote the rational allocation of the power structure of universities include: uphold and improve the principal responsibility system under the leadership of the party committee, adhere to the rule of law, and gradually improve academic power; rely on the academic committee system and the faculty representative assembly system to establish a system that meets the requirements of modern development a flat university governance model; further decentralize personnel appointment, fund use, and daily management powers to departments, giving grass-roots academic organizations greater autonomy; compact the main responsibilities of universities in the process of self-sponsored education, and further improve the internal and external institutions of

universities. The supervision system strengthens the restriction and supervision of the operation of power.

3.2 Constructing internal and external linkage mechanisms in universities to give play to the governance wisdom of multiple subjects

Since the founding of New China, the governance of higher education in China has always adhered to and improved the fundamental system of the party's leadership, and its achievements are inseparable from the party's leadership [8]. In the process of promoting pluralistic co-governance, higher education in China should always adhere to the party's core leadership position in higher education and the principal responsibility system under the leadership of the party committee. At the same time, the party and government leaders of the colleges and departments work with other organization members to play an active role through consultation, discussion, exchange, communication and persuasion, which is conducive to improving the governance capabilities and levels of the colleges and departments. Enterprises, social organizations, and the public participate in the governance of higher education as stakeholders, and will play an active role as a force independent of the government, which is conducive to improving the efficiency of decision-making and is more in line with the development requirements of the modernization of higher education governance capacity [9]. Therefore, under the leadership of the party, the government and non-government entities need to get rid of the traditional concept of dividing higher education governance responsibilities according to whether the provider of higher education is the public or private sector, and adjust the idea that higher education is a public affair and should be managed by the government. Regarding it as a common interest that requires collective efforts from society, dialogue and co-governance with multiple subjects will enhance the governance capacity of higher education.

The use of dialogue mechanisms to resolve conflicts and to find a balance between the external environment of universities and autonomous management is the key to ensuring the orderly participation of multiple subjects and giving play to the wisdom of multiple subjects' governance. The establishment of a linkage mechanism between universities and the government, enterprises, social organizations, teachers and students and other external institutions and internal entities will effectively guarantee the rights and space of different entities to participate in university affairs from the institutional mechanism, which is of great significance to the improvement of higher education governance capabilities. First, effectively guarantee the effective implementation of the academic committee system and the faculty representative assembly system at all levels of colleges and universities, and avoid the mere formality of multiple decision-making processes. Second, maintain the smooth flow of bottom-up feedback channels for the main body of grassroots academic governance, and strengthen the connection between the school academic committee and the academic committee of the department. Third, establish a hearing and public announcement system for decision-making on major issues, and use the opinions of social groups, the public, and enterprises as an important source of information for university decision-making to promote scientific and rational decision-making. Based on the core issues of the modernization of the governance system and governance capacity of higher education, the key to maintaining a balance between the government's regulatory power, the autonomy of colleges and universities, and the participation of multiple subjects lies in the modernization of governance concept, governance system, and governance capacity [10]. To sum up, the main advancement paths for the modernization of China's higher education governance system and governance capacity are: establishing a governance concept based on law and improving the relationship between the government and higher education; constructing a modern university governance system to enhance the autonomous management capabilities of colleges and universities; building internal and external linkages between colleges and universities mechanism to give full play to the wisdom of multiple subjects in governance.

4. Conclusion

How to reasonably distribute the decision-making power of higher education among multiple subjects is the core issue of promoting the modernization of higher education governance system and governance capacity. To promote the modernization of the governance system and governance capacity of higher education, it is necessary to protect the rights and responsibilities of the government as well as the autonomy of universities and colleges, while taking into account the rights of other stakeholders to know and participate, so as to effectively respond to the modernization of higher education governance realistic contradictions faced by construction. Based on the key issue of power distribution,

the advancement path of my country's higher education governance system and governance capacity modernization is a multi-dimensional and all-round comprehensive coordination process, covering concepts such as adjustment of ideas, system construction, and capacity enhancement. Establishing the concept of governing by law, using laws and regulations and university articles as the basic basis for the operation of universities, and realizing the management of universities by law is conducive to improving the higher education governance system, thereby providing institutional guarantees for the implementation of the autonomy of colleges and universities; giving full play to the governance wisdom of multiple subjects to improve the operational efficiency and rationality of decision-making in colleges and universities are conducive to promoting the improvement of higher education governance capabilities and providing strong support for improving the autonomous management capabilities of colleges and universities. Promoting the coordination and coexistence of internal and external forces in universities and maintaining the dynamic balance of the power distribution structure of higher education will become the core of the modernization of the higher education governance system and governance capacity.

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