

How to Improve Internal Management Mechanism in Private Colleges and Universities under the Background of Educational Reform

Jingfeng He

School of Science, Xijing University,
XiAn, 710123, China

573825625@qq.com

Keywords: Education reform; Private colleges and universities; Internal management mechanism

Abstract. Improving the internal management mechanism is an important task for private colleges and universities in the period of deepening the construction of higher education in China. Improving the internal management structure is of great significance for private universities to establish a modern university system, improve their level of governance modernization, and even achieve the scientific and healthy development of the entire higher education system. Under the pattern of multi-party governance participation, the reform of the internal management structure of private colleges and universities is beyond the risk aversion of administrative and corporate imitation and commercialization, and strives to break through the dilemma of human governance, guided by scientific governance concepts and university spirit. Based on rationality and the legal system, taking the scientific, democratization and rule of law as the breakthrough point, giving the internal management structure a scientific power distribution and stable action logic, vigorously strengthening the connotation construction, improving the quality of education, and giving full play to the service. The function of the economy and society, efforts to achieve the scientific, legal, and democratization of internal management, so that the management practice of private colleges and universities is on the road to governing schools according to law.

Introduction

Improving the internal management structure is one of the core issues in the construction and development of colleges and universities, and it is also an important reform task for the construction of private colleges and universities. With the deepening of China's higher education reform, the internal management structure of private colleges has become a fundamental problem that restricts the healthy and sustainable development of private colleges, directly affecting the quality of education, school-running efficiency and comprehensive competitiveness of private colleges. For private colleges and universities, perfecting the internal management structure is the inevitable requirement of China's social development for the reform of private higher education at the present stage. It is also the strategic goal of private universities to achieve reform and the solution to the crisis of the governance system.

The Status Quo of Internal Management of Private Colleges and Universities

Private colleges and universities are university organizations characterized by social capital injection. They have the same nature and goals of safeguarding the public welfare of higher education and the mission and responsibility of accomplishing the ideal of the university^[1]. Compared with public colleges and universities, the power of internal management in private universities is more diversified, and the governance process is more complicated, involving comprehensive reforms such as governance concepts, governance systems, governance quality, and function realization. The internal management structure of private universities should establish a power allocation mechanism that is conducive to the healthy and sustainable development of schools among various internal interest groups, including the board of directors, party organizations, investors, principals, teachers and students, and form scientific and reasonable responsibilities and rights. The system of benefit

distribution creates effective checks and balances between different powers, supplemented by sound and sound decision-making, implementation, and supervision mechanisms. In the process of perfecting and optimizing the internal management structure, only the implementation of the governance transformation of modern governance concepts and methods such as “division of powers”, “communication and cooperation” and “resource sharing” can fundamentally promote the scientific management of the internal management structure of private universities. Institutionalization and standardization to ensure the sustainable and healthy development of private higher education.

At present, there is a widespread non-standard composition of the board of directors in China's private higher education^[2]. The board of directors has insufficient trust in the principal and the ownership is not clear. First, as far as the composition of the board of directors of private colleges and universities is concerned, in view of the fact that most of the start-up funds of private colleges and universities are derived from the input of enterprises or individuals, the government departments are seriously under-invested, so members of the board of directors representing the personal interests of enterprises or investors account for To the vast majority and firmly control the decision-making power of the board of directors, other social leaders and representatives of teaching management personnel have become rubber stamps in the decision-making of board meetings, playing only insignificant role of participants. Second, regarding the relationship between the board of directors and the principal, the board of directors is mainly responsible for the decision-making of the major affairs of the school and the selection of the principal. The principal is responsible for the decision-making of the executive board and the daily management of the school's teaching and research affairs. Based on this, the internal governance structure of private colleges and universities needs to be based on the board of directors' full trust of the principals employed, and the trust mechanism between the two universities should be used as a link. The board of directors should give the private university principals sufficient autonomy to stimulate their initiative and Creatively, consciously and efficiently organize various teaching and research management activities to promote the optimal allocation of various educational resources. However, in reality, the board of directors controlled by investors tends to pay more attention to the recent scale expansion and market share increase. It does not pay enough attention to the long-term private college development planning and education management activities, which ultimately leads to the “offside” of the board of directors to private colleges and universities. The principal’s responsibility for teaching and research management was over-intervened, and the principal’s appointment authority and property control rights were severely constrained. In the end, there are no more than three endings: either the principal is unwilling to resign and resign, or the board of directors decides to change the principal, or the principal performs its wrong decision, and embarks on the path of “heavy short-term economic benefits and light long-term education planning”^[3].

The Difficulty In Reforming The Internal Management Structure Of Private Universities

The dilemma of the rule of people in the reform of the internal management structure of the private universities. In recent years, there have been many negative incidents in China's private colleges and universities that use the power to act on behalf of the law and trample on the legitimate rights and interests of teachers and students. In terms of internal management, practical problems such as low quality of education, intensified teacher turnover, prominent financial liabilities, serious academic misconduct, and public trust crisis have become bottlenecks restricting the modernization of private universities^[4]. The root cause of these phenomena and problems is that private colleges and universities are in the process of internal management. The actual controllers of the investor-led schools regard school management as the management centered on people. The management mode and means of human governance tend to control up and down, and form a mandatory relationship of "command-obey" in the process of exercising power, resulting in the simplification of the power subject and the centralization of the management process, which seriously inhibits the management subject. Human initiative and initiative. The idea of people's governance and management mode are

particularly evident in the internal management of private colleges and universities, which are highlighted in the following three aspects:

Enterprise Management Mode

Investors led by capital entities control the right to speak in school development decision-making, replace the education management model with the enterprise management model of capital operation, and even regard the school as a tool for profit, and ignore the unique educational value and education law of the university^[5]. The enterprise-oriented management model with the goal of regulation is to simply linearize the process of generating governance behavior based on multi-subjects and emphasizing two-way interaction and cooperation into a simple decision-making process, by strengthening the implementation effect, enhancing decision-making efficiency, and shaping authority rules. Measures such as training and punishing violations to solidify the management process. Investor-led private university decision-makers use a linear governance process to reinforce management objectives with a strong individual will. The obedience of decision-making behavior and the compliance of the execution process transform the rich interactive governance process into a linearized management behavior execution process, which greatly weakens the management subject-human subjectivity and inhibits the initiative of the subject to participate in management.

A Centralized Power System

The internal power system of private colleges and universities draws on the administrative management mode of enterprises and adopts a centralized internal management structure to form a "pyramid" power system. The top management, such as the chairman of the board, as the representative of the highest authority within the school, has almost controlled all the power within the school by strengthening the internal bureaucracy management organization. Compared with political power, academic power, and democratic power, its economic power is in an absolute hegemonic position, and the phenomenon of high centralization is prominent. In order to maintain their investment interests, the actual decision-makers with investors as the main body can easily exclude other administrative powers, resulting in the weakening of the political leadership of the party organizations in the private colleges and universities, the weakening of the academic organization, the lack of democratic participation channels and the power of grassroots faculty and staff. Bad phenomena such as imperfections and supervision systems are imperfect, and the power system based on pluralism in the internal management structure is in a single, linear and closed state^[6].

Excessive Market Operation

The ultimate goal of marketization of over-education is to completely market higher education, and to manage colleges and universities purely with commercial management concepts. At this time, the university becomes a self-financing market organization, and students are customers and consumers. Private colleges and universities have played the role of "leaders" in the process of university socialization and marketization. The original intention of starting a private college is to solve the problem of insufficient university resources and financial difficulties. Although the state has formulated a series of policies to encourage social forces to organize education, the actual restraint is not enough, leading to the market-oriented operation mode popular in private colleges and universities. Many investors are arrogant in private colleges and universities due to lack of effective restraint and supervision. They use their power to seek private interests and disregard the vital interests of teachers and students. Some actual controllers lack education concepts, do not understand the law of education, lack professional ability to engage in educational activities, and even have a weak sense of legal system, thus making the governance and centralized management of private colleges and universities dominate, inhibiting the underlying academic organization and democratic forces. Losing the university characteristics of private colleges and universities, not to mention the educational values that should be adhered to in teaching and the values based on human development, seriously hampered the academic freedom and democracy of the university.

The governance crisis of people characterized by enterprise-style management mode, centralized power system and excessive market-oriented operation makes the internal management level of private colleges and universities continue to be low, and the quality of private higher education is

worrying, which has restricted and affected the scientific health of private higher education. An important part of sustainable development.

How to Reform the Internal Management Mechanism of Private Colleges and Universities

At this stage, in the face of the requirements of the new era of reform and construction on the modernization of university governance, the construction and improvement of the internal management structure of our private universities needs to be cautious and reform the current model of governance. The ice-breaking journey of the internal management structure reform of private colleges and universities began with weakening the management of people's governance, strengthening the rule of law and democracy, and implementing the governance transformation from a single capital-led to a multi-subjective governance, and strived to form a grand narrative model managed by experience. Transforming the power structure to the micro-power operation mode that focuses on decentralized cooperation, continuously optimizes and transforms the internal management ecology of private universities.

Transforming the Concept of Governance and Leading the Development of Private Education

Reforming the centralized system through the decentralization path can effectively promote the scientific transformation of the internal management of private universities, and adhere to the spirit of freedom and independence. Efforts should be made to overcome the shortcomings of the alienation of educational management concepts caused by the introduction of market mechanisms, recognizing the importance of the educational value and the nature of public welfare of private education, and realizing the substantive transformation from enterprise-run enterprises to educators. It is necessary to take the pursuit of university spirit as the guide, adhere to the scientific and rational university thinking to implement governance behavior, and return to the scientific university governance. It is necessary to reasonably and accurately determine the orientation of running a school, follow the nature of public welfare, and carry forward the university culture and traditions of advocating academics, promoting democracy, scientific truth-seeking, and pursuing excellence in private colleges and universities, and strive to strengthen development planning and argumentation, university concept leadership, historical review, etc. Measures to make the concept of the existence of private colleges, school culture, mission pursuit and other humanistic value pursuits play a leading and guiding role in the internal management structure improvement practice.

Strengthening the Governance System and Insisting on Standardizing the School-running Behavior with the Modern University System

The governance system is not only the normative system for standardizing and unifying the thoughts and deeds of members of private colleges and universities, but also the basis for the existence and development of private colleges and universities. Constructing a cultural concept with a consistent and mutually reinforcing value orientation of various interest groups and a university system that is jointly followed is the fundamental way to improve the internal management structure of private universities. Improve the terms of reference, rules of procedure, and decision-making procedures of the board of directors, party committees, academic committees, and teachers' associations. By standardizing and improving the system of school regulations and school disciplines, the work responsibilities and powers of different power subjects shall be clarified, and the leadership shall be standardized. Decision-making behavior helps to enhance the scientific, normative and democratic decision-making, and reduces power out of control and behavioral misconduct. Constructing an internal management organization and operating system that guarantees the participation of multiple powers in the negotiation and cooperation can fundamentally change the pyramidal power structure with excessively concentrated power and the traditional centralized management model that follows individual will, respecting grassroots academic organizations and democracy. The group participates in the governance of autonomy and legal status, builds scientific and standardized decision-making, execution, supervision, and coordination of work mechanisms, and constantly improves the design, operation, guarantee, and supervision system of the internal management structure from the details of the governance process.

Summary

Private colleges and universities must reform the internal management system, govern schools according to law, and standardize internal management with modern educational concepts, in order to be invincible and gain opportunities for long-term development.

References

- [1]Wang Yining. Comparison of corporate governance structure between non-profit and for-profit private colleges [J]. Journal of Zhejiang Shuren University (Humanities and Social Sciences), 2018, 18 (06): 1-6.
- [2]Lv Hongjun. Research on the Governance Structure of Private Colleges and Universities under the New "Private Education Promotion Law"[J]. Journal of Yellow River University of Science and Technology,2018,20(06):1-7.
- [3]ZHAO Yuhong,WANG Yining. Differential design of the board system of two types of private colleges and universities from the perspective of structural functionalism[J]. Journal of Zhejiang Shuren University(Humanities and Social Sciences),2018,18(05):22-26.
- [4] Zhang Yunling. Reflection and improvement of the internal governance structure of private colleges and universities in Shaanxi based on the construction of “double first-class”[J]. Modern Marketing (Chuangfu Information Edition), 2018(09): 66-67.
- [5] Yan Xiaolei. Analysis of the status quo and dilemma of private colleges and universities organized by joint-stock enterprise groups [J]. Science and Technology Economic Guide, 2018, 26 (23): 176.
- [6] Yang Guangli. Research on the Internal Control System of Our National University under the Background of "Internet +" [J]. Finance and Accounting, 2018 (22): 252.