

# University Governance: From “Power-oriented” to “People-oriented”

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**Abstract.** Improving the internal governance structure of the university and enhancing the ability and level of university governance are the new requirement and new task of higher education reform in the new period. The current university governance structure is based on the highly administrative governance, namely with “the right” as the core. It is proved that the governance structure has many disadvantages. To improve university governance, the most important thing is to change management concepts, and establish the “people-oriented” governance structure, that is, establish the governance system on the removal of the administrative organizational system, professor academic system, scientific and efficient management system, as well as common participation management system.

## 1. Introduction

Establishing modern university system with Chinese characteristics, improving the internal governance structure and deepening the reform of school management system are the important tasks put forward by the national medium-and-long-term reform and development policy (2010-2020), is also the requirements for the development of higher education. The current university governance structure is based on the highly administrative governance, namely with “the right” as the core. It is proved that the governance structure has many disadvantages and it can not adapt to new demand of current connotation development of higher education in our country and even become the barriers in the development of university. Therefore, to perfect the university governance structure, strengthen modernization construction of university management system and management ability have become China’s most urgent tasks to deepen the comprehensive reform of Chinese higher education.

University governance is the structure and process between internal and external stakeholders and major university decisions, which is the essence and core of building the modern university system. The current university governance structure in the process of running has a lot of deficiencies and has restricted the development of university in some extent. The author proposed governance structure and the basic path selection from the “power-oriented” to the “people-oriented” based on the system of limitation of the right standard of the current university governance structure.

## 2. The “Power-oriented” Dilemma of University Governance

### 2.1 The Generalization of Power-oriented and Administrative Benefits

At present, the issue of university internal transition administration is very prominent. The university initial attribution of “academic” and “autonomous” are not only persevered and inherited, and the thoughts of advocating and dedicating to academics of university teachers are no longer in existence. Moreover the internal organization system and institutional norms of universities are no longer circumfused the realization of academic goals and training objectives. This kind of situation is mainly due to the management system which has been implemented in China, and the government and organizations of universities contain too much control. Party and government organization control most of the significant issues, therefore university development has no autonomy.<sup>[1]</sup> The problems of over administration arouse a lot of disadvantages, which cause the academic status of the university is not prominent in the process of running a university, academic value is not well embodied, academic consciousness of university professors and staff are not powerful enough, and

development orientation has become more utilitarian.<sup>[2]</sup>As a result, academics on the status of subordination and passiveness and it is impossible to govern itself.

## **2.2 The Weakening of Academic Freedom and Academic Rights**

In university, academic freedom and academic rights are fettered by administrative rights, besides, they are weakened generally. There are a number of academic affairs, educational resources distributed and controlled by the academic affairs department, science and Technology Department, the Discipline Department and other relevant departments and school leaders. Some academic affairs always decided by the dean or collective leadership, in many cases, ordinary teachers who do not have administrative duties cannot participate in academic affairs or lack of opportunity and platform to participate in it. Actually, at the beginning of set up, university used to be an academic organization, and Professors and scholars have the rights of independent development scholarly research and exploration, also the independent policy-making academic business right. However, during a long development period, the growth of universities in China is more and more restricted by the government and internal administrative rights.

## **2.3 The Deviation of University Development Orientation and Personnel Training Objective**

University governance structure dominated by “power-oriented” leads to the training mode of many universities not really based on the development of students’ personality and the need for lifelong, or not really students centered, which causes the personnel training goal deviate rules of education and the personnel training decline its quality. This is a prominent problem in the current higher education. In fact, some universities do not take their students as the starting point and the development and requirement of the students as a foothold, when they determine the school development orientation, training objectives and set courses and majors according to it. or just verbally, in the form of student oriented, but not authentically set the students as the core of school work.

# **3. The “People-oriented” Regression of University Governance**

## **3.1 Theoretical Foundation.**

Maslow put forward the theory of hierarchy of needs in 1954. When people meet the needs of low level, there will be a higher level of another needs, which is the sense of accomplishment to achieve self value. Adhering to the “people-oriented” concept is to meet the people’s need of higher level and arousing the enthusiasm of the people’s initiative, thereby achieving the demand of human development, which is the ultimate goal of management and the highest value goal of the whole society.<sup>[3]</sup>Therefore all aspects of university governance should reflect and take into account the needs of the students, and take it as the starting point and destination of teaching, research and other activities. Thereupon then establish a “people-oriented” university governance structure.

## **3.2 Realistic Demand.**

After the Eighteenth National Congress of the CPC, the reforms of higher education are in the deep water area, and taking the quality improvement as the core of the connotation of the development has become the consensus of universities. The basic goal of connotative development is to improve the quality of personnel training and promote the all-round development of students, which is based on the development of them. As a matter of fact, higher education should not only be a platform for people to learn how to make a living, but also should be a person who wants to achieve quality, personality and ability to a full scale development stage. To implement the strategy of “people oriented” is the correct orientation of higher education and the fundamental purpose and essential attribute of regaining to university education.

## **3.3 Development Requirements.**

The competition between the best universities in the world is the competition of talents, Whose universities can train the best talent and have the most promising future. Consequently, they are willing to devote their students to the advantageous teaching, scientific research, campus culture and other aspects. Only enhance the quality of personnel training then the universities can obtain maximum social benefit and reputation. After large quantities of outstanding talented students step

onto the society, it will produce to the university development with the infinite capital, and promoting the development to a virtuous circle.

#### **4. The Strategic Choice from “Power-oriented” to “People-oriented”**

##### **4.1 Establish a De-administration Organization System.**

At present, the administration of organization system in university is obvious. It usually deals with problems from its own position, but not from its teachers' or students' position. Therefore, we have to establish an organization system that eliminates administration to achieve the governance of universities which is from “power oriented” to “people oriented”. What we should do are to weaken administrative degree gradually, to reduce administrative hierarchies, to carry out flat management, to strengthen administrators' service consciousness, to regard service qualities and the evaluation of teachers and students as administrators' assessment indicators. We should reduce administrative orders and appointments, weaken administrative functions, increase service items and abilities; improve the training and introduction of administrators in this organization system, establish specialized and high-level administrative team.

##### **4.2 Establish Academic System based on Professor-guided Teaching.**

University is the academic organization of the society, academic is the essential attribute of university.<sup>[4]</sup>Professors are the majority and academic representatives in a university. They decide and deal with academic affairs together can not only ensure the scientific nature of the academic affairs, also can better highlight university the academic status and authority. The most important point of university govern, from “power-oriented” to “people-oriented” is to establish the govern idea “based on teachers while running a school”, which means to ensure the academic freedom. To establish academic system that is taught by professors is the basis and premise of ensuring the academic freedom.

##### **4.3 Establish a Scientific and Efficient Management System.**

Universities must establish the govern system that is scientific and high-efficient if they want to develop with “people oriented” standpoint. It is important to strengthen personnel system reform, to establish fair and high-efficient govern system and personnel system. We should also create a nice environment that can attract talents, let talents stay and appoint talents, establish scientific appointment system, intensify the force of attracting talents and appeal responsible, careful and skillful teachers. Universities should strengthen and improve secondary management, play the activity and initiative of college management and set up a stage for teachers' progress. Universities should also try to establish and improve scientific management system, limit the govern ideas and behaviors of “power oriented”, arouse the enthusiasm, serve for teaching, for teachers' development and for students' success.

##### **4.4 Establish Full-participation Govern System.**

To achieve university governance from “power oriented” to “people oriented” is running a school with an idea of humanism, which is based on teachers and students. It also equals to establish govern system that all of the teachers and students can participate together, reform the managing methods of universities and renew the managing ideas of the university. It can change universities from management to the transformation of governance. In addition, management emphasis on the request and obedience while governance emphasis on participation and coordination. If a university wants to achieve the governance of “people oriented”, it must establish govern system that all the teachers and students can participate together. To establish a wholesome system of an university govern is the basis of govern system. All of these express the “people oriented” of university governance. University governance contains both internal and external wisdom and it also has the basic idea of improving the development of universities.

#### **5. Conclusion**

Improve the level of university governance, we should try to change management ideas, to establish a “people-oriented” governance structure, namely, to establish the de-administration

organization system, professor-taught academic system, scientific and high-efficient management system and co-participate governance system.

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