The American College of "Five in One" Mode of Governance

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Abstract

The governance of American University by the president and the board of directors, the state government, internal management, corporate governance, risk transfer and other dimensions, the governance mode of advanced and first-class personnel training quality, followed by the majority of countries in the world. Interpretation of the governance of the University of the United States, can help to make clear the United States as the development history of higher education is the oldest country, how to quickly improve university governance mode in a short period of time, to enhance the quality of higher education, has the important reference value to the reform of the governance mode of higher schools in China.

Key words: University of the United States; management mode; board of directors

1. INTRODUCTION

In 1966, the American Association of university professors, the American Council on education in Colleges and universities in the United States and the board of Directors Association jointly issued the "university governance statement" clearly put forward the concept of university governance, university governance is the teachers and administrative departments of the rights and responsibilities of the division of the representatives, teachers and administrators work commitment. In fact, the idea of university governance in the United States originated from the democratic tradition, and gradually became the focus of teachers, students and the whole society in the process of its evolution and development. To understand and pay attention to the implementation of university governance is the basic topic of the research of each higher education scholars, which is particularly important in the context of American higher education. Because the United States does not have a centralized system of postsecondary education, is the achievement of a field of public goods from the deep political federalism framework and with consumer rights as the first market under the background of autonomous behavior. These characteristics become an important element in the management of American universities, and also an important reason to promote the management mode of American universities. Therefore, the exploration of higher education institutions in the United States how to govern, in the university governance process, by means of which the internal and external forces, should become the world of higher education reform and the focus of attention to follow; but also to promote the overall improvement of higher educational quality, and constantly improve the key of the management mode.

2. President and the Board of Directors

The Charter of the United States of America explicitly stipulates that the board of directors shall formulate the rights and obligations of the relevant policies of the university administration, and establish the position

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of the university development director with a clear responsibility.\[1\] American university board of directors, usually composed of pedestrians, is the characteristics of American higher education institutions, with many European universities, the board of directors have a greater difference. Members of the board of directors from the political, business, and other general producers, constitute a more characteristic, reflecting the universality. The selection of these members is a person who has to be elected as a party candidate. The main responsibility is to support the work of the president, to assess the performance of the principal, fundraising, etc.. The meetings of the board of directors are generally "open meetings" or "under the sun" by state law". Also means that some public issues should be held in accordance with the formal requirements of the public meeting, must be in the form of public notice to the public. Of course, some are too sensitive or not risk issues, the chairman of the board of directors will be with at least three groups by no more than four members of the group to discuss before the meeting, to allow them to reach a consensus. Of course, this makes the last meeting is somewhat similar to the rehearsal or contrived. At present, the reform of the board of directors has become an important issue in the management of many universities in the United States, the board of directors of the board of directors of the advocates of reform requires reduced scale (currently, colleges and universities in the United States members of the board of directors in 25 or so, some have more than 100) to make them more effective work, and asked the board to absorb more of the individuals who have no direct connection with the school, and that teachers and students will no longer serve as members of the board of directors; suggestions to limit the board with strict rules and the size of the board of directors appointed to maintain control of decision making. When the size of the board of directors appointed or do not meet the requirements do not meet the normal standards, the voting group will support one's own point of view through the appointment of members of the board of directors to promote its influence in the board of directors.

As for the principal is not a member of the board of directors, but also differ from school to school, but the university president is the soul of a university, is a university development leader.\[2\] for example, the president of University of Iowa, said: "as a member of the board of directors, must share more work, do not think that the president is also a member of the board of directors is a good thing." "In general, if the president is also a member of the board of directors, it will enhance its position," said the head of the University of Texas. However, if the board of directors for political or philosophical reasons split, principals as members of the board of directors must break the deadlock, on many major issues so the voting rights, board membership will cause additional stress to the principal, leading ahead of the end of President tenure." This is the two different social and professional image of the principals and the distribution of the board of directors, but they are loyal to fulfill their duties.

So, the president of the University between the United States and of the board of directors is actually a phenomenon of subject of rights, the checks and balances of power, which can limit the headmaster in the university governance process penetration of subjective will too much without consideration of the actual situation, and is also conducive to the classification of financial and personnel rights and decision-making rights of directors better. Is conducive to balancing the interests of all parties to promote the continuous improvement of the management model of the university.

3. State Government's Supervision of Higher Education

In the United States, the existence of higher education than the country itself has a long time, founded in 1636, Harvard College is the first higher education institutions in the colonial period. Although the earliest
schools are private, the state government's funding for higher education begins with the public financial support to the institutions that are largely owned by the church charter. By the late nineteenth Century and early eighteenth Century, many state governments began to provide direct financial assistance to universities through public tax revenues. State funding for both public and private universities continued until early nineteenth Century. In 1819, the famous Dartmouth College case as a turning point, the state government began to gradually cancel the majority of direct funding for private colleges and universities funded public universities. By the end of twentieth Century nineteenth Century, through the establishment of governance within the scope of the board of directors, the development of laws and norms applicable to higher education, the state government began to seek more rights to public institutions of higher education. Until today, the state government intervention in the public institutions of higher education has been clearly visible, because the vast majority of the board members are appointed by the governor, many of which have been approved by the state council. In this process, some states are willing to improve the quality and efficiency of higher education through the expansion of state power, and some states are trying to get through to the university or the board of directors of decentralization to achieve the same goal, but the state government has decided the right to control the tuition.

Of course, a review of the early development and expansion of public higher education institutions in the United States, the task of these institutions should be what and how these tasks should be implemented and other issues, often inconsistent views. For example, in 1862, the focus of Mo Lille land grant act is public "in the development process, does not exclude other scientific disciplines or classical case, the main goal should be to teach the related knowledge and technology of agricultural machinery." While the law has been a clear task for these institutions, it is not clear how the task should be implemented. This suggests that the role of public universities in explaining their own role in the state's services and how policy makers see the tension between the characters. Now, states are hard for the evaluation of higher education institutions how to produce good results to establish the relevant mechanism, and the implementation of the "bonus" or "performance budget" program, in these programs, to provide higher education institutions based funding or incremental funding is the implementation of specific standards they set based on.[3]

4. The University Internal Management
Scientific community. University, it should be a collection of knowledge, ideas and research results. In American universities, the academic community, composed of the backbone of the scientific community, is not only the function of the social police (supervision), but also the function of the cognitive promotion. Because the scientific community on the basis of analyzing the profound specialized knowledge, make the boring obscure things become easy to understand things, and members of the scientific community to comfort each other emotionally to each other a sense of belonging to the community, to promote the group more closely together to create more inventions. Because the research motive of the scholars not only comes from the recognition within the organization, but also comes from the competition among the groups.[4]

The framework of the main line of academic management. The responsible person in charge of teaching and scientific research in the United States is the largest and most power, and has a specialized in charge of school academic, research affairs, deputy dean. In the process of hiring the vice provost, pay attention to their work experience, pay attention to the investigation of their academic understanding and grasp ability. Discipline construction. The arguments between factions have made the subject of change, and the people
in the subject mean that they have been in progress over time. However, an important function of the subject is to protect the already established inquiry limits, even when these boundaries become obsolete, they still want to continue to protect these boundaries. But in the United States, the subject is controlled in the journal editors and important scholar, they together determine what kind of articles can be published in the top journals, who can be granted tenure, which activities can get funding or honor. Because these editors and scholars to maintain their own discourse power, so in the selection process will be biased in favor of. This results in a cycle of results: the specialization of the branch disciplines to give the mutual respect. Today, it is their turn to identify the candidates they want, and the rest of them follow the vote. Tomorrow, it is the turn of the macro economists to identify the candidates they want, and the other people do not see it to support their choice. Therefore, the subject construction of this university is subject to the control of these people and their chosen candidates. Highly specialized scholars and based on the subject construction of the system is the basis for their rational existence, these people are the scientific progress of the engine power, change the face of the earth, but they are also extremely conservative.

Decentralized structure of university. American public university system can be divided into the Department of colleges and university campus university system - the state government, the federal government in six levels, among them, who will determine the location of the bureaucratic power, bureaucratic power can be hung in different levels, acting in different ways in the system, and partially as it plays the role of the organization.[5]

Of course, it is possible for the president to impose pressure on the system to make it more flexible and run freely, by setting up institutions that promote internal competition. Through the selection of members of the academic committee, to encourage resources to better benefit the professional direction of the flow, the appointment and promotion of the Department of the candidates to retain the appointment and promotion of the right to cancel their agenda setting. Schools can set up their own courses, and to encourage cross curriculum. The diversification of the decentralized structure, resulting in a variety of competition, so that the advantages of the program can be applied. The control system of university management reform is not to establish a centralized, unified command, or define the simplistic profit center and performance standards, also not to inject commercial value to the University -- this will set the university to death. In addition, if the university is still in the hands of teachers, it is bound to die. The ultimate goal of the reform of university management is to design a decentralized structure that encourages competition, protection of diversity and the close relationship between the University and the outside world.

5. Managers - Teachers - Students Common Governance

Co governance refers to the governance of teachers group in the school policy has an important influence in the process, students can express their suggestions to the development of the school through the normal channels, forming a common governance mode of school administrators teachers - students. However, due to the growing centralization of pressure, as well as more top-down hierarchical model, resulting in a growing number of common governance ineffective. Common governance is rarely effective in practice, ultimately making decisions slow, and hindering the need for adequate organizational and strategic change. Because teachers seem to focus on the power of the above-mentioned important scholars in the hands of these people, these people decided to award degree, curriculum, tenure, Faculty Appointment and other important matters. Teachers seem to have a much greater effect in terms of scale, budgeting, pay and pay scales. In teaching workload, Dean and Dean of the selection, teacher management forms, etc., the role of
teachers to get the phenomenon. However, in these areas, the participation of teachers is not more than 50%, which means that the majority of the decision-making power is the administrative department or the board of directors. How do students participate in school governance? Under normal circumstances, the operation mechanism of student affairs institutions is vertical, vertical, institutional settings and rights distribution only at the school level, according to the division of labor and the center directly for students to organize work.

Of course, for teachers and students, the University also has its own unique management model. For example, for the management of teachers, the university will all the staff is divided into teachers, management personnel, laboratory personnel, general staff and other categories, and classified management, give a higher salary for specializing in scientific research and teaching of the teachers. The implementation and security of tenure system in American universities to pay particular attention to the teachers, the best teachers enjoy high status without worries, guarantee their devotion to teaching and scientific research; according to the students' management, University of the United States issued a detailed student handbook. The manual covers the development of the school history, school orientation, management system, student organizations, credit, social practice, academic research, campus life and everything and students' learning, life and work related content. To make it possible for the students to know all the rules and regulations of the school through the manual. In terms of student learning, in addition to the strict credit system, special attention to the situation of students' moral education. Many famous universities are established in the psychological health, employment, learning, academic training, academic training and other aspects of the expertise of a full-time student management team, to provide convenience for students to guide. To pay attention to the humanistic care of students through campus culture. Pay attention to the construction of the campus culture, through advocacy, guidance and set an example in the care of poor students, the disabled, the elimination of racial discrimination, legal assistance and other aspects of the formation of positive, friendly and harmonious campus culture atmosphere, make students feel lonely and discrimination, lonely and helpless.

In short, the increasing convergence of the corporate governance structure of American universities, will change the supply and the objective function of public interest in higher education to a great extent, the dynamic mechanism and prompted the government to jointly build a school policy and funding, to the positive effect of incentive mixed market supply, while maintaining the necessary public input.

6. Campus Management in the Risk Transfer

American higher education shows a clear trend of rule of law. This trend has caused a lot of comments in academic circles, especially since the second half of the twentieth Century by a large amount of the university guide or the number of cases caused by increasing, caused the research on non-legal factors in the case of University governance. Universities and other commercial enterprises, in the normal activities there are many risks, these risks are derived from the employer or subsidiary, or from teaching. It is easy to appear on campus violence, injury events, teaching accidents, etc.. Once appeared, the university must assume the corresponding responsibility. Thus, risk aversion is the most appropriate risk management type, because it is the only choice or chance to avoid the risk of behavior. The most important type of risk management is to realize the risk transfer through the purchase of insurance, the signing of the agreement and the compensation agreement, and the release of the exemption. So, when the University by insurers to share the risk, and from the organization has become a common risk retention group or risk retention groups
where mutual insurance organizations, University strength is more powerful. In this case, the insured can control their risk, while reducing the cost of the University's management.

7. Conclusion
In summary, American higher education often form one or several academic institutions, and has one or more produced by the selection and appointment of the board of directors to control each system or independent colleges. The size and composition of the board of directors and the directors are produced by appointment and selection, in different schools have different situations. The board of directors usually delegate most of their functions to the principal. They are only responsible for making major decisions. In turn, the president appointed a team of academics and management, including the core manager and many student organizations. Teachers and students play an important role in the governance of higher education institutions, they are not only the creator of new knowledge, are full participants in the educational process, the proposal will have a significant impact on the governance of higher education institutions. State financial support plays a role in the development of higher education institutions, increase government intervention in Institutions of higher education which is virtually, the state government for the supervision of institutions of higher education by funding and appointment of the members of the board to achieve. Almost all the institutions of higher education will transfer the risk of the campus through the form of insurance to reduce the cost of management.

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