

Research on the Problems and Countermeasures of the Board of Directors of Public Universities in China

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Abstract: Since the reform and opening up, many public colleges and universities in China have set up the board of directors. According to statistics, so far, more than 200 colleges and universities in China have set up the board of directors, which has become an important measure for the management and development of public colleges and universities in China. The board of directors of public colleges and universities in China has played an important role in the development of colleges and universities, but there are also some problems, such as loose organization, unclear positioning and insufficient cooperation among members. Therefore, this paper puts forward some corresponding countermeasures and suggestions.

Keywords: Public Universities; Board of Directors; Problem; Countermeasure

1. The current situation of the board of directors of public universities in China

Through analysis and research, the board of directors of public universities in China presents the following characteristics.

1.1 The nature and functions of the board of directors

The nature of the board of directors of public colleges and universities in China is mostly deliberative and instructive, that is, the board of directors guides, consults and supervises the development planning, discipline construction, scientific research and development, and industrial development of the University. For example, Wuhan University of technology pointed out in the articles of association that “the nature of the board of directors is a guiding advisory body. Its functions and powers are to guide, examine and consult the school’s training objectives, personnel specifications, school scale, enrollment, graduates’ employment, tackling key scientific and technological problems, industrial development and the combination of production, study and research, so as to guide the school to improve its level and develop its own characteristics in deepening its reform.”^[1] The function of the board of directors of Changshu Institute of technology is “the board of directors is an organization that provides management decision-making consultation, appraises school work, raises education development fund or provides other services for the construction and development of Changshu Institute of technology, and is a bridge and link to promote the establishment of extensive contact and cooperation between the school and the society.”^[2] This function of university board of directors is not only the fundamental reason for the establishment of the board of directors, but also because many university board of directors gather well-known people from all walks of life at home and abroad, such as famous entrepreneurs, educators, scientists, philanthropists, social activists, as well as the heads of domestic higher authorities, which effectively close

the contact between the University and the government departments, so that the university can make progress in the process of running a school. Get their strong support and specific guidance.

1.2 Composition of the board of directors

In terms of membership, there are mainly two situations in the board of directors of domestic colleges and universities, one is the director unit, the other is the director unit. The board of directors of public colleges and universities mostly consists of the director unit. For example, the board of directors of Beijing Jiaotong University has 65 director units.^[3] Generally, the directors of science and technology department and personnel department of these units attend the board meeting. The board of directors of Communication University of China includes nearly 100 directors such as CCTV.^[4] For example, Tongji University's board of Directors consists of 47 directors, including 7 from science and technology education, 5 from domestic and foreign political circles, and 35 from domestic and foreign economic circles.

1.3 Operating mechanism of the board of directors

The operation mechanism of the board of directors mainly refers to the discussion procedures and resolutions of the board of directors, the daily management of the board of directors, etc. According to statistics, at the beginning of the establishment of the board of directors, all colleges and universities have formulated the corresponding articles of association of the board of directors, in which the operation mechanism of the board of directors is specified in detail. For example, Article 7 of the articles of association of the board of directors of Beijing University of technology describes the composition of the board of directors, the convening of the meeting and the procedure of discussion.

2. The problems of the board of directors of public universities in China

2.1 Loose organizational form, lack of effective operation and management mechanism

At present, the board of directors of most colleges and universities in China is built on the basis of self-consciousness, mutual benefit and mutual benefit. The board of directors is not the legal representative of the school and has no authority and binding force. In addition, its organizational form is loose and its operation and management mechanism is random. Therefore, the board of directors in Colleges and universities has a large "virtual" component. Needless to say, it is difficult to ensure the effective operation of the board of directors only by the annual board meeting (many directors are unable to attend). Although some colleges and universities have a secretariat or office, most of them are virtual without full-time personnel; some colleges and universities only set up a board of directors without a supporting board of supervisors; some colleges and universities set up a board of directors only for the purpose of financing, so the work of the board of directors is simply replaced by the foundation. Such a virtual board of directors can not work effectively.

2.2 The legal position is not clear, and the role of directors can not be brought into full play.

Although the higher education law has made a detailed elaboration on the power and obligation of the grass-roots Party committee, the president and the staff congress in Colleges and universities, it has not made clear the legal status of the board of directors in public colleges and universities. As a result, since the establishment of the board of directors in many colleges and universities, the power and responsibility of the members of the board of directors can only be handled in accordance with the articles of association of the board of directors, and most of the articles of association have more responsibilities and less power. In July 2014, the Ministry of education passed the regulations of the Council of colleges and universities (for Trial Implementation), which specifies the functions and roles of the board of directors in detail. "The consultation, consultation, deliberation and supervision institutions supporting the development of colleges and universities are important organizational forms and institutional platforms for Colleges and universities to realize scientific decision-making, democratic supervision and social participation." Although this regulation has a certain legal basis for the establishment and existence of the board of directors in Colleges and universities, in practice, the constitution of the board of directors in many colleges and universities is only equivalent to a bilateral or multilateral agreement, and many relationships have not been straightened out, especially the relationship between the board of directors and the Party committee and the president responsibility system under the leadership of the Party committee. In addition, the school has not yet established a new mechanism of running schools

independently for the society, and the director enterprises have not yet established and improved the modern enterprise system under the market economy, which objectively makes the board of directors of many colleges and universities difficult to carry out substantive work.

3. Suggestions on improving the board of directors system of public universities in China

As a public university in China, from the perspective of modern university system construction, first of all, it is necessary to formulate the University Charter of the University. Among them, how to set up the board of directors and implement the governance of the board of directors is a very important content in the University Charter. In order to clearly define the rights and responsibilities of the government and the running scholars as the organizers, and to protect the rights of the organizers, the running scholars, the educators, and the educated, the university charter is generally drafted by the organizers and the running scholars, and then submitted to the legislative body at the same level of the government for discussion and deliberation. After it is passed, it becomes a basic law, and all government departments, universities, and judicial organs have to implement it. Such a university charter is the supreme Charter of the University. Of course, now university administrators have begun to strengthen the construction of the board of directors.² The establishment of an independent body, such as the university board of directors to form a committee, the formation of the board of directors. This organization is responsible for the implementation of government officials, legislative candidates and university leaders in the board of directors in accordance with the law. At the same time, it organizes and implements the election of teachers' representatives, students' representatives and the selection of social talents. After the board of directors is established in accordance with the law, it is endowed with the power to operate independently. Such a board of directors will represent the interests of all parties and is of great significance to the University. An institution of democratic management.

4. Conclusion

As mentioned earlier, one of the problems with the board of directors is that it is mere formality. In order to avoid this situation, after the establishment of the board of directors, special personnel or specialized agencies should be designated to do daily services. Because many board members or alumni join the board of directors not only because of their interests, but also because of their feelings for the school and their enthusiasm for education. The relationship needs to be maintained and developed. It is not enough to meet at the annual board meeting.^[5] Therefore, the school should take effective measures to enhance the sense of ownership of the directors and enhance the communication and understanding between the school and the directors. For example, the school leaders can visit the directors at home and abroad in a planned way during the holidays, report to them the development of the school face to face, listen to their opinions and suggestions; they can also send greetings and blessings to the directors in the form of greeting cards and telegrams during the Spring Festival; the school can also selectively invite the directors to visit the school or make a report; the Office (Secretariat) of the board of directors should pay close attention to the things that happen to the directors or directors. When there is a happy event, we must congratulate them in time, and when there is a misfortune, we must express our sympathy in time. In order to let the directors know the situation of the school in time, the school can issue journals to each director from time to time, so as to arouse their attention to the school and deepen their feelings for the school.

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