

# Exploring the Modernization Path of the Internal Governance System and Governance Capacity of Local Universities Under the Background of "Double First-class"

Xuming Liang<sup>1, 2, \*</sup>

<sup>1</sup>Youjiang Medical College for Nationalities, Guangxi Baise 533000, China

<sup>2</sup>Philippine Christian University Center for International Education, 1004, Manila, Philippines

\* Corresponding author: Liang Xuming (Email: 150010673@qq.com)

---

**Abstract:** Under the requirements of national policy, the internal governance work of colleges and universities with the help of modern office technology and means, has made certain progress, modern governance level significantly improved, effectively assist colleges and universities to promote the teaching and research cause, improve the teaching construction level and teaching work level. However, there are still some problems of imperfect governance system and relatively low governance ability in the internal construction work of colleges and universities. Some colleges and universities even ignore the internal governance work, whose teaching and research work is not coordinated, and they cannot create a high-quality school environment for students. In addition, the internal governance work of colleges and universities is also faced with all kinds of problems, such as the lack of modern management talents, miscellaneous management institutions, the lack of internal governance power operation, resource allocation to be optimized, resulting in the smooth operation of the university governance and teaching work are deeply affected. In view of this, this paper will be the construction of double first-class universities, under the background of the requirements of internal governance and the importance of internal governance modernization development, and then focus on the problems in the internal governance work, on the basis of the internal governance system and governance ability modernization path, in order to provide reference for school construction and discipline construction, promote the development of university education system, play the important role of universities in talent training and talent transmission. With the modernization development of university governance work, we will cultivate high-quality and high-quality application-oriented and academic talents for our country social modernization construction, and promote the smooth operation of discipline teaching and research work and undertakings in various industries.

**Keywords:** "Double first-class" background, University internal governance, Governance system, Governance ability, Modernization path.

---

## 1. Introduction

The construction of "double first-class" university is a major decision put forward from the level of national strategic development and committed to the construction of modern talent team, which has strategic guiding significance for the development of China's education. Colleges and universities occupy an important position in China's education system, and are the main position of school education that directly sends talents of various majors and disciplines for the society. The teaching level and management level of colleges and universities will affect the implementation process and results of the talent training plan. In addition to the most basic teaching work and discipline construction work, the management work of colleges and universities is also particularly critical, which is an important work to assist colleges and universities to carry out the teaching management work, and plays a key role in cultivating the all-round development of modern talents. Should change the requirement of social demand for talents, universities actively promote modern management, and the "management" renamed "management", starting from the actual needs of university construction, construction with modern teaching level and management ability of double first-class universities, colleges and universities play an important role in talent training and social talent transmission, cultivate the

development of the new era of the high quality, high level of talents.

## 2. "Double Class" overview

"Double first-class" is both a world-class university and a first-class discipline, which is the main direction of the construction and development of colleges and universities at the present stage. It is adapted to China's talent training plan, and it is a key work to train and transport high-quality talents for the society. China has attached great importance to the "double first-class" construction work from the national level, and selected universities with construction potential in various regions and cities to promote such universities to carry out school construction and discipline construction[1].

On September 21, 2017, the Ministry of Education, the Ministry of Finance and the National Development and Reform Commission jointly issued the Notice on announcing the List of World-class Universities and the first "double first-class" universities; 465 double first-class disciplines (44 self-determined disciplines). In February 2022, at the 23rd meeting of the Commission for Deepening Overall Reform of the CPC Central Committee, the Opinions on Deepening the Construction of World-class Universities and Disciplines were issued by the Ministry of Education, the Ministry of Finance and the National Development and Reform

Commission. With the approval of The State Council, the list of "double first-class" construction universities and construction disciplines was updated and announced, and a new round of construction was officially launched. A total of 147 universities were selected into the "double first-class" construction list.

Under the background of "double top", the universities should use the national policy support and financial support, play their own teaching advantages and discipline advantages, not only to teaching construction work as the core, but also cooperate with teaching management and internal governance work, from the teaching environment construction, teaching staff construction, discipline construction and teaching atmosphere construction, improve the level of university construction, for economic development, social construction and scientific research to supplement a steady stream of talent vitality[2].

### **3. The Requirement Of "Double First-class" Background on The Internal Governance of Colleges and Universities**

The state is stepping up the construction of "double first-class" universities, which puts forward new requirements for the work of colleges and universities. Under the background of "double first-class", colleges and universities will combine the teaching construction work with the internal governance work, and promote the teaching management and the system management work to the governance level.

From the investigation of internal construction and governance work, most of the universities scientific research and teaching, the internal governance work is neglected, or ignore the phenomenon of university governance, from the demand of modernization and modernization development, ignore the internal governance work will harm the sustainable development of colleges and universities, seriously hinder the smooth operation of school construction and discipline construction work, under the background of "double top", or a lag. Strengthening the internal governance work and optimizing the internal governance work is the main requirement of the "double first-class" construction work for colleges and universities, which is also the inevitable work of the modernization construction and high-quality development of colleges and universities.

"Double first-class" internal governance work of colleges and universities put forward specific requirements, from the management personnel training, management system, innovation and transformation of teaching achievements, promote college teaching and scientific research and management of management, management, play the internal governance work in the school construction in colleges and universities and the role of discipline construction work[3].

Take the construction of governance talent team as an example, Under the background of "double first-class", New requirements are put forward for the ability, working concept and working mode of the internal governance staff in colleges and universities, Ask governance personnel to actively use modern technology, With the support of modern office software and office system, Get comprehensive governance information, And to establish an effective communication relationship with various departments and departments, Changing the old way of governance, Get more

comprehensive and valuable governance information in communication, In order to make the governance work fully implemented into the construction work, Give full play to the role of internal governance work in the organization, coordination, overall planning and allocation, Optimize the allocation of university resources, Improve resource utilization.

In short, the "double first-class" background starts from the work needs of school construction and discipline construction, and puts forward more requirements for the internal governance work of colleges and universities, promotes the innovation and development of the university governance work system and mechanism, improves the governance level, and serves for the construction of teaching in colleges and universities.

## **4. The Importance of The Modernization Development of University Internal Governance Under the Background of "Double First-class"**

"Double first-class" promotes the transformation of university management to university governance. On the basis of the previous stage, emphasizing the management mode from top to down with the management and the leader as the main management body, it is an internal governance mode that emphasizes functional coordination and overall governance. Compared with the traditional management mode of colleges and universities, the current governance mode focuses more on respect for the development law of various undertakings in colleges and universities, grasping the essence of things, and then carries out governance work, which greatly improves the governance level and promotes the gradually establishment of modern governance mode and working mode in colleges and universities. Under the background of "double first-class", the modernization development of internal governance in colleges and universities plays an important role in the development of teaching and research work, discipline construction, environmental construction and staff team construction of colleges and universities. At the same time, on the basis of improving the governance ability of colleges and universities, we should play the role of colleges and universities in promoting the stable operation of social undertakings.

### **4.1. We will improve the teaching and research levels in colleges and universities**

As the main position of cultivating talents, colleges and universities' teaching and research work is the core work of the internal construction of colleges and universities, but also the main work of colleges and universities to improve their teaching status in the university education system, and it is the basic work of colleges and universities. Under the background of "double top", university internal governance work orderly, and in the internal construction to encourage, support and guide the departments, department managers and research staff involved in the internal governance work, widely collect related personnel to teaching management, internal management work opinions and Suggestions, set the wisdom of all staff and management personnel, dynamically adjust the existing governance mechanism. Teaching and research personnel according to their own teaching and

research work on the actual needs of internal construction and governance of colleges and universities, and opinions and Suggestions feedback on the internal governance department, to promote governance system to adjust the needs of the research work, according to the adjusted management system to carry out the governance work, truly internal governance work for the construction of colleges and universities and basic teaching and research work service.

The internal management work plan that makes is oriented with teaching and research work demand, in the process of executing the plan, uphold the work concept that serves for teaching and research work all the end, pave the way for university teaching and research personnel to carry out teaching and research work. Teaching and research staff is in the good working environment that internal management staff creates for it, carry out teaching and research work actively, with the help of modern technology, improve the efficiency of teaching and research work. At the same time, the teaching and research personnel in the process of feedback work demand, also in the process of communication with internal management personnel, access to the overall strategic direction of the development of colleges and universities and the research work to fill the loopholes, for the targeted teaching construction and research work, improve the teaching level and quality, is committed to complete the stage of college teaching construction goal, close to the overall goal.

#### **4.2. Promote the high-quality operation of the discipline construction work**

One of the construction objectives of "double first-class" is the discipline construction. The internal governance work of colleges and universities carries out the governance optimization work according to the background of "double first-class", improves the level of the governance work, and creates a good internal environment for the university teaching and research personnel to carry out the discipline construction work. From the aspects of hardware conditions, the supply of teaching and research resources and the construction of teachers, all kinds of resources owned by colleges and universities are coordinated to serve for the discipline construction of colleges and universities[4].

Internal management work modernization develops, while updating management way, introduce intelligent, modern office software, step up office system to update, provide efficient information acquisition, analysis, processing and response mechanism for management personnel. With the help of the office system, the internal governance personnel of colleges and universities can connect with each department and department system for docking, so as to obtain the demand information and feedback information of the internal construction of colleges and universities and various work. The management personnel will allocate the existing resources of colleges and universities from the level of the overall development of colleges and universities, allocate all kinds of resources needed by its department construction and teaching construction for each department, promote the smooth development of the discipline construction work, and promote the discipline construction of each department, especially the high-quality operation of the construction of the characteristic discipline work in colleges and universities.

#### **4.3. The introduction of modern teaching AIDS, to promote the construction of teaching environment information**

Under the background of technological progress, the types of modern teaching AIDS with technological advantages have increased, which provides more efficient and convenient modern teaching AIDS for university teachers to carry out teaching work. Internal governance personnel to promote the school teaching construction and discipline construction as the ultimate goal of governance work, in the office system of the university teaching, management, construction demand information, especially with teaching demand information, through the introduction of modern, intelligent and information teaching tools and teaching equipment, meet the needs of the professional and interdisciplinary teachers of teaching infrastructure rationing, improve the level of modern teaching.

#### **4.4. Clear talent needs, recruit high-level, professional talents**

Internal governance staff will department construction and teaching construction work together, from a line of teaching and discipline construction work for the professional demand for teachers, and from the line of talent demand information and human resources management feedback of talent demand information, provide more comprehensive for human resources management department, accurate talent demand information, promote the human resources management department recruitment work smoothly, for various departments, professional recruitment and actual professional demand docking of talent teachers.

Internal management staff member with the help of modern office software and office system, obtain the comprehensive demand of university each work to talent quality, type, quality respect, and assist human resource management department to carry out talent recruitment work, recruit the modern talent with the actual demand of university each work relative.

### **5. Problems Existing in The Internal Governance Work of Colleges and Universities Under the Background of "Double First-class"**

"Double first-class" background, various universities are committed to improve the level of school construction and discipline construction, to build world-class colleges and first-class disciplines, improve the overall teaching level and education level, strengthen our country in the international education soft power, cultural soft power and talent soft power, improve the international competitiveness of our country. Give full play to the role of universities, promote China to stand firm in international competition with talent soft power, and seek a higher level of development. Therefore, promoting the "double first-class" construction of China's universities is an important measure of teaching reform and teaching construction from the national level, which will play an important measure in promoting China's education cause in line with international standards, and play a vital role in the smooth operation of China's education cause, economic development and social construction. However, from the governance of the education system in China and teaching examination and obtain the specific information, university governance in China is facing many problems, mainly

reflected in the internal governance system construction, power operation, institutional construction, resource allocation, team construction, management supervision system, etc., the construction of universities and high-level personnel training work in China. The following will analyze the problems existing in the internal governance work of colleges and universities under the background of "double first-class", and provide a breakthrough for solving the governance problems, improving the governance level and the quality of colleges and universities construction, so as to suit the case and enhance the effectiveness of the solutions.

### **5.1. The internal governance system is not sound**

Internal governance system is the main basis for university governance personnel to carry out governance work, and it is a governance system with comprehensive nature and guiding value. Among them, governance system is an important component of the governance system, which has pre-guiding significance in the process of developing internal governance work. From the investigation and investigation of the internal governance work of colleges and universities in various regions, it can be seen that the internal governance system of colleges and universities in some regions is not comprehensive and perfect, and the system has become the main factor hindering the implementation of modern governance work means. On the one hand, colleges and universities take the university constitution as the core content of the internal governance system, which is beyond reproach, starting from the nature of the system of colleges and universities. However, in colleges and universities based on the university articles of association in the process of governance system, or system construction systematic weak phenomenon, the connectivity between the system needs to be strengthened, otherwise under the background of relatively independent system, cannot effectively play a hierarchical and overall role of governance, in the coordination of internal construction and the allocation of resources as a weak. At the present stage, on the other hand, the internal governance system of colleges and universities on the basis of the original management system, modified, and the actual needs of the current governance problems, lead to governance system to the guiding significance of practical work is small, is not conducive to play to the internal governance work in discipline construction and internal construction in colleges and universities.

### **5.2. The operation of internal governance power is not smooth**

The internal construction of colleges and universities is relatively complex, and the governance power can be divided into political governance power and academic governance power from the nature of the organizations of colleges and universities. In the process of actual implementation, or because of the unclear definition of rights, the improper allocation and use of rights, internal governance power, or the problem of poor operation. No one is responsible for part of the governance work, while part of the governance work is responsible for by multiple people. There is repetitive work in the organization construction and internal governance not only wastes human resources and management resources, but also easily leads to power disputes, which is not conducive to the smooth operation of internal governance work.

### **5.3. Some internal governance institutions of colleges and universities are miscellaneous and scattered powers**

Colleges and universities to specially set up the internal governance institutions department responsible for governance, but the practice of the governance work, or governance institutions single function cause excessive governance institutions, one person in multiple governance departments or governance institutions function overlap, in the actual internal governance work, the waste of resources problem, and with the increase in the number of university governance institutions, power distribution is unreasonable, waste of resources to solve the problem.

### **5.4. The allocation of social resources is unbalanced**

Taking the financial allocation to support the discipline construction of colleges and universities as an example, the level of economic development is different, and the investment of the government financial appropriation in education is different. The lower the economic development level of the region, the level of teaching construction level is relatively backward, and the greater the demand for financial allocation in university construction. However, due to the limitation of the economic development level of the region, the support of financial allocation is small, and the lack of funds hinders the smooth operation of the university construction cause in the region.

### **5.5. The governance and supervision system is not perfect, and the supervision and implementation intensity is small**

The role of governance work in the construction of colleges and universities is becoming more prominent. In order to help the smooth progress of university teaching construction and discipline construction work, in principle, the supervision of internal governance work should be strengthened, so as to ensure the effective exercise of internal governance authority and the smooth progress of governance work. However, some local colleges and universities ignore the construction work of the governance and supervision mechanism and the comprehensive implementation of the supervision work, or there are some governance personnel who abuse their power phenomenon, which brings a negative impact to the construction work of colleges and universities.

## **6. Under the Background of "Double First-class", The Modernization Path of Internal Governance System and Governance Capacity of Universities Is Adopted**

Under the policy requirements of building a world-class university and first-class disciplines, various universities all over the country have carried out school construction and discipline construction work, and are committed to the development of superior disciplines and superior majors. The university education circle has presented a good situation and working atmosphere of teaching construction. Under the background of college teaching construction work, our university research level, construction level and management level have improved, for the society a higher level of modern

talents, in the social construction and economic development of talents, with the construction of social talent team to promote the high quality development of economy in all walks of life, and improve the level of social modernization in our country. Colleges and universities are stepping up the "double first-class" construction work. While committed to improving the level of teaching construction and discipline construction, they also take internal governance as the focus of internal construction, creating a good internal environment for the smooth promotion of the teaching and research cause of colleges and universities and coordinating the reasonable allocation of various resources. The optimization and modernization development of internal governance work plays a role in promoting the teaching construction work of colleges and universities, which is a necessary premise for colleges and universities to carry out the "double first-class" construction work. The following will take promoting the construction of "double first-class" universities as the background, explore the path of the universities with advantageous disciplines and majors to build a modern governance system and improve the ability of modern internal governance work, and provide work reference for the colleges and universities committed to school construction and discipline construction.

### **6.1. We will run schools in accordance with the law and improve the internal governance mechanism**

China has the force to promote the construction of colleges and universities, the national policy and system support, social atmosphere and university internal governance are the key factors affecting the results of university construction. As the main body of university construction, the state mainly introduces relevant policies, improves systems and formulates laws and regulations, to pressure universities and social organizations to implement the teaching construction and discipline construction work; and to provide legal basis for universities to build a modern university governance mode.

First of all, the relevant legislative departments according to the actual demand of university construction and development, in the university constitution and related system content and practical utility, on the basis of the existing governance system and constitution revised, for university governance personnel to provide a more comprehensive governance basis and articles of association, so that the universities in the internal governance and construction work, promote the full implementation of the governing work. Second, colleges and universities based on relevant laws and regulations and university articles of association, to adjust the internal governance system, mechanism, in the process of constructing governance mechanism, widely listen to the school party committee, organization department, teachers' representatives and the opinions of management personnel, from the political governance demand and academic construction demand two main levels, improve the internal governance mechanism. Among them, it should be noted that, with the advancement of the construction of colleges and universities, the demand of colleges and universities has also produced certain changes. Therefore, the internal governance mechanism of colleges and universities is not invariable, but the governance mechanism should be dynamically adjusted according to the work needs of different periods, so as to meet the actual needs of the governance work and construction

work of colleges and universities.

Finally, and the most critical part, universities should fully implement the responsibility system in the internal governance work, and reform the original responsibility system, based on the contract terms, adjust the discipline construction, material supply, talent construction, institutional setup, and apply the contract terms to the internal governance; and strengthen the contract management, improve the governance level and governance efficiency.

### **6.2. Clear nature of governance authority, decentralization set**

Colleges and universities are not a single teaching nature unit, and the management work is also a working nature and work attribute of colleges and universities, which has a strong correlation with the teaching construction and discipline construction work. The internal governance work of colleges and universities is more complex. According to different departments, different departments and different work, according to different needs and work requirements, so as to build a good teaching construction environment and development environment. Therefore, it is inevitable that the functions will overlap or lack of phenomenon in the specific development of the internal governance work in colleges and universities, which will bring a certain influence to the teaching construction work.

First of all, on the basis of clarifying the nature of the governance powers, we should clarify the boundaries of our rights and prevent the phenomenon of overstepping our powers from bringing negative effects to the governance work. The university takes the university party committee as the core and the work plan made by the university party committee for the present stage and the future stage of the university as the work direction, and defines the scope of their rights and the source of their power. Internal governance can be divided into political and academic governance, where the principal mainly conducts the daily management of universities, to create a good internal construction and entertainment environment for students; the teacher representative is mainly responsible for college teaching governance, such as academic discussion, teaching construction, resource development and discipline construction.

Secondly, according to the nature of the governance work, the subject of responsibility should be divided, give full play to the professional governance utility of professional governance personnel in all aspects, and carry out the decentralization design, and implement the mutual checks and balances of academic governance and administrative governance power, so as to prevent the teaching construction risks caused by the abuse of governance power.

### **6.3. Reasonable planning of internal governance institutions**

Colleges and universities set up governance institutions according to the actual needs of different aspects of governance work, and integrate the existing governance institutions according to their work nature, and merge the structure with the same nature, and classified as the same organization. For example, many institutions for academic governance work will be merged to restructure their internal management powers, and reduce redundant governance

personnel and redundant departments. The phenomenon of miscellaneous organization setting in academic governance is more common, mainly existing in the teaching construction and governance work of different departments and majors. When partial colleges and universities is undertaking teaching management work, pay too much attention to management personnel major counterpart, set teaching management organization respectively in each college or even each major, cause management organization is miscellaneous, the unified arrangement that is not conducive to management work and the coordination of teaching construction work advance. In view of this one situation, the university management office, can choose in each school, the major has higher teaching and research level and management ability of the teacher composition teaching management department. With the unified construction of the department, to facilitate the unified planning and deployment of the later governance work, standing on the overall strategy of the overall development of colleges and universities.

#### **6.4. The state finance should play the redistribution of financial resources**

Due to the different levels of economic development in China, the amount of financial expenditure in supporting the development direction of education is different, leading to the problem of unbalanced development of education. In view of this, the national finance arranges the allocation of financial funds on the whole, and provides financial allocation for the governments in areas with a low level of economic development, so as to support the development of the education cause and give full play to the role of financial funds in the redistribution of social funds. The state financial funds can be moderately tilted to the areas with a low level of economic development, for example, to the northwest region, and guide the flow of excellent teachers to the northwest region, so as to provide sufficient financial support and teacher resources support for the colleges and universities everywhere.

#### **6.5. We will improve the governance and supervision system and step up its enforcement**

In order to promote the orderly development of the "double first-class" construction work in colleges and universities, the internal governance work has been carried out in various colleges and universities, and the state gives its policy support and institutional basis. In the process that carries out the governance work, each university should insist to start from the actual situation of oneself governance work all the beginning, take the task of university development as the ultimate goal, combine the governance system and the school construction actual union, play the important role of the governance work in promoting the university teaching and discipline construction and discipline construction. The relevant departments of colleges and universities need to set up a supervision work system on the basis of governance work, improve the supervision system, in order to ensure the orderly development and comprehensive implementation of governance work, to prevent the abuse of power and lead to all kinds of work problems.

#### **6.6. Strengthen the construction of management talents and teaching and research personnel**

Modern university governance personnel is the key factor to promote the improvement of university internal governance system and the modernization of governance work, and the construction of teachers is the main driving force to promote the construction of universities and disciplines under the background of "double first-class". First of all, colleges and universities should improve the teacher appointment system, introduce excellent teachers and young scholars from various majors, and improve the level of teacher staff construction, and do a good job of young talent reserve, to prevent the talent fault in colleges and universities. Secondly, we should do a good job in the talent team management, encourage the talents to give full play to their personal professional advantages in the teaching construction and governance work, and help the modern development of the university internal governance work and the high-quality promotion of the teaching and research work[5].

### **7. Epilogue**

Under the background of promoting the "double first-class" construction nationwide, local universities, as the main body of conveying talent power and vitality to various regions, are not only the main practitioners of teaching construction and discipline construction, but also the promoters of regional economic development and social construction, and occupy the core position in the overall development of our country. Especially under the background of promoting the construction of "double first-class" universities nationwide, education is the soft power of education in China's comprehensive strength, and plays a key role in the overall development of the country. From the actual progress of the teaching construction work of regional colleges and universities, it can be seen that the internal governance work of colleges and universities cannot support the teaching construction work, and there are many problems in the internal governance work, leading to the discipline construction and teaching construction work of colleges and universities is facing many obstacles. In this context, the state should support the universities from the system and policy level, and promote the balanced development of regional education; the universities should improve the internal governance system, promote the modernization of the governance work, create a good internal environment for the teaching construction and discipline construction, and lay a solid internal foundation for the development of university education.

### **References**

- [1] Xie Lingxiang, Li Jian. Exploration on the modernization path of the internal governance system and governance capacity of local universities under the background of "Double First-class" [J]. University, 2021 (14): 12-14.
- [2] Chen Shiwei, Yu Rongjian. Research on the modernization of the internal governance system and governance capacity of local universities under the background of "Double First-class" construction [J]. Heilongjiang Higher Education Research, 2019,37 (02): 12-15.
- [3] Huang Bingchao. Substantial representation, realistic dilemma and goal orientation of Higher Education Governance

- Modernization [J]. Heilongjiang Higher Education Research, 2020 (02): 7-11.
- [4] Deng Chuanhuai. Promote the construction of a modern university system with Chinese characteristics [J]. Chinese Higher Education Research, 2020 (02): 6-8.
- [5] Yu Ju, Liu Chuanjun. The Action Logic of Higher Education Reform and Innovation under the View of Governance Capacity Modernization [J]. Hubei Social Science, 2017 (12): 159-163.