

The Establishment of Colonial College Board System and its guarantee to Free Education

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Abstract: The system of external board of directors is a higher education management system with American characteristics. Its connotation is mainly that the board of directors is the legal representative institution of the university, which is a collegial governance institution composed of people from outside the university and exercises its functions and powers in the way of collective resolution. The Board of Trustees is the governing body of the college and the highest decision-making authority. Its primary responsibility is to select and supervise the President and to ensure that the university's financial position is adequate for the conduct of teaching and research.

Keywords: Colonial College, system of board of directors, Liberal education, Safeguard.

1. Introduction

The formation and development of the extramurals board of directors directly benefited from the concept of layman management of the church in Calvinism, as well as the system of corporation, trust and board of directors in England, and was closely related to the situation of society and education itself at that time. The decision-making mechanism of the board of directors is a collegial governance mechanism in American universities. The board of directors has a clear management structure with clear powers and responsibilities, and its core function is the decision-making mechanism. The advantages of this decision-making mechanism are: it is beneficial to balance various stakeholders inside and outside the school; Contribute to the autonomy of colleges and universities; Conducive to collective decision-making, avoid the influence of individual authority. The earliest board of directors of colleges and universities can be divided into two kinds: the dual board system and the single board system. The first bicameral board was established by Harvard College. Yale College was the first to establish a single board of trustees, which gave all the ownership of the school to outsiders. The board of directors system created by the college is still in existence today.

2. "Off-campus Governance" Mode

2.1. The dual-board system

In 1642, the first board of Trustees of a university in the history of American higher education was established at Harvard College, which is thought to have originated from Trinity College Dublin, Ireland. Trinity College was founded in Dublin in 1592. It is governed by a bicameral system, namely the Council of Visitors and the Council of Members. The Inspection Committee is made up of people from outside the school and is responsible for supervising the school; The association consists of principals and teachers, who legally have ownership, trusteeship and internal management of the school, and are responsible for the specific operation of the school. The original Council of Trustees of Harvard College was composed of twelve people. This council was composed of the Governor, the lieutenant Governor, the Chancellor of

the Exchequer, three magistrates, and six ministers. In 1642, the General Court of the Colony of Massachusetts reorganized the Board of Overseers, officially named it the Board of Overseers, made it a permanent and permanent institution, and approved the president of Harvard College to sit on the board as the sole representative of the college. The Board of Supervisors consists of 21 members, including 11 government officials, nine Congregational ministers, and the dean of Harvard College. Colonial colleges were controlled by outside forces such as the legislature and the church.

Harvard's committee of outsiders inevitably raises practical questions about the management of the college. Due to the inconvenience of transportation, the members of the school superintendents' committee rarely meet frequently, which makes it difficult for them to participate in the management of the school. The principal has to assume the main responsibility for the daily management of the school, but has no corresponding authority. So in 1650, The Massachusetts Legislature issued a charter to establish a new administrative body at Harvard College, called The Harvard Corporation, also known as "Harvard Corporation". Legally, they are called "the President and Fellows of Harvard College." The "College Council" consists of the president, 5 teachers and a treasurer, and is responsible for dealing with university management affairs, including formulating policies, appointing officials and teachers, purchasing university property, accepting gifts and investments, etc. However, its decisions must be approved by the Board of Supervisors, and the board of Supervisors has the right to supervise the "College Council" and the right to appoint the new president. In this way, "the Dual Board System", which co-exists with the Board of supervisors and the Board of trustees, was formed. This bicameral system of governance has been maintained to this day.

Mary Mary College, has adopted a slightly different management model. Virginia was a royal colony controlled by the British government. It was ruled mainly by planters, most of whom did not make public education a priority. In 1691, the leader of Virginia's Anglicans went to London to ask the bishop, on behalf of the Virginia Legislature, for permission to establish a grammar school and a college. James Blair returned to Virginia with a charter authorizing 18

Virginia gentlemen to form the College's Board of Trustees. The College of William & Mary also carries out bicameral system in its management system, and its organizational management mode is obviously deeply influenced by the European university autonomy tradition.

William and Mary's founder, James Blair (an Anglican Scottish minister, preacher and educator), was a student of Maliska College at the University of Aberdeen and earned a master's degree in Edinburgh. Edinburgh's college was created by royal mandate and run by Edinburgh City Council, which provided Blair with a model for how to run the college, which was then approved by the authorities in London for its Scottish approach of being run by outsiders. The Governing Council, composed of the principal and six teachers, is responsible for the daily work of the college, and the board of directors, composed of 18 gentlemen from outside the school, is responsible for the policy of the school. Members of the Board of Directors are called directors and may be nominated by the general meeting of the Board to add new board members. The Board of Trustees is empowered to legislate for and determine successors to the College. They also set up a professorship made up of faculty members from the college. Like the Lay Board at Harvard College, the Lay Board at William and Mary has the final say over which professors it belongs to.

Harvard President Eliot once remarked that the advantage of this system lies in the fact that the interests of the university can be strongly safeguarded by two institutions of mutual supervision and restraint. But at the same time, the system of Harvard College also caused a series of contradictions and conflicts between the board of supervisors and the "legal person". This is because the power organization of the administrative units of universities and colleges comes from two sources: one is from the academic system, responsible for teaching and living on campus, and the other is from the governing body, not resident on campus, and at least some of the members are secular. The professional body of the academic system is the faculty, who are most familiar with the practical problems of the university and therefore want to have the power to decide education policy. But the people who founded the university, usually the board of trustees, also want to implement their educational ideals, and the two groups' views sometimes overlap and sometimes create tension over the organization of power.

2.2. Unitary board management mode

Yale College was founded in 1701 by Congregational priests of the Puritan denomination. Considering that the bicameral system had created a series of contradictions and conflicts between the Board of Supervisors and the "Corporation," when 10 Congregational ministers (nine of whom were graduates of Harvard College) were appointed by the Connecticut General Assembly as trustees to establish Yale College in 1720, instead of imitating Harvard's System, they adopted the Single Governing Board System, namely the Yale Council, which firmly controlled the management power of the college in their own hands. In 1745, Yale College received a charter from the colonial government, setting up a single board of trustees as a governing body. It was not until 1754, when the Connecticut Legislature issued a charter, that the president was allowed to join the Yale Board of Trustees. In 1746, the College of New Jersey mimicked Yale's model of a single board of trustees, and the Colonial College that was founded later largely followed the governing bodies of the

boards of trustees of Yale and the College of New Jersey.

The colleges -- Harvard, William and Mary, and Brown -- have dual governance structures, in which the lay board shares authority with an internal collegiate peer group of presidents and faculty members. The boards of the other six colleges have all the power. Both Harvard and the College of William and Mary adopt the dual system of board of directors governance model, and Yale College adopts the unit system of board of directors governance model, which takes religious gentlemen as an important way to control the college and becomes the "standard model" of colonial colleges in North America, that is, the "external governance model". This model has become an indispensable governance practice of the corporate system of colleges in North America. This tradition was gradually institutionalized and continues to this day.

3. The Protection of Liberal Education by The Board System

3.1. Secure the source of funds for free education in Colonial colleges

Colonial colleges were established either under one denomination or under several different denominations. Some were granted royal charters, while others were established under statutes issued by the colonial authorities. Funding comes from donations, sponsorships and legislative appropriations, as well as all tuition fees charged to students. In the Puritans' design of the college system, academic freedom was not what the early settlers pursued and yearned for. Religious piety and orthodoxy were the primary aims of the colonies. This inevitably requires the academy to be controlled by people of faith. In this off-campus governance structure, most of the college's board members are drawn from the social elite and church ministers. Its characteristics were formed from the unique "frontier environment" of the colonies, which was restricted by objective conditions. Although the founders of the schools were different from the political authorities, due to the theocratic society, the very important support for the early schools in such a difficult environment came from groups with strong religious tendencies. Statutory church and civic governments became the "principal" source of school funding. Therefore, from the very beginning, colleges have to rely on external governing organizations to manage higher education institutions.

3.2. To ensure that free education effectively develops towards the established goal of running a school

The basic function of the board of directors is to conduct external management of the school, formulate major policies for the school, and ensure the effective management and healthy development of the school. Generally speaking, the board of directors, as the highest authority of the university, decides the development direction and goal of the university as its most important function. Selecting, hiring and supervising the president is one of the main functions of the Board. The principal is generally responsible for these routine administrative matters. The president is the principal administrative leader of the university and, by granting academic authority to the faculty and administrative authority to the administration, ensures that the university's professors and administrators can effectively plan for the future of the

institution and promote its effective implementation.

3.3. Ensure an academic environment for free education

The University's resources are entrusted to the Board of Trustees, whose main function is to ensure that the University has sufficient resources to maintain the organic development of the University. As an institution of spreading knowledge and culture, universities and other social institutions or groups form a mutual influence and mutual restriction relationship. The members of the board of Trustees are mainly social and government groups to protect the university from adverse influences from outside society, and to maintain an environment that guarantees academic freedom and creates an atmosphere in which students and scholars can think independently. With the development of the colony, the management system of the board of trustees was gradually combined with the corporate system of the college, forming an organization called the lay trustees by scholars. These directors, with the assistance of the president, selected all the faculty, set salaries, awarded scholarships, formulated rules and regulations, awarded degrees, etc. In the History of American Higher Education, American scholar John Selin holds that by the end of the colonial period, American colleges showed two remarkable characteristics: their charter and corporate structure were very strong; Their structure and protection ensure flexibility and durability. The future survival and health of the colleges depend on their ability to adapt.

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