

## Logic of University Governance in the Era of Internet Plus

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**Abstract:** The impact of Internet Plus on higher education has attracted wide attention from the society. However, the current research focuses on the improvement of hardware in university, as well as the change of the teaching and learning methods. Action of Internet Plus is not  $1+1=2$ , but  $1+1>2$  through open sharing and coordinated development. From the perspective of university governance, the administrators should regard Internet Plus as the important conditions for promoting the governance reform, driving reengineering of governance.

The impact of Internet Plus on higher education has attracted wide attention from the society. However, the current research focuses on the improvement of hardware in university, as well as the change of the teaching and learning methods. From the perspective of governance, how should the university administrators respond to the new changes in the Internet Plus era and promote the reform of university governance?

### 1. Relationship between Internet Plus and University Governance

#### 1.1. Deviation of Understanding between University Governance and Internet Plus.

With internet developing and popularizing, we realize Internet can make our life more intelligent. According to the 42nd statistical report on the development of Internet in China issued by China Internet Network Information Center, the number of Internet users in China had reached 802 million by June 2018 [1]. Under the background, the university administrators should fully recognize the influence of Internet Plus on social production mode and people's life style. These busy people in universities should buck up their ideas actively to promote the integration and diffusion of Internet Plus in various fields such as administration, teaching and research, etc.

However, in the practice of governance in university, due to different understandings and interests, the different administrators have different attitudes and positions towards Internet Plus. That also determines investment difference in construction of Digital Campus. For example, some administrators in university are against investment too much in Digital Campus. they have one-sided and biased understanding on Internet Plus, which think it's better to spend more money on scientific research, teaching, building and talents. Because the digitalization can't be seen or touched, it's not as good as fixed assets. In addition, some people have only positioned the Internet Plus as a tool and means. They often use some new technologies to do their old things superficially. For example, in teaching, except that PowerPoint slides replacing the traditional blackboard writing, their teaching model is no any substantial changes compared with a decade ago. On the one hand, the university investment in Internet Plus is not enough. On the other hand, they are unwilling to study new things in depth. Moreover, some people merely regard Internet Plus as a driving tool for economic and industrial development. The governance transformation idea has not been embraced and updated. In reality, some university administrators still use conventional mode to manage people and property. The process of the old way is organizational overlapping and procedures are tedious, which will inevitably reduce efficiency of university governance. Some universities are overstaffed. It seems there are many things that can't be done. The essence is low efficiency. That will be more difficult to reform in this situation [2].

Network society can quickly share information and self-organization, promoting the efficiency and benefit greatly. If you don't move forward, the times will force you to make changes. The

essence of the question is survival or death. If the universities want to keep survive and competitive, their administrators must quickly respond to the needs of the times. However, due to the serious administration of some universities and department, some leaders are conservative and unwilling to accept new things. They not only fail in leading, but also become obstacles to development of information and transparency. Some administrators still rely on a lot of manpower and running errands to carry out their work. This leads to the overstaffing of many institutions. In fact, organizations can be streamlined, efficiency can be improved. For instance many files that could have been shared by establishing cloud disks and other sharing methods on line, instead of being transmitted one by one. It's so simple, but it can't be done without a scientific and modern governance mechanism. The philosophy of sharing and integration are not reflected in the governance reform of universities [3].

### **1.2. Promoting Governance Effectiveness.**

Internet Plus is not  $1+1=2$ , but through co-operation and interaction and finally produces chemical reaction, so as to win  $1+1>2$ . According to needs and functions of the higher education, Internet Plus university governance should be included in two levels. The first is the reform of internal governance in universities, namely the Internet Plus of universities themselves. For example, Building a digital campus is a concrete measure. The aim is to realize the modernization and intellectualization of university governance. The second is the relationship between universities and external society, which mainly refers to how universities promoting the economic and social development through the Internet Plus.

For the first level, Internet Plus is the driving force and requirement. The university is the object of the reform. The information technology will upgrades university governance greatly. The second level highlights the role of university in promoting the Internet Plus in the economic and social fields. To some extent, this level is about the relationship between universities and society. That means the universities should play a more important role in serving the society. That will show university how to lead social development, which is the function of serving the society.

## **2. Key Points of Governance Reform through Internet Plus**

### **2.1. Value Revolution through Internet Plus.**

Internet Plus is the technological revolution. At the same time, it is also thought revolution. First of all, the Internet has the basic characteristics of equality, openness, cooperation and sharing. From the perspective of governance, the governance subjects of university are more diverse, the mechanism is more collaborative. The multiple subjects form a virtuous circle and ecology of sustainable development, which makes the universities more intelligent, harmonious and dynamic. Secondly, under Internet Plus concept, university governance should be a set of values system that emphasizes open, cooperate, share, win-win [4]. By establishing a harmonious symbiotic relationship between university and the outside, it can provide higher education quality, efficiency and supply mode. It can also promote the reform and development of the university itself. Thirdly, the Internet Plus has burst into huge data and productivity that can makes university governance more scientific, more precise positioning, more efficient, more smooth channels, easier integration of resources, and closer cooperation.

### **2.2. Operation Mechanics Reengineering.**

The Internet Plus generates a lot of analysis data through online and computing. By integrating into information sharing platform service agent system, the shared digital map-symbol-base can meet the application demand on sharing spatial information based on the Internet and interactive analysis service in different departments and different realms of profession. At the same time, it can dynamically collect opinions of teachers and students, and improve the participation and supervision of teachers and students in decision-making transparently. The universities can also make full use of huge data of the government, enterprises, society and other aspects to make timely

evaluation, so that the decision-making can adapt to the development needs of stakeholder to continuously improve competitiveness.

In addition, Internet Plus can realize the process re-engineering of university operation mechanism. In the era of Internet Plus, we need to pay attention to the service objects. For a long time, there has been too administration-oriented in universities, so that often ignore the needs of teachers and students. For example, the channels for general researchers to query the authoritative statistical data of universities and governments are not smooth, and the first-hand information are monopolized by a few people. These resources have not been well developed. The purpose of using Internet Plus is to reform the governance mode, including the education administrative departments and other institutions. By doing so, we can enhance the good sense of sharing and realize the interdepartmental sharing of data and information.

In the Internet era, the network and flat organizational structure are welcomed, which can be interconnected, convenient and efficient. For the administrative work, it is necessary to reduce the handling links and process. At the same time, it is necessary to improve the efficiency of work, establish the information interaction platform between different departments. The aim is to reduce the management level. At present, some universities are overstaffed, and management communication is not smooth. For example, in the field of student work, some counselors still play the role of nanny, trapped in the primary task. Therefore, it is an urgent requirement to promote the modernization of student management, and change the low efficiency [5].

### **2.3. Promoting External Supervision.**

In recent years, a small number of universities have serious corruption. One of the important reasons is the lack of transparency and effective supervision. In the era of Internet Plus, the development of science and technology has greatly reduced the cost of information disclosure. The enthusiasm of the public to participate in supervision has also been greatly improved. It's effective to make full use of information technology building a platform for university information disclosure and network supervision. It's important to improve the ability of supervision.

In addition, the rapid development of the new media promotes the dissemination of all kinds of information. The public is paying more and more attention to universities. This is a double-edged sword. In a negative sense, universities are more cautious. In a positive sense, universities will pay more attention to scientific development. Through the network for information disclosure and social supervision, it is also conducive to the university reform and innovation through the feedback of external information.

### **2.4. Promoting Channel Unblocked.**

Traditional university mostly adopts hierarchical management, which consists of a management team composed of university leading groups. The hierarchical management greatly reduces the efficiency of management. At the same time, it is difficult for the leading group to master the most objective and real situation of the front-line teachers and students. The advent of the Internet Plus era has made the university governance expanding greatly in breadth and depth [8]. On the one hand, the leadership can form the Internet Plus mass line mode to shorten the distance between leaders and teachers. The leader can hear different voices and appeals,. On the other hand, through a variety of social media, the front-line teachers and students can also use the Internet to convey their most authentic voice to the leadership accurately.

Lei Jun, the founder of Xiaomi, believes that Internet Plus is to gather a large number of people in a low-cost way [6]. Lots of people actively participate in discussions, comments and suggestions through the Internet. Therefore, we must follow the mass line. That means trusting and relying on the masses. The administrators should come from the masses and go to the masses. At present, some grass-roots teachers have complaints and some negative thoughts. The reason is that the demand for openness and transparency is increasing. For example, some decision-making measures related to the vital interests of teachers and students. However, there have not been made public in time. Some policies have been misunderstood. At the same time some grass-roots administrators have not implemented them well. the superior also lacks the understanding of the actual situation. Therefore,

many problems and conflicts are inevitable. With the help of Internet Plus thinking, meeting the needs of information disclosure, timely meeting teachers' needs and responding to public opinion, we can resolve conflicts among stakeholders and improve governance level in advance.

Internet Plus governance also applies the mode of disintermediation, less hierarchy. This is a network and flat organizational structure, opening up directly communication channels with ordinary teachers and society. At the same time, teachers, students and the public can fully participate in the management of public affairs, and express the views. This is also in line with the Robert's Rules of Order. Time and tide wait for no man. The university administrators should give full play to these values and advantages of Internet Plus, and make full use of information technology to achieve all-round and efficient application on democratic management [7].

### **3. Role of Universities in Promoting Social Development**

#### **3.1. Promoting Collaborative Innovation.**

Collaborative innovation emphasizes the effective interaction of knowledge, technology and innovation. At the same time, it highlights the coordination between scientific research members. This demand is consistent with the value proposition of equality, openness, synergy and sharing advocated by Internet Plus. The university should be driven by the thought of Internet Plus to jointly carry out scientific and technological research. The scientific research members of university, as a powerful team, should provide powerful support for innovation driven development strategy of the country.

First of all, scientific research should be based on the open and sharing. The Internet plays an important role in terms of building platform. For example, the university takes the advantages of human resources, technology and other resources, combining the government, industry and enterprises to form R & D centers, or build Intelligent manufacturing center, Incubators, innovation and entrepreneurship bases, social service institutions, which can gather more social scattered resources, and make interdisciplinary, cross-industry, multi-field and innovative projects more likely achieving breakthroughs.

Secondly, we should strengthen the training of Internet Plus talents, and explore the construction of diversified innovative talents training mode, such as talents + Project + team. The students or relevant social groups can participate in project. The university should set up start-up funds to support student entrepreneurship projects. At the same time, the university holds shares with technology, and shares the benefits of entrepreneurial results. In addition, many universities can join forces to build entrepreneurship platforms and training centers through the Internet. It can integrate entrepreneurship education resources, form network shared resources, open to the society, and provide better innovation and entrepreneurship education resources for the whole society [8].

Thirdly, it can realize the transformation of system and mechanism with the concept of Internet Plus. The purpose is to establish a scientific, rational and more efficient innovation management operation mechanism, and form a collaborative system and linkage mechanism that means resource sharing, risk sharing and benefit sharing. For example, in the field of scientific research, we can change the previous model that usually done by one person. The new model is team joint development, so that knowledge, skills and hardware resources can be invested. At the same time, we need to establish a scientific and reasonable organizational structure, so as to clarify the relationship between rights, responsibilities and interests of multi-agent cooperation. Only in this way we can achieve the goal of intellectual property sharing, market results sharing, and mutual benefit.

The employment report of Chinese college students issued by Mycos Research Institute has been widely recognized by the education authorities and colleges. Its principle is based on the needs of students and society, to analyze the relevant big data professionally and accurately. The contents include: the main industries of students' employment, the types of employers, the main areas of employment, the salaries of graduates, the satisfaction of employment, the evaluation of alumni on their alma mater, etc [9]. All of these have a strong reference value for the management of the

university. Through Internet Plus, it is of great significance to make full use of these big data and tap its value to improve the governance level of universities.

### **3.2. Promoting Sharing and All-win.**

In the era of Internet Plus, information technology and Internet culture have penetrated into all aspects of social life. People's lifestyle, behavior habits and learning methods are undergoing profound changes. Education for all and lifelong learning have become the prominent features of education fields. From the perspective of Internet Plus, university must establish the basic concept of data opening and resource sharing. Information and resource sharing should be at least three open levels, namely, the open sharing of information in universities, the opening of supervision departments, and the opening of data and resources to the society. For example, Changzhou science and Education City in Jiangsu Province, Through the Internet platform, the experiment and training equipment of six colleges and universities have been integrated, and the effective allocation of resources has been carried out again. It is open to all colleges and universities in Changzhou science and Education City, and at the same time, it carries out technology, skill training and technical services for the society, which greatly improves the utilization rate of resources to the society [10]. At the present, many universities in China have opened their sports venues and campuses to the public in a certain period of time to serve the amateur life of community citizens.

At the same time, we can also open the experimental equipment to the society through the network platform, providing technical support, helping small and medium-sized enterprises and scientific research institutions. The purpose is to effectively utilize and activate the resources so that we can realize the maximum value of university resources.

In short, all of us live in the internet age. From the perspective of governance, the universities should uphold the values of equality, openness, coordination and sharing. The university administrators should regard Internet Plus as the driving force of governing revolution. Through this revolution, we can seek cooperation and development, better to realize the social value of universities, and cultivate more excellent talents.

### **Acknowledgements**

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