The Influencing Mechanism of Governance Effectiveness in Secondary Colleges of University

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Abstract

This research aims to investigate the mechanisms for enhancing governance efficiency in secondary colleges within the broader context of modernizing governance systems and capabilities in higher education institutions. The study employs an embedded case study method to delve into the factors that influence governance effectiveness in secondary colleges.

The research sample group comprises secondary colleges selected based on specific criteria related to governance structures and environments. Various research tools, including interviews, surveys, and document analysis, are utilized to collect data on governance mechanisms and practices. Data is gathered through interviews with key stakeholders, surveys distributed among faculty and staff, and analysis of relevant documents and policies.

The collected data is analyzed using qualitative methods to identify patterns and relationships associated with governance efficiency in secondary colleges.

The research findings underscore that governance effectiveness in secondary colleges is influenced by factors such as governance structure, environment, resources, and values. The mechanisms identified for achieving governance effectiveness include: 1. Reasonable power distribution, decision-making mechanisms, and Supervision mechanism ensures scientific and accurate decision-making; 2. Sufficient financial, human and leadership resources provide support and driving force for the organization; 3. Good policies, regulations, cultural atmosphere and stakeholder relations promote democratic responsibility awareness and resource integration; 4. Stimulate enthusiasm and creativity by promoting common value goals, conveying value concepts, and enhancing the recognition and support of organizational members. These factors work together to promote the improvement of the governance efficiency of secondary colleges.

Keywords: Secondary colleges; Governance effectiveness; Influence mechanism

Introduction

Since 2015, China has adopted "modernization of the national governance system and governance capabilities" as the overall goal of comprehensively deepening reforms, and discussions on the theoretical construction of university governance and the construction of modern university systems have continued to deepen. Entering the new era, there is an urgent need to continuously improve the efficiency of university governance through the improvement of university governance capabilities and the improvement of governance systems. In the construction of the governance efficiency of universities, the governance of secondary colleges, as the "academic heartland", not only affects the normal operation of grassroots academic organizations within the college, but also is related to the performance and performance of talents training, scientific research, social services and other functions of colleges and universities. Achievement of organizational goals. In the context of university reform, college governance is the best way to build a modern university system and an important path for universities to achieve "grassroots change". It can stimulate the vitality of the grassroots and thereby promote the development of the modern university system. It can be seen that comprehensively improving the governance efficiency of secondary colleges in colleges and universities is an inevitable choice for deepening the reform of "College Office Links to university" in colleges and universities and improving the modern university system with Chinese characteristics.

Gu Jianmin (2016) proposed that achieving "Effective governance" hinges on enhancing the decision-making system and mechanism while fostering a governance culture characterized by communication, trust, and cooperation among stakeholders. This approach underscores the interplay between administrative power and academic power, advocating for a decision-making framework rooted in democratic and responsible co-governance. It emphasizes activating the decision-making entity, standardizing decision-making behavior through a scientifically rigorous system, and enhancing decision-making quality via mechanisms based on mutual trust and cooperation.In a related context, Song Zhiyan (2022) asserts that within the framework of "Governance in China," enhancing the governance efficiency of secondary colleges in universities necessitates a precise understanding of the essence of "Good governance" within educational institutions. Embracing the "Nine perseveres" as a foundational principle, the modernization of governance systems and capacities emerges as a pivotal aspect, with the transformation of institutional advantages serving as a critical focal point.

However, scholars have not yet in-depth answered the influencing mechanisms between the governance effectiveness of secondary colleges and the various factors in the governance process when studying department governance. Therefore, this article attempts to explore governance through case analysis of J College and G College from H University. The logical relationship between factors such as structure, governance resources, and governance environment and the governance effectiveness of secondary colleges in local universities, and an in-depth analysis of the impact mechanism on the governance effectiveness of secondary colleges.

Research Objective

1. By describing and analyzing the governance practices of J College and G College from H University, explore the factors influencing the governance of secondary colleges.

2. Compare the impact of J College and G College on the governance of secondary colleges in terms of governance structure, governance resources, governance environment and governance value.

3. After repeated refinement and comparison, combined with existing theories and case data, a secondary college governance efficiency realization mechanism model was derived.

Literature Review

1. Research on factors influencing the governance effectiveness of secondary colleges

Research on the governance effectiveness of secondary colleges focuses on the impact of environmental, resource, structural and value factors. In terms of environmental factors, government policies, market environment and social needs have an impact on governance effectiveness. Research shows that government policy environment and regulatory systems, market-oriented management, and social evaluation and supervision of education quality (Cai, W.B. & Zhang, Q. 2013) all have an impact on the governance effectiveness of secondary colleges.

The resource factor believes that the investment and coordination of resources are the key to improving performance and competitiveness. In addition to material resources, individual characteristics are also important factors that affect governance effectiveness. The personal characteristics of organizational members have an important impact on the governance effectiveness of universities and secondary colleges (Zheng, 2005).

In terms of structural factors, good internal organizational factors can promote organizational collaboration and efficient execution (Xiong, 2006). Internal factors such as organizational functions, size, strategy, tasks, resources, capabilities, system design, operations and culture all have an impact on governance effectiveness.

Value factors believe that public value theory points out that community value shapes goals, conveys ideas to gain recognition and support, and relies on the governance system to exert comprehensive governance capabilities and achieve value effectiveness (Zhou & Shi, 2022). As an academic community and a value community, universities undertake multiple functions, and their governance effectiveness is affected by governance values. Comprehensive research shows that environmental, resource, structural and value factors jointly influence the governance effectiveness of secondary colleges. Factors such as government policies, market environment, resource investment, organizational structure, internal scale and culture, governance value, etc. interact with each other and need to be comprehensively considered and handled. Future research can further explore the correlation between these factors to improve the theoretical and practical level of governance effectiveness in secondary colleges.

2. Research on the realization mechanism of governance efficiency in secondary colleges

The secondary college governance mechanism is the operating procedures and methods to ensure the reasonable distribution of responsibilities and powers. The internal governance structure of a department is an interrelated, self-organizing system that coordinates the rights and responsibilities of stakeholders through self-restraint and mutual checks and balances, ultimately maximizing academic power and the interests of all parties. The core issue

of effective governance is to realize the downward movement of school management, give full play to its own entity, subjectivity and autonomy, and finally return to the academic standard.

The current academic community mainly starts from rationalist logic and emphasizes the realization of effective governance through reforming the university governance structure, which is the "structural system theory" (Wang, 2018). However, scholars represented by Birnbaum (1991) believe that governance structure reform cannot bring about effective governance, and organizational trust and good interpersonal relationships are the key. They advocate that universities should respect the independence of intellectual research, build trust and cooperative interaction, and promote effective governance.In university governance, trust and a sense of social equality help build organizational trust. Interpersonal equality promotes interpersonal trust, and the information disclosure mechanism is an important means to build trust. The information asymmetry between university managers and stakeholders requires a complete disclosure system to obtain the information basis and promote the development of governance activities. Therefore, in the governance of secondary colleges, in addition to the construction of structural systems, it is also necessary to pay attention to organizational trust, interpersonal relationships and information disclosure mechanisms to achieve effective governance goals.

Research Methodology

1. Selection of embedded case study methods

According to the definition of Robert K. Yin (2004), an embedded case study is a case study carried out by examining the primary unit of analysis and the secondary unit of analysis. This method starts from the primary unit of analysis to raise research questions, studies the secondary units of analysis, and finally returns to the primary unit of analysis to draw research conclusions (Wei, 2017). This study aims to explore the influencing mechanism of governance effectiveness of secondary colleges in local universities, focusing on the impact of different factors on the governance process and methods to improve governance effectiveness. Particular emphasis is placed on in-depth exploration of process and "how" issues (Yin, 2004). Therefore, this study adopts an embedded single case study, which is presented as a detailed study of the dynamic evolution process.

2. Case selection

Case studies usually use theoretical sampling methods for case selection, selecting unique, supplementary or critical cases (Zheng & Huang, 2008). In the research that lasted for more than a year, the author selected G College and J College form H University in Guangdong Province as representative cases to conduct comprehensive and systematic participatory observation, restore the operation picture of the governance mechanism, and provide reforms to improve the governance efficiency of local secondary colleges. Provide a realistic basis.

The reason why G College and J College were chosen as case studies is that they represent different paths of connotation construction and transformation innovation, as well as the impact of historical precipitation on governance effectiveness. The researcher has extensive working experience in these two colleges and can provide data resources and information for in-depth exploration, which is helpful for in-depth research on the evolution and development of the college governance mechanism. This internal perspective helps the researcher better understand the governance mechanism of the college and provides a unique perspective and in-depth insight for the research.

3. Data collection and triangulation

In order to gain an in-depth understanding of the governance effectiveness realization mechanism of G College and J College, the researcher participated in various activities of the secondary colleges through participant observation, including teaching, research and management. Close contacts were established with college administrators and teachers through on-site observations. In addition, the researchers obtained primary archival materials from 2009 to 2022 and conducted semi-structured interviews with faculty and staff starting in 2022, with some members interviewed twice. At the same time, communication was conducted with relevant party and government departments, academic affairs offices, and college leaders through semi-structured interviews, focus groups, etc. These data reveal the impact of the college's governance structure, governance resources and governance environment on governance effectiveness.

The data collection process followed the triangular verification principle of case studies, using multiple sources and multiple forms of data for cross-verification to confirm the authenticity of the events and the accuracy of expression. Archival data, on-site interviews and secondary data respectively make up for the shortcomings and deviations in mutual understanding from the three perspectives of the subject (case school), researcher and third party (administration, teachers, students).

4. Data analysis

On the basis of completing interviews and participant observation records, as well as collecting secondary data, this study uses the following methods to conduct data analysis:

First, carefully read the interview text and secondary data, and use the key event trajectory method to divide the different stages of the college's governance development based on the key events of the governance structure, governance resources and governance environment of G College and J College to clearly understand the development process and development of the college. An important turning point (as Figure 2).
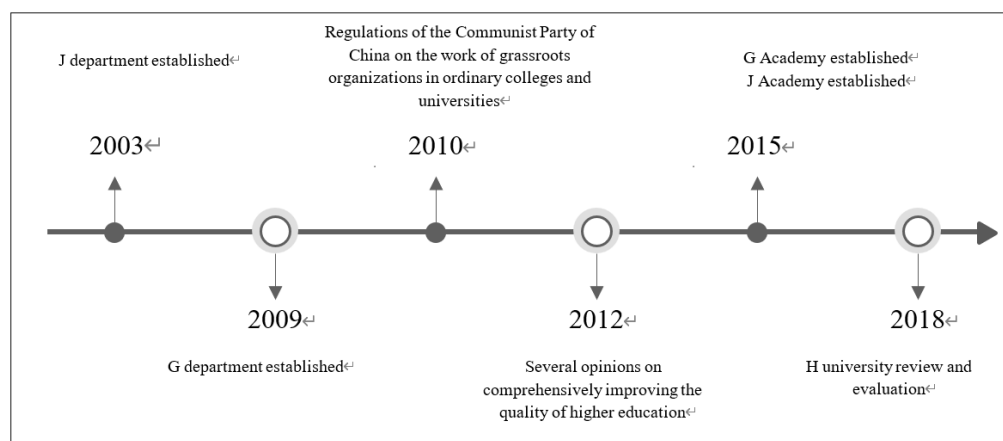

Figure 2 Timeline of key events in H University Source: From the author

Secondly, it focuses on the realization mechanism of governance effectiveness of G College and J College at different stages in the three dimensions of organizational structure, governance resources and governance environment, explores the logical relationship between these mechanisms, and reveals the formation process of college governance effectiveness. This comprehensive analysis method helps to gain a deeper understanding of the process of achieving college governance effectiveness.
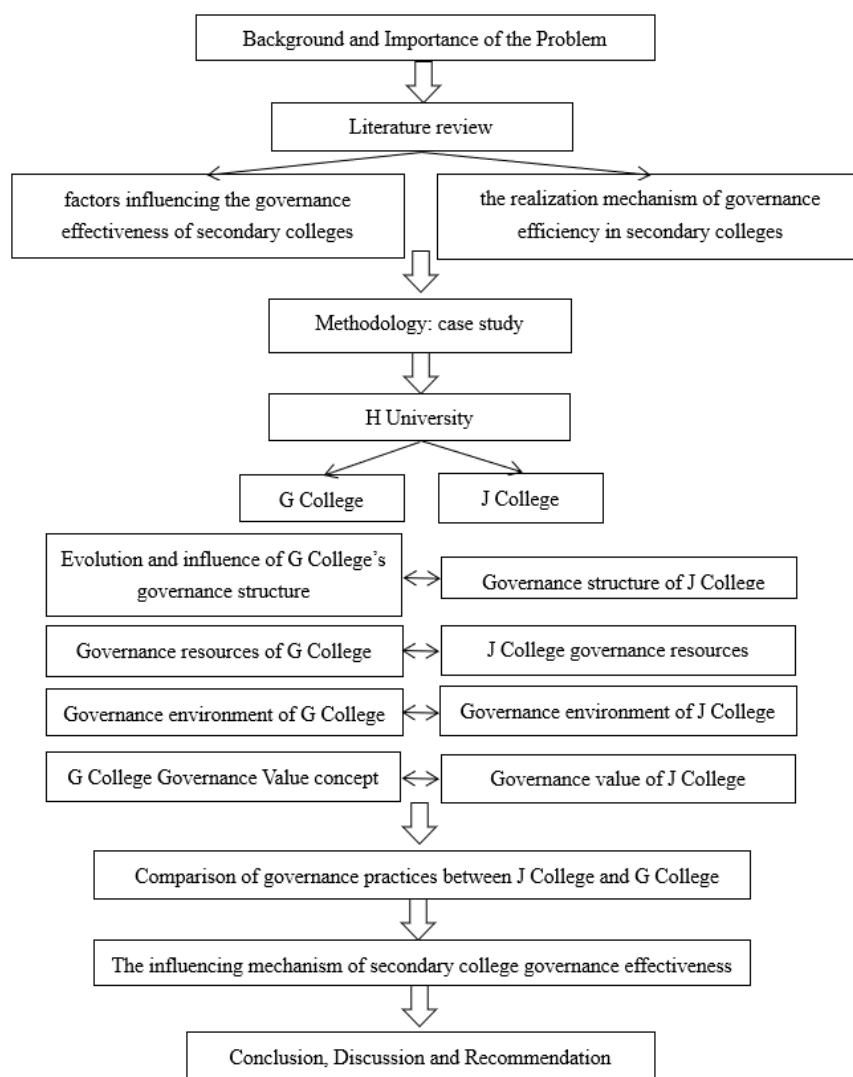
Research Conceptual Framework

Figure 1 Conceptual Framework Source: From the author

Research Results

1. Case description and analysis

H University was founded in the 29th year of the reign of Emperor Guangxu of the Qing Dynasty (1903). It is one of the first normal schools in China and the first school in Guangdong to specialize in training teachers. It has a long history and distinctive characteristics. The school has 17 secondary colleges and 64 undergraduate majors, covering 9 disciplines. Adhering to the school-running orientation of "teaching, application, locality, and openness", we actively promote school reform and development, with the goal of revitalizing higher education in Guangdong. The school implements the principal responsibility system under the leadership of Communist Party of China Committee. Under the two-level management system of school and college, the college independently manages talent training, scientific research and social services. The academic management organization system and the democratic management organization system play an important role in governance.

G College was established in May 2015, formerly the Department of Management established in June 2009. The college has three departments: Economics, Management, and Accounting. It has 60 employees and a strong teaching staff. The college relies on the regional economy, and its majors focus on local economic and social development, and pay equal attention to teaching and scientific research. In the past three years, teachers have presided over 38 scientific research projects, obtained 1.17 million yuan in scientific research project funds, presided over 8 quality engineering and teaching reform projects, obtained 3 million yuan in funding, published 87 scientific research and teaching research papers, and obtained 25 teaching awards at the school level or above. , scientific research awards. The college focuses on cultivating students' quality, practice and innovation and entrepreneurship abilities. Students have performed well in various professional competitions and the employment rate exceeds 99%.

J College was established in 2003, formerly known as the Education Department of H University. It offers four normal undergraduate majors: educational technology, psychology, primary education, and preschool education. It has 1,258 students and 76 faculty members. The college has provincial key disciplines, first-class construction majors, specialty majors, etc. It is committed to cultivating outstanding normal students and education professionals and contributing to the development of education in eastern Guangdong. In the past five years, the college has launched 84 scientific research and teaching research projects, published 167 academic papers, and students have won 450 municipal-level or above awards, including 20 national first-class awards. In terms of social services, the college has developed together with basic education, and has been approved for 15 provincial training projects. The quality of high-level talent training in basic education has been significantly improved.

These two colleges have demonstrated rich school-running characteristics and excellent teaching and research results in different fields, and have made positive contributions to local education and economic and social development.

1.1 Governance practices of G College and J College

1.1.1 Evolution and influence of G College's governance structure

Governance structure has a profound impact on governance effectiveness because it involves the distribution of power, decision-making processes, and oversight mechanisms. A reasonable governance structure can prevent excessive concentration or uneven distribution of power, promote scientific and accurate decision-making, and enhance governance effects.

In 2009, G College, formerly known as the Department of Management, had only 7 teachers and 4 administrative staff. Unclear governance structures lead to opaque decision-making, excessive concentration of power and ineffective governance. Over time, the college has gradually established a more complete governance structure and improved governance effects.

At the end of 2010, in accordance with the "Regulations on the Work of Grassroots Organizations of Ordinary Universities of the Communist Party of China", G College supported the teachers' congress to exercise its power correctly, actively participate in the democratic management and supervision of the school, and safeguard the rights and interests of teachers. The convening of the Teachers' Congress promotes teacher participation and democratization of decision-making. The college committee is composed of teacher representatives and is responsible for formulating important matters such as college development strategies and teaching plans, and supervising the dean's decision-making. The participation of teachers improves the quality and feasibility of decision-making, ensures teachers' voice and participation in the decision-making process, and promotes the improvement of governance effects.

In 2015, as H University transformed from a department to a college, G College adopted a flexible organizational structure to simplify the decision-making level and enhance the flexibility and responsiveness of governance. All teachers actively explore characteristic education, formulate subject construction plans, coordinate subject resource allocation, implement teaching work, student training plans and the formulation of teaching syllabuses, carry out teaching reform and quality monitoring, and manage and share teaching resources.

In 2018, according to the latest revised "H University Charter", G College once again integrated resources and improved the internal organizational structure and governance structure framework. The Party and Government Joint Meeting has become the highest decision-making body of the college. The Party Committee supports the dean in performing his duties. The dean is fully responsible for teaching, scientific research and administrative management, and has decision-making power on important matters. The powers and responsibilities of the college committee are clear, which strengthens academic power and promotes academic democracy. The establishment of the College Oversight Group ensures transparency and fairness in governance.

These measures reflect the evolution of G College's governance structure, from the lack of a clear structure to the establishment of a complete mechanism to continuously improve the governance effect. Reasonable governance structure design is crucial to improving governance effectiveness. Through the reasonable arrangement of power distribution, decision-making mechanism and supervision mechanism, the college can achieve more effective governance and promote academic development and management improvement.

1.1.2 Governance resources of G College

The impact of governance resources on governance effectiveness can be explained through resource dependence theory. Obtaining and utilizing governance resources can provide organizations with the various resources they need, enhance competitiveness and innovation capabilities, strengthen connections and interactions with the external environment, and thereby improve governance effects. In the governance of secondary colleges, the implementation of measures such as cooperative education, joint construction of teaching resources, and social donations can effectively improve the governance effect and promote the development and improvement of the college.

In terms of cooperative education, G College and College of Economics and Management from N University jointly offer a master's degree in rural development, which has improved the academic level of the college through cooperative education. This approach not only enables the sharing of teaching resources and faculty, but also promotes academic exchanges and collaborative research. Through cooperative education, the college expands teaching resources, improves teaching quality, enhances academic influence, promotes interdisciplinary and cross-border cooperation, thereby improving governance effects. In addition, G College also obtains governance resources through social donations and other methods. Social donations can provide additional financial support for the college to improve teaching facilities, train faculty, carry out scientific research projects, etc., and further enhance the governance effect and overall strength of the college.

1.1.3 Governance environment of G College

The governance environment of a college includes factors such as policy support, social and cultural background, and economic conditions, which have a positive or negative impact on governance effectiveness. Government policy support, social and cultural background and economic environment are the main influencing factors. G Academy improves governance effectiveness through professional knowledge and local industrial policies, including entrepreneurial incubation centers, industry-university-research cooperation and professional knowledge support.

Entrepreneurship incubation centers provide entrepreneur training and resource support to promote local innovation and entrepreneurship. Industry-university-research cooperation solves practical problems and promotes the upgrading of local industries. The college conducts in-depth research on the impact of environmental regulation, technological innovation, financial supply-side reform and regional culture on industrial upgrading and economic development, and proposes corresponding policy recommendations and management methods to promote local industrial upgrading and economic development. This kind of industry-university-research cooperation can provide solutions for the local economy, promote the development of industries, and also improve the governance efficiency of the college.

1.1.4 G College Governance Value concept

The college governance Value concept is the rational understanding and pursuit of governance, and is a long-standing conceptual system about college governance. Different governance Value concept influence goal setting and decision-making processes. With the mission of "serving regional economic and social development", G College pursues distinctive school running, establishes a performance evaluation system to motivate teachers and managers, and promotes the realization of goals. Information systems and performance management mechanisms improve governance effectiveness.

G College has also established a performance evaluation system to evaluate and assess the work of teachers and administrators, and provide incentives and rewards based on performance results. This performance management and incentive mechanism can stimulate the motivation and creativity of teachers and administrators, driving them to work hard to achieve the goals of the college. At the same time, the college also establishes an information system to collect and analyze data related to goals and performance, and discloses these data to teachers and administrators to promote information sharing and transparency. Under the guidance of the "goal-performance" concept, the governance effectiveness of G College continues to improve.

1.2 J College governance practice

1.2.1 Governance structure of J College

In the governance structure of J College, clear job responsibilities and a reasonable organizational structure are crucial to improving decision-making efficiency and execution accuracy. The college has initially built a collaborative governance structure of "party, government, teaching and people". Based on the concept of "party committee leadership, president's responsibility, professors' scholarship, and democratic management", it scientifically allocates political, administrative, academic and democratic management powers to achieve power stratification and clear rights and responsibilities. , unite the strength of the whole hospital and promote scientific development. In addition, the spirit of cooperation and mutual assistance in the cultural atmosphere of the college adds new impetus to the improvement of governance effectiveness.

The office director of J College mentioned in the interview, "We have established a clear organizational chart and set up party and government offices, academic affairs offices, student offices, etc. Each department has a clear scope of responsibilities and work content, but we form a team with each other. For example, when the Party and Government Office needs to organize an important meeting, Staff from the Office of Academic Affairs and the Office of Students are available to assist with preparations for the meeting. Similarly, when the Academic Affairs Office needs to deal with student status issues, , the staff of the student office will also provide support and assist in resolving related matters." (Interview Notes 20230220J)

Each department of J College has established a teamwork model while clarifying their responsibilities. Staff support and assist each other to complete tasks together. This cooperation model not only improves work efficiency, but also enhances team cohesion and collaboration capabilities. Trust and support among staff promote connections and interactions within the college, provide better services and support to teachers and students, and further enhance governance effectiveness.

1.2.2 J College governance resources

In the governance of J College, the leader's ability resources are crucial. Leaders should have professional knowledge, communication and coordination skills, decision-making skills and the ability to motivate teachers. Teachers particularly emphasized the important impact of the dean's charisma on governance effectiveness. Charismatic deans can stimulate teachers' enthusiasm and motivation, establish good communication and trust relationships, and promote overall governance effectiveness.

The dean serves as a role model to inspire teachers to pursue excellence, demonstrate noble qualities and leadership skills, and establish a good working environment and support. Caring for and supporting teachers' personal development, cultivating their strengths and specialties, and enhancing job satisfaction and creativity. After teachers receive recognition and support, they work harder, give full play to their personal strengths, and improve governance effectiveness. A teacher said in an interview, "The personality charm of the dean of J College is first reflected in his passion for education and his drive to pursue excellence.

He always communicates with us passionately, sharing the latest educational theories and practical experiences with us, inspiring our love for teaching and our motivation to pursue excellence. He also attaches great importance to communication and interaction with teachers, often organizes teacher meetings and symposiums, listens to our voices and opinions, and provides us with a good working environment and support. Through this kind of

communication and interaction, he established an open, trusting and supportive working atmosphere, making us more willing to share and cooperate. " (Interview notes 20230310D)

The leader's ability resources and charisma are crucial to governance effectiveness. The role model and support of the dean can stimulate the enthusiasm and creativity of teachers, provide solid support for the development of the college, and promote the improvement of overall governance effectiveness. Through these efforts, the college can better utilize resources, improve governance efficiency, and provide good support for teaching and research work.

1.2.3 Governance environment of J College

As part of the governance environment, campus atmosphere has an important impact on the governance effectiveness of secondary colleges. A positive campus atmosphere can stimulate the enthusiasm and creativity of teachers and students, thereby improving the governance effectiveness of the college. In addition, cooperation with other colleges promotes knowledge sharing and mutual assistance, further improving the governance effectiveness of the college. Therefore, the college should actively create a positive campus atmosphere and strengthen communication and cooperation with other colleges to improve governance effects and achieve the long-term development goals of the college.

At J College, teachers work together to create an atmosphere of democratic governance and promote the development of the college. For example, the college holds regular administrative meetings every Thursday afternoon, where the dean and teacher representatives conduct in-depth discussions and exchanges to discuss the development direction and important decisions of the college. Through this democratic discussion and decision-making process, teachers feel that their opinions are respected and valued, allowing them to better participate in the college's decision-making. In addition, faculty leadership actively encourages faculty participation in various committees and working groups, such as teaching committees, research committees, and curriculum development working groups. Teachers can use their professional knowledge and interests to participate in decision-making and management of all aspects of the college. At the same time, they are encouraged to participate in collaborative research projects, participate in teaching reforms and jointly develop curricula. This collaboration and teamwork not only enhances communication and learning among teachers, but also improves the overall governance of the college.

It is obvious that J College has promoted the development of the college and improved the governance effect by establishing a democratic governance atmosphere that respects and empowers teachers. This democratic governance atmosphere encourages teachers to actively participate in decision-making and management, enhances their sense of responsibility and belonging, and also promotes innovation and cooperation. This democratic governance atmosphere has laid a solid foundation for the long-term development of the college.

1.2.4 Governance value

The governance concept is the core of the governance culture. It fully demonstrates the values, management concepts and organizational characteristics of the college, reflects the direction, mission and goals of the college's governance, and plays a vital guiding role in the development of the college's governance culture.

Based on the history and reality of the college's development and the characteristics of the discipline's development, J College has inherited the "Century Normal School" culture and refined a governance philosophy that is consistent with the college's organizational culture, forming a set of common values and identity. Through various forms of promotion, these

values are integrated into all aspects of the college, such as curriculum development, management systems and evaluation mechanisms, increasing the participation of teachers and students and enhancing their identification with the goals and mission of the college.

Secondly, a positive organizational culture enhances the sense of belonging and cohesion of teachers and students and promotes teamwork. This cultural development fosters a positive and innovative atmosphere, unlocks potential, and enhances the stability and resilience of the college. In addition, J College also organizes various innovation activities and competitions, such as innovation and entrepreneurship competitions and science and technology innovation forums, to showcase and recognize outstanding innovation results and projects, motivate teachers and students to innovate and improve, and emphasize the importance and value of innovation. . Together, these factors promote good governance effectiveness at J College, enabling it to achieve sustainable development and achieve excellence in the field of education.

2. Comparison of governance practices between J College and G College

In the governance practices of J College and G College, we can see the following differences in the implementation mechanisms of governance effectiveness between G College and J College:

2.1 Governance structure: G College adopts a flat and efficient governance structure. A flat and efficient structure is conducive to rapid decision-making and execution and adapts to changing needs; while J College adopts a "party, government, teaching and people" governance structure. Emphasize multi-party participation and collaborative governance, and promote internal cooperation and collaboration.

2.2 Governance environment: G College focuses on the use of professional knowledge and relies on local industrial economy and other policy environments; while J College focuses on creating a democratic atmosphere and cultural environment. G College provides external resources and support to promote the development of the college through the support of professional knowledge and policy environment; J College enhances participation and sense of belonging through democratic atmosphere and cultural environment, and promotes the improvement of governance efficiency.

2.3 Governance resources: G College obtains governance resources through cooperative education, co-construction of teaching resources and social donations; while J College relies on capability resources and leader personality charm. G College focuses on the acquisition of external resources to promote the development of the college; J College focuses on internal capabilities and the influence of leaders to stimulate enthusiasm and creativity.

2.4 Governance value: G College takes goal-performance as the core of governance value; while J College takes the concept of democratic governance as the core governance value. G College encourages the positive performance of faculty, staff and students through clear goal setting and performance evaluation mechanisms; J College enhances the sense of identification with the college's goals and mission through democratic decision-making and participation.

3 Build model

After repeated refinement and comparison, combined with existing theories and case data, this study finally derived a mechanism model for realizing the governance effectiveness of secondary colleges (as Figure 3).
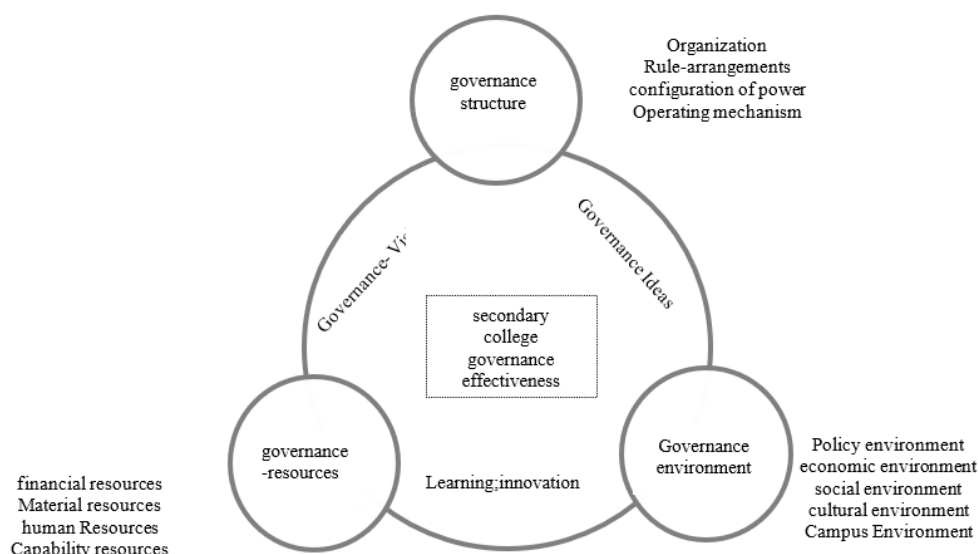
Figure 3 The influencing mechanism of secondary college governance effectiveness
Source: From the author

3.1 The impact mechanism of governance structure on governance effectiveness:

Organizational structure is the form of determined relationship between the various components of the organization. It establishes the communication methods and work standards among organizational members, as well as the source of authority and scope of responsibilities of managers. Reasonable power distribution ensures the scientificity and accuracy of decision-making. An effective decision-making mechanism promotes information sharing, multi-party participation and weighing of interests. At the same time, a sound supervision mechanism prevents abuse of power and improper behavior and ensures compliance and implementation of decisions. Effectiveness, thereby promoting the improvement of the governance efficiency of secondary colleges.

3.2 The impact mechanism of governance resources on governance effectiveness:

Sufficient financial investment provides good teaching facilities, material equipment and technical resources. Sufficient governance resources can provide necessary support and guarantee for the organization. An excellent material foundation provides suitable soil for the efficient behavior of organizational members, which is the key to improving governance. important condition for efficiency. At the same time, high-quality teachers and administrators serve as human resources to provide professional teaching and management support and are the core resources to promote the improvement of college governance efficiency; leadership resources with responsibility, power, and the ability to create an organizational atmosphere have been proven to be crucial to improving the effectiveness of secondary colleges.

3.3 The impact mechanism of governance environment on governance effectiveness:

A good policy and regulatory environment provides a stable governance framework and norms, providing policy guarantees for the governance of secondary colleges; a positive cultural atmosphere cultivates a sense of democracy and responsibility, promotes good governance behaviors and organizational culture, and promotes conceptual changes and learning innovations. Good stakeholder relationships promote information sharing and collaboration, and drive the college toward integrating the results of collaboration and resource allocation.

3.4 The impact mechanism of value improvement on governance efficiency:

By shaping common value goals, conveying value concepts, and enhancing the recognition and support of organizational members, we can stimulate their enthusiasm and creativity, thereby improving governance effectiveness. Common value goals can unite the strength of organizational members and form a common direction of action; conveying value concepts can guide the behavior and decision-making of organizational members and promote collaborative cooperation; enhancing recognition and support can improve the work motivation and sense of responsibility of organizational members. Turn the school's goals into its own vision, enable teachers and students to innovate and learn for the concept of shared governance, thereby promoting the development of the college in the right direction.

In summary, governance structure, governance environment, governance resources and value enhancement interact with each other to jointly affect governance effectiveness. A reasonable governance structure, a stable and open governance environment, sufficient governance resources and positive value enhancement are all important factors for improving governance efficiency. These factors support and promote each other, and jointly build a good governance system to provide strong support for the development and innovation of secondary colleges.

Discussion

This article strives to explore the influencing mechanism of secondary college governance effectiveness through embedded case studies. Based on the literature, scholars have not deeply answered the influencing mechanisms between the governance effectiveness of secondary colleges and the various factors in the governance process when studying department governance. Therefore, this article focuses on four aspects: governance structure, governance environment, governance resources, and governance value. , taking G College and J College of H University as examples, we deeply explore their governance practices and summarize the influencing mechanisms of governance effectiveness, with some innovations in content and methods.

However, due to the limitations of the interview subjects and the limitations of the access to data, the influencing mechanism of secondary college governance effectiveness based on this data still has certain limitations, and the representativeness of the sample objects still needs to be further improved in future research. , to further expand the number of sample data and further ensure the scientific nature of the research conclusions.

Moving forward, it is imperative to address these limitations to advance the understanding of governance efficiency in secondary colleges and contribute to the broader discourse on effective governance practices in educational institutions. Additional research endeavors should focus on refining methodologies, broadening sample sizes, and enhancing data collection processes to strengthen the robustness and generalizability of findings in this area of study.

Suggestion

In order to improve the governance effectiveness of secondary colleges in universities, structural strategies are one of the key factors. Optimizing the internal organizational structure, clarifying departmental responsibilities and authorities, and establishing a collaboration mechanism will help improve governance efficiency. At the same time, rationalize the power system of the college, ensure the central position of academic power, establish a cooperative and co-governance mechanism between the university and the government, market, society, individuals, etc., establish an academic committee, avoid administrative intervention, and enhance the scientific and democratic nature of governance.

Resource strategies are also an important factor in improving governance effectiveness. Actively strive for and rationally utilize financial resources, scientific research funds and social donations, strengthen financial management, and ensure the effective use of resources. In addition, we pay attention to the introduction and training of talents, establish a talent incentive mechanism, rationally allocate human resources, improve overall team effectiveness, cultivate the professional capabilities of teachers and managers, establish a performance evaluation system, and ensure the effective use of resources.

The impact of environmental strategies on governance effectiveness cannot be ignored. Strive for good economic, cultural, political and social environmental support, strengthen adaptability, and promote innovation in the governance system at the school and college levels. Organize academic seminars and inter-school exchange activities to promote academic exchanges and cooperation between teachers and students, broaden academic horizons, share resources, and improve overall governance effectiveness. At the same time, it provides an open, equal, participatory and consultative democratic atmosphere to promote effective communication and cooperation, improve the quality of decision-making, and enhance governance transparency and fairness.

Finally, value enhancement strategies are key to improving governance effectiveness. Clarify goals and missions, promote internal governance construction, set clear visions, motivate teams, and improve governance efficiency. Establish the concept of good governance, emphasize people-oriented, fairness and justice, and governance in accordance with the law, continue to learn and innovate, keep pace with the times, use new knowledge, technology, and methods to improve governance efficiency, encourage innovative thinking, and promote transformation and upgrading.

In summary, the governance structure, governance resources, governance environment and value enhancement interact with each other to jointly affect the governance effectiveness of secondary colleges. A good governance system needs to comprehensively consider and balance these factors to ensure coordination between various elements. In addition, the case study also shows that the improvement of governance effectiveness is a continuous process that requires the joint efforts and continuous improvement of college administrators and all members. By continuously optimizing the governance structure,

enriching governance resources, improving the governance environment and enhancing common values, the college can achieve continuous improvement in governance efficiency and promote the development and innovation of the college.

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