

# A Restricted View on the Predicament, Train of Thought and Practical Strategy of the Construction of University Governance Culture

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**Abstract:** In the University Organization and the Management Work, the university culture is an important governance element. The realization of effective internal governance in universities depends on the cultivation of governance culture to a great extent. This paper analyzes the predicament and thinking of the construction of university governance culture, and puts forward some practical strategies for the construction of university governance culture, hoping to improve the ability of university autonomous management, support for the future good development of the university.

**Keywords:** University Cultural Environment; Governance Work; Practice method

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Sorting out and grasping the interrelation between the organizational governance model and the organizational culture, exploring and clarifying the thinking of the construction of the university governance culture under the multi-dynamic governance model, aiming at the actual situation of the construction of the university governance culture, to sum up and apply the construction of governance culture with pertinence and operability is of great significance to the improvement of the internal management ability of the university, which is helpful to the construction of university culture and the healthy development of the university in the future.

## 1. The dilemma of the construction of university governance culture

The construction of university governance culture needs the support of knowledge and skills, technical system, management system, organizational value and norm of the members of the organization. However, there are some problems in the knowledge and skills of the members, especially in the organizational values and norms of university organizational culture. Once the university culture forms enough influence scale, and begins to permeate in the university daily management and the education work gradually, then corrects or adjusts the university culture the difficulty is very high. The original university culture may produce the phenomenon of rejection and resistance to the new culture.

Although there are outstanding examples of effective governance of university culture in other schools, the culture formed by effective governance in different universities can not be rigidly imitated or transplanted by other schools.

The process of building and reforming organizational culture in universities is not only influenced by the core rigidity of culture, but also raised the difficulty of cultural construction under the function of cultural model. The function of cultural dimensionality refers to the relatively stable structural pattern formed after the long-term accumulation of culture. Just because culture has the function of cultural model, it can ensure that a culture can have a strong cohesive force and can be handed down from generation to generation. Under the condition of new culture and foreign culture, the original relatively stable cultural structure will automatically open the self-protection mechanism and selectively absorb certain contents from the new culture and foreign culture. If the new culture and the foreign culture have the beneficial maintenance function to the original cultural pattern, the original cultural structure will choose to accept. On the contrary, when the new culture, foreign culture has a negative impact on the original cultural model, the protection function will be activated to prevent cultural invasion. The construction of university governance culture will inevitably bring about cultural innovation and reform, and the original cultural structure and cultural ecology will probably form a self-protection or even defense mechanism in the face of new cultural construction and reform, this brings the higher difficulty to the university management culture construction.

## 2. The thought and practice of the construction of university governance culture

### 2.1 The overall thinking of the construction of university governance culture

The overall thinking of the construction of university governance culture should be determined on the basis of multi-dynamic governance model. The actual state of the internal governance of universities presents the characteristics of diversification and dynamics in the choice of governance modes. Therefore, it is necessary to construct an efficient system construction mode to promote the construction process of university internal governance system. The university organizational culture is influenced by the

diversified and dynamic organizational governance model, which will present the remarkable diversity and complexity in the aspect of governance culture. According to the existing practice of university culture construction, we can find that the culture of any university is not exclusive to a single type of organizational culture. The system of university culture is diverse and compound, so it has formed a number of different types and styles of university culture. The basic concept to be grasped and held in the process of the construction of university governance culture: It is unrealistic to apply a single internal governance theory model to all types of universities. Under the influence of the open, complex and dynamic characteristics of university organization, the internal governance mode of university must be pluralistic and dynamic, which will not change. So any university in the actual governance process, are in a different value orientation of the interaction of governance mode, to maintain and normal operation.

## **2.2 Strategies for the construction of university governance culture**

Establishing publicity as the core value orientation of governance culture. To determine the core value orientation of cultural construction, we can form the power of leading from the attitude and behavior pattern to the members of the university. At present, some university culture is being invaded by vulgar bad culture, so it is necessary for the university to take the value of publicity as the core attribute of cultural construction, and to perfect the framework of collective leadership and decision-making in which every interest subject participates. Under the leadership of the Party Committee of the university, the president of the university is in charge, and the stakeholders both inside and outside the university participate together. In addition, university organizations also need to promote a pragmatic and responsible spirit of the university, to govern the participants under the guidance of the progressive spirit, to enhance their respective sense of responsibility and participation initiative, and to take the constitution as the core, in the process of constructing the modern university system, the author makes clear the responsibility distribution of the power subject, the content, the boundary, the power supervision and the accountability way and so on.

Self-diagnosis of organizational culture. As mentioned above, the cultural construction of the university is characterized by diversity and dynamics, so the university should make a clear self-diagnosis of its unique cultural system, and sum up and reflect on the problems existing in the past cultural construction work, condenses the unique university spirit and the culture, lets the summary Cultural Construction way earnestly conforms to this school's Cultural System Characteristic, avoids the University Governance Culture Construction tendency assimilation.

Improving the construction of university culture in a gradual and linear way. The achievement of any work goal is not achieved overnight, and the construction of university governance culture is no exception. Therefore, in the process of cultural construction, it is more appropriate to adopt a step-by-step approach. The university already has a cultural model with certain influence, which gradually explores, develops and improves itself under the influence of foreign culture, based on grasping the continuity and inheritance of culture to achieve the goal of building and reforming governance culture.

Conclusion: The above analysis shows that the governing culture plays a vital role in the ideological education and the construction of cultural environment. The effects of construction and education will have a direct and far-reaching impact on the future development of schools. Therefore, it is necessary for universities to realize the importance of cultural construction in the process of internal therapy, and to promote cultural construction around school leaders, teachers and students, and to innovate in cultural construction, starting from the principles of the Times, subjectivity and truth-seeking, will be a variety of content, means and carrier for the integration. We can introduce the cross-subject in the cultural construction of the school, and bring the socialist core values into it. To enhance the ability of school autonomy, to achieve a truly comprehensive education, all-round education of the development goals.

## **3. Conclusion**

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