Courageous Innovation and Adherence to the Trinity of Teaching, Scientific Research and Service: an Inspiration from Successful University Management in China and Foreign Countries.

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Abstract: There are two good examples in university management: the University of Warwick in Britain and Linyi Normal University in China. This article simply analyzes the way of working in the two colleges, including the principles and positioning in running a school, the properties and frameworks of organization and the working mechanisms and administration, to find out the commonness of successful dealing in university. That is innovation with courage and adherence to the trinity of teaching, scientific research and service.

Keywords: University management, University of Warwick, Linyi Normal University, Innovation

Since 1980s, there has been an apparently marketilization orientation during the global innovation of governmental administration system. The government is stepping forward to the standardized administration-steering instead of paddling. That means, during the development of market economy, government is supposed to act as a strategic leader, a judge in market and a environmental protector, and drop out of the competitive domain to reduce the range of direct governmental administration gradually. Thus more social organizations will legally come to independent administration and self-development. In this context, higher education in every country has experienced the marketilization to different extent. The government loosens control and brings the marketable logic into higher education, and makes the higher educational institutions which are led by the mechanism of competence and price respond to the demand of market to enhance flexibility and efficiency. In this period of time, the system of higher education also changes from government-controlled to government-supervised pattern. Public universities get released from the control of government and are given more freedom and authorities, though they have to raise the great mass of money by themselves. Therefore, universities need to participate in market-running as an independent corporation following the principles and rules of market economy. Besides,

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they manage and run according to the demand of self-development, which optimizes the allocation of resource and maximizes the efficiency and benefits. Recent years, many universities have made beneficial attempts that they borrowed ideas from enterprise management. 3 However, there are still unsolved problems for high-level college managers, such as how to interpret college-running and how to do it well. From the comparative education perspective, this article takes the University of Warwick in Britain and LinYi Normal University in China for examples to analyzes the success in running college, including the principles and positioning in running a school, the properties and frameworks of organization and the working mechanisms and management, and find out the commonness of successful dealing in university-- innovation with courage and adherence to the trinity of teaching, scientific research and service.

1 Management and University management

What is management? Based on "CIHAI", it originally means construct something and then extends to prepare and scheme. Apparently, it is a dynamic conception which is at first used as nation-building and enterprise-construction, later for economic activities, especially for corporations, and now generally for social and economic functions. According to Fayol's definition, a French literate, management is "leading a collectivity run to an object".

In modern times, the meaning of management is that, in the social and economic conditions, an individual or a group with the ability of control consciously prepares and schemes an activity according to objective rules with the purpose of achieving higher or given goals in advantageous or disadvantageous situations, respectively. It appears in the whole process of emergence, development and realization of social and economic activities. With the growth of productivity, the advance of commercial economy and the intense competitions, the conception of management has spread all over the society. Especially in the progress of countries and companies, it shows a new strategic and integrated administration enginery which is different from the simply functional ones. So this notion works with a view to long-term and global benefits instead of the temporal and limited ones.

As for running a college, the leaders are supposed to establish a administration system of education and teaching, modulate and modify the relationships of universities and other organizations in terms of their values and the temporal rules of economic society. Thus, a college can act as the main part in working and benefit socially, economically and ecologically a lot from the national and foreign markets.

2 Successful paradigms in China and foreign countries—University of Warwick and Linyi Normal University

The University of Warwick, founded in 1965, is one of the seven sister universities that were established for higher-education development after the Second World War. In the 1960s of the 20th century, British government had to set up more colleges to meet the increased demand of higher education. Therefore, seven universities, including the University of Sussex, York University, Lancaster, Esekesi University, the University of East Anglia, the University of Kent and the University of Warwick, appeared one after the other and were called "the seven sisters" 3. The University initially admitted only 340 undergraduates and 96 postgraduates. And now the student populations are 8000 undergraduates and 6000 postgraduates, respectively, and it has been an outstanding university and a member of the largest ones in the UK. Due to proper management, the University of Warwick has exceeded greatly the rest of the seven sisters and followed on the heels of Oxford, the University of Cambridge and other famous colleges in London. In 1996, Warwick was placed the forth for research quality in the Research Assessment Exercise carried out by the Higher Education Funding Councils 4. Three years after that, it got the seventh place of the authoritative general comparison in the Manual of the Excellent Universities held by TIMES. This pre-eminent position was again confirmed by the results of the 2000 higher-education evaluation an-
ounced by British Quality Control Department of Higher Education. The University of Warwick got the same grade, the forth, as Oxford. At the same year, German Beltermann Funding Councils awarded "The Best European College” to Warwick regarding its outstanding achievement in university management. Apart from the perfect scholarship, the favorable income created by its self is far more than that of other universities, and Warwick makes a significant contribution to the society, nearly 100 million pounds per year to local economy.

LinYi Normal University, whose predecessor was Binhai Jianguo College, was founded in 1941. Now it combines LinYi Teachers College and LinYi Educational College. This local college started the undergraduate course since 1999, and during the next six years, the scale of college, the setup of academic course and the total value of teaching facilities had increased ten times, many indexes of running a school even more than 10 times, and the total capital jumped from 160 million to 2 billion without any loan or borrowing money. After the register of freshmen in 2005, the total student population had reached to 31 217, closely after Shandong University and China Ocean University. The ratio of master degree to PhD. is more than 50% in regard to the teachers' educational background; as for cultivating persons of talents, the number of undergraduates fostered in the five years had doubled since the national foundation. That not only reformed radically the configuration of labor force, but also speeded up the transformation of economic growth mode from extensiveness to intensiveness. With regard to the scientific researches, more than 7000 articles have been published since 2000 and the average learned achievements made it one of the leading colleges in the province. Moreover, 76% of teachers in LinYi Normal University have took part in the scientific research projects of which the grade are college and above, and the amount of dissertations included in SCI and EI is in the forefront among new established universities in the province. LinYi Normal College is also successful in other aspects: participating in 500 national and provincial projects; being awarded many national and provincial prizes for 380 researches and 23 teaching achievements. In recent 3 years, the college has made several first records: the first to hire staff through competition; the first to create the national quality of undergraduate teaching system; the first to set up a foreign-capital college with foreign company; the first to establish the university planning mechanism of assets risk. All the actions made it come true that public university is built by government but managed by it self, which is evaluated by foreign experts as the product of China's higher educational new policy.

Obviously, the University of Warwick and LinYi Normal University have created a miracle of college development during a short period of time. In comparison to other top universities in the world, the key to success for the University of Warwick lies on the administration which is similar with business management. As for Linyi Normal University, it takes the lead in entering the times of university management via the working strategies and facilitates the progress of university through the innovation of systems and notions.

3 Courageous innovation and adherence to the trinity of teaching, scientific research and service: the locus of university management

In the developmental history of college, the three functions of university - teaching, scientific research and social service - have been established in the field and become to a common understanding based on the initiatives and practices in Berlin University and the University of Wisconsin. Teaching and researches in college mainly aim at cultivating persons with abilities and developing academy. However, with the popularization of globalization, intelective economy and higher education, a university is responsible for not only training high-level experts and researching into knowledge, but also resolving social problems and promoting the human society. In other words, colleges should break out of the tower of ivory in which scientific researches just serve as academy, and prove themselves by serving
the society. The essence of this service rests with making use of the existing intellec
tive resources and technologies to exploit new ones and work for the soc
dral development. Therefore, we should view the social service as a serious learned activity and believe that it can advance teaching and scientific researches more. To be brief, the unity which functions synthetically consists of teaching, researches and service on the basis of academy. Apparently, it is a crucial component that holding the soul of corporation running and development - innovation - when you learn and borrow ideas from enterprises running. So the locus of university management lies on the innovative consciousness existing in every organizations of univer
sity and the adherence to the integration of teaching, scientific research and service. This inference has been proved in the cases of the University of Warwick and LinYi Normal College.

3.1 The principles and positioning for the foundation of college.

The principle is the soul of a college, including people’s rational understanding of college and pursuit for ideals and their educational conception and philosophical viewpoint. The positioning, the key of strategic establishment, is defined as a requirement or a goal of the style, the level and the characteristic of a university constituted according to the existing conditions and the prospect of development. The two concepts referred to above can direct the actions of running a school.

The University of Warwick was founded when the government set up the policy of extending the scale of higher education to meet the demand of increasing students of the right age. So the government designed the working pattern for Warwick based on the one in American community college: a general university with single function that mainly teaches and cultivates undergraduates and de-emphasizes scientific study. However, they acted with innovative consciousness and adventurous spirit instead of the governmen
tal prescription. At the beginning of the foundation, it treated itself as a research university and pointed that teaching and study shall be research-ori-

ted. Since then, Warwick developed vigorously scientific study and viewed the pursuit of excellence as its basic values. In addition, to break the bondage of Donnish Thoughts that overemphasizes researches of academism and despises the demand of industry and commerce, Jack Butterworth, the first deputy headmaster of Warwick, attempted actively to get in touch with industry and commerce and put forward decidedly the policy of pro-business. This decision much coincided with the economic development in that place and at that time. A college that meets the needs of the times was badly demanded by the official and unofficial celebrities in Coventry where Warwick was located in. They hoped it would be an economic resource depending on its quality and accelerate the economic development. Therefore, as soon as Butterworth took up an official post, he suggested this idea and paid more attention to interactive relationship of local community and the college.

LinYi Normal College started the undergraduate course in 1999. It is obvious that the growth of a university is a slow process from acad. to undergraduate course then to higher level of research at the cost of time. A popular viewpoint of college classification can help to illustrate this issue. It divides universities into three types: teaching mainly, teaching and research equally and research mainly. Apparently, it is a functional classification, but there is a hierarchy hiding behind it. In other words, teaching-type is the lowest level of college and research-type is the highest one; any university should develop following this pattern to the top one. Under this contest, there are few young colleges with general conditions that have great confidence and ambition as corporations; most of them are willing to stay at lower level and afraid of challenging the first-class universities. However, the key of success of LinYi consists in abandoning the popular view of college development while confidently establishing a higher goal to achieve: teaching-based and student-centered college with high quality. Learned from company running in which the target is the brand image and the quality of products, they figure that we should consider the quality and reputation of courses and graduates as the main ob-
jects because they shape the final image of a college. At the same time, LinYi Normal College concerns much the service of local economic progress and regards the growth of regional economy as its orientation.

To sum up, though there are certain differences in the principles and positioning in the two universities, both of them show the innovative spirit of brave competition, development leap and not sticking to one pattern, take corporation running for their models and contemporarily adhere to the trinity of teaching, research and service.

3.2 The property and framework of organization

University is a social organization with its own logic system. Academy is the boundary and jump-off point of the university, embodying the nature of the university. The university's organizational aim, organizational constitution, functional constitution, the ways of running, the characteristics of administration and so on are developing, directly or indirectly revolving around the demand of the academy. Though university and the enterprise have commonness and intercommunication as social organization, the healthy development of the university is only engaging in idle theorizing without academy.

University of Warwick is filled with the sense of the enterprise, but it doesn't depart from its academy all the time during the process of running a school. To realize its predominant aim, University of Warwick begins with introducing human talents. "It invited the first ten professors of 8 subjects when the fall term began in 1965." But university of Warwick doesn't order the development frame for scholars and entirely trust the scholars' innovation. The scholars' professional development can depend on their own decision. The scholars can constitute and found departments freely without any university's interference so that they can bring their talent into play with unconstraint. As A.Phillip Griffiths, the first philosophy professor to be appointed to an office, indicated in his article about 25 years of University of Warwick, "what university of Warwick attracts me isn't its better and more attractive plan, while it has no plan."

But no plan is base upon academic excellence, which is also found in A.Phillip Griffiths' article----"It's only unanimous that university should be with the purpose of excellence." The academic level is the only qualification for joining in University of Warwick. This establishes the groundwork and organization guarantee for University of Warwick which did not have academic tradition and foundation growing up and turning into a research university rapidly.

Exploiting and application research as the characteristic of University of Warwick, is supported by various research centers. These centers are built together with some aspects of enterprise and social but run independently. Their managers are not only experts from universities, but also enterprisers and others who are skilled in this subject. Furthermore, these centers establish large quantities of branches in their bound of service, meanwhile they also take the responsibility of analogous function of the enterprises' sell department, as the antenna that are from university to the aspects of the social. They can reflect the change of the social demand sensitively to keep the most direct relationship between school and social through the stable mechanism all the time. Secondly, these research centers develop in a dense teaching and academic atmosphere. "The researches and explorations in the center are related to academic researches and explorations and the consultations are related to specialty knowledge." [12] Thirdly, these research centers have under the department. These centers concentrate for mission. If it grows abundantly, it can extend to a department; vice versa. The establishment of the centers not only can avoid the inherent problem of the department academic units, but also reflect the demand of the enterprises into the universities in time. So the research centers in University of Warwick play the important role in developing academic level.

The purpose of Linyi Normal University is promoting a brand university which is famous for quality. The university brand is formed in the development of the university, including the reliability, the good reputation and the visibility formed in the academic level, level of scientific research, and educa-
tion quality, and the sensible identification for the university's some aspects or one aspect's notable characteristic from students, their parents and public opinion. In the inscapes of a brand university, high level of education, scientific research and management is symbolic. Basing on analyzing the result of the university's reformation and development in recent years and the development current of the national and foreign higher education, Linyi Normal University sets down the object and quality criterion of training internationalization person with ability with the thinking and strategy of management, according to the brand university's times character; it also makes the allocation of academic resources optimized and builds a high quality teacher team with brand effect and a administration team with the ability of management, according to the requirement of international courses quality. To speed up the construction of the team of person with ability, on side, it try to makes its teachers have the master's degrees, through encouraging the teachers assiduously study out the college and introducing many excellent master and doctor graduates into the university every year. At present, the ratio of master degree to PhD. is nearly 50% and the effective allocation of person with ability has realized. It spends the large quantity of funds on retaining famous national and foreign experts for teaching the main subject courses. A parcel of the first-class national scholars and foreign experts gives lectures and develops some academic activities. It reinforces the academic atmosphere and guarantees high-quality courses and excellent graduates who meet the requirement of social, which is the locus of the brand university, especially for Linyi Normal University—new local university with the narrow academic field and the low level of teachers.

At the same time, Linyi Normal university absorbs and uses for reference the idea and means of the postmodern organization and the flating management and reforms the organization of the traditional Bureaucracy. According to the organization construction, the Post-Fordists as postmodern school, figure the historical transition of the organization construction to rationalization and Bureaucracy has taken to its inverse between 1900 and 1975.In the last 25 years of the 20th century, the new current of the organization development has appeared, including the decentralization and the decentralized authority of the organization, the pursuing of the organization's flexibility, deviating from the organization of the high standardization, enhancing the non-centralization of the stratagem and budget reputation, enhancing the contracting-out, separating the small stratagem center from the large operation fringe and so on. Its purpose of the reformation consist total consolidation of inside quality and service view, the enhancement of the management efficiency, desalting the conception of hierarchy, eliminating the idea of official standpoint, and supplying the free and independent organization circumstance for teaching and research. To actualize the flating management, firstly, we should break the customary hierarchy organization construction, reduce the arrangements of the middle-level management, enhance the sensitivity of the work reaction, simplify the managerial, make the department and the responsibility of enterprises acting posting and post reputation projectization, carry out the system of director-general responsibility, and design the management and operation procedure scientifically. Secondly, we should be good at inviting applications for a job and carry out personnelization of the department stuff, specialization of technique station and professionalization of the political instructors. Thirdly, we should enhance the system restriction and push the responsibility system of chief, item responsibilities and the responsibilities mechanism to construct scientific reasonable organization and crack efficient management mechanism and realize essential transform of the inside management. "If the twitch doesn't happen, the huge and overstaffed organization will become obstacle of the school development at all times; if we don't take action, the bewilderment of the system in Chinese Higher Education Institutions won't be relieved forever." [10]

Basing on the reconstruction of the organization, Linyi Normal University actively introduces the market mechanism, insists on the dominant public ownership, attracts various excellent recourse of running
a school and social fund inside and outside country widely, and promotes joint sponsoring with multi-system including interschool, international, private, and enterprise so on. It has 5 hundred million yuan of the schools run by society to build Liuqinghe campus and Double Moon campus and found Yinshui campus and Mengshan campus in the form of affiliation. It also founds the region educational research center and experimental education college with China National Institute for Educational Research, develops graduate teaching and undergraduate education program cooperating with The University of New Haven and Schiller International University, realizes dispatching students abroad each other with many universities in Russia and Korea and several campuses and research centers, such as China and America New Haven public relation college, China and America Schiller College, China and Britain college and so on. So it exerts the university's subject superiority, and also uses the folk social funds with flexible system of schools run to bring funds for its sustainable development and satisfy kinds of educational requirements, in order to achieve the efficacy of Killing several birds with one stone.

It is obvious that University of Warwick and Linyi Normal University as the corners in university community, don't simply follow the enterprise apparent management system, rebuild their construction creatively and chase excellence and brand in the aim of maximizing the benefit, in the process of drawing the enterprise spirit and using the enterprisers' management idea during running a school. As Burton Clark said, enterprise spirit in university should be academic, and its innovation may develop and actualize successfully with the main sustainment and actively participation academic personnel. Academic enterprise spirit is a necessary spirit character that suits the vertiginous university in 21st century. [14]

3.3 Management mechanism and administration

The idea of running university should rely on the corresponding with organization property and construction. Moreover, it also needs management mechanism and administration system. The management mechanism make the organization have the function of self-regulation and self-perfection and the administration supply behavioral guide line for the available management of the organization. The management mechanism and administration system without playing as a whole or harmonizing all kinds of benefit will have difficult to sure the whole advance of the university development. According to the idea of schools run in western university, the tradition of decentralized authority is very profound, and the characters of the university are described as organizational Anarchy, so this can figure out the discrimination between university and enterprise on administration. However, the administration of University of Warwick, which is different from the traditional, pops out the character of enterprise's centralized mediation and emphasize the school's central control. Basing on the experience of University of Warwick run, its machine shouldn't be neglected. Its character rests with combining enterprise's whole administration idea and university's academic administration, applying the innovative idea to practice, and forming steady administration innovation system according to the character of university.

"Our university exists because of the whole." realizing the whole benefit is more important than realizing one department's. University of Warwick controls the right of decision-making and control on critical event, such as personnel and finance. Basing on carrying out the vulgate leading system in British university which includes school affairs committee, general committee and educational administration committee, the university founds the unit of general affairs and educational administration stratagem harmony committee which takes charge of controlling and harmonizing of macro-development. Profiting from this administration mode, University of Warwick can always combine wealth, properties and manpower optimizationally according to the target in different period and make up its inferior position comparing with old universities, exerting the predominance of overall operation and team work. Such administration management system makes University of Warwick think much of basic theory research and
application research. In more than 40 research institutions affiliated to the university, there are about 15 pure basic theory research institutions, such as philosophy and literature research center, social and history research center, mathematics research center, statistics research center and so on. To assure the actualization of these institutions' research, the university develops these institutions with the money from other application research institutions by reallocating its finance.

When University of Warwick emphasizes the whole benefit, it brings the character of academic organization into the administration. First, under every committee, there are several special committees composed by professors, whose chairman is occupied by their members by turns. These special committees not only put forward related opinion and advice to superior committees as enquiry mechanism, but also take charge of a certain affair concretely to actualize the university's integral plan, as working mechanism. Secondly, according to united target, the university decentralizes to departments and demands nothing for special work to make the scholars exert their enthusiasm and actualize researches creatively, so this can combine of the scholars' personality and the characteristic of the managerial wholeness. So, the Study results don't lose the academic certification because of the characteristic of and be rejected by academe as other university.

In the aspect of administration idea, Linyi Normal university studies enterprise's advanced administration experience and think it must ascertain the quantity and quality basing on social demand and exhibit the concept of quality appropriation to form the "honest" school style and "Practical, Effective, and Advanced" school admonition. This will make every person, affair, resource, idea, thought, and workday surefooted, useful, efficient and eager to advance and creativity. In the aspect of administration system, the main line is the president responsibility system under the Party Committee, and the branches are the four meetings containing the party committee, President of the executive office, the university council meeting, and the Teachers' Representative Congress. Specifically, the system of 4 meetings, which imitates the system of management and decision-making in enterprises, is a procedure of the democratic demonstration, scientific decision-making and carrying out. It is the precondition of decision-making that the commissaries of professors and departments who join in the core group as enterprises searching for the opportunity and development. The university council meeting is the monitor institution analogizing to the enterprise manager standing committee; President of the executive office is the command institution which solves the running problem; the party committee gives the final decision analogizing directorate. This is virtually a general democratic management operation system.

Basing on the "four meetings" system, Linyi Normal University establishes the integrated inside organization management mechanism. It mainly includes university development demonstration mechanism, risk aversion in financial assets mechanism, on-limits personnel selection and employment, flating organization management mechanism, on-limits and multi-system schools-run mechanism, teaching quality assurance mechanism, student-centered resource integration mechanism, training mechanism oriented by the requirement of social and students and benefit evaluation mechanism. These mechanisms exert the efficacy of motivity, orientation, balance, evaluation, assignment, administration and self-development, assure the trinity of teaching, scientific research and service and the sustainable development, and form the systemic dynamical mechanism in which every work focuses on teaching and training, quality is all-round and various levels are optimized. These also reflect the unremitting spirit of innovation. The main task of the university development demonstration mechanism is experts' argument about the development strategy and construction in every important period of the university and its demonstration consults the opinions of various experts inside and outside college, such as "Development strategy demonstration from 2001 to 2010" in 2000, "Regional comprehensive university running quality construction system demonstration" in 2003
and "Linyi University construction and development demonstration" in 2005. The various commissaries, including the leaders in authorities of the ministry of education, famous education experts, well-known national and foreign scholars, the leaders of the related departments of provincial and municipal government, and enterprisers so on, take part in these demonstrations and put forward important advice and opinions. It plays an important guiding role in forming scientific and practical orientation of running school, development planning, blue print of construction and actualization of scientific development. Moreover, in the aspect of personnel administration, it actualizes contraction of course administration. It means that the managers should establish the annual, monthly and weekly plans which are particular and thorough and the superior managers should check scientificness and actualization of the inferior managers' plan. Actually, now the core of the course administration, instead of the past target administration, contains the idea of cost accounting in commercial enterprises. It is an innovation of the system of personnel administration.

According to the development and college management of two universities, it is apparent that the success lies on their confidence and courageous innovation, the reference to corporation administration, and viewing the quality and service as the core of college and the adherence to the integration of teaching, research and service. Recently, universities become more and more independent due to the gradual devolution of governmental control and administration. Simultaneously, the financial crisis is a big problem that many have to face. Therefore, in the process of running a school, a large number of universities deal falsely with the relationship of teaching, research and service. They occupy large part of the resources for operating income while ignore the teaching and researches leading to an abnormal phenomenon that putting the cart before the horse. That's absolutely worthy to think about! Besides, a favorable external support is also important for the successful running. That means the government, the decisive factor. Learned from the experience of Warwick, three standpoints and principles should be paid more attention when government disposes the relationship with colleges: firstly, the government doesn't intervene directly and the university itself decides which direction it should go. Next, every college is treated equally by the government; that means the ranks of universities are judged by intermediary agency not the government. Finally, they provide a platform to encourage the fair competitions between colleges. Linyi Normal University is a good example in that case. More than 2 billion was invested and financed by Linyi government significantly reducing the debt burdens of university. That made it possible to devote the gross wages to the construction of learning resources and curricula. So, it's evidently the necessary condition in university management that assorting well with the relationship of government and college.

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