

# Study of Campus Governance in the Middle and Higher Education Articulation Community based on a Holistic Governance Perspective

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**Abstract:** Vocational education reform has always been a hot topic in the field of education in China, the integration of vocational education is the key direction of vocational education reform, the integration of vocational education across the country for the exploration of reforms continue to be carried out, in addition to the talent training system, the education model on the attempts, but also in the reform of the campus model, which Wenzhou Vocational and Technical College Yongjia College, for example, will be the secondary school and the high school into the same campus, to achieve full articulation and integration at the physical level, to build a community campus of middle and high vocational articulation. In the case of Yongjia College of Wenzhou Institute of Vocational Technology, for example, it has moved the secondary and higher vocational into the same campus, which has realized full articulation and fusion at the physical level, and constructed a middle and higher vocational articulation community campus. Focusing on the problems in campus governance of this new form of campus, research is carried out from the perspective of holistic governance, and countermeasures are proposed.

**Keywords:** Community of Middle and High School Articulation; Holistic Perspective; School Governance.

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## 1. Introduction

As an important part of China's higher education system, vocational education is of great significance for its sustainable and healthy development. In recent years, the reform and innovation of the community model of middle- and high-vocational articulation has been a hot topic in vocational education, and various innovative models of middle- and high-vocational integration have sprouted up all over the country, and with the concept of "community of vocational education", the 2.0 version of the middle- and high-vocational integration - the community of middle- and high-vocational articulation - has also gradually come into view. With the concept of "vocational education community", the 2.0 version of the integration of middle and higher vocational education - the community of middle and higher vocational articulation - has gradually entered people's vision. Wenzhou Institute of Vocational Technology, with the courage and boldness of "Dare to be the first in the world", creatively builds a middle and high vocational integration campus with the People's Government of Yongjia County of Wenzhou City, Wenzhou Institute of Vocational Technology, which moves the middle school and the high school into the same campus, carries out the five-year system of integrated cultivation, and explores the construction of the middle and high vocational articulation community. Community.

However, in practice, it is found that due to the existence of two independent school sponsors on the campus and a third party logistic operator, there are obvious problems of governance "fragmentation" in the development of the college, which are highlighted by the lack of a unified overall planning of the campus, the existence of communication barriers and competition between departments, the uneven development of departments and the absence of a coordinating mechanism for governance of the campus. The lack of governance coordination mechanism. As the

scientificity, rationality and feasibility of the community of middle and high vocational articulation are further demonstrated and recognized, especially with the emergence of "Jiangsu model", "Shanghai South Lake model" and "Zhejiang regional integration model", the multi-disciplinary model has become more and more popular. Especially with the rise of "Jiangsu Model", "Shanghai Nanhu Model" and "Zhejiang Regional Integration Model", the campus form of multi-subjects with the same campus has gradually entered people's vision, cracking the "fragmentation" problem of the governance of the construction of the community of middle and high school articulation, and realizing the holistic governance of the campus has become one of the main contents of promoting the construction of the community of middle and high school articulation to go deeper and more practical. At the same time, with the implementation of the national vocational education development strategy, it will also further promote the inter-vocational cooperation between vocational schools and higher vocational schools, which to a large extent creates a powerful condition for the promotion of the holistic campus governance of the community of middle and higher vocational articulation. Based on the discussion of inter-campus relationship in holistic governance, this paper will analyze the problem of governance "fragmentation" in the field of campus governance of middle and high vocational articulation community campuses under the research perspective of inter-departmental relationship, and put forward policy suggestions on inter-subjective cooperation to promote the development of middle and high vocational articulation community campuses in the light of the development status quo of middle and high vocational articulation community campuses. The study also proposes policy recommendations on inter-subjective cooperation to promote the holistic governance process of the community of middle and high school articulation.

## 2. The Need for Holistic Campus Governance in the Middle and High School Articulation Community

### (1) Dominant Ideas of Holistic Governance Theory

The concept of holistic governance first arose in the United Kingdom, due to the new public management in the long-term practice process has produced certain flaws and defects, in order to achieve the optimization of the whole, and will improve the shortcomings of the problem, a more complete holistic theory was created, which led to the continuous improvement of the internal coordination indexes, so as to further realize the innovation and optimization of the concept of public service in the holistic perspective (Hua Qi, 2018).

Under the holistic perspective, each organizational structure should break through the hierarchical limitations and operate in a more compatible direction. By strengthening communication and exchange and promoting the optimal allocation of resources, the internal governance structure can be made more complete and sound, therefore, with the holistic perspective as the core, it can realize the full consideration of the whole, and at the same time of precisely controlling all the key details, it can be divided into the whole by the unity of the parts. and the fragmentation can also be continuously integrated on the basis of optimization. (Huaqi, 2018) The key point to break through the fragmentation dilemma lies in the coordination of the various related parts, and only by enhancing its overall advantages can the quality of internal governance be further improved. In fact, coordination and integration are two important parts and stages under the perspective of wholeness, and on the basis of their functional role, the problems existing in each organizational structure can be improved, and relatively practice-oriented, the direction and pace of action can be more consistent.

### (2) Importance of holistic governance within campuses

Fragmentation means the breaking up of something complete into many pieces. In the field of administration, fragmentation generally refers to the situation of division between various types of administrative operations within government departments, between departments at one level of government, between local governments at all levels, and between administrative levels. In the context of universities, governance fragmentation refers to the situation of regional division and functional split in cross-border and cross-domain governance between departments and administrative levels within the university. It is mostly manifested in the region as the division of spheres of influence, competition for turf, and division of governance; in the function, it is manifested in the existence of a large number of fragmentation phenomena in value concepts, policy processes, and institutional systems, etc., and the power of governance is dispersed among local governments, with power and responsibility disconnected from each other, and lack of synergy and cooperation, which is in a state of "fragmentation". (Zhang Qiang, Yin Ming, 2021)

The fragmentation dilemma is closely linked to the New Public Management (NPM). In the category of new public management, the direction of its subject is more inclined to the division of administrative power, with a view to improving the management of energy efficiency through the construction of a unitary organizational structure, which embodies the obvious advantageous characteristics in certain refined categories, and provides a positive and effective boost for the improvement of the level of management, but it also

promotes to a certain extent the development of fragmentation of public governance, and similarly exposes in the process of the modernization of governance in colleges and universities the Fragmentation problem. (Jian Shide, Wang Yamei, Kang Naixin , 2023)

Based on the aggravation of the problem of fragmentation, relevant senior scholars have also innovated a more optimized internal governance model for the new public management on the basis of experience and optimization, that is, the governance theory and model based on the holistic perspective, which mainly focuses on the governance of the problem of fragmentation, and it can be said that this is a kind of remedy and correction for the shortcomings of fragmentation.

Integral governance theory, whether in any group environment, its ultimate idea is to create a more perfect organizational structure and action guidelines, in the internal governance of colleges and universities is even more so, relying on this concept, the holistic governance of colleges and universities can be interpreted as the school in the basis of the independent management, in order to supply the main body of the production of products, through the construction of a more coordinated and perfect governance mechanism, in order to further strengthen the coordination and holism. At the same time, it can promote the management objectives of each governing body to be more consistent, so as to consolidate the foundation for the coordinated governance of the school under the environment of optimal allocation of resources.

First of all, the realization of holistic governance in universities can optimize the service mechanism as the core, prompting the operation of energy efficiency is constantly enhanced, in the past, due to the administrative power is too centralized, the school in the development of governance work will be subject to more interference, in the process and policy and other difficult to coordinate, the contradictory factors will be relatively increased, and in the holistic perspective, more focused on the pursuit of the integrity of the operational process and coordination, in the process of the teacher's and student's The subject position is significantly enhanced, and the various governance links are closely linked, which can also provide an important opportunity for the common cooperation of different interest groups, so that the overall quality of public services can meet the expected standards. (Huaqi, 2018) Secondly, the whole school can promote the organic integration of the various organizational structures of the school, and on the basis of the continuous strengthening of the articulation of energy efficiency, the organizational structure will also become more complete.

### (3) the necessity and significance of holistic governance of Yongjia College

As an innovative case of school-local cooperation between Wenzhou Institute of Vocational Technology and Yongjia County Government, Yongjia College is the first of its kind in China, which is not only a pioneering innovation in campus management, but also an important issue for how to do a good job of collaborative governance of multiple subjects in the same region, even outside the campus management. As a middle and high vocational articulation community campus, Yongjia College shoulders the honorable mission of exploring and creating two models, namely "middle and high vocational one campus management model" and "middle and high vocational articulation community talent cultivation model", and how to form a replicable, popularizable and learnable model template, do a good job in middle and high vocational

articulation community. How to form a replicable, generalizable and model to learn from, and how to do a good job in the overall governance of the campus of the community of middle and high school vocational articulation has its necessity and fundamentality.

Due to the existence of Yongjia College campus schooling subjects and logistics subjects, their respective work concepts, beliefs and goals, value-oriented are different, if the main body of the same campus, the two sides can not do holistic governance, to build a holistic campus, there is no daily communication and interaction, just to do the physical form to become an integral whole, then the two sides will fall into the separation of the separation of the two sides, the state of separation. Not only can't realize the goal of harmonious campus governance, mutual help and sharing, but also can't realize the important function and mission of cultivating talents of middle and high vocational articulation community. Therefore, the application of holistic governance theory to make the campus more closely integrated with multiple subjects, a more perfect organizational structure, and a smoother articulation of subjects is both necessary and important for Yongjia College.

### **3. "Fragmentation" of Governance on the Campuses of the Community of Higher and Secondary School Articulation (COSA)**

"Fragmented" governance was originally reflected in the field of government administration, mainly in the division of operations within departments, between departments at the same level of government, and between local governments. Transferred to the perspective of campus governance, "fragmented" governance implies conflict and competition among school sponsors. In the context of holistic campus governance relationships, the "fragmentation" of governance among school sponsors is manifested in the following four aspects:

(1)The campus governance pattern of the Community of Vocational Articulation (CVAC) is still characterized by a more pronounced "fragmentation".

Yongjia College, as a middle and high school articulation community campus, has a clear holistic physical character from its physical form, i.e., it is within the same campus. However, due to the existence of the middle-vocational department - Yongjia Vocational Education Center, the high-vocational department - Wenzhou Vocational and Technical College Yongjia College, and the logistic operator - Yongjia Zhejian Investment Co. Ltd. within the campus, despite the fact that the higher-level competent units: the Wenzhou Vocational and Technical College, and the People's Government of Yongjia County have jointly signed the "Cooperation for Co-construction of Wenzhou Although the superior unit in charge: Wenzhou Institute of Vocational Technology and Yongjia County People's Government signed the "Cooperation Agreement on the Co-construction of Wenzhou Institute of Vocational Technology Yongjia College", and based on the specificity of the PPP project itself, the logistics operator is in charge of the ZJI Group, and the three parties did sign a series of cooperation agreements at the beginning, which determined the corresponding responsibilities of the various main bodies, the governance pattern of the community campus of the inter-principal governance of the middle- and higher-vocational articulation

continues to show a more obvious "segmentation However, for the campus of the inter-agency community, the governance pattern still shows a more obvious "segmentation" characteristic.

In fact, at the beginning of the operation of the school, a council system was established at the campus level and a management committee system was established at the campus management level, which to a certain extent strengthened the contact and communication between various departments within the campus and played a facilitating role in promoting the synergistic development of the campuses of the Community of Vocational Articulation of Higher and Secondary Schools. However, the council system has not been implemented and continued in the long run, and the management committee system, although convened regularly, has not been able to fulfill the expected management effectiveness. It should be further pointed out that the Yongjia College Campus Management Committee is mainly responsible for administrative coordination in the practice of campus development, and lacks substantive campus administrative authority and corresponding administrative functions, so the campus governance pattern is obviously characterized by "fragmentation".

(2)the main body of campus governance in the community of secondary and higher vocational articulation still presents a more obvious "dualization" characteristics.

Diversification of governance subjects is one of the characteristics of holistic governance and an important content of modern governance transformation. The campus of Yongjia College contains the main body of education: secondary and higher vocational department, the main body of logistic operation: ZJG, the main body of governance presents obvious "dualistic" characteristics, the main body of management on campus also leads to the campus management is not only confined to the education unit, but also breaks through the boundary of the business, and involves the interaction and collaboration with for-profit organizations. The management of the campus is not limited to the educational unit. Specifically, the educational entity and the logistic operation entity, as functionally different management units, occupy an absolutely dominant position in the management of the campus. Further, the educational entity is a public school or organization under the jurisdiction of the government, while the logistic operating entity is a state-owned enterprise, which, despite its strong governmental background, still takes market profit-making as its main purpose. Therefore, in terms of campus management, the educational entity and the logistic operating entity hold different principles and purposes, which leads to divergent opinions and miscommunication in some aspects.

At the same time, within the main body of education, divided into higher vocational department and intermediate department, the two are under the jurisdiction of different institutions, and at the same time belong to different stages of education, there are huge differences in teaching and research, student management and other aspects, there is also a problem of communication and coordination. Therefore, there is an urgent need to build a smooth and effective communication channel.

(3)The campus governance mechanism of the Community of Vocational Articulation is still characterized by "expediency".

As a public management paradigm, there is a practical need to institutionalize and stabilize holistic governance.

Intergovernmental cooperation in holistic governance also needs to be institutionalized and expected to be stabilized. What is "expediency"? As the name suggests, "expediency" means to adapt to the times and circumstances. In fact, "expediency" is closely related to "expediency", which is a prominent feature of the political culture of developing countries, i.e., policy formulation is often based on "stopgap measures" and "stopgap measures". "That is to say, policies are often formulated in a piecemeal manner, characterized by ex post facto emergency and remedial measures, and lacking in lasting stability and consistency. At present, the management mechanism of the Community Campus for Secondary and Higher Vocational Articulation is characterized by a more obvious "expediency". This is reflected in the following two points:

1) Difficulty in implementing the content of inter-agency cooperation in the process of campus governance in an effective manner.

In order to build a closely-connected community of middle and high school articulation, Yongjia College has set up a campus management committee jointly by middle and high schools on campus, and holds a regular meeting of the campus management committee on Tuesday morning of every fortnight to decide and finalize the major matters on campus. At the same time, a safety and logistics team, a student ideology team and a teaching and training team were formed to implement the resolutions of the management committee. However, there is often the case of discussion without decision, decision without certainty, the management committee made a resolution, can not be effectively implemented, the relevant work has not been substantial progress, the main cooperation on campus there is a "loud thunder, little rain" problem.

2) Lack of long-term institutional guarantees for the form of inter-subjective cooperation in the process of campus governance

In the campus governance of Yongjia College, except for the campus management committee as an institutional campus cooperation platform formed with the consent of Yongjia County Education Bureau, there are documents and specific lists, there are no other long-term stable and institutionalized forms of cooperation in campus governance, and more non-institutionalized inter-subjective cooperation, the lack of normative official documents on the relevant forms to be clear and fixed. That is to say, the lack of authoritative and long-term institutional guarantee, resulting in a large number of work difficult to actually promote, especially involving ZJG related matters, due to its cooperation with the Yongjia County Government in the form of PPP, and the existence of cooperation agreements, meeting minutes and other authoritative institutional guarantee, resulting in part of the work on campus.

3)The information on campus governance in the community of senior secondary schools and higher education institutions is still characterized by "siloeing".

The realization of holistic governance relies heavily on the development of information technology. The construction of a public information exchange platform is one of the interactive policy tools in holistic and cooperative governance. Breaking down information silos and realizing data sharing are key to promoting inter-governmental cooperation and realizing holistic governance.

At present, Yongjia College still has obvious information "siloeization" phenomenon in the process of governance. It is

mainly manifested in two aspects: firstly, the main bodies on campus have invested in the construction of the so-called public information platform for campus management, such as the higher vocational department mainly relies on OA, and the middle vocational department mainly relies on nails, but the relevant platforms have limited capacity for information integration and lack of data sharing between the platforms. The OA system of the higher vocational department is a campus management information system customized and developed by the head office of Wenzhou Institute of Vocational Technology, which collects a lot of functions, such as teaching system, asset management system, research system, etc., and is convenient to use. However, the scope of use of the OA system is limited to the internal of the higher vocational department, and the middle vocational department can't access to use it. The intermediate vocational department mainly uses the Nail system, and on the basis of the original Nail, the functional modules have been increased. However, there is the same problem that the high vocational department can not access the use of the problem. So far, the campus management committee has made great progress in the use of campus public resources, classroom borrowing, conference room borrowing, vehicle management, campus access control, etc. However, there are still problems such as time-consuming, inconvenient to use, etc., and the feature of "isolation" has not been effectively eliminated.

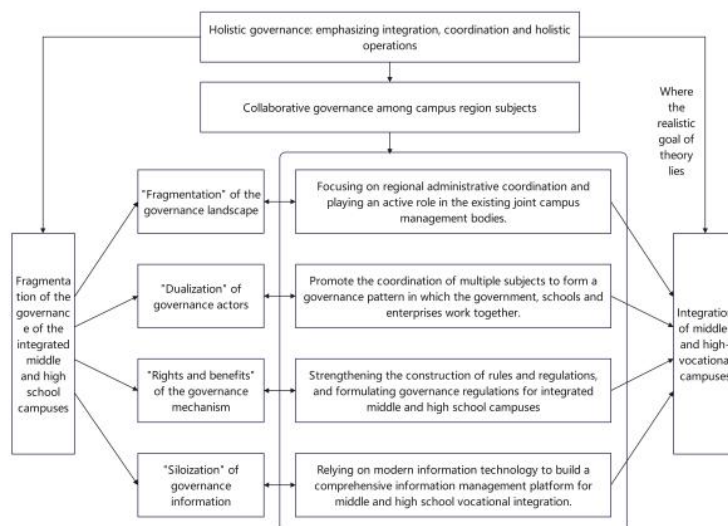
#### **4. Critical Paths for Strengthening Sectoral Cooperation to Promote the Holistic Governance of the Community of Secondary and Tertiary Education Articulation**

The key to solving the problem of "fragmentation" of the holistic governance of middle and high vocational one-location integrated campus is to strengthen the cooperation between different subject departments and form a close partnership according to the inherent requirements of the holistic governance, so as to finally realize the holistic governance of middle and high vocational one-location integrated campus. Based on the analysis of the four aspects of "fragmentation" in the holistic governance of middle and high vocational one-location integrated campus in the previous section, combined with the exploration and practical experience of Yongjia College of Wenzhou Institute of Vocational Technology (hereinafter referred to as Yongjia College of Wenzhou Vocational College), the promotion of the middle and high vocational one-location integrated campus should be focused on the construction of a new campus and the development of a new campus. Integrated holistic governance should focus on building and insisting on the following four key development paths (as shown in Figure 1)

##### **4.1. Focus on Regional Administrative Coordination and the Active Role of Existing Joint Campus Management Bodies**

The basic functions undertaken by institutions of higher learning and the series of changes that have taken place in China's higher education require that the administrative work of colleges and universities must be centered on "service", which is also an inevitable requirement of the trend of change

in the administrative thinking of society as a whole



**Figure 1.** Four paths to promote the holistic governance of campuses in the community of secondary and higher vocational articulation based on inter-subjective cooperation on campuses under the condition of governance "fragmentation"

Colleges and universities in the implementation of the overall governance reform process, should adhere to the "teacher and student-oriented" principle of management, internal management functions for the repositioning, strengthen the functional departments and the party and government power of the service function, to achieve the transformation from a management-oriented organization to a service-oriented organization, the formation of the functional departments of the teaching and scientific research institutions for the service, the party and government power for the academic power of the service, administrative personnel for the service of teachers and students, the administrative personnel for the service of teachers and students. Service, administrative personnel for teachers and students service "big service" pattern. However, it is not easy to form a unified "big service" pattern for the integrated campus of middle and high vocational schools. This is because it contains multiple departments, each with a different management object, management concept and management method. Moreover, the school administration and enterprise operation group management department in the nature of the existence of great differences, there will be cross-functional, "public pond" and other problems. It can be said that if you want to change the middle and high school integrated campus management from multi-departmental, fragmented state to integrated, holistic governance situation is the existence of multiple dilemmas and difficulties. However, it can be considered to play the role of administrative regional coordination, and then combined with the existing joint management mechanism of the school, gradually adjusted, constantly improved, after a period of effort, step by step, and ultimately realize the holistic governance pattern of synergistic governance. The following is an example of the exploration of Yongjia College of Wen Vocational College to solve the problem of "fragmentation" of campus management brought about by "diversification" of subjects:

(i) The management committee of the Yongjia College Campus of the Wen Vocational College. Under the holistic governance model, with the reduction of inter-departmental business crossover, communication and coordination between departments becomes relatively simple. However, due to the

diversity of subjects, campus management is relatively more complex and diverse, and communication and coordination within departments becomes more difficult. At the beginning of running the school, WENVOC Yongjia College set up a seven-member WENVOC Yongjia College Campus Management Committee, with the relevant leaders of the Yongjia County Education Bureau as the director of the committee, and the persons in charge of the higher vocational department and the middle vocational department as the deputy director of the committee, to optimize the communication and coordination mechanism between and within the departments, and to convene the regular meetings of the committee on a regular basis, to jointly discuss the major issues of the school, in order to improve the level of decision-making in science and democratization. The school also holds regular meetings to discuss major issues, thus improving the scientific and democratic level of decision-making.

Regular meeting, as a kind of informal meeting, it can carry on the top and start the bottom, it is an effective means to improve the management level and enhance the executive force, and the effect is more significant in the holistic governance in the background of multi-subjects with the campus. WenJiaoYongJia College strictly implement the regular meeting system has three obvious characteristics, one is to ensure the effect of the regular meeting, the number of participants is generally controlled in about 10 people. Respectively, department heads, heads of working groups within the department, and members of working groups participate in regular meetings at different levels. Secondly, considering that the regular meetings at different levels vary in terms of meeting purposes and the difficulty of convening personnel from different departments, the regular meeting cycle of the Management Committee is set to be held once every two weeks, and the regular meetings of the internal administration of the departments are held with the same frequency as the regular meetings of the Management Committee, i.e., once every other week. Thirdly, due to the "informal" character of the regular meeting, the content of the meeting can be flexible and diversified, which can be a report on the progress of work, a discussion on a certain work, an exchange of views on the work of the existing problems, and

also business learning and exchange. Through regular meetings, not only has work been effectively promoted, but communication, exchange and cooperation between and within departments have also been facilitated, which has strongly contributed to the progress of overall governance.

(ii) Comprehensive Office of the Campus Management Committee of Yongjia College of Wen Vocational College and Professional Joint Teaching and Research Group. Yongjia College of Wenzhou Vocational College adheres to the original heart and mission, and on the basis of the campus management committee, studies in detail the similarities and differences of the management methods and contents of the main bodies, and buttresses the overall development strategy and goals of the school, especially focusing closely on the core objectives of discipline construction and talent cultivation, and serves the construction and development of the disciplines in accordance with the principle of "integrating similar functions and avoiding the cross-duty". In accordance with the principle of "integrating similar functions and avoiding cross-duty", we boldly adopt the way of cross-departmental working group to optimize the organizational structure - in the administrative aspect, we jointly set up the comprehensive office of the management committee of the Yongjia College Campus of Wenzhou Vocational College (hereinafter referred to as the "Comprehensive Office"), and in the aspect of teaching and learning, we successfully set up the joint teaching and research institute of each specialty. In terms of education and teaching, we have successfully formed joint teaching and research groups of various majors (hereinafter referred to as "teaching and research groups"), aiming at synergistic and efficient governance. The formation of interdepartmental working groups and teams breaks down the inherent administrative barriers of the organization and provides strong support for the development and construction of the school in the areas of teaching, learning and research.

1. Comprehensive Office of the Management Committee of Yongjia College Campus of Wen Vocational College

From the management point of view, the establishment of the integrated office across departments is mainly to solve the problem of difficult coordination between different subject departments, reduce the difficulty and cost of coordination, in order to strengthen the management of the middle and high school one-place campus, improve the overall efficiency of the campus, and give full play to the synergistic effect of the various departments of the middle and high school. In the holistic governance, WENJIA YONGJIA COLLEGE gives full play to the advantages of the comprehensive office's "wide functions" in maintaining campus security, coordinating campus logistics, and docking with ZJJ operators, etc., and transforms coordination between departments into communication within departments, thus avoiding the impact on school work due to the prolonged discussion and negotiation, bargaining, and even conflict of interest between departments. This can avoid the long time discussion and negotiation, bargaining, and even conflict of interest between departments, which may affect the work of the school, speed up the internal information transfer speed, and greatly improve the overall efficiency and level of campus management.

2. Joint Professional Teaching and Research Group

Faculty strength is one of the embodiments of a school's comprehensive strength, but also the key to the competitive development of local institutions, the main body of teaching governance can not be a tool to complete the task of educating

people labeling, but the relationship between the school's development prospects of the fundamentals. Wenzhou Vocational College Yongjia College in the school running the actual operation of the period, middle and high vocational departments to explore the model of parenting in collaboration, the successful formation of middle and high vocational joint teaching and research group, based on the head office (Wenzhou Institute of Vocational Technology) Academic Affairs, Science and Technology Department and other relevant departments, mainly responsible for promoting the teaching, subject specialization construction, scientific research, student education and services, external exchanges and cooperation and other work to the smooth implementation. Aiming at the individual differences and uneven development of middle and higher vocational students, through teaching activities, teaching and research activities, visits to enterprises and other diversified activities, we jointly discuss the compilation of talent cultivation programs for middle and higher vocational articulation community, jointly develop professional teaching materials, and design the teaching process, so as to truly achieve tailor-made teaching and achieve personalized cultivation of the students, and to fully tap their growth potential and endogenous value. By forming a teaching and research group to jointly coordinate the governance of teaching work, it not only ensures the overall quality of the teaching force, but also improves the overall level of education on the integrated campus of middle and high school one-location.

#### **4.2. Promoting Synergy Among Multiple Actors to Form a Governance Pattern of Shared Governance Among the Government, Schools and Enterprises**

Insisting on diversified governance subjects and networked governance structure is an inherent requirement for realizing holistic governance. To promote the holistic governance of the middle and high school one-location integrated campus, it is necessary to clarify the roles and responsibilities of the three major governance subjects, namely, the government, schools and enterprises, and to give full play to their respective governance advantages, to organically combine the government's policy regulation function and the coupling roles of the schools and enterprises, and to form a synergistic co-governance pattern guided by the government, dominated by the schools, and participated by the enterprises, so as to realize the symbiosis between the local colleges and universities and the regional economy.

Specifically, in terms of government guidance, local governments at the various levels involved need to take local socio-economic development planning and public policy as their starting point, formulate appropriate policies and measures, provide the necessary regulatory safeguards and resource support for tertiary education, and guide and supervise the behavior of schools and enterprises to ensure that the quality and development of vocational education meets the national standards and the needs of society. In addition, there is a need to continuously optimize the policy environment for vocational education by providing schools and enterprises with more support and facilities, such as policy support and incentives, and by encouraging in-depth cooperation between schools and enterprises in the joint development of curricula, training bases and skills certification, so as to improve the practicality and relevance of education.

In the school-led aspect, Yongjia College of Wen Vocational College has given full play to its role as a bridge and link between the government and enterprises, and has enhanced the overall governance pattern of middle and high vocational integration by virtue of the three exploration results of the "Five Harmonies" one-place campus management model and the "Five Unities" integrated talent cultivation model as mentioned in the previous chapter four. With the three exploration results of "Five Harmonies" campus management model, "Five Unities" integrated talent cultivation model, and "Five Helps" social service model mentioned in Chapter 4 earlier, it effectively promotes the synergy and cooperation among the government, schools and enterprises, and forms the governance pattern of multi-body co-governance and improves the level of the integrated and holistic governance of middle- and high-level vocational schools and colleges.

With regard to the participation of enterprises, the key is to stimulate the development of local enterprises, trade associations and other social organizations, encourage their participation in the governance of vocational education and provide more diversified resources and support. Efforts can be made in school-enterprise cooperation, for example, schools deliver excellent talents to enterprises, while enterprises provide schools with practice opportunities and space for career development, so as to promote the close connection between vocational education and economic and social needs, enhance the quality of talent training, and push forward the transformation, upgrading and sustainable development of the economy. Through the joint establishment of training bases, schools and enterprises allow students to learn and practice in the actual working environment and improve their skills; through the joint development of curricula, they ensure that the content of the curriculum is closely integrated with the actual needs and improve the relevance of education. In addition, enterprises can train students according to their actual needs through order-based forms of directional training, provide students with mentors to guide their internship and career development, help students better understand the industry and career requirements, and directly enter the enterprise to work after graduation.

### **4.3. Strengthening of Rules and Regulations and Development of Governance Regulations for Campuses of the Community of Middle and Higher Education Articulation (CMEA)**

The governance mechanism within the higher education institution is just like the running meridians within the human body, and its importance is self-evident. At present, the main reason for the dispersion of subjects and structural rupture within the community campuses of local secondary and higher vocational articulation is the lack of coordination and integration mechanism of multiple subjects. For the community campus of middle and high vocational articulation, the overall organizational structure is a rigid requirement, but also need to be equipped with perfect rules and regulations, the corresponding governance regulations to be guaranteed. Under the leadership of the general charter of the university campus, combined with the actual work of the campus, Yongjia College of Wen Vocational College further clarifies and refines the corresponding rules and regulations,

standardizes the scope of authority and operational requirements of each subject of governance (higher vocational department, intermediate vocational department, logistic operator), and puts the "rules" through the process of exercising the authority of the subject parties at the end of the process, so as to enhance their responsibility and binding force, and institutionalize and standardize the rules and regulations. The rules will be implemented throughout the process of exercising the power of each subject, so as to enhance their sense of responsibility and binding force, and to embed institutionalization and standardization in the overall internal governance system of the campus, so as to realize the situation of multi-dimensional collaborative governance.

Yongjia College of Wen Vocational College to take innovative means, actively explore in practice, and constantly sum up experience, breakthroughs to build a set of including organizational structure, logistical support, student ideology, teaching and research, campus security and other aspects of the five effective operation mechanism, and constantly improve the workflow, to ensure that the high school and high school in a place of integration of the overall governance of the campus efficient and benign operation.

(a) Organizational structure is a management framework designed by an enterprise or institution to achieve its strategic objectives. The design and optimization of organizational structure mechanisms is a dynamic process that needs to be adjusted according to the development of the organization and changes in the external environment. The management service function under the background of multi-body same campus is basically a fragmented service, thus the management service provided has typical incompleteness and discontinuity, and it is even more necessary to improve the operation efficiency of the organization, promote the rational allocation of resources, and realize the ultimate goal of the organization through effective organization structure design. For example, Wenzhuang Institute of Wenzhuang Yongjia College, since the beginning of the school that request the establishment of the campus management committee, by the Yongjia County Education Bureau relevant leaders as the director of the management committee, the higher vocational department and the intermediate department responsible for the deputy director of the 7-member synergistic governance group, and in the later stages of the actual operation of the gradual introduction of the relevant decision-making mechanism, which is conducive to the decision-making of the scientific, fair and impartiality.

(b) The logistical support mechanism is a set of systems designed to ensure the normal operation and efficiency of an organization, unit or department, which is crucial for any organization, and even more so for the integrated middle and high school one-location campus, not only for the smoothness of the day-to-day operation of the different main departments, but also for coping with various emergencies. A unified and effective logistic support mechanism is more capable of improving the overall work efficiency and enhancing the cohesion and competitiveness of the organization. Wenzhou Vocational College Wenzhou Vocational College Yongjia College summed up the experience in practice, the Department of Higher Vocational Department, Middle Vocational Department, Zhejiang logistics operators to discuss and jointly build the "Wenzhou Vocational College Yongjia College logistics support third-party (PPP) - Middle and Higher Vocational integrated operation of the interim

management approach", through the synergistic governance, so as to make the logistics management work on the campus more institutionalized and standardized.

(c) The mechanism for ideological and political education of students refers to a set of systems, measures and methods for ideological and political education of students in the school education system. It aims to cultivate students' sense of social responsibility, collectivism, national identity, and correct worldview, outlook on life and values. However, for the integrated campus of middle and high school, there are big differences in the age groups of students (high school students and college students) in the campus, and the cognitive level of their thoughts is even more different, so it is really difficult to do a good job of the systematic project of ideological and political education for middle and high school students in the same campus. In addition to the need for families, society and other aspects of the joint efforts and cooperation, but also need to cooperate with each other within the campus of the main parties, synergistic and efficient governance. Yongjia College's middle and high vocational joint formulation and implementation of effective ideological and political education policy, "Yongjia College Student Activity Public Resource Utilization and Management Measures", "Yongjia College Middle and High Vocational Articulation Community Student Outing Activity Management System", etc., to help students to form a well-rounded personality, and to cultivate idealistic, ethical, cultured, and disciplined citizens for the society.

(d) Teaching and research refers to the activities of teachers and researchers in higher education institutions who are engaged in both teaching and scientific research. This model aims to improve the quality of teaching through scientific research activities, while at the same time promoting the production and dissemination of research results through teaching activities. Teaching and scientific research is an important feature of the modern higher education system, which embodies the dual mission of universities: cultivating talents and innovating knowledge. Yongjia College of Wen Vocational College better fulfills its dual mission of education and research through the collaborative governance model. Wen Vocational College Yongjia College through the campus management committee to develop and introduce the professional joint teaching and research group formation documents, all led by the Department of Higher Vocational Professional Teaching and Research Department, regularly organize and carry out teaching and research activities, scientific research activities, academic seminars, such as middle and high school articulation of community activities, and in the beginning of the establishment of the Professional Teaching and Research Group of the one-on-one transfer of work, hand in hand with the middle-vocational Department of Teachers to improve the quality of teaching and learning in the school and the level of scientific research. Through organizing teaching and research activities and meetings within the group, the Joint Professional Teaching and Research Group conducts articulation design of curriculum links and demonstration seminars on teaching methods to ensure that the curriculum content keeps pace with the development of the discipline and is suitable for the students of the Community of Middle and Higher Vocational Articulation, which provides an impetus for updating the content of the teaching in the day-to-day life. In addition, the problems and challenges arising from the joint teaching process of teachers in the Vocational Schools can become new

topics for team research, and the teaching process itself may generate new research ideas and methods that can be used to solve complex scientific problems or respond to the needs of the society. The sharing of academic achievements by teachers in the senior division through academic papers, conference reports, patents and other forms will help teachers to continuously improve their teaching and scientific research capabilities while promoting academic exchanges and technological advances, which will in turn promote academic innovation and social services.

(e) Campus safety refers to a series of measures and activities to safeguard the personal safety, property safety and psychological health of teachers, students and staff in the school environment, and a safe campus environment is essential for promoting students' learning and development. Campus safety mechanism refers to a set of management system including prevention, response and recovery established by the school to ensure the safety of teachers and students. This mechanism aims to reduce and prevent the occurrence of safety accidents through a series of organizations, systems and measures, and to be able to respond to and deal with accidents in a timely and effective manner when they occur. In order to build a comprehensive and effective campus safety guarantee system, Yongjia College of Wen Vocational College in the context of multi-body same campus leverages on the holistic governance means, joining hands with the Department of Intermediate Education and the Zhejiang operator to consolidate the basic work that can ensure campus safety - the construction of campus safety mechanism. Through the campus management committee to discuss and build a campus safety management system, clear safety management responsibilities, and formulate and introduce a number of relevant documents and systems. For example, it has formulated the Notice on the Establishment of the Leading Group for Supervision of Food Safety and Prices in Student Canteens of Yongjia College, the Interim Measures for Supervision of Food Safety and Prices in Student Canteens of Yongjia College, etc., which strictly supervise the sanitary condition of the campus canteen, ensure the safety and reliability of the food sources, and prevent the occurrence of food poisoning incidents among teachers and students; and it has formulated the Flood Prevention Plan of Wenzhou Vocational and Technical College of Yongjia College, including natural disasters, violent events, sudden illnesses and other situations, and regularly organizes and carries out escape simulation drills for flood control, flood prevention, fire prevention, etc., to ensure that rapid and effective action can be taken in case of emergency. Through the establishment of a series of cooperative management mechanisms and the strict implementation of effective campus safety measures, Yongjia College of Wenzhuang University ensures a good campus order and provides a safe, healthy and harmonious learning and working environment for teachers and students.

#### **4.4. Relying on Modern Information Technology to Build a Comprehensive Information Management Platform for the Community of Middle and High School Articulation**

The process of governance is also the process of information transmission and implementation, and the rapid development of artificial intelligence, blockchain and other



digital technologies has completely changed our way of production and life. The rapid development of information technology has constantly refreshed the academic research and communication mode, the user's information needs and behavior, and the increasing generalization of information resources and information services has also promoted the continuous deepening of the business content and expansion of the business scope of universities, giving them new functions and services. At present, while carrying out the construction of digital resources, many local institutions have begun to focus on how to efficiently utilize various types of resources, such as computers, networks, space and services.

In order to give better play to the comprehensive service advantages of the middle and high school one-location integrated campus, the optimization of each service process is crucial, and the process of each service should be updated and reengineered. Informatization construction is the technical premise of process reengineering and the information management technology platform for the operation of new service processes. Therefore, it is necessary to strengthen the construction of digital campus, make full use of the network, mobile communication and other technical means to promote the modernization of campus management and services, and realize the transformation from the traditional clerical and departmental decentralized service mode to the electronic and departmental integrated and collaborative service mode, so as to optimize the service process and improve the efficiency and quality of service. Since 2021, WenJiaoYuan YongJia College of WenJiaoYuan has been running a school, led by the Department of Higher Vocational Education, in collaboration with the Department of Intermediate Vocational Education, gradually exploring the implementation of logistics collaborative management information technology, based on the network, to provide the transparency of the logistics work, to speed up the exchange and transmission of information, to maximize the use of school resources, to improve the efficiency of the management and the level of service, and to achieve high efficiency of the logistics. There should now be computer equipment and network means to successfully establish vehicle management, personnel in and out of school management, meeting rooms and other public places to use

the system management platform. For example, in the cafeteria vegetable transportation temporary vehicles in and out of the campus management, through the online processing process, the offline process into "distribution party online application - Zhejiang operator audit - school authorities to review and return information" The two links of audit and filing can be completed quickly online by ZJJ authorities and school authorities, which not only saves the transporters from running back and forth between different departments, but also speeds up the speed of transporting food ingredients into the school. It will continue to build campus asset management, water and electricity management and other systems to integrate the two sides voluntarily and realize the rapid sharing and transmission of information.

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