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**Title of the paper**

*Network Public Opinion Management in Universities under the  
Objective ofGood Governance*

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### Abstract

With the vigorous development of network technology all around the world, the network has gradually become a public opinion field to gather and distribute thoughts and culture as well as to express interests appeal while the external environment of public opinion study and technological means have already changed accordingly. The study of public opinion in China is closely related to the one in western and network public opinion in universities is one of the most important aspects of it. Governance theory is a vital component of public management. The essential attributes of governance and public opinion are closely related to their extrinsic attributes. As a result, network public opinion governance in universities can be included in the analytical framework of governance theory. Currently, the bottleneck factors which restrict the improvement of network public opinion governance in universities includes: feeble resource planning, scattered management power, lacking information-sharing and so on. The so-called governance means good governance which claims directing network public opinion governance in universities with good standards; putting “good governance” as the value orientation; to drive the line development by optimization of resources and to promote the long-term development by stimulating endogenous power.

**Key Words:** Network public opinion management in universities; governance; good governance; social capital

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## Network Public Opinion Management in Universities under the Objective of Good Governance

### INTRODUCTION

The study of public opinion in China is closely related to the one in western and network public opinion in universities is one of the most important aspects of it. Hiding in the transmission of network public opinion in universities is the ever-increasing sense of civil rights to which government administrative department research institutions and university teachers and students have attached great importance since CPC's eighteen session of the third plenary session. Decision of the Central Committee of the Communist Party of China on Several Deepening Reforms on Some Major Issues has promoted the overall goal of deepening national governance system and the modernization of governance capacity. Universities are responsible to cultivate the talented students; to create the technology and to serve the society, which shoulders a unique mission in China's Educational Governance System and the modernization of governance capacity. Governance Theory provides a new methodological support for the research of network public opinion in Chinese universities. To improve the capability of network public opinion in universities is the only way to achieve governance system and governance capacity modernization.

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## METHODOLOGY

In this paper, the author using literature review to analysis the current situation. The author gathering the materials and study them respectively to find the relationship between network public opinion in universities and governance theory and then to improve the development of network public opinion in universities.

Global Governance Committee defines “governance” as: various public or private individuals and institutions manage their common things in many ways. Governance has the following four features: firstly, governance is neither a series of rules nor an activity; it is a process. Secondly, the basic of governance is not to control but to coordinate. Thirdly, governance is not only related to public departments but also personal ones. Fourthly, governance is not a formal system but lasting interaction (Global Governance Council,1995). Compared with the enforcement-oriented of predominance and the controlling-oriented of management, governance focuses on the interaction of various objects involved. Multiple subject interaction is the essential difference from predominance and management. To establish the concept of public opinion governance in universities is to put the network public opinion into the framework of governance theory, starting from the attribute of network public opinion in universities, analyzing the inherent relationship with governance characteristics, and then from the governance concept specific to internalize the measures of network public opinion in universities.

### **1 The Essential Attribute of Network Public Opinion in Universities and the Relationship with Governance Characteristics**

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Public opinion is the sum of the public expression and dissemination of various emotions, attitudes and opinions (Liu, 2007). The nature of the network public opinion can be regarded as the public to the Internet as a medium to express the voice of higher education-related, including emotions, attitudes and opinions. Governance is a dynamic process which political and civil society, public institutions, private institutions and other multidisciplinary manage the social public affairs through cooperative consultation. For universities, it takes the form of building a new type of educational system which abandons the government to organize, highlights the main body of the school and strengthens social participation. Currently, there are many problems of imbalance in the power structure in universities and the "game and balance" mechanism of multi-government has not yet formed. To ensure the diversity of governance in the process of governance and depth of participation, we need to smooth the channels to express our voice. University network public opinion platform has many participants, wide structure, individual autonomy, and less interference. It can open the internal power structure of internal communication and supervision mechanism, Improve the openness and transparency of executive subject in the process of power. So that it can ensure the effectiveness of the basic procedures of the compliance and the effectiveness of risk control. The nature of the network public opinion in universities is closely related to the multiple subject characteristics of governance which can be summarized as a causal relationship to a certain extent. It means that governance is one of the incentives that originate and deliver, and public opinion is the result of the expression.

## **2 The Explicit Attribute of Network Public Opinion in Universities and the Relationship with Governance Characteristics**

The feature of relying on the digital information technology network can be the most prominent explicit attribute of university network public opinion. Compared with the traditional media, network media is more Interactive. If the traditional media mainly rely on one-way information dissemination channels, then the network media is more dependent on two-way interactive information dissemination path. Interactive is the greatest value of the network, the core attribute of university network public opinion is reflected in the interaction between students and teachers, university administrators, government, other social organizations. The development of information technology, especially the development of new media technology, makes the network the most immediate public expression carrier. The network shortens the regional limits of communication, which makes it possible for university students, teachers and other social organizations to grasp the development of universities in time, and provide a platform for government and university administrators to listen to the demands. For governance, its power operation is also a two-way process of linkage between the upper and lower groups. Involved in collective action between the various social and public institutions there is clear power dependence between the various social public organizations to rely on each other, to achieve the purpose of the need for the exchange of resources between organizations, targets to negotiate (Yu,2001). The interaction between multi – subjects is the symbol of governance characteristics and the interaction with the university network public opinion can be

described as similar.

## **RESEARCH RESULTS**

### **The Realistic Dilemma of Improving the Public Opinion Ability of Network in Universities**

Studying on the current situation of network public opinion management in Chinese universities from the perspective of cooperation, consultation and interaction, resource shortage, management power scattered, lack of information sharing and other issues have become a constraint on the level of public opinion in universities to enhance the level of bottlenecks.

#### **1 The lack of resources caused by the lack of top-level design**

With the extensive popularization of digital campus construction in Chinese universities, campus network information exchange platform, information exchange platform, network database have been built in most universities. This has laid a certain hardware foundation for the effective development of public opinion management in universities. Facing the ever-complex network public opinion management in universities, the main body especially the managers with much power needs to enhance the sense of public opinion management and to design the development of university network public opinion management of sustainable development strategy from the perspective of top.

First of all, the overall situation of resource allocation awareness, management, the problem of insufficient degree of refinement exist in universities.

Digital campus construction and implementation are lack of effective early

demonstration and long-term planning. "Blindly follow the trend" and "slow development" phenomenon exists at the same time. The early investment in the construction of information in universities takes the "performance view" as the starting point and neglects the latter input-output measures and quality assurance measures.

Secondly, the network public opinion management system in universities is not perfect. Universities should improve their own campus network management system within the framework of national laws and regulations, and incorporate the network public opinion into the framework of the system. Currently, campus network security management system, campus network emergency prevention measures, crisis event disposal program are missing, and even if the program is complete, the network public opinion system design absences.

Lastly, universities fail to play a scientific research to lead the network public opinion governance practice of academic advantage. Network public opinion research requires researchers to have communication, public policy management, computer information technology, statistics, ideological and political education and other professional background. The unique subject of university makes it have the advantage of setting up an interdisciplinary research team, generating forward-looking policy thinking, and solving practical problems form strategically research proposals. At present, the basic theory research and countermeasure research of network public opinion in universities has made certain achievements, but the social influence of the result is insufficient and the system is going to be strengthened., especially for the

university network public opinion analysis and prevention and control, management and guidance of the practical significance of the investigation and case study. Universities are lack of the sense of disciplines construction to serve the social development and the lack of awareness of social problems are highlighted in network public opinion.

## **2 Poor Management of Decentralized Caused By Institutional Mechanisms**

To improve the ability of public opinion management in colleges and universities, we must break through the path dependence of colleges and universities in the network public opinion management and innovate the management system of public opinion in universities. This requires universities must establish a sound internal network public opinion leading institutions and daily office, establish a sound network of public opinion management team.

First of all, universities exist to assume the responsibility of the network public opinion management departments and responsibilities of the lack of co-ordination. Universities within the network to undertake public opinion management tasks of the main departments of the school office, party propaganda department, network information center, student work department. These functional departments may be led by different school leaders, due to the lack of a unified leadership and management system, the functional departments will inevitably appear between their own political situation, caused by the responsibility of unknown "management vacuum" problem occurs.

Secondly, universities exist in the network of public opinion management

professional team missing problem. University public opinion governance is a complex systematic project, the improvement of governance needs to rely on professional team and systematic work research. At present, there is a general lack of full-time staff engaged in network public opinion management. The daily management of campus network public opinion is mainly done by the administrative staff of the school function department and the student cadre. From the regulatory point of view, the lack of professional team will lead the decision-making managers to neglect main information and information asymmetry makes the university network public opinion management struggle in the long-term "passive plugging" embarrassing situation.

In addition, the lack of specialized teams means that the university network news spokesman, opinion leaders, network commentator team construction lag, this is not beneficial to network public opinion work in university. But also because of lack of necessary part-time staff "media literacy" in the face of network public opinion and other extreme problems, in cooperation with the media institutions to carry out coordination and cooperation in the practical level, part-time staff of the lower level of professionalism to become difficult problem.

Finally, the existence of colleges and universities network public opinion management mechanism is not complete. The promotion mechanism of network public opinion management ability in universities needs innovation which mainly includes the mechanism of network public opinion education, security early warning mechanism, intervention guidance mechanism, crisis disposal mechanism and work

feedback mechanism. At present, universities exist education leading the mechanism of means and methods of effective innovation. The allocation of resources, technology and personnel related to the security early warning mechanism has not yet been effectively established; Lack of targeted; with the local government, the media, the public security organs close communication crisis mechanism linkage development lag. On the basis of in-depth study of the network public opinion management experience, timely correction of the work of the lack of feedback mechanism and a series of mechanisms such as lack of innovation, poor operation.

### **3 Insufficient Information Sharing Caused by Collaborative Development Lag**

In the new media era, the updating of information technology changes with each passing day, university network public opinion management also showed a series of complex features. Network public opinion between the main body of governance, between the subject and object shows a whole body of the whole body. Network public opinion regulatory equipment and security software must have a high comprehensive protection capabilities, with the potential to combat the ever-changing network security threats Facing the increasingly open and complex environment, universities must establish a concerted effort to develop a network of public opinion management concept with the government, social organizations to carry out in-depth exchanges and to cooperate with teachers and students to participate in the campus network security line. At present, some special subjective and objective factors make the development of cooperative mechanism of network public opinion management lag behind, restricting the sharing of public opinion management information.

First of all, the university information disclosure system needs to be further implemented. At present, the information disclosure system of universities is not complete, the degree of information disclosure is not high. Information asymmetry makes it difficult for the first-hand information of university network public opinion to get management research. The most basic condition that the theoretical research and practical operation of public opinion governance need to be met is the timeliness, validity and convenience of information cannot be guaranteed.

Second, the ability of colleges and universities to effectively integrate network data information is still short. The internal organizational structure of universities is mainly based on the bureaucratic model; the implementation of the top-down power mode of operation, the management system presents a vertical division of labor structure, the functional departments between the implementation of clear boundaries of the split management. In this mode of management, the progressive reporting of information in the poor communication between the departments of the drawbacks of universities in the face of network public opinion events can not achieve rapid response, timely sound, and let it alone to seize the network of public opinion and the commanding heights. The information is scattered among the functional departments of the university, and even because of the lack of co-ordination, the data types and data structures of the functional data are different. Not changeable data form a business process and application phase out of the "information island" which results in the effective integration of the various functional departments of universities face difficulties.

Finally, the awareness of higher education workers' network information work needs to be improved. The promotion of collaborative construction ability of public opinion in universities must rely on the specialized talents with high data processing ability. In Information era, people who are related to the network public opinion work in universities need to have the background of subject knowledge such as statistics, informatics, communication and management, and need to master a series of data processing skills such as data mining and data analysis. At present, some ideological propaganda workers even leaders in universities do not know the network, do not understand the network. There is not only one person shirking responsibility facing the network public opinion frequently blockade. The network of public opinion supervisors fear the network "ability panic" and the short ability to upgrade, which restricts the network of public opinion management ability of collaborative development, and restricting the network public opinion information sharing quality level.

## CONCLUSIONS

### **Constructive Strategies for the Enhancement of Network Public Opinion Management Ability**

In the category of governance theory, in order to achieve the maximum level of public interest and the optimal state between the state and civil society, the ultimate goal is to achieve the "good governance" goal. Good governance, that is, to govern in good ways with good results which are required to meet the "response, effectiveness, transparency, rule of law, orthodoxy" and other basic elements (Yu, 2001). The

development of network information technology has reshaped the external environment of public opinion governance in colleges and universities. In the face of unavoidable challenges and realistic development bottlenecks, Chinese universities should actively grasp the development opportunity of the country and education in order to realize the goal of "good governance". We need to take the basic elements of "good governance" as the value orientation to clarify the basic direction for the promotion of university network public opinion management.

### **1 The Bottom-Line Development Strategy Driven by Resource Allocation**

"Response" and "effectiveness" are fundamental elements of good governance. In the field of public administration, "response" means that managers and management authorities must respond to the demands of citizens in a timely and responsible manner. "Response" is an extension of responsibility, that is to say a particular position and institutions must fulfill certain responsibilities, assume certain obligations and the clear responsibility of posts is the basis of response. The so-called "effectiveness", mainly refers to the efficiency of management which is a measurement indicator based on the input-output ratio of scarce resources. The rational use of resources depends on effective management, and effective management requires not only the decrease of management costs, but also reasonable establishment of management authorities and rational planning of management procedure. To enhance the ability of network public opinion management in colleges and universities, the first step is to solve the rational allocation of resources and organic integration in the practical operation of the fields involving people, financial,

material and other resources. Specifically, it mainly involves three dimensions: the management system innovation, the system construction and the operation mechanism construction of the university public opinion.

Firstly, we need to achieve the innovation of university network public opinion management system. As the most important decision-making and execution subject in the network public opinion management, colleges and universities play a vital leading role in the process of network public opinion management system innovation. Colleges and universities are supposed to establish a sound leadership mechanism on network public opinion governance and integrate the work as a normal work into the responsibilities of main school leaders. We must clearly classify the tasks that should be undertaken by various functional departments in the network public opinion management work establish a multi-sector linkage mechanism, clarify the boundaries of public opinion management responsibilities of various functional departments, so as to let them integrate and co-ordinate with each other. We have to establish a public opinion management team whose members are with high political quality, advanced information technology, data processing capacity of the professional network, and at the same time, to strengthen the contingent construction of team of talents to play the inherent advantages of college personnel training. What's more, the cultivation of versatile talents for network public opinion management should be put into the agenda.

Secondly, we must improve the rules and regulations of network public opinion management in colleges and universities. Horizontally, taking public information

dissemination characteristics and dissemination law as the starting points, we establish the network public information disclosure and distribution system, network public opinion information monitoring and confidentiality system as well as network public opinion information feedback and improvement system. Vertically, taking the subject of public opinion management policies as the main line, we establish the network press spokesman system, the network public opinion functional coordination system and the departments involving data transfer, sharing of the process system, opinion leaders and network commentary management system, public opinion management personnel standard system and so on. From both the horizontal and vertical dimensions, we establish the matrix of the network of public opinion management system to regulate the system of individual and organizational behavior and using the seamless system to eliminate the fuzzy areas in network public opinion management in universities.

Finally, we must make sure there is a smooth path in the operation mechanism of public opinion management in colleges and universities. The emergence and change of public opinion in colleges and universities mainly experience five stages: latent, germination, acceleration, maturity and recession. And from generation to extinction, the whole process has significant characteristics of a life cycle. To improve the governance ability of public opinion in colleges and universities, we must construct a system and scientific mechanism of public opinion management of colleges and universities on the basis of observation on the evolution of public opinion. In the latent and sprouting period of public opinion, we should rely on the network public

opinion early warning mechanism to realize the collection, judgment and early warning of public opinion information, establish the comprehensive data operation system of network public opinion in colleges and universities to meet the data processing needs of public opinion information collection, storage and mining as well as realizing the in-depth investigation, accurate verification, emergency response, and information flow. In the acceleration and maturity periods of public opinion, we must use the network public opinion intervention mechanism to achieve targeted guidance decompression. With the help of the "public opinion leaders", network commentators and other network information team should guide the direction of public opinion, and also use the network public opinion crisis disposal mechanism to determine the direction of public opinion, make timely adjustments, and even to face criticism, and take the initiative to face the emerging crisis. In the recession period of public opinion, we should start the network public opinion feedback mechanism, summarize the experience and shortcomings of the case as well as put forward and implement the specific rectification plan.

## **2 Long-term development strategies driven by endogenous power**

"Transparency", "rule of law" and "orthodoxy" are the elements of good governance. In the field of public management, "transparency" refers that the policy information can be known by citizens through certain means of communication and the citizens can participate in public decision-making process, supervising the effective implementation of public policies (Liu, 2013). "Rule of law" refers that the government and citizens within the framework of legal norms maintain a free and

equal social order and participate the management of social affairs. It can be said that "transparency" is the premise of "rule of law" and "rule of law" protects "transparency", and they reinforce each other at the same time. "Orthodoxy" to some extent can be considered as the result of "transparency" and "rule of law". It originates from the citizens' high degree of political identity and broad consensus of order and their uttermost consent and approval. The improvement of network public opinion management in universities will face and solve the problem of endogenous power in sustainable development of governance. In the framework of good governance, the problem lies in the government's and universities' high degree of rational recognition of the orthodox value of public management. The theory of social capital in the field of public administration provides an analysis and thinking path for the solution of this problem.

Social capital is different from material capital and human capital but a kind of resource in the social structure, which is based on trust, reciprocity and network to coordinate collective action, promote the atmosphere of cooperation, improve operational efficiency, and thus promote social stability and stimulate the vitality of social development. Good social capital is associated with the ordered civil society, the modern social organization system under collaborative governance, and mutually beneficial relationships between governance subjects. The ultimate goal of promoting the management ability of the network public opinion in universities is to improve the educational efficiency of universities and serve for people's comprehensive development and overall progress of the society through modern education. To realize

this goal is strongly related with the accumulation of social capital. Thus, optimizing the structure of social capital and enhancing the social capital volume can provide endogenous motivation for the improvement of network public opinion management in universities. The promoting strategies are as follows:

First and foremost, cultivate the civic awareness of college students. Cultivating public spirit and social identity and creating a social environment with common trust is the ideological basis of the accumulation and optimization of social capital. Specific to the university, it is important to cultivate college students' civic awareness and participation awareness and make them rationally pay attention to, respect and maintain the social individual's freedom and right; cultivate college students' supervision awareness so as to develop the faith of social justice; cultivate college students' awareness of responsibility so that they can consciously maintain public interests with strong sense of social responsibility; cultivate college students' awareness of rules so that they can regulate their behaviors and words with a high-degree of self-discipline; shape college students' concept of subjectivity, democracy and obligation and with the guidance of public obligation awareness and mutually cooperative spirit, make college students' cognitive structure be scientific so that they can maintain an open, inclusive good attitude and rational cognition with reasonable attribution when they face complex social problems. Cultivating college student's civic awareness in essence is to reshape their thinking ways. Thus, only by solving the problem of improving college students' public morality and literacy can promote the internal governance environment of network public opinion in

universities fundamentally.

Next, standardize the boundary of obligation and rights of governance subjects in universities. In order to enhance the accumulation of reciprocal social capital, we should establish the boundary of co-governance subjects' behaviors on the basis of decentralization and democracy so as to establish the reciprocal and cooperative rules. Specific to the university, we should achieve the unity of decentralization and centralization in education and improve the operating structure of education right subjects with clear purposes. Firstly, we should improve internal governance system of the university, build a new relationship between government and school, promote the process of "de-administration" in the university and implement the autonomy of running a university and achieve the autonomy of the university. Secondly, in order to achieve decentralization in the university, the government should delegate the rights to the university and the university should delegate the rights to teachers and students (Chu, 2014). Thirdly, we should improve the collective decision-making process in the university, enhance the rules for teachers and college students to participate in governance, listen to the advice about the management decisions that involve the interests of teachers and students so as to avoid risks through scientific and democratic decisions. In the governance of network public opinions in universities, we need to divide the norms through clear rights and obligations of the rights subjects, restrict the behaviors and activity orders of the governance subjects, and play a role in regulating and stabilizing the cooperative governance system. We need to improve the external governance environment of network public opinions in universities through

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the value system of reciprocity and cooperation.

Finally, build a collaborative network for participation in the university. Social networks can connect different interest groups, form a decompression channel, balance the conflicts of interests and maintain social stability. Specific to the university, we should strengthen the social groups of college students, faculty and parents, and not only improve the social groups' independent consciousness but also enhance their management and guidance. It is necessary to regard social groups as a platform for smooth dialogue and a communication channel to resolve interest conflicts, and build an information sharing mechanism to enhance the mutual recognition between teachers and students. In the governance process of network public opinions in universities, we should give full play to the balancing role of the social groups as an “automatic stabilizer” to buffer the conflicts of stakeholders and reconcile the relationships of distrust after the outbreak of the crisis and finally achieve the collaborative and mutually beneficial governance pattern.

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