

Standard of "Six-Type Organs": Evidence from the Law-Based Management of Private Higher Education Institutions in China

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Received: 01.01.2025 | Accepted: 02.01.2025 | Published: 07.01.2025

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DOI: [10.5281/zenodo.14608877](https://doi.org/10.5281/zenodo.14608877)

Abstract

Original Research Article

This study adopts the standard of the "Six-Type Organs" framework to investigate the theoretical underpinnings, developmental trajectory, index system, and implementation route of the legal governance of private higher education institutions (PHEIs) in China. Combined with the characteristics of PHEIs, five core indicators include legal compliance, distribution of rights and responsibilities, protection of rights and interests of teachers and students, transparency and openness, and culture construction of rule of law, and the implementation path is constructed from five aspects: system construction, organizational guarantee, education and training, information disclosure, and supervision and evaluation. The study shows that law-based management provides a normative and operable plan for the high-quality development of PHEIs through optimizing the governance structure, protecting the rights and interests of teachers and students as well as enhancing management transparency. In terms of policy recommendations, this study places particular emphasis on enhancing the system of education laws and regulations, cultivating a culture of the rule of law, and elevating the standards of information disclosure and supervision. It is also noted that future research could delve into the construction of smart campuses and draw on international experiences. This study thus offers significant theoretical backing and practical approaches for the modernization of private institution governance and the building of an education powerhouse.

Keywords: Six-Type Organs, Law-Based Management, Education management, Private Higher Education Institutions

1. INTRODUCTION

1.1 Research Background

With the rapid growth of China's education enterprise, the scale of private education has been continuously expanding, thereby imposing higher demands on education management (Feng et al., 2024). In the autumn of 2022, a private higher education institution ushered in the first batch of joint training of master students, which marked a historic breakthrough in the size of the teachers and students. In this context, the institution has set forth the goal of comprehensively creating "six-types organs", including six dimensions: innovative, law-based, service-oriented, efficient, economical and learning-oriented, so as to improve the quality and efficiency of institution management (Jie, 2020). Among them, the legal management,

as one of the core dimensions of the "six-types organs", is of great significance for the construction of an efficient, transparent and standardized management system.

However, there are many problems in the management mode of PHEIs in China, especially the lack of management in the implementation of laws and regulations, the standardization of systems and the allocation of educational resources (Iqbal & Piwovar, 2022). Zhou et al. (2018) research shows that in the process of termination or adjustment of PHEIs, students right to education is often infringed due to the lack of resettlement measures, which reflects the lack of the legal guarantee mechanism in the management of PHEIs. Therefore, exploring the law-based management mode based on the standard of "six-type organs" is not only a necessary measure to improve the

level of institution governance, but also an important means to promote the fairness and quality of education.

1.2 Research Purpose and Significance

This study aims to integrate the dimension of the rule of law, formulate the rule-of-law management model applicable to private institutions, address the issues in the extant management model, and achieve the modernization and legalization of institution management. On the one hand, enhance the transparency and standardization of institutional management via the improvement of the legal index system. On the other hand, facilitate the coordination and integration of legal management with the overall institutional development goal by catering to the needs of students and teachers. This study has the following theoretical and practical significance: theoretically, deepen the understanding of the connotation and practical path of legal management mode, and provide a new theoretical framework for private education management; in practice, by applying the legal dimension of the standard of "six organs", so as to improve the governance level of private institutions and provide replaceable experience for the innovation of private education management nationwide.

1.3 Research Status

As an important part of modern governance, law-based management has experienced the development transformation from "driven by economic growth" to "driven by legal indicators". (Kovalenko, 2023). Wang et al. (2023) pointed out that this transformation signifies the shift of the rule of law from an instrumental function to an independent value, with an emphasis on enhancing governance efficiency through the construction of the rule of law. Eryong & Li (2021) proposed that the rule-based management needs to achieve systematic development under the framework of "the rule of law country, the rule of law government and the integration of the rule of law society", which provides path support for comprehensively promoting the rule of law.

The demand for the rule of law in the management of PHEIs is particularly prominent. Veriava & Paterson (2020) discussed the problem of student placement after the termination of private institutions, and pointed out that the current law is unclear on the responsibility of student placement, leading to the possible infringement of students right to education. This quandary accentuates the exigency of enhancing relevant laws and specific regimes, and also mirrors the crucial function of law-based management in safeguarding student rights and interests and maintaining education

equality (Liu, 2023). However, the current research on the management of private institutions focuses more on the protection of rights and interests, and lacks a systematic management framework and practical path discussion.

The "six-type organs" standard provides a multi-dimensional evaluation framework and provides an important reference for the management innovation organs and educational institutions. The standard includes six dimensions: innovative, law-based, service-oriented, efficient, energy-saving and learning-oriented (Sharma & Sharma, 2021), among which the rule-of-law dimension focuses on the effectiveness of system construction and law enforcement. Literature shows that the introduction of this standard into the field of institution management can not only improve the management efficiency and transparency of management, but also strengthen the legal awareness and optimize the allocation of resources, so as to form an efficient and law-based management system (Cai & Chen, 2020).

Xi Jinping Thought on the Rule of Law has significant guiding value for the construction of a law-based management model. It is emphasizing that the people-centered concept of the rule of law is an essential part of Xi Jinping Thought on the rule of law, which demands that the construction of the rule of law should center around serving the people and safeguarding their rights and interests. Many scholars point out that the practical logic of Xi Jinping Thought on the Rule of Law offers a theoretical foundation for law-based management, especially in terms of emphasizing the practical application of legal principles in management activities (Yan & Yang, 2021).

However, there remain certain deficiencies between theoretical exploration and practical applications. For instance, there is a paucity of concrete empirical studies on the concept of "six-type organs" within the realm of educational management. Particularly, the adaptation of legal indicators across diverse types of institutions demands further in-depth exploration (Balzer, 2020). Moreover, the manner in which law-based management can be integrated with emerging technologies such as big data and artificial intelligence to augment governance capabilities also warrants further deliberation (Greene et al., 2023). Future research ought to focus on the practical approaches of rule-based management in private institutions, refine the rule-based index system, and propel the intelligence and modernization of the management mode in light of the specific exigencies within the education domain (Abad-Segura, 2021).

To sum up, the literature shows that the standard of "six-type organization" and its law-based management mode

provide theoretical support and practical guidance for the modern governance of private institutions. By combining Xi Jinping Thought on the rule of law with the "people-centered" view of the rule of law, a more perfect law-based management system can be built in the future to provide a strong guarantee for the modernization of education governance.

1.4 Research Methods and Innovation Points

This study adopts the method of combining literature analysis, case study and field research to conduct in-depth analysis of the rule of law dimension in the standard of "six-types organs", and construct a management framework applicable to private institutions. The research innovations are as follows:

Theoretical innovation: for the first time, the rule-based dimension system in the standard of "six-type organs" is introduced into the management practice of private institutions to enrich the theoretical system of rule-based management.

Practical innovation: combined with the specific needs of private education, an operational index system of law-based management is designed to realize the effective connection between theory and practice.

Technological combination: explore the application of big data and artificial intelligence technology in law-based management, to provide legal guarantee for the construction of smart campus.

1.5 Research Framework

This research focuses on the law-based management dimension of the standard of "six-type organs". The first chapter functions as the introduction, which mainly elaborates on the research background, purpose, and significance, as well as the research status both at home and abroad, research methods, and innovation points. The second chapter undertakes a summarization of the theoretical basis and development path of law-based management. The third chapter proceeds with an analysis of the specific application of the "six-type organs" standard in educational management. The fourth chapter is dedicated to establishing the index system of the legal management mode and putting forward the implementation path. The fifth chapter concludes the research results and advances policy suggestions and future research directions.

Through this study, it aims to provide theoretical support and practical guidance for the modern and law-based management mode of private institutions, and inject new

impetus into the sustainable development of private education in China.

2. THEORETICAL BASIS AND DEVELOPMENT PATH OF LAW-BASED MANAGEMENT

2.1 The Theoretical Basis of Law-Based Management

As an important way of modern governance, the theoretical basis of law-based management comes from the cross-integration of rule of law theory, public management theory and educational governance theory. The rule of law theory emphasizes the law-based governance mode and is the core pillar of the law-based management (Hu, 2022). Barry & Goedegebuure (2020) proposed that the transformation from "driven by economic growth" to "driven by the rule of law indicators" highlights the autonomy and governance function of the rule of law. Xi Jinping thought on the rule of law further stressed that the comprehensive rule of law is the key path to modernize the governance system and capacity (Zhang, 2024). Dewantara et al. (2021) pointed out that the rule of law includes not only the rule of rules, but also the good law and good governance, which provides a fundamental guarantee for education governance. At the same time, the public management theory proposes that modern governance should be guided by legitimacy, transparency and public participation, and realize clear rights and responsibilities and efficient governance through the rule of law (Cai & Mountford, 2022). The theory of education governance focuses on the improvement of education fairness and quality, clarifies the relationship between power and responsibility through the rule of law, and guarantees the rationality of resource allocation and the standardization of education governance (Abbas, 2020).

2.2 Development Path of Law-Based Management

The progression of law-based management has encompassed three phases: the germination phase, the practical exploration phase, and the system deepening phase. In the embryonic stage of theory, the concept of law-based management stems from the convergence of the rule of law theory and public management theory, with research primarily centered on how the law furnishes constraints and norms for governance. Alongside the advancement of the rule of law construction, local governments and educational institutions have progressively incorporated the rule of law into educational management (Ainscow, 2020). For instance, the transparency and standardization of governance can be enhanced by

formulating institutional charters and refining legal norms (Kayyali, 2024). Currently, law-based management has entered the stage of systematic deepening. The "comprehensively promoting the rule of law" put forward by Xi Jinping Thought on the Rule of Law offers a novel framework, while the rule-based dimension within the "six-types organs" standard drives the profound integration of legal management and institutional governance via the index system and implementation pathway.

2.3 Core Characteristics of Law-Based Management

The legal management is different from the traditional administrative management. Its core features are mainly reflected in four aspects: ensuring the legality and standardization of the behavior based on laws and regulations; having clear rights and responsibilities; clarifying the relationship between rights and responsibilities of government, institutions, teachers and students; ensuring fairness and quality; promoting the integration of urban and rural education and balanced allocation of resources; flexibility and vitality, and finding a balance between standardization and innovation, promoting the standardization of institution governance and guaranteeing the autonomy of institution running.

2.4 Applicability of Law-Based Management in PHEIs

Law-based management has high adaptability in PHEIs, and its flexibility and independence provide space for the introduction of rule of law (Chen et al., 2021). On the one hand, law-based management helps PHEIs regulate internal governance and solve the shortcomings in law enforcement and system implementation; on the other hand, it guarantees the rights and interests of teachers and students with legal support for the sustainable development of institutions (Dong & Zeb, 2022). In addition, the "standard of six-type organs" provides a clear index system and implementation path for private institutions, which is conducive to the achievement of high-quality development in private institutions in China.

This chapter systematically summarizes the contents of law-based management from three aspects: theoretical basis, development process and core characteristics, and analyzes its applicability, combined with the characteristics of private institutions. Through the comprehensive application of the rule of law, public management and education governance in theory, the law-based management has experienced the development process from germination to systematic deepening in practice. Through the law-based dimension of "six-type organs" standard, law-based management provides a new theoretical

framework and practical direction for the modernization of institution governance, and lays a legal guarantee for the construction of a strong educational country.

3. "SIX-TYPE ORGANS" STANDARD OF PHEIS

The law-based management of PHEIs is based on the law, which realizes the high-quality development of the institution by standardizing the institution governance, protecting the rights and interests of teachers and students, and optimizing the resource allocation. Its core objective is to ensure the legality, transparency, and equity of institutional governance via legal instruments and to address the trust issues and managerial deficiencies that emerge during the governance process of private institutions. Law-based management not only furnishes a robust framework for the internal governance of the institution but also establishes a solid groundwork for the long-term development of the institution by enhancing legal awareness and elevating the level of governance.

The applicability of the standard of "six-types organs" in the law-based management of private institutions is mainly reflected in six dimensions: innovative, law-oriented, service-oriented, efficient, economical and learning-oriented. Innovative management helps private institutions to improve their competitiveness through technology and teaching innovation; legal management provides standardized governance mode for institutions; service-oriented management enhances the service awareness of students, parents and teachers; efficient management improves management efficiency by optimizing process and resource allocation; economical management promotes resource conservation and sustainable development; and learning management aims to establish a culture of lifelong learning and knowledge sharing in institutions. These dimensions complement each other and provide theoretical and practical support for the modernization of management of PHEIs in China.

The construction of the law-based management framework predicated on the standard of "six-type organs" necessitates a multi-faceted approach, encompassing aspects such as the optimization of the governance structure, the mechanism for safeguarding rights and interests, the openness and transparency of information, as well as the establishment of legal education and the cultivation of a legal culture. The optimization of governance structure aims to form a scientific and efficient decision-making mechanism by clarifying the members and responsibilities of the principal, the council and

the staff meeting; focusing on the rule of law of students complaints and teachers rights and interests; emphasizing the information openness and transparency to enhance the openness and transparency of enrollment, finance and teaching quality evaluation; legal education and legal culture construction and activities to enhance a healthy legal awareness of all teachers and students and create a healthy legal environment.

Aim to realize this management mode, private institutions need to start from the aspects of system construction, legal support, information empowerment and supervision and evaluation mechanism. System construction is the foundation of the management mode, the institution shall formulate the articles of association, the rights and interests protection system and the financial management system to ensure the standardization of management; the legal support can provide the legal aid and realize the digital and efficient management through the intelligent campus platform; and the supervision and evaluation mechanism can ensure the execution effect and continuous optimization of the management mode through the independent supervision agency and the third-party audit.

Through the analysis of the specific application of the standard of "six-types organs" in the law-based management of private institutions, this study puts forward the law-based management framework with the optimization of governance structure, rights and interests' protection, information disclosure and legal education as the core, and designs a practical path. Through this mode, private institutions can realize the legitimacy and efficiency of management, build a harmonious campus environment, so as to promote the modernization of institution governance, and provide new ideas and new paths for the sustainable development of private education.

4. ESTABLISH "SIX-TYPE ORGANS" STANDARD MODE OF PHEIS

4.1 Index System of Law-Based Management Mode

The index system of law-based management mode is an important tool for private institutions to realize the governance modernization. Combined with the standard of "six-types organs", this study puts forward five core indicators: legal compliance, distribution of rights and responsibilities, protection of rights and interests of teachers and students (Zhou et al., 2018), transparency and openness, and construction of rule of law culture. Legal compliance indicators require institutions to strictly abide by the law on the promotion of private education and other laws and regulations in the

formulation and implementation of their articles of association and management system, ensure the legitimacy of the act; the allocation of power and responsibility index defines the boundary of power and responsibility of institutions, teachers, students and parents in governance, improve management efficiency and fairness (Li & Xue, 2022); the protection index of teachers and students focuses on educational equity and the protection of teachers and students legitimate rights and interests. For example, the establishment of an efficient appeal and relief mechanism (Sahlberg & Cobbold, 2021); transparent and open indicators emphasize improving the trust and transparency of institution management through information disclosure and public supervision; the construction index of rule of law culture focuses on the popularization of rule of law consciousness and the construction of campus rule of law culture, provide cultural support for institution governance.

4.2 Implementation Path of Law-Based Management Mode

To realize the above indicators, this study puts forward five implementation paths: system construction, organizational guarantee, education and training, information disclosure and supervision and evaluation. Institutional building, institutions need to develop management rules with the rule of law as the core, covering institution governance, the rights and interests of teachers and students, resource allocation and other fields; organizational guarantee (Serafini et al., 2022). To establish a legal committee or employ legal counsel, coordinate the institutions legal affairs (Giesenbauer & Müller, 2020), and regularly review the implementation of the system; education and training, regular legal literacy and special training for administrators, teachers and students, improve legal literacy (Supriati & Azizah, 2022); information disclosure path through the smart campus platform and other technical means, open key data such as admissions, finance and teaching, ensure governance transparency (Kwet & Prinsloo, 2020); the supervision and evaluation mechanism is combined through the internal and external means (Alzahrani et al., 2021), introduce the independent third-party evaluation agencies, regularly review the implementation effect of legal management and put forward suggestions for improvement (Hou et al., 2020).

4.3 Innovation and Practical Value of the Law-Based Management Mode

The legal management mode in this study has remarkable innovation and practical value. In terms of innovation, it embodies the rule of law dimension in the standard of "six-types organs", puts forward the index system and implementation

path suitable for private institutions, and fills the shortcomings of legality and standardization of traditional administrative management. In terms of practical value, this model can effectively solve the problems of unclear rights and responsibilities and low management transparency in the governance of private institutions, and improve the legitimacy and efficiency of institution governance. At the same time, it optimizes the allocation of educational resources and protects the rights and interests of teachers and students, providing strong support for the sustainable development of private institutions.

Centering on the standard of "six-types organs", this study proposes a set of law-based management mode suitable for private institutions from two dimensions of index system construction and implementation path design. Through the five core indicators of legal compliance, distribution of rights and responsibilities, protection of the rights and interests of teachers and students, transparency and openness, and the construction of legal culture, as well as the five paths of system construction, organizational guarantee, education and training, information disclosure, and supervision and evaluation, private institutions can realize the modernization and rule of law of governance. By enhancing the legitimacy and standardization of management, this model offers a practical paradigm for the high-quality development of private institutions and serves as a theoretical reference model for the modernization of education governance.

5. RESEARCH RESULTS, POLICY RECOMMENDATIONS AND FUTURE RESEARCH DIRECTIONS

5.1 Research Results

Informed by the standard of "six-types organs", this study delves into the theoretical underpinnings, developmental trajectory, and application pathway of the legal management mode of private institutions. At the theoretical plane, via the analysis of the rule of law theory, public management theory, and education governance theory, it elucidates the significance of rule of law management within the education domain. In terms of the development dimension, grounded on the application stratum, it formulates a framework centered around legal compliance, rights and responsibility allocation, as well as teachers and students, along with the specific implementation route, proffering innovative remedies for the rule of law management of private institutions.

5.2 Policy Recommendations

To promote the practical application of law-based management mode in private institutions, the following five policy suggestions are proposed. First, enhance the system of education laws and regulations. Expedite the legislative procedures of laws such as the Pre-institution Education Law and the Family Education Law. Amend the Law on the Promotion of Private Education to ensure that the law is directive and prospective in the governance of private institutions. Second, establish a standardized institution legal management mechanism, and promote the extensive implementation of legal management in private institutions through the formulation of institution charter and management rules. Third, strengthen the construction of campus rule of law culture, promote systematic rule of law courses and publicity activities, and improve the legal literacy and legal awareness of teachers and students. Fourth, promote information disclosure and transparent supervision, build a data platform to disclose key information such as institution finance and enrollment policies, and ensure the transparency of institution governance. Fifth, strengthen the construction of legal professionals, and guide educational administrators and teachers and students to get familiar with and solve practical problems by legal means through legal training and professional support.

5.3 Future Research Directions

Although this study has made some achievements in the construction and implementation of the law-based management model, there is still room for further exploration. Future research can focus on the applicability and specific optimization strategies of the law-based management mode in different types of private institutions (such as higher vocational colleges, primary and secondary institutions). In addition, the research should further explore the synergistic effect of other dimensions of "six-type organs" (such as innovative and service-oriented) and law-based management, so as to provide comprehensive plans for the multi-dimensional governance of institutions. Combined with the construction of smart campus, the application of big data and artificial intelligence technology in law-based management can be explored in the future, and the management efficiency and legal enforcement can be improved through technology empowerment. At the same time, through international comparative research, the introduction of foreign successful educational legal experience, to provide reference for the education governance model with Chinese characteristics.

This study summarizes the theoretical and practical results of the law-based management mode of private institutions, puts forward five policy suggestions, and defines the future research

direction. By improving laws and regulations, building the legal management mechanism, enhancing the rule of law culture and information transparency, private institutions can realize the modernization and rule of law of governance. Future research should further explore the applicability and the possibility of technology empowerment in different scenarios, so as to provide more theoretical support and practical paths for the modernization of education governance. This study provides a legal guarantee for the construction of a strong education country, and provides a reference blueprint for the construction of an education governance system with Chinese characteristics.

Acknowledgment

This research was funded by Guangzhou Institute of Science and Technology.

Funding Information

This work was funded by the School-Based Research Project of Guangzhou Institute of Science and Technology Research on standard formulation of the "six-types organs" (No. 2022XBW03).

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