

# The Research of the Promotion Strategy of College Experts Participating in Government Performance Evaluation

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**Abstract**—The participation of university experts in government performance evaluation as an innovative form of government performance evaluation has gradually emerged, and practice has been increasing and receiving attention. On the basis of a brief description of the development status of this kind of government performance evaluation method, this paper clarifies the inevitability and advantages of its emergence and development, and analyzes its existence and hinders the disadvantages of such evaluation, such as: the inherent system influence, evaluate the difficulty of obtaining information, lack of institutional guarantees, and lack of self-existence. Further put forward corresponding strategies and suggestions for improving the participation of college experts in government performance evaluation, mainly from three perspectives: the object to be evaluated, the university experts participating in the assessment, and the social environment.

**Keywords**—College experts; Government performance evaluation; Independence

Since the mid-to-late 1990s, performance evaluation has been introduced to China, and it has gradually gained attention in theory and practice. As governments, academia, and society pay attention to the introduction of third-party assessment subjects (especially college experts) in government performance evaluation, there have been many third-party government performance evaluation practices in various places. Through continuous practice and enrichment, the performance evaluation of university experts' government is gradually affirmed and applied in government performance evaluation with its unique advantages, such as independence, professionalism, authority and political rationality. The participation of university experts in government performance evaluation is an inevitable choice to accelerate the transformation of government functions, conforming to the development requirements of civil society, and broadening the scope of scientific evaluation subjects[1]. College experts' participation in government performance evaluation has its outstanding advantages. At the same time, there are also drawbacks that cannot be ignored. This paper aims to analyze the disadvantages and causes of this evaluation method and propose a series of feasible improvement strategies.

## I. DEVELOPMENT STATUS OF UNIVERSITY EXPERT EVALUATION MODEL OF GOVERNMENT PERFORMANCE

In recent years, China has set off a trend to explore the road to performance evaluation reform. The introduction of third-party participation in government performance evaluation has gradually become a research hotspot. The evaluation model of university experts in government performance has achieved staged success in both theory and practice, laying the foundation for subsequent development.

In 2004, the evaluation model of university experts in China's government performance was first practiced by Lanzhou University. The Gansu Provincial Government entrusted the China Local Government Performance Evaluation Center of Lanzhou University to evaluate some government (provincial) governments and provincial functional departments in Gansu Province. Then, the Hangzhou Municipal Government invited the Zhejiang University Asia-Pacific Leisure Education Research Center to conduct an overall assessment of the work of the first World Leisure Expo organized by the Hangzhou Municipal Government. The Research Center established an evaluation team as a third-party entity to conduct evaluation activities. In the same year, the South China University of Technology formed a research group to evaluate the local level of the province's provinces and the county (city, district) government. This evaluation was selected by the research team. The performance evaluation conducted by Lanzhou University, Zhejiang University and South China University of Technology is a practical case of the evaluation model of college experts in China's government performance. The biggest difference between the three cases is the difference in the relationship between the two parties. The evaluation conducted by the China Local Government Performance Evaluation Center of Lanzhou University is a commissioned assessment, and the evaluation of the two parties is a principal-agent relationship. The evaluation conducted by the Zhejiang University Asia-Pacific Leisure Research Center is an invitation-based assessment, so the evaluation of the two parties is an invitation relationship. The assessment conducted by the South China University of Technology team is an independent evaluation, and the independence of the evaluation team is more prominent. The practice examples of

the university expert evaluation model of Chinese government

performance are shown in TABLE I.

TABLE I. PRACTICAL CASES OF THE EVALUATION MODEL OF UNIVERSITY EXPERTS IN CHINA'S GOVERNMENT PERFORMANCE

Evaluation Agency	Evaluation Content
Lanzhou University China Local Government Performance Evaluation Center	Work of 14 municipal and state governments and 39 provincial functional departments in Gansu Province
Zhejiang University Asia Pacific Leisure Education Research Center	Work of the first World Leisure Expo organized by the Hangzhou Municipal Government
School of Public Administration, South China University of Technology	The annual overall performance of 21 prefecture-level cities in Guangdong Province and the 121 county-level governments in 2006

In addition to the above cases, many universities including Peking University, Tsinghua University, and Fudan University have established professional academic research institutions to provide decision-making consulting services for the government. From the government performance management system, performance evaluation and performance budget, public sector performance management and other aspects, continue to enrich the relevant theories of government performance evaluation, and contribute to the development of government performance evaluation.

At present, university experts assess government performance as a model for third-party evaluation, which has been widely concerned by government departments, academia and society. In the future, there will be more university experts, university research institutions and university think tanks to conduct more in-depth research on issues related to government performance evaluation from different perspectives, and the advantages and existing problems of the university expert evaluation model for analyzing government performance contribute to its subsequent development. Therefore, this paper will analyze the advantages and disadvantages of the university expert evaluation model of Chinese government performance, and then propose a promotion strategy.

## II. ADVANTAGES OF UNIVERSITY EXPERTS PARTICIPATING IN GOVERNMENT PERFORMANCE EVALUATION

### A. University's independence guarantee assessment objective and fair.

The addition of third-party subjects is an effective way to strengthen the objective and impartiality of government performance evaluation, and the independence of the evaluation subject is the prerequisite for maintaining such objective and fairness. First, the performance appraisal experts of colleges and universities are independent of the government, usually do not work in government departments, and have no direct affiliation and interest links. Secondly, the evaluation standards of deaf school experts are independent, different from the evaluation standards within the system, with professional academic knowledge and comprehensive evaluation concepts, economic growth and social reality and people's livelihood needs[2]. Finally, college experts are independent of the entire performance evaluation process, and the information collection and processing are transparent and free from outside interference. At this stage, although the evaluation of college experts is not completely independent in

the true sense, it still has obvious comprehensive independent advantages compared with other evaluation models, thus ensuring the relative objective impartiality of the assessment.

### B. Scientific and reasonable assessment of professional subject knowledge assurance.

The university experts who conduct the assessment generally have more complete professional knowledge, and different professional disciplines and multi-type experts lay a solid foundation for professional performance evaluation. College experts can select appropriate assessment targets according to actual conditions, design evaluation index systems relatively scientifically, assign different weights to indicators, and select scientific methods and means for evaluation. On this basis, college experts can also give play to their academic advantages and propose solutions and measures for existing problems as an important reference for government performance improvement.

### C. Resource Efficient Integration Saves Evaluation Cost.

When evaluating by college experts, there is no interference in the interests of the other interests, and it is possible to point out the improvement of government performance by purely playing the role of academic director. College experts use good technical support in performance appraisal, relying on excellent professional foundation, fully combining and using various favorable evaluation methods such as media to improve their ability to integrate resources. This ability will effectively reduce the probability of assessing the uncertainty of the size of the cost, and greatly promote the performance evaluation activities to develop in an efficient and low-cost direction.

## III. THE DISADVANTAGE OF COLLEGE EXPERTS PARTICIPATING IN GOVERNMENT PERFORMANCE EVALUATION

### A. College Expert Evaluation Is Susceptible To Excessive Government Intervention.

On the one hand, the research activities of Chinese university experts are closely related to the government's fund sponsorship. It is difficult for university experts to evaluate the government's performance evaluation whether they are commissioned or independent. It is difficult to ensure the pure independence of the source of evaluation funds. On the other hand, from the perspective of self-interest, some government departments and their officials may conduct irrational interventions on the evaluation of college experts. In order to meet their own interests, they attempt to manipulate the

evaluation behavior of college experts have affected the rigor of the assessment[3].

#### B. College Experts Have Difficulties of Obtaining Evaluation Information.

Information is the premise for college experts to effectively participate in government performance evaluation. However, the government's almost "one-sided" form of information makes college experts lack rich and real information resources to make accurate assessments. The government may also provide false information or intentionally conceal real performance information for its own benefit, which will greatly reduce the authenticity of the evaluation of college experts. Affected by the traditional administrative management system, the government activities are still relatively high. The uncontrollability of information and the cyclicity of information disclosure have increased the difficulty for college experts to evaluate information.

#### C. The Lack of Continuous Effectiveness of College Expert Evaluation.

At present, the government performance evaluation of Chinese college experts is mainly accepted by the government commissioned evaluation. It is generally a short-term performance evaluation commissioned by the university experts for a specific purpose. This kind of performance evaluation often only exists once, lacks the continuity of time and the depth of evaluation feedback, so it has limited follow-up supervision on government performance improvement. This kind of performance evaluation often only exists once, lacks the continuity of time and the depth of evaluation feedback, so it has limited follow-up supervision on government performance improvement.

#### D. The Lack of Effective Supervision of College Expert valuation.

In the process of performance appraisal, college experts hold the right to evaluate organization and implementation. The evaluation of rights requires other subjects to be supervised, so that they can develop in the right direction and play a role in assessing truth, science and justice. At present, the evaluation of college experts in the interior lacks the supporting supporting facilities, which is not conducive to further standardizing the subject itself. China's relevant laws and regulations have not clearly stipulated who will supervise the evaluation of college experts, the imperfection of the supervision mechanism, and the lack of corresponding external corrections, which may lead to the deviation of college experts' assessment behavior from the correct value track and become a tool for government performance engineering fraud[4].

#### E. College Expert Evaluation Lacks Institutional Guarantee.

China's relevant laws and regulations not only lacks the elaboration of the corresponding rights and obligations of university experts in the evaluation process, and even does not clearly define their evaluation qualifications. Due to the lack of corresponding institutional guarantees, the evaluation of college experts may be unreasonably hindered and damaged by the interests of the government, which makes it difficult to preserve the good experiences and models summarized in the assessment practice, making it difficult to become a long-term

assessment activity. It is not conducive to the popularization and sustainable development of the current government expert performance evaluation model, and it also hinders the diversified practice and development of China's government performance evaluation.

### IV. THE PROMOTION STRATEGY OF COLLEGE EXPERTS PARTICIPATING IN GOVERNMENT PERFORMANCE EVALUATION.

#### A. Continuously Improve the Professional Level of College Experts.

The theoretical construction, scientific research team and related supporting facilities construction of college experts and their professional evaluation agencies will have a great impact on the objectivity and scientific nature of the assessment. College experts should constantly improve their research capabilities to ensure the authority and credibility of the assessment. First of all, in the recruitment and selection of talents, we must focus on absorbing high-quality, high-level talents to join the performance evaluation team, and constantly enrich the level of professional evaluation technology. Secondly, according to the actual situation of the assessment object and the actual situation, choose the appropriate assessment techniques, such as handling the relationship between quantitative assessment and qualitative assessment, and using assessment techniques in a targeted manner. Thirdly, college experts can't stick to the government's entrusted assessment form. They should be more proactive and pay attention to the government's performance evaluation. In practice, they should pay attention to the innovation of evaluation and pay attention to maintaining the continuity of work. Finally, due to the lack of competitive pressure, college experts should constantly review themselves, pay attention to management efficiency, actively absorb and learn from advanced foreign methods, and constantly explore and summarize the development path that suits them, and better adapt and improve the performance under China's national conditions.

#### B. Improve the Transparency of Administrative Information.

At present, the degree of openness of government affairs information in China is low, and college experts cannot obtain more valuable and informative information, directly affecting the status quo of their government performance evaluation activities. In response to this situation, the government must first establish the concept of government information disclosure, change the traditional management concept, and provide a smoother access to information for college experts. Secondly, China's existing "Regulations on the Disclosure of Government Information" does not clearly define the boundaries of some non-must public information, which makes the government have a hiding space in the disclosure of administrative information. Relevant regulations should be formulated to regulate the practice of "investigating and collecting evidence" by college experts. Relevant information that is not suitable for public disclosure and indeed performance evaluation should be obtained from the government through legal procedures and reasonable channels to ensure more accurate and objective performance evaluation. Finally, vigorously promote the construction of e-government. The Internet is a good platform for government information

disclosure. E-government should become the necessary office method for the Chinese government and become one of the driving forces for the development of performance evaluation. University experts can obtain the required information from the network, which can not only greatly reduce the cost of information acquisition, but also promptly question some possible false and fabricated information.

#### C. Institutionalization of "College Experts Participate in Evaluation".

Due to the lack of rigid institutional binding in the performance evaluation of college experts, this assessment is easy to follow the path of formalism. In response to this problem, the government needs to use institutionalized and standardized means to improve the status quo of assessment. First, the status of performance evaluation of college experts is established from the legislation, so that its assessment becomes the basic link of government public management[5]. Second, legally establish the authority of college experts' performance evaluation. Ensure that university experts are free from interference from government departments or individuals in the selection of assessment projects, assessment methods, assessment forms, assessment matters, etc., so that the assessment work can be followed and regulated. Third, strengthen the transmission and application of the evaluation results. Institutionalized means to ensure that the opinions and suggestions put forward by college experts are scientifically analyzed, so as to propose targeted and feasible solutions. In addition, in the process of government performance evaluation, it is necessary to effectively regulate the college experts themselves and their management, to avoid the assessment of behavioral distortions, misconduct, and the consequences of contrary to expectations.

#### D. Create a More Democratic and Sound Performance Evaluation Environment.

The support and help of the government will inevitably promote the development of the performance evaluation of university experts in the government. In order to create a better performance assessment environment, the government should make efforts in the assessment process: Before the assessment, the government should give the evaluator political support and provide a good administrative system for the development of university experts' performance evaluation activities. In the assessment process, the government should weigh the relationship with college experts and be relatively independent and cooperative. The government should avoid the strict and unreasonable intervention evaluation of college experts. At the same time, the government should not adopt a laissez-faire attitude and ignore the assessment behavior. In addition to formulating sound regulations and policies, we should conduct periodic evaluations of various aspects of university experts on a regular or irregular basis to guide its development. After the assessment, the government should rationally recognize and accept this fair and professional evaluation model. In the face of the assessment results, the government has the obligation to disclose it to the public truthfully, reflecting the significance of the assessment, thereby realizing the public's supervision and influence on public affairs management, thereby promoting the government's transformation of functions, improving administrative efficiency, shaping correct performance

evaluation concepts, and creating a more democratic, more robust assessment environment[6].

#### E. Create a Socially Supportive Environment.

Real and objective reflection of public opinion to the government is not only a reflection of the "customer-oriented" concept in new public management, but also an important condition for university experts to participate in government performance evaluation to obtain public support and achieve stable development. Therefore, it is necessary to increase the participation of the social level in the evaluation of government performance, so that the public can actively pay attention to and support the performance evaluation of university experts, and participate in providing valuable evaluation information. On the other hand, since most of the financial guarantees for the performance evaluation of college experts come from the government, in the process of performance evaluation, the government will inevitably control the performance evaluation of college experts, and the administrative power will greatly reduce the authenticity and effectiveness of the evaluation results. To avoid this drawback, we must change the situation that the government is the main source of performance evaluation for university experts, and instead seek to diversify the source of funds. In foreign countries, similar evaluation institutions for colleges and universities are generally supported by foundations. At the current stage in China, government departments that are not subject to evaluation should assume more responsibility for providing financial support for university experts[7]. At the same time, college experts must carry out conservation and effective management, ensure that limited funds are optimally played, deliver high-quality evaluation results, and gain more social recognition, in order to provide more possibilities for fund raising, and better. The realization of the diversification of funding sources to maintain their own evaluation independence.

## V. CONCLUSION

The participation of college experts in government performance evaluation is a new concept, new mechanism and new method of government performance management. This kind of evaluation has obvious advantages in terms of independence, professionalism and rationality, and plays an important role in promoting the transformation of government governance concepts, functional transformation, and improvement of public service capabilities. However, due to the late start of the performance evaluation of Chinese government and the influence of the old system, there are some difficulties in the development and improvement of the performance evaluation model of university experts[8]. Therefore, based on China's national conditions, on the basis of summarizing the existing government performance evaluation practice of colleges and universities in China, it is necessary to explore the path of improving the performance evaluation of Chinese college experts from the perspectives of college experts, the government itself and the social environment.

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