

# Study on the Socialized Operating Mechanism and Organizational Pattern of College Student Volunteer Service

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## **Abstract:**

Guided by the state leader Thought on Socialism with Chinese Characteristics for a New Era, this paper is based on the spirit in the Interim Procedures for the Student Volunteer Service Administration and Opinions on Furthering Student Volunteer Service Activities issued by the Ministry of Education, as well as Opinions on Carrying out Volunteer Service Activities issued by the Committee for Civilization. Based on the principles of support and encouragement, volunteer without compensation and timing and appropriate amount, this paper was conducted from the perspective of long-term standardization and normalization of college student volunteer service. This paper not only studied systems and organizational models like the legislation, access, audit, management, assessment about the operation of socialized organizations but also explored management mechanisms like the access, certification, service, assessment, incentive, guarantee and the operation models of college student volunteers. Moreover, this paper tried to solve problems like the scientificity, public welfare, standardization, specialization, normalization and institutionalization, informatization, long-term phenomenon, etc. existing in the social operation of the college student volunteer service. It also concluded and explored the effective mechanism of college students' practical teaching and their participation in social practice and community service, trying to build the service system which involves the certification, assessment, evaluation and guarantee of the college student volunteer service. The basic rules and the organizational management mode of how socialized organizations participate in the recruitment and organize college student volunteer activities were also worked out in this paper. It was intended to improve the satisfaction, acquisition and happiness of the society towards the college student volunteer service needs as well as to promote the volunteer spirit of "dedication, friendship, mutual assistance and progress".

**Keywords:** College student volunteers, Volunteer service, Organizational management mode, Socialized operation

## **I. INTRODUCTION**

The cause of college student volunteer service has become one of the important means to build a harmonious society. It is also an important way for citizens to participate in the social management, promote the social construction and boost the social harmony. It is also the basic method to accelerate the social construction and improve people's livelihoods. It remains an urgent and significant problem in the current construction of a harmonious society at present---how to build the college student volunteer service system around the society which features “led by the Party, guided by the government, coordinated by the Communist Youth League, participated by all parties, well organized, sound institution, full of vitality and socialized operation”. This paper explored the socialized operation mechanism and the organizational management mode of the college student volunteer service from six dimensions (standardized certification conditions, systematic performance assessment, professional service projects, standardized service system and long-term management mechanism) and three levels (government policy orientation, industry organization management coordination and ideological and moral education of college students).

## **II. CURRENT FOREIGN AND DOMESTIC RESEARCH OVERVIEW**

### **2.1 Current Status of Foreign Research**

The volunteer service started in Europe in the 19th century. In the course of more than 200 years of development, countries and many organizations all over the world have studied the social functions and mechanisms of the volunteer service. These research results mainly focus on the following aspects:

Firstly, the foreign research studies the management and operation mechanism of volunteer organizations. Nancy analyzed the needs assessment and the strategic planning of the volunteer service, volunteer job description and volunteer project evaluation from the perspective of strategic marketing. Steve and Rick explained the problems existing in the volunteer service: how to plan, organize, motivate, recruit, select, manage, evaluate, monitor, retain posts, etc.

Secondly, the foreign research focuses on the fundamental research of the volunteer service. They mainly involve: Weisbrod's market failure theory and government failure theory, Hansman's contract failure theory, and Salamon's volunteer failure theory. Based on the principles of the mainstream economics, the author explored the existence and functional significance of the volunteer organizations. Don Tapuska, an economist in the United States, put forward “the theory of collaborative efficiency”, in which public and non-profit

organizations recruit volunteers provide service by recruiting volunteers, making up for the lack of funds or save the expenditure to the utmost.

Thirdly, it studied the socialization of volunteer service and volunteer organizations. American scholar Paul Jay Yearsley divided the volunteer behavior into formal and informal behavior. Formal volunteer behavior refers to the service for the needs of the society and the organizations, and the leadership relationship in the organization is conducted in a coordinated way. Informal volunteer behavior is a form of spontaneous service through which people can understand the social needs without constraint or returns. Davis Smith mentioned in the book "The Role of Government in Promoting the Volunteer Service" that government agencies, public institutions and social people volunteer enthusiastically. Volunteer organizations are supported by the government through policies. In order to build good public images, enterprises actively support the public welfare undertakings in society, and volunteer organizations provide training and reward for those who participate in the volunteer work. In this way, the socialized service system has been formed through the mutual coordination and complement between the government, volunteer organizations and enterprises.

Fourthly, it focused on the introduction research on of the enterprise management mode. Lester Salamon proposed that the enterprise management model should be applied to the volunteer service organizations for the standardized scientific management. Organizers are required to have skilled technical means and rich experience in activities, and achieve the level of the independent operation and business management.

## 2.2 Current Status of Domestic Research

Firstly, the research is involved with the motives of the college student volunteer service. For example, in A Study on The Motives of College Student Volunteer Service in Large-Scale Sports Events, Huang Kunlun et al. proposed that the factors affecting the motives of the volunteer service are self-promotion, communicative belonging, rights motivation, self-dedication, achievement and recognition. In An Investigation on College Students' Volunteer Service Motives, Tao Cheng proposed that the factors influencing college students' volunteer service motives are interpersonal communication, purpose, individuality, social influence and family influence. In A Report on College Students' Volunteer Service Motives, Zhao Shuoning mentioned the following motives including serving the society, self-improvement, achievement and recognition. In the Investigation and Thinking on College Students' Volunteer Service Motives, Wang Gaojie divided the college students' volunteer service motives into five dimensions: responsible, utilitarian, happy, developmental and passive.

Secondly, the research focuses on the mechanisms of college student volunteer service. In an Analysis of Long-term Mechanism of College Student Volunteer Service, Liu Ying put forward countermeasures and suggestions from perspectives such as service consciousness, service system, operation rules, management organization, registration system, incentive mechanism, information management, etc. In a study on Long-term Mechanism Construction of College Student Volunteer Service, Wang Jiayi et al. put forward the effective path of constructing the long-term mechanism from four aspects: service subjects, working system, service items and guarantee mechanism. In Thoughts on Long-term Mechanism Construction of College Student Volunteer Service, Fu Tingting put forward countermeasures from the angles of certification, training, project and guarantee. In a study on Long-term Mechanism Construction of College Student Volunteer Service, Han Yin put forward suggestions from policies, organizations, institutions, projects, guarantee, etc. Wang Weizheng proposed to establish a long-term mechanism from three aspects: government promotion mechanism, school support mechanism and social cooperation mechanism in Thoughts on Long-term Mechanism Construction of College Student Volunteer Service.

Thirdly, it focuses on the organizational mode of the college student volunteer service. Wang Fengqi put forward an eight-step work model featuring five-star assessment and publicity, registration, learning, recruitment, selection, training, assessment and incentive from the perspective of establishing a standardized service system in his Discussions on Constructing a Standardized Volunteer Service Model for College Students. In a Study on Problems and Countermeasures of College Students' Community Volunteer Service, Zhou Yan concluded that college students' volunteer organizations are divided into community volunteer organizations, youth volunteer associations and grassroots volunteer organizations according to different organizational subjects. In colleges and universities, college student volunteer groups are divided into: volunteer service teams, college student associations, and student grassroots organizations (classes) which are formed under the initiative of the youth league committee or departments.

Fourthly, it studied the college student volunteer service system. In a research on College Student Volunteer Service System Based on Large-scale Sports Events, Chen Qiugu concluded a Chinese functional operation mode: "Party and government coordination, assistance from schools and units" and "abutment between schools and stadiums, abutment between schools and projects". In his book Advantages, Disadvantages and Reflections of College Students in Volunteer Work, He Qing proposed the modes of volunteer service activities and projects. In research on Constructing the Guarantee System of the College Student Volunteer Service, Lin Hua et al. proposed to establish a guarantee system from the aspects of training, evaluation, supervision, incentive, code of conduct, brand building, etc. In the Construction and Empirical

Study of College Student Volunteer Service Ability Evaluation System, Wu Dandan proposed an evaluation index system from six aspects, including ideological and political quality, service experience, language competence, interpersonal ability, professional quality and teamwork ability.

### 2.3 Foreign and Domestic Research Review

In foreign countries, volunteer organization activities have become gradually organized, standardized and systematic, forming a relatively perfect operation mechanism. Foreign research results include voluntary service legislation, volunteer service awareness education, recruitment system, social and economic benefits of volunteer activities, management mode innovation, the combination of organizational management and enterprise management, and they all provide a good reference for the study of the operation mechanism and organizational management mode of college student volunteer service in China. Most of the current relevant researches at home and abroad focus on the subjects of the college student volunteer service, paying more attention to the college student volunteer service. In addition, more literatures are about the case introduction and the comparative analysis. However, an in-depth and systematic system design and theoretical research is lacking regarding systems and organizational modes like the legislation, access, audit, management, assessment about the operation of socialized organizations as well as the management mechanisms like the access, certification, service, assessment, incentive, guarantee and the operation models of college student volunteers.

## **III. SIGNIFICANCE ABOUT THE OPERATION OF COLLEGE STUDENT VOLUNTEER SERVICE SOCIALIZED ORGANIZATIONS**

### 3.1 Theoretical Significance about the Socialized Operation of College Student Volunteer Service

#### 3.1.1 Beneficial to the ideological and political education and the ideological and moral construction

The construction of college student volunteer service organizations and the socialization of volunteer service activities have reached a consensus<sup>1</sup>. College student volunteer service and the service organization socialization are the main front of the public welfare volunteer service, the main channel of the ideological and political education as well as the main battlefield of the ideological and moral construction. Therefore, the socialized operation mode of college student volunteer service is an effective way for the Party and the government to promote the greater development of volunteer service and to help more college students become advocates of good

social conduct as well as disseminators and practitioners of the socialist spiritual civilization.

### 3.1.2 Conducive to the inheritance of the socialist spiritual civilization

Guided by General Secretary state leader important thoughts on inheriting the excellent traditional culture and promoting the national spirit, the operation of the college student service socialized organizations adhere to the principle of “government-dominated, unwavering ideology and public welfare first”. They actively explore the theoretical systems of demonstrating values about the construction concepts, operational mode, institutional assurance, access standard, service system, assessment indexes, etc. of constructing the socialized organizations of the college student volunteer service.

## 3.2 Practical Significance about the Socialized Operation of College Student Volunteer Service

### 3.2.1 Beneficial to the breakthroughs of the policy and institutional limitations

At present, a lot of problems exist in the socialized operation of the college student volunteer service, including the insufficient leading role of the government, the unsound organizational structure, the imperfect service system, the lack of professional technology, the unscientific management system, the shortage of long-term mechanisms, the inefficient service, and the single operation mode. Very few researches have focused on them. From the perspective of the institutional design, this paper tried to establish a government-dominated and socialized institutional system covering legislation, access, audit, management and evaluation as well as a mechanism involving registration, certification, training and service, assessment, incentive and guarantee of the college student volunteer service. It is of great practical significance in providing policy and institutional assurance for the socialized operation of the college students volunteer service.

### 3.2.2 Conducive to forming a socialized and systematic operation management system

The access conditions are set up from "subject qualification, personnel recruitment, service standards, organization and publicity as well as service forms. And the evaluation indexes are set up from service objects, service effect, service content, etc., and the management system of indicators are set up from access system, service training, contact mechanism, incentive mechanisms, guarantee mechanisms to ensure that the socialized operation of the college student volunteer service serves the public welfare and it is professional and lasting. Meanwhile, feasible countermeasures are put forward from the aspects of policy incentive,

financial support, tax preferences, legal protection and industry management. It is of positive practical significance for college students to know the national conditions, understand the society, broaden their horizons, increase their ability and promote the social progress.<sup>2</sup>

#### **IV. MECHANISMS AND MODES ON THE SOCIALIZED OPERATION OF THE COLLEGE STUDENT VOLUNTEER SERVICE**

##### 4.1 Connotations and Core Concepts about the Socialized Operation of the College Student Volunteer Service

###### 4.1.1 Connotations about the socialized operation of the college student volunteer service

Firstly, the certification conditions are standardized: the basic conditions and qualification of college students participating in the volunteer service, the professional content of the service and their required professional skills, and the time, place and objects of the service. Secondly, the efficiency assessment should be systematic: the attitude, level, quality and effect of the process assessment and result assessment about college students participating in the volunteer service. Thirdly, the services should be professional: from popularizing civilized customs, doing good deeds, maintaining the public order and the events order, making emergency rescue to providing professional services for special groups. Fourthly, the service system should be standardized, and the certification, access, training, motivation, evaluation, exit should be institutional. Fifthly, the management mechanism should be long-term: an effective mechanism is established from service systems such as access, certification, incentives, evaluation, assessment, guarantee, exit, etc. Sixthly, the operational mode should be scientific including the leadership, overall planning, coordination, access, organization, implementation, guarantee, assessment and evaluation, etc. of the socialized operational organizations.

###### 4.1.2 Core concepts about the socialized operation of the college student volunteer service

The college student volunteers studied in this paper refer to the college students, the postgraduate students and the doctoral students who are studying or have graduated from colleges and universities in China. The socialized operational organizations refer to those government-dominated enterprises or social groups solely or jointly run by subdistrict offices and rural communities under the supervision of the government (including national public welfare organizations, private charities, local public welfare organizations welfare organizations and social intermediary agencies). College student volunteers join non-profit public welfare organizations providing the volunteer service for the social public according to their professional skills. The volunteer service is a kind of plural professional and socialized



service that integrates the popularization of civilized customs, doing good deeds, the guarantee of games and events as well as emergency rescue. The socialized operation mechanism refers to the management standard system composed of the access mechanism, authentication mechanism, service system, incentive mechanism, assessment mechanism, evaluation mechanism, guarantee mechanism and exit mechanism of the socialized operation organization and the college student volunteer service. The socialized operation mode refers to the organizational management mode in which the socialized operation organization or the undertaking subject provides the college student volunteer service.

#### 4.2 Attributes and Characteristics about the Socialized Operation of the College Student Volunteer Service

##### 4.2.1 Attributes about the socialized operation of the college student volunteer service

Firstly, the service is for public welfare. The college student volunteer service refers to the public welfare behavior that college student volunteers dedicate their time, intelligence, physical strength and skills to help others and serve the society without the purpose of getting paid<sup>3</sup>. Secondly, the service is professional. The organizations of the college student volunteer service rely on relevant functional departments, industry associations and specialized societies. College student volunteers with relevant knowledge, experience and qualifications are organized to establish the professional volunteer service teams and improve the professional level of the volunteer service. Thirdly, the service is social. College students participate in voluntary services in science and technology, culture and sports, laws, public health, public security, and the ecological environment protection, popularizing scientific knowledge, spreading advanced culture and creating a harmonious environment. Fourthly, the fund is social. The diversified social financing channels are adopted from the single government appropriation to corporate sponsorship, nongovernmental fund-raising and international funding. In addition, the industrial self-financing and the special fund are also set up.

##### 4.2.2 Characteristics about the socialized operation of the college student volunteer service

Firstly, the service subjects should be educational. Volunteer activities are close to reality, life and students, and play an important role in educating people by popularizing the volunteer concept, promoting the volunteer spirit, developing the consciousness of the volunteer service and constructing the socialist core value system. Secondly, the organizations are socialized. With the social forces as the main body, college student volunteers are organized to join non-profit and public welfare organizations to provide voluntary service for the public. Thirdly, the services are professional. The services range from popularizing civilized customs, doing



good deeds, maintaining the public order and the events order, making emergency rescue to providing professional services for special groups. Fourthly, the management mechanisms are long-term. An effective mechanism is established from service systems such as access, certification, motivation, evaluation, assessment, guarantee, exit, etc. for college students to do practical teaching and participate in the social practice and the community service, making the college student volunteer service long-term, standardized and normalized. Fifthly, the operational mode is scientific. It concerns the leadership, overall planning, coordination, access, organization, implementation, guarantee, evaluation and assessment of the socialized operational organizations.

#### 4.3 The socialized Operational Efficiency of the College Student Volunteer Service

Firstly, it helps promote the ideological and political education as well as the ideological and moral construction of college students. College student volunteer service is the important content of college students' ideological and political education. It is also an effective means to promote moral education, cultivate people, improve students' social practice ability and enhance students' sense of social responsibility.<sup>4</sup> Secondly, it helps advocate and create a good social atmosphere. College student volunteer service is an effective carrier because it promotes civilization to create new trends, popularizes civilized customs and spreads civilized concepts. Meanwhile, it also advocates the spirit of unity and mutual assistance, and guides people to know etiquette, value etiquette and morality. More importantly, it carries forward China's traditional virtues of rescuing the desperately poor and help those who are in difficulty. Thirdly, it carries the socialist spiritual civilization. College student volunteer service is an effective way to promote the volunteer spirit, and publicize the civilized behavior norms. It strives to create the standardized public order, build a harmonious society and improve people's happiness.

#### 4.4 Socialized Operational Mechanism of the College Student Volunteer Service

(1) Authentication mechanism: The recruitment mechanism of the college student volunteer service is standardized---open recruitment, voluntary sign-up, selective admission, fixed post services, online registration, authentication records, record files, etc. (2) Access mechanism: The public trust and sense of responsibility are regarded as the key elements for social organizations to participate in the volunteer service of college students, and the access conditions are divided into basic conditions, political conditions and technical conditions, and the "preferred list" system and dynamic adjustment mechanism are established. (3) Training system: The volunteer service training system will be improved by setting up the special volunteer service training centers, setting the special training rules, enriching the training content and innovating training forms. Both the relevant guidance, training and risk prevention

and control must be well done. (4) Incentive mechanism: Advanced models are set up, the selection and commendation of advanced collectives and individuals are carried out, and the social media are fully used for publicity. In addition, the college student volunteer service is incorporated into the evaluation system and procedures of presenting awards, Party membership and employment as well as the comprehensive quality evaluation. (5) Evaluation mechanism: The comprehensive evaluation methods are formulated to organize the regular examination and assessment, and they are incorporated into the evaluation system of the ideological and political education as well as the ideological and moral construction of college students. Reasonable evaluation indexes should be set up according to the positions and the work content of volunteers, and an evaluation system based on quantitative assessment should be established. (6) Guarantee mechanism: The diversified financing mechanisms, risk guarantee mechanisms and tax preferential policy support mechanisms are established to form the volunteer service brand project with the characteristics of college students, and systematically build the social service base of college student volunteers. 5 (7) Exit mechanisms: The social operation organization, student volunteers and service objects shall sign a service agreement to clarify the content, time, relevant rights and obligations as well as the exit of the services. The socialized operational mechanism is shown in Table I:

**TABLE I. The socialized operational mechanism**

<b>Volunteers, Volunteer agencies</b>	<b>Operational mechanisms</b>	<b>Content description</b>
national competent authorities	industry management	policy, law, fund, assessment, audit, check, qualifications, etc.;
national public welfare organizations	organization mechanism	recruitment, training, service, evaluation, security, etc.;
private public welfare organizations		
local public welfare organizations	evaluation mechanism	service standard, service procedures, service mode, service means, etc.;
social welfare intermediary agencies	access mechanism	credibility, sense of responsibility, basic conditions, political conditions and technical conditions;
social welfare	operational	funds, personnel, organizations, information,

service agencies	mechanism	projects, platforms, etc.;
social welfare agencies	exit mechanism	sign service agreements and cooperation contracts, and appraise qualifications etc.;
colleges and universities } }	incentive mechanism	evaluation and awards, party admission and employment, social integrity, comprehensive qualifications, etc.;
undergraduates	authentication mechanism	registration, online filing, grade identification and record files, etc.
graduates	training mechanism	training plans, training courses, training systems, training centers, etc.;

#### 4.5 Organizational Patterns of the Socialized Operations for the College Student Volunteer Service

(1) linear organizational management mode: Namely, national public welfare organizations or non-governmental public welfare organizations directly recruit volunteers and organize college student volunteer activities through colleges and universities. Alternatively, colleges and universities themselves recruit volunteers and organize college student volunteer activities, and do the management operation independently according to a certain operating mechanism. (2) Intermediary organization management mode: In other words, national public welfare organizations or non-governmental public welfare organizations introduce social public welfare agencies to participate in the operation and management of college student volunteer service through social public welfare intermediary agencies or colleges and universities. The social intermediary organizations recruit volunteers and organize college student volunteer service activities according to a certain operation mechanism. (3) Cross-type organization management mode: The government introduces relevant policies, formulates the access system, transfer management rights, and provide funding support, etc. Alternatively, the social forces such as national public welfare organizations, folk public welfare organizations, social public welfare intermediary agencies, etc. are authorized and entrusted to recruit volunteers and organize the volunteer service activities in accordance with a certain operation mechanism. This is called the operational management mode of the cross-type management operation. The socialized operational and organizational mode of the college student volunteer service is as shown in Figure 1.

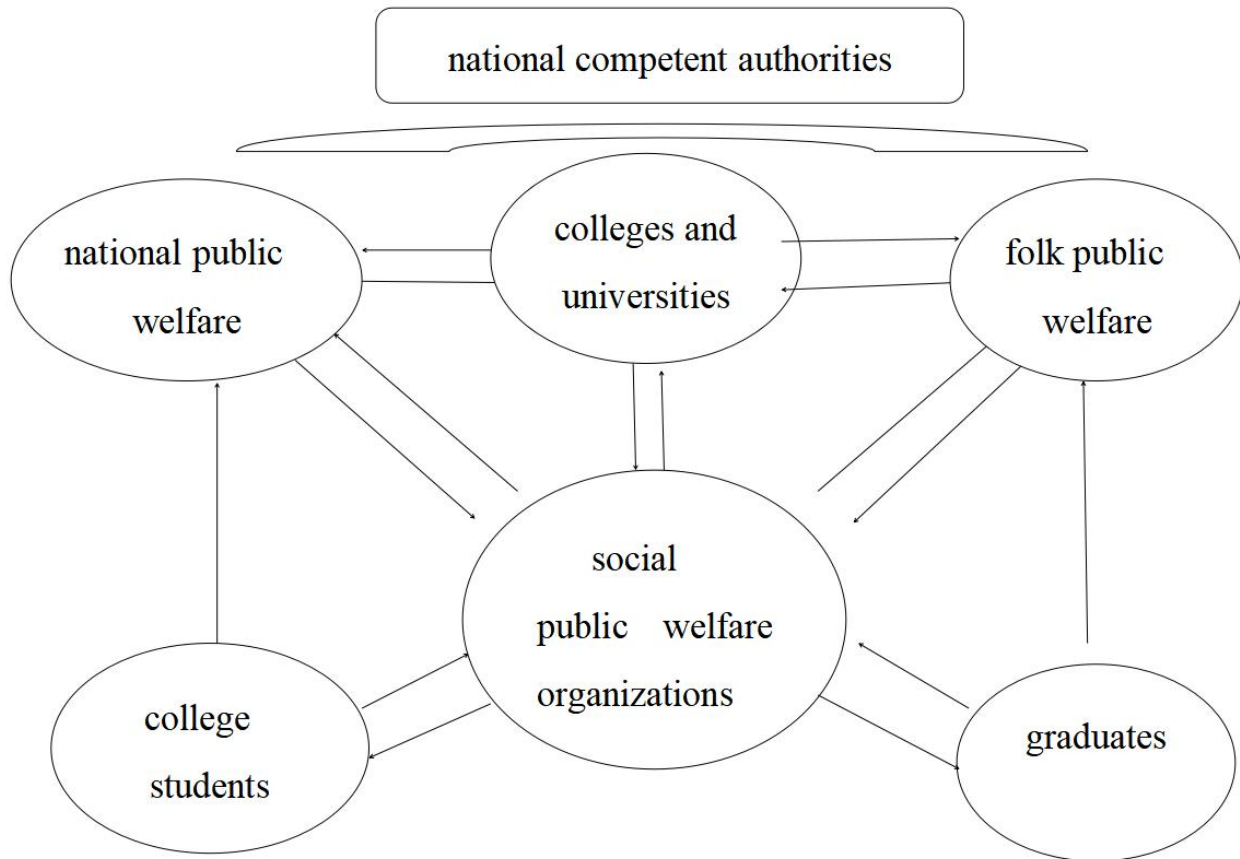


Figure 1. Socialized organization pattern

## V. CONCLUSIONS

### 5.1 Innovate the Organization Management Mode of the Campus in College Student Volunteer Activities

On campus, as the college student volunteer service grows increasingly mature, the organization system, management system and service system of college student volunteer activities should be optimized and improved to achieve standardization, institutionalization, systemization, normalization and informatization while continuing to give full play to the advantages of college student league organizations.<sup>7</sup> It is also necessary to explore and innovate a new organizational management model to adapt to the new trends of college student volunteer activities.

### 5.2 Extend the College Student Volunteer Activities Outside School and even to the Whole Society

Outside colleges and universities, all kinds of public welfare organizations should be encouraged and supported to participate in the volunteer service of college students and graduates from various aspects such as policies, laws, taxation and funds, so as to create a good social environment for the volunteer service of college students.

### 5.3 Realize the Socialization of the College Student Volunteer Activities from Multiple Aspects

The socialization should be realized in the following areas including activity subjects, service objects, fund raising, activity organizations, public opinions and publicity, access window, assessment and evaluation, operating institutions, etc.

### 5.4 Realize the Socialized Organizational Management Mode of College Student Volunteer Activities

Public welfare organizations such as the state, society, folk and colleges and universities should set up special departments for the management of college student volunteers, with unified planning and standards, mutual coordination and linkage as well as the sharing of resources and information. In addition, the system, evaluation, access and certification must be unified. The responsibility system should be clarified to avoid the dilemma of repeated supervision or no supervision. The function distribution between core management organizations and socialized organizations should also be made clear, the relationship between superiors and subordinates should be clarified, and the work network and organizational system construction should be established and improved.

### 5.5 Support the Independent Development of the College Student Volunteer Organizations

The enthusiasm and initiative of the third-party organizations like college student volunteers are cultivated, developed and standardized.<sup>8</sup> It is an important measure to solve the problems of college student volunteer service including the public welfare, professionalism, equalization, normalization, long-term and the continuous development by means of establishing the content such as the legislative management, authentication qualifications, registration, tax administration, financial auditing, statistical management, fundraising management, evaluation and supervision, etc. that involve the participation of the social forces.

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