

# **Excellent team management and innovation policy model of colleges and University in Liaoning Province**

**Tang Wei,**

**Somsak Chanphong and Sutida Howattanakul**

Bangkok Thonburi University, Thailand

Corresponding Author, E-mail:somsak.cha@bkkthon.ac.th

\*\*\*\*\*

## **Abstracts**

The objectives of this research were: 1) To find and determine of elements and relevant factors of effective policies and innovative team management in art major teachers for private universities on Liaoning province. 2) To formulate the direction and model for team management in art major teacher for private universities in Liaoning province. This research is a mixed method research, including quantitative research and qualitative research. The population consists of 642 art teachers and administrators from 10 universities in Liaoning Province. The sample size was determined by Krejcie and Morgan's Table (1970) and obtained through stratified random sampling technology. There were 261 administrators and teachers in total. Key information providers are 10 experts/professionals, who are presidents or deans and lecturers of art majors from 10 private universities in Liaoning province and project directors, with more than 5 years of work experience. Experience gained through purposeful sampling methods. The tools used for data collection are semi-structured interview form and five point rating scale questionnaire. Statistical data used for data analysis include frequency, percentage, mean, standard deviation, exploratory factor analysis and content analysis.

The results show that:; (1) The teacher team management of art majors in private colleges and universities in Liaoning Province includes four components: talent demand, organizational function management, effective leadership and teaching output; (2) There are 38 guiding principles for the management of teachers' teams of art majors in private colleges and universities in Liaoning Province, including 11 guiding principles for the management of talent demand components, 12 guiding principles for the management of organizational business components, 11 guiding principles for the management of organizational effective leadership components, and 4 guiding principles for the management of teaching achievements output components.

**Keywords:** Private Universities; Art Majors; Teacher Team Management

## **Introduction**

In China, private education rose in the late Qing Dynasty and reached its first peak in the period of the Republic of China. However, with the founding of the people's Republic of China, all private universities were converted to public universities or banned in 1952. After the reform and opening up, private education has ushered in new development opportunities. In 1993, the State Council approved 15 private colleges and universities in Beijing as the first batch of academic qualifications examination pilot colleges and universities, and then started nationwide. This has greatly promoted the development of today's private colleges and universities. By 2020, China's private undergraduate colleges and universities have reached

---

\* Received: December 28, 2022; Revised: December 29, 2022; Accepted: December 30, 2022

433, becoming an indispensable part of China's higher education. However, in the development process of private colleges and universities, some problems are also highlighted. First of all, private colleges and universities, as private capital investment, often have the attribute of chasing profits. His tuition is generally 2.5-3 times that of public colleges and universities; Secondly, due to the positioning of the school, private colleges also have low admission scores, and the students admitted are often those whose scores are not enough for public colleges; Thirdly, in terms of teaching staff, and also due to China's unique national conditions, the teaching staff of private colleges and universities is often composed of retired teachers from individual public colleges and universities and some relatively young free teachers. In private colleges and universities, the enrollment of art majors has always been the top priority of private colleges and universities. Basically, every university will set up art majors. Taking Liaoning Province as an example, there are 24 private undergraduate colleges and universities in the province, including 16 art colleges and universities. It can be seen that art majors occupy a very important position in the enrollment proportion of private colleges and universities.

This study is committed to theoretical research, verifying the application of education management theory in practice, and trying to achieve the following purposes: 1. It is a new exploration of the construction of administrative management in private colleges and universities. 2. This paper is a case study on the administration of art majors by using scientific management theory. 3. Predict the development trend of the administrative management of Art Majors in private colleges. It provides a theoretical and practical path for the development of private colleges and universities in Liaoning Province. Through research, on the basis of combing and summarizing the advantages and disadvantages of Art Majors in private colleges and public universities, this paper finds the advantages of Art Majors in private colleges, further improves the scientific system of its management, and improves its teaching management practice level.

Analyzing the effectiveness of the current policy of art major in private colleges and universities in Liaoning Province, finding the drawbacks of administrative policy, and combining with modern management theory, finding the policy suitable for the development of art major in private colleges and universities in Liaoning Province will help to solve the problem of high loss rate of art teachers in private colleges and universities in Liaoning Province, help to solve the problem of poor enrollment effect of art major in private colleges and universities in Liaoning Province, and help to improve the employment rate of art major in private colleges and universities in Liaoning Province.

## Research Objectives

1) To find and determine of elements and relevant factors of effective policies and innovative team management in art major teachers for private universities on Liaoning province.

2) To formulate the direction and model for team management in art major teacher for private universities in Liaoning province.

## Research Methodology

Using quantitative technology, the questionnaire was sent to five public and five private universities in Liaoning Province through the professional online questionnaire platform "questionnaire star". Teachers and managers were randomly selected for questionnaire survey. The researchers went to the scene to explain and guide the respondents to fill in the questionnaire to ensure the correctness and recovery rate of the questionnaire. The questionnaire is divided into three parts: the first part is the personal information of the respondents, including basic information such as gender / age / professional title / education of the respondents. Population is art teachers and managers from five public universities and five private universities in Liaoning Province. 267 questionnaires were distributed to the respondents and 261 valid data were used for data analysis. Sampling technique Multistage sampling technology is adopted, which is divided into three stages. In the first stage, the art teachers and managers of five public universities and five private universities in Liaoning Province were selected as the research objects. The second stage is stratified random sampling to determine the sample size of each layer. The last stage is convenience sampling and sending online questionnaires to sample.

### 2. Research instruments

The questionnaire used Likert five point scale. A range from 1 to 5 represents a range from (1) completely inconsistent to (5) very consistent. After five experts scored the project goal consistency index (IOC), a preliminary test was conducted on 30 respondents. Cronbach  $\alpha$  The scale evaluated the validity and internal consistency reliability of the scale. The overall reliability of the questionnaire was 0.995. After the reliability test, 261 complete answers were collected and analyzed. SPSS 26.0 statistical software was used to analyze the data, and exploratory factor analysis (EFA) was used to evaluate the accuracy and effectiveness of convergence. The model fitting measurement is estimated through the comprehensive evaluation of the given data to ensure the effectiveness and reliability of the model. The so-called questionnaire is a set of questions related to the research objectives, or a table of questions prepared for investigation, also known as the questionnaire. It is a common tool for people to collect data in social investigation and research activities. Researchers use this tool to accurately and concretely measure the process of social activities, and use sociological statistical methods to describe and analyze the quantity, so as to obtain the required survey data. The tool is a questionnaire developed from step (1). Content validity and reliability were used to evaluate the quality of the questionnaire. The reliability was checked by five experts and analyzed by the consistency of project objectives (IOC). Item value  $>0.60$ . For reliability, Cronbach's alpha is  $\geq 0.90$

### 3. Data collection procedure

At this stage, the researchers used the methods of literature research and interview research. Using the content analysis method and focus group method, this paper analyzes the literature and expert data, and finds out the influencing factors of the effectiveness of the excellent management team of art teachers' quality in private colleges and universities in Liaoning Province. The questionnaire was sent online, by email and by researchers. 1) Contact relevant universities to show your identity and willingness. 2) Determine the specific contact person of each university. 3) Send questionnaires via email and other Internet. 4) Collect questionnaire. The data of demographic variables were analyzed by descriptive statistics; Frequency and percentage. Descriptive statistical analysis of the effectiveness variables of education policy management; Mean, standard deviation (S.D.). This paper analyzes the

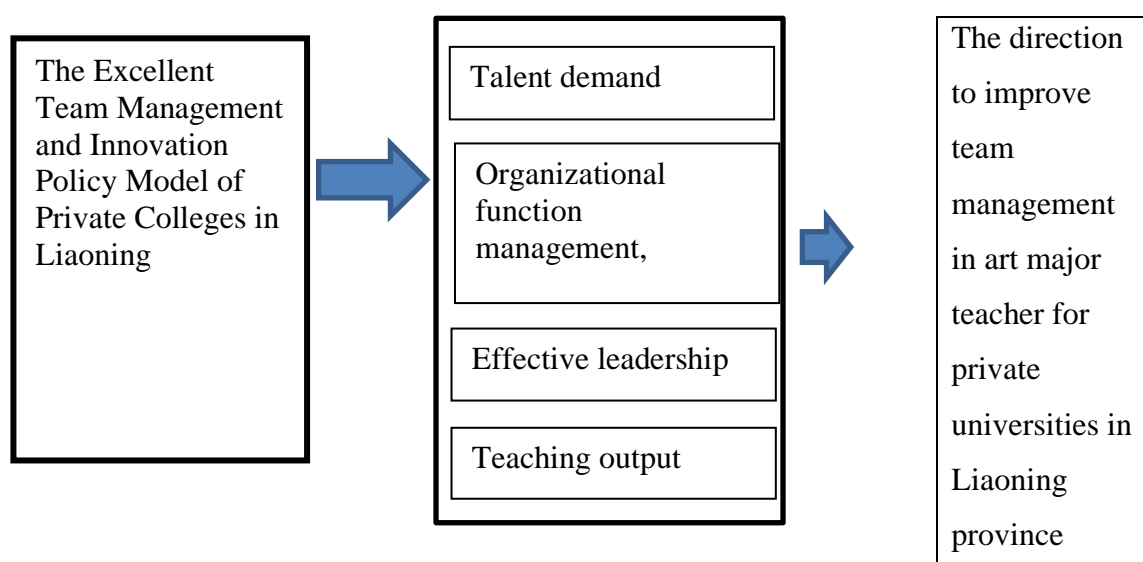
components of the effectiveness of education policy and education management through exploratory factor analysis (EFA), in order to reduce irrelevant variables.

#### 4. Data analysis

The data analysis methods used include mixed methods and qualitative methods. Comparative analysis, group analysis, structural analysis, comprehensive evaluation analysis, etc. It is in the form of charts and analyzed by SPSS software. The relevant questionnaires were analyzed. After data collection, descriptive statistics (such as frequency content analysis and average value) will be used to analyze the collected data. The above data sample variables are analyzed by percentage and average. The model derives and analyzes the main influencing factors and their direct and indirect effect data

### Research Conceptual Framework

This research is mainly composed of four dimensions.



**Figure 1** The Excellent Team Management and Innovation Policy Model  
Of Colleges in Liaoning

### Research Results

#### 1. Demographic information

The demographic data of the respondents ( $n = 261$ ) showed that the respondents were male (49.43%) and female (50.57%); Teaching assistants (16.86%), lecturers (44.44%), associate professors (32.18%) and professors (6.51%); 86%, master (66.26%) and doctor (16.86%); Public universities (51.52%) and private universities (48.28%).

#### 2. Exploratory factor analysis EFA

In this study, Pearson correlation coefficient was used to measure. According to (Kaiser, 1974), in factor analysis, kmo index value greater than 0.6 is suitable for analysis, and less than 0.6 is not suitable for exploratory factor analysis. The questionnaire was analyzed. The kmo sampling measurement value of each item of the scale is 0.977, the degree of freedom

is 218, and the significance p value is 0.000. Through the significance test, the significance level is 1%. The results show that the scale is very suitable for factor analysis.

According to the principle that the eigenvalue is greater than 1, the number of extracted factors is 5, and the variance contribution rates after factor rotation are 20.018%, 17.722%, 12.194%, 15.695%, 10.636% and 5.031%, respectively. The cumulative variance contribution rate of the five main factors reached 69.103%, higher than 60%, indicating that these five factors can explain most of the information of the original data.

Table 1; Interpretation of the total variance of the excellent teacher team composition scale

Component	Rotation sums of squared loads		
	Eigenvalues	Percentage of variance	Percentage of cumulative
1	15.614	20.018	20.018
2	13.823	17.722	37.740
3	12.242	15.695	53.435
4	8.296	10.636	64.071
5	3.924	5.031	69.103

#### 4. Exploratory factor analysis (EFA)

First, researchers test the applicability of data and models to see whether the models used are reasonable. Referring to the previous research results, the goodness of fit of the research model and data in this paper is tested, and several key indicators are in line with the recommended values, indicating that the overall goodness of fit of the theoretical model in this paper is good, and the model diagram is acceptable.

Table 2: Data analysis results of the third part of the questionnaire: factor load

Variable	Factor loading				
	Component				
	1	2	3	4	5
Var00072	0.714				
Var00069	0.699				
Var00064	0.692				
Var00061	0.686				
Var00074	0.684				
Var00073	0.675				
Var00071	0.666				
Var00070	0.658				
Var00062	0.633				
Var00065	0.631				
Var00068	0.623				
Var00067	0.618				
Var00063	0.615				
Var00078	0.613				
Var00077	0.596				

Factor loading					
Variable	Component				
	1	2	3	4	5
Var00066	0.595				
Var00075	0.580				
Var00076	0.575				
Var00040	0.558				
Var00059	0.516				
Var00060	0.514				
Var00020	0.499				
Var00057	0.453				
Var00028		0.668			
Var00035		0.658			
Var00024		0.628			
Var00031		0.617			
Var00033		0.610			
Var00036		0.609			
Var00026		0.608			
Var00027		0.606			
Var00034		0.602			
Var00037		0.589			
Var00023		0.583			
Var00039		0.573			
Var00021		0.573			
Var00038		0.569			
Var00029		0.566			
Var00041		0.562			
Var00022		0.547			
Var00032		0.547			
Var00030		0.536			
Var00016		0.536			
Var00018		0.535			
Var00025		0.529			
Var00019		0.498			
Var00005			0.741		
Var00006			0.733		
Var00003			0.718		
Var00008			0.699		
Var00004			0.679		
Var00002			0.664		
Var00007			0.635		
Var00013			0.631		
Var00011			0.611		
Var00009			0.599		
Var00014			0.595		

Factor loading					
Variable	Component				
	1	2	3	4	5
Var00012			0.590		
Var00001			0.585		
Var00010			0.529		
Var00017			0.519		
Var00015			0.509		
Var00047				0.780	
Var00046				0.738	
Var00045				0.674	
Var00053				0.572	
Var00055				0.522	
Var00058				0.487	
Var00042				0.470	
Var00052				0.456	
Var00048				0.454	
Var00049				0.453	
Var00043				0.436	
Var00044				0.411	
Var00056				0.408	
Var00050					0.500
Var00054					0.474
Var00051					0.467

According to the research standard, delete the items with factor load score lower than 0.5, and retain the items with factor load score higher than 0.5. According to the criteria of selection factors, this paper studies the factors and related factors of effective policy and innovative team management of art teachers in private colleges and universities in Liaoning Province. There are 4 parts in total; The first part: 21 variables; The second part: 22 variables; The third part: 16 variables; Part IV: five variables.

There are 4 qualified parts as follows;; Component 1 contains 21 variables that describe the component. Coefficient load is between 0.514-0.714; Component 2 contains 22 variables, and the component load factor is between 0.529 and 0.668; The third part contains 16 variables describing the components, and the factor load is between 0.509-0.741; Component 4 contains five variables, and the load between the component and the factor is 0.522-0.780. The total number of variables describing these five variables is 78 variables, and the factor load is 0.509-0.780

Table 3 Component 1.

variable	Presentation	Factor load
Var00072	Sustainability of talent pool,	0.714
Var00069	We should give talents more rights, including freedom, autonomy and domination	0.699
Var00064	The unit should be able to formulate policies to meet the development needs of individuals and society	0.692
Var00061	All units shall provide targeted solutions according to teachers' personal goals and needs	0.686
Var00074	All units should strengthen teachers' participation in decision-making and strengthen the degree of democratization of management	0.684
Var00073	All units should create a relaxed talent environment	0.675
Var00071	The unit should be able to coordinate the relationship between individual and collective aspirations	0.666
Var00070	Units can provide more resources for talent development	0.658
Var00062	The unit can establish a reward mechanism to encourage teachers to carry out relevant work	0.633
Var00065	The company has a multi-level salary system that meets the standards of talent development	0.631
Var00068	All units should attach importance to teachers' international exchanges and create conditions for teachers' international exchanges	0.623
Var00067	Teachers of the unit should have certain industry and social influence	0.618
Var00063	Teachers should engage in social part-time work related to the industry in the society	0.615
Var00078	Units should create a good talent environment to prevent brain drain	0.613
Var00077	Improve the treatment of teachers and optimize the teaching staff through multiple channels	0.596
Var00066	Formulate corresponding salary system according to the working years of Teachers	0.595
Var00075	Avoiding unfair competition among teachers	0.580
Var00076	Establish teacher knowledge base to support teacher development	0.575
Var00040	We should use the breadth of knowledge to promote the development of the organization	0.558
Var00059	Pay attention to the communication and guidance of teachers' psychological level	0.516
Var00060	Effective teacher training should be organized	0.514
Variable variable (eigenvalue)		15.614
Percentage difference		20.018



According to table 3, component 1 is described by 21 key variables. After rotation, on the axis, the variable factor load of the component is between 0.514 and 0.714, and the maximum eigenvalue is 15.614, indicating that the total variance is 20.018%. Compared with the variance of other components, it is found that this part is the most important, that is, 21 variables are the best combination with the component. Researchers named it "talent demand Table 4 component 2

variable	Presentation	Factor load
Var00028	Effective integration and utilization of network information resources	0.668
Var00035	Innovation degree of organization and management	0.658
Var00024	Sufficient knowledge	0.628
Var00031	School financial and human resources allocation	0.617
Var00033	Construction of organizational innovation thinking	0.610
Var00036	Organizations can introduce advanced technology to improve efficiency and comprehensive competitiveness	0.609
Var00026	Be good at using network resources	0.608
Var00027	The complementarity and inclusiveness of these units are based on knowledge management and managed with the assistance of the Department of administration	0.606
Var00034	Smooth organizational information channels	0.602
Var00037	In terms of structure, organizations can use the development and renewal of knowledge to influence the development of organizations	0.589
Var00023	Promote industrial innovation and future development	0.583
Var00039	Organizations can use the breadth of knowledge to think about the development of organizations	0.573
Var00021	The knowledge imparted by units should be popularized	0.573
Var00038	Organizations can attach importance to education and cooperate with management	0.569
Var00029	Good at docking resources in different fields	0.566
Var00041	Focus on the positioning, planning and construction of education brand in organizational development	0.562
Var00022	The team has enough creativity	0.547
Var00032	Effectiveness of school policies	0.547
Var00030	Sustainability of school policies	0.536
Var00016	The leadership style of colleges and universities should support the development and innovation of colleges and Universities	0.536
Var00018	Educational innovation	0.535
Var00025	Sustainability of school education development	0.529
Variable variable (eigenvalue)		13.823
Percentage difference		17.722

From table 4, component 2 is described by 22 key variables. After rotation, on the shaft, the factor load in the assembly is between 0.529-0.668, and the maximum eigenvalue is 13.823, which can explain 17.722% of the total variance. Comparing the variance of variables with other components, it is found that this part is the second priority, that is, 22 variables are the best variables combined with this component. Researchers named it "organizational function management.

Table 5 component 3

variable	Presentation	Factor load
Var00005	Leaders should have comprehensive abilities and professional advantages	0.741
Var00006	Leaders should understand the development needs of the organization and provide solutions	0.733
Var00003	Leaders should have communication skills and cross industry knowledge reserve	0.718
Var00008	Leaders should let teachers participate in the decision-making of school development and strengthen democratic management	0.699
Var00004	Leaders should formulate the enterprise development plan and develop according to the plan	0.679
Var00002	Leaders should have personal charm	0.664
Var00007	Leaders should make a complete development plan for the organization	0.635
Var00013	Leaders dare to break through the status quo and are forward-looking	0.631
Var00011	Leaders can solve general problems for team members	0.611
Var00009	Leaders understand the development needs of the organization and can provide solutions	0.599
Var00014	Leaders have the quality of Justice	0.595
Var00012	Leaders are good at integrating resources	0.590
Var00001	Leaders should provide effective school support	0.585
Var00010	Leaders have an international perspective	0.529
Var00017	Unit development should keep pace with the times	0.519
Var00015	Leadership style should influence the development and innovation of schools	0.509
Variable variable (eigenvalue)		12.242
Percentage difference		15.695

From table 5, component 3 is described by 16 key variables. When the shaft rotates, the factor load of the assembly is between 0.509 and 0.741, and the maximum characteristic value is 12.242, indicating that the total variance is 15.695%. When a variable is compared with the variance of other components, it is found that this part is the third important part, that is, 16 variables are the variables with the best combination of this component. Called "effective leadership.

Table 6 component 4

variable	Presentation	Coefficient pickup
Var00047	Strict student attendance system	0.780
Var00046	Strict student management system	0.738
Var00045	Strict examination discipline	0.674
Var00053	Promoting student employment	0.572
Var00055	Educational philosophy keeping pace with the times	0.522
Variable variable (eigenvalue)		8.296
Percentage difference		10.636

According to table 6, component 4 is described by five key variables. When the rotation axis is variable, the factor load of the component is between 0.522 and 0.780, and the maximum characteristic value is 8.696, which can explain 10.636%. Comparing the variance of variables with other components, it is found that this part is the fourth priority, that is, the combination of 13 variables and this component is the best. The researchers named it "educational achievement output".

## Discussion

Policy management of art teachers' team in Private Colleges. The discussion is as follows

### 5.2.1 There are four components of the teacher team management of Art Majors in private colleges and universities in Liaoning Province

Including talent demand, organizational function management, effective leadership and output of educational achievements, the main findings are as follows: This is because these four aspects are crucial to the development of Art Majors in private colleges and universities in Liaoning Province.

Therefore, the four components obtained from the study are important factors for constructing the management policy of art teachers' team in private colleges and universities in Liaoning Province, and also an important means to improve the management of water bottles by the education department.

**Part I: talent demand.** This study is in line with Frederick Herzberg's Two-Factor Theory and Abraham H. Maslow's Theory of Needs. The findings of this study are in line with the theory or research findings of Su Baozhen (2021:130-131) and adhere to the humanistic concept. We will strengthen education. Innovation management system. Establish a management team. In line with the creation of Li Dan (2019:90-91) competition mechanism. Performance evaluation mechanism. Incentive mechanism. Feedback mechanism. Interactive multimedia to publicize the management system of private colleges and universities. It is consistent with the research results of sunxiaoe (2017:118) and Zhang Yanhua (2016:30-33). According to Huang Honglan's research, we should improve the support policy for non-profit private university educators: implement the teacher security mechanism of non-profit private university. Attach importance to the teacher development mechanism of non-profit private colleges and universities. Provide a non-profit private university teachers' appeal mechanism.

Improve the support policy for non-profit private colleges' educatees: guarantee the same medical insurance rights. Improve the support policies of non-profit private colleges and Universities: establish a long-term mechanism of public financial investment. Corresponding to the research results of rosnah.ishak., & mahaliza, mansor, (2019), Li Aixiang (2016:36-37),Lynn.c.emerson., & zane.l.berge, (2018).

**Part II: Organization function management.** This study is in line with Chester Irving Barnard's theory of organizational management. The findings of this study are consistent with those of guojianing (2021) and Liu Shuang (2021). Liushuhan (2020:113-114) also proposed to establish the positioning of education brand. The brand positioning of colleges and universities should be investigated. Systematically plan the brand positioning of colleges and universities. Promote the connotation construction of the school with professional characteristics. The research of ShiJiHua (2018) also shows that we should change the concept of fairness and reposition private higher education. We will improve policies and regulations to promote equity in private higher education. We will increase financial support and guide social funds to invest in private higher education. Strengthen the supervision of fairness and effectiveness, and improve the education level of private colleges and universities. This study also cooperated with kristina.buhagiar., & amitabh The research results of Anand, (2021) and Tang Jing (2017) are consistent. In addition, according to the research of Longyang (2014:43), we should establish and improve the mechanism of professional training of managers, and improve the professional quality and ideological and moral quality of managers.

**Part III: Effective leadership.** This study is in line with Fred E. Fiedler's contingency theory and charismatic leadership theory. This study is closely related to wanghaiqiao (2013), denise.a.d., bedford., marion.georgieff., & johel.brown-grant (2017), and chenjinxiu (2014) The research results of Han you (2012), guojianing (2021), Zhang Xuan (2015:371-372) and qufengling (2018 :54-55) are consistent. Zhaoxuedong (2018) emphasized the leadership role of local governments for private colleges and universities, and also studied the role of governments as regional leaders according to the current situation of private colleges and universities in Liaoning Province. Wangshuqing and Shi Meng (2017:142-149) studied the relationship between managers and professional development.

**Part IV:Output of educational achievements.** This study is in cooperation with Li Jingwei (2017:165-166), Peng Jin (2016:6-8), and Du fan (2015:128-129) and Zhang Junxia (2014:124-125) had the same results. Dong Bo (2014:25-26) also mentioned the importance of counselors for student management, through practice, to improve students' ideological quality.

### **5.2.2 There are 38 guidelines for the management of art teachers in private colleges and universities in Liaoning Province.**

The main findings are as follows. There are 38 guiding principles for the management of teachers' teams of art majors in private colleges and universities in Liaoning Province, including 11 guiding principles for the management of talent demand components, 12 guiding principles for the management of organizational business components, 11 guiding principles for the management of organizational effective leadership components, and 4 guiding principles for the management of teaching achievements output components.

The research results are consistent with those of Su Baozhen (2021:130-131), Li Dan (2019:90-91), rosnah.ishak., & mahaliza, mansor (2019), Li Aixiang (2016:36-37),Lynn.c.emerson., & zane.l.berge (2018), wangqingru (2012), guojianing (2021), Liu Shuang (2021), liushuhan (2020:113-114), Tang Jing (2017), wanghaiqiao (2013), denise.a.d., bedford., marion.georgieff., & johel.brown-grant, (2017) Chenjinxiu (2014)

The results of Han you (2012), guojianing (2021), Zhang Xuan (2015:371-372), qufengling (2018:54-55), Li Jingwei (2017:165-166), Peng Jin (2016:6-8), Du fan (2015:128-129), Zhang Junxia (2014:124-125), Wang Shanshan (2013:147-148), Wang Bin (2013), Han you (2012), Zhang Jia (2016:64) and Wu Peng (2016:119-120) are consistent. Xu Xiaoyun (2017:79-80) also studied the characteristics of art students and the teaching management of art majors. In Component 1, it is mainly formulated for the needs of talents, which conforms to Frederick Herzberg's two factor theory and Abraham H. Maslow's demand theory. On the basis of meeting the needs of talents, we will manage. This conclusion is consistent with the research of Su Baozhen (2021:130-131), who insists on people-oriented, coordinates the relationship between employees' personal ideal and organizational ideal, and supports the realization of employees' personal ideal. When formulating policies, we should pay attention to the equality and mutual benefit of talents.; Consistent with the study of Tensionmind (2020: 181-183), improve the status and welfare of teachers; Consistent with the research results of Zhang Yanhua (2016:30-33), improve the treatment of teachers in private colleges and universities, and optimize the teaching staff from multiple perspectives. In Component 2, it is mainly formulated for the operation of organizational functions, which is in line with Chester Irving Barnard's organizational management theory. It optimizes the operation of organizational functions to meet the needs of talents. This conclusion is consistent with Liu Shuang's (2021) research and focuses on the rationality of organizational structure. Consistent with the research of Peng Jin (2016:6-8), establish a sound management mechanism for private colleges and universities, strengthen the organizational culture management system and implement effective feature management. Consistent with the research results of Zhang Junxia (2014:124-125), the institutionalization of management and diversification of management means are combined. Consistent with the research results of Wang Shanshan (2013): 147-148, the educational management model of private colleges and universities should reflect the people-oriented characteristics; The educational management mode of private colleges and universities should reflect the characteristics of sustainable development. Li Dan (2019,: 90-91) also proposed to create a competition mechanism, establish a performance evaluation mechanism, and use an incentive mechanism. Strengthen the feedback mechanism. In Component 3, it is mainly formulated for leaders, which is consistent with Fred E. Fiedler's leadership contingency theory and charismatic leadership theory. Consistent with the research of Liu Shuhan (2020:113-114), leaders should attach importance to talents and prevent brain drain. Consistent with Zhao Xuedong's (2018: 214) research results, leaders should understand the needs of the organization and translate them into knowledge to plan for future development. Consistent with the research results of Sun Jian (2017), leaders should let members of organizations participate in the integration and problem solving of knowledge production and knowledge management organizations, and play a certain role in the operation of these matters. In component 4, it is mainly formulated for the output of educational achievements, and this study conforms to the performance management theory. Consistent with the research results of Yao Wei and Yang Maosheng (2014,: 95-97), we pay attention to the actual needs of students and teach in a way more suitable for their needs. Consistent with the research results of Dong Bo (2014 :25-26), strict discipline, strict classroom teaching and strict assessment. Zhang Junxia (2014: 124-125) also mentioned that the cultivation of humanistic quality and innovation spirit should be strengthened. Keep pace with the times and combine teaching with ideology and politics.

## **Recommendation**

### **5.3.1 Policy making suggestions**

(1) Formulate talent security policies As private colleges and universities, when formulating talent policies, they should give full attention to talents, give them high welfare treatment, mobilize the enthusiasm of talents in work, do a good job in the logistics of talents, solve the worries of talents, understand the ideological movement of talents, and avoid brain drain, which will be conducive to the good development of the Department. Let talents be fully respected.

(2) People oriented system.As a private university, when formulating talent policies, it must first consider its own regional characteristics and school nature. When formulating policies, we should fully consider the people-oriented concept. We should understand the ideas of talents and enable them to participate in policy-making. When formulating policies, departments should also fully consider the actual needs of talents, and effectively combine the needs of talents with the needs of departments. Appropriate reward and punishment system should be formulated, which can ensure that talents can make full use of their abilities in work.

(3) System guarantee achievements When formulating policies, we should also take into account the ultimate purpose of education, that is, the cultivation of students, and the educational policy should be more inclined to the teaching results. Let teachers put more time and experience into teaching to ensure teaching results.

### **5.3.2 practical application suggestions**

The practical application of the teacher management policy of Art Majors in private colleges and universities in Liaoning Province

According to the research results of this paper, the following practical application suggestions are put forward to the school of art and design of Shenyang Institute of urban construction Suggestions on practical application of College of art and design

(1) Leaders should understand the ideological trends of teachers and the reasons for the loss of teachers. We should try our best to meet the needs of talents, understand the relationship between the needs of departments and teachers, and protect the interests of teachers without losing the interests of departments.

(2) To improve the welfare of teachers, at least it should not be lower than that of public colleges and universities in the same region. So that teachers can balance their mentality at work. On the basis of basic salary, we should use incentive mechanism to give material rewards to teachers' work. In order to protect teachers' remuneration.

(3) Formulate reasonable standards for measuring teachers' work, so that teachers can truly feel the value of their work. Improve the reward and punishment system. The leader of the Department should set an example, understand the needs of employees in time, and provide solutions in time.

### **5.3.3 Suggestions for further study**

For the management and application of art teachers in private colleges and universities in Liaoning Province, There are further in-depth research contents, as follows:

1) Further expand the sample size, so as to more accurately understand the talent demand and talents' ideas for the Department.

2) Comparative study: compare the actual situation of different private colleges and universities to understand their policy-making and implementation methods. Analyze the specific situation of each private university, compare all aspects, and find the comparison of

brain drain, from light to heavy. So as to more accurately analyze the effectiveness of policies among schools, and compare the effectiveness of their policies to find the best policy plan.

3) Carry out comparative research for different provinces and cities, repeatedly compare the same type of colleges and universities, and verify and analyze similar research topics, so as to find out the optimal scheme.

## References

- Ke Wei, Liu tie. (2010). *Research on the standardized management of private colleges and Universities Education in Chin*. Beijing: Law Press.
- Taoxing. (2010). *Private education in China*. Beijing: Educational Science Press.
- Zhaxibin. (2010). *Research on the development and Countermeasures of private colleges and Universities university*. Shijiazhuang: Hebei Education Press.
- United Statesjd. ( 2014) . *brucejohnston. Translated by Shenhong. Higher education finance:Cost sharing from an international perspective*. Wuhan: Huazhong University of science and Technology Press.
- Paul Sabatier. (2004). *Translated by pengzongchao et al. Policy process theory*. Shanghai: life. Read. Xinzhi Sanlian Bookstore press.
- Luo Yin. (2014). *Research on government guidance and support for the development of small and medium-sized enterprises Private higher education*. Education and careers.
- Wang qingru. (2012). *Research on strategies for improving the running level of private colleges and Universities*.
- Mao Yunfang, ( 2011) . *theory review of western leadership style, enterprise reform and management*:12
- Duan Shichang, ( 2012) . *Cao Feng, a brief introduction to several characteristics of art discipline education*, Northern Literature :161
- Lou Chengwu, (2002). *principles of modern management*, Beijing, Renmin University of China Press.
- Li Junjie, analysis of the characteristics of art students in Colleges and strategies for intellectual education, cultural journal, 2015
- Wanggenshun. ( 2012) . The construction of modern university system in Private CollegesSWOT Analysis Perspective . *Journal of Yellow River University of science and technology*.
- Yangyaozhong. (2013). The changes of legal norms and the healthy development of private economy Education "; On the improvement of the property right system of private higher Education *Journal of Changzhou University (SOCIAL SCIENCES EDITION)*.
- Shengzhengfa, (2008). leimingqiang. Regulation and support: a study of duality The track relationship between government and private universities. *Higher Education Research, 2008 (04)*
- Wangjunsheng. ( 2012) . *Research on the development of interactive relationship model Between the government and private universities*. Economist (12)
- Li ailiang. ( 2007) . The orientation of the government in the field of private higher educationeducation. *Exploration of higher education, 03*.
- Xialuhui. (2014). Reshape the relationship between government and University. 2 *China development observation, 2014 (10)*
- Long Xianzhong. ( 2004) . On the perspective of government role transformationOn the governance of Higher Education. *Modern university education, 2004 (01)*

- Li Qinggang. (2015). The lack and reconstruction of public governance of private education .  
*Educational theory and practice*, (11)
- Zhangyufang. (2008). *On the public governance structure of colleges and Universities Education in China*. Jiangnan forum, (07)
- Zhengyangbo. (2010). Government responsibility in the development of private colleges and Universities Chinese education from the perspective of governance[J] . *Journal of Zhejiang Province Shuren University (HUMANITIES AND SOCIAL SCIENCES EDITION)*.