

# A Proposed Model for Administrative Effectiveness in the CHINA's Universities of Fine Arts

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## ABSTRACT

The objective of this research was to propose a model for administrative effectiveness in Universities of Fine Arts in the People's Republic of China. The research was a mixed methodology research. Population was faculty members from eight fine art universities in the top ranking of China who work in academic year 2022. The key informants were 8 administrators to interviews. The experts were 9 people to connoisseurship for guidelines and to confirm a model. The instrument used for data collection was in-depth interview and analyzed by content analysis. Both key informants and experts were selected by purposive sampling. The research results showed that the administrative efficiency model of China's university of fine art was "THE-STAR" Model. It was a management by fact that consisted of "T" stands for Teaching management: art universities should focus on teaching management; "H" stands for Human resource management. It should focus on valuing people and continuing professional development (CPD); "E" stands for promoting Engagement in the innovative development by encouraging teachers and students to give full play to their innovative spirit, be able to adapt through development of times, and encourage foreign exchanges ;"S" stands for incentive System perspective in management: fully mobilize the subjective initiative of teachers and students, both materially and spiritually; "T" stands for organizational Transformational management to focus on success, academic excellence and reputation in the top university ranking; " A" stands for Fine Arts Universities to delivering value and results, and "R" stands for Responsibility system management: the principal, all departments must perform their duties, responsibilities and societal contributions effectively.

**KEYWORDS:** Model for Administration, Administration Effectiveness, China's University of Fine Arts

## Introduction

Since the end of the 20th century, under the background of the continuous development of higher education in the world, my country has established the largest higher education system in the world. The number of students in higher education

accounts for more than 25% of the world. Higher education institutions of various types, natures and levels coexist, develop actively and the transformation of higher education from elite education to mass education have brought new opportunities to the teaching management of colleges and universities, in

accordance with Oketch et al. (2014); Boni and Walker (2016); Owens (2017) and McCowan (2019) to conclusion about higher education can offer a strong potential for contributing to development. While expanding the construction of universities, a brand-new quality management system for universities should be established to monitor the quality of universities comprehensively, systematically and throughout the process to ensure the healthy development of universities.

The university is a responsible system. Generally speaking, the quality of universities should be the dialectical unity of service quality and product quality, or the dialectical unity of talent training quality and teaching quality, see Chankseliani, Qoraboyev & Gimranova (2021) on university-based an emerging literature on research and teaching as contributors to the achievement of the Sustainable Development Goals (SDGs) to conceptualize the contribution of higher education to the development of essentialism. UN SDGS concept 17 provides policies for the sustainable development of the world, especially SDGS Article 4 promotes the development of education to quality education, such as education for all, education for all, to ensure inclusive and equitable quality education, and to promote lifelong learning opportunities for all (United Nations, 2022). For colleges and universities, they mainly provide higher education services, so the quality of higher education services should be evaluated. For individual students, the process of studying is a process of labor reproduction and human capital appreciation. Therefore, attention should be paid to the evaluation of the quality of personnel training.

The task of art university management is to follow the national education policy and cultural and art policy, implement the management, teaching plan and syllabus promulgated by the Ministry of Education according to the training objectives of the art university, use modern art education scientific management methods, and follow

the art education. The objective laws of teaching and learning are closely combined with the actual needs of social development and art universities, to cultivate qualified art talents, and to fully complete the teaching tasks related to the research of Boni & Walker (2016), University management promotes economic development by enhancing the skills and knowledge base through teaching and research. Modernization theory advocates the concept of building modern values instead of traditional values. Nelson (1990) to mention about the emergence of the scientific management theory represented by F.W. Taylor has gone through the stage of statistical quality control and the stage of total quality management. For the management of art teaching, we must first pay attention to the transformation of traditional art education concepts and help art teachers to continuously establish new and correct teaching concepts. According to the needs of the development of the times.

The teaching guiding ideology of art teachers is a comprehensive reflection of world outlook, outlook on life, art museum, art teaching outlook and artistic talent outlook. The administrators of art universities should make teachers realize that art teaching has the commonality of general teaching. While imparting art knowledge and skills, teachers should not insist on teaching and educating people. Teachers should have good professional ethics. The fundamental task is to truly understand and insist that art and culture go hand in hand, so that art theory and art can develop in an all-round way. We must insist that teachers and students are the main body of art teaching, and cultivate the needs of social development and the popularization of art universities to support this concept and Chankseliani, Qoraboyev & Gimranova (2021) University activity is both instrumental and holistic. Both teachers and students, preparatory courses are considered to be an interesting combination of essentialist and anti-essentialist approaches contributing to university development: "Through educating the future Our school contributes to the development of the nation

by fostering better mathematics teachers, raising their awareness of the diversity of values and attitudes.

### **Purposes**

To propose model for administration effectiveness in universities of fine art in the people's republic of China.

### **Benefit of Research**

Improve in the administrative management efficiency of fine arts universities and improve the organizational transformational management to focus on success, academic excellence and reputation in the top university ranking.

### **Research Process**

Step1: To study the policy and current situation for administration effectiveness in China's university of fine art by content analysis from literature reviews and related research.

Step2: Create a question by content analysis of component.

Step3: In-depth interview by purposive sampling, with 8 key informants are administrators.

Step4: Connoisseurship to confirm and guidance the model for administration effectiveness in universities of fine arts, with 9 experts.

### **Population and Sample**

1. Scope of Population: Eight of Universities of Fine Art in the people's republic of China.,

2. Key informants; In-depth interviews with the semi-structure question, were the administrators of eight university of fine art who work in academic year 2022 and more than 10 years of management experience of university. Determine the sample size of 8 people by purposive sampling technique.

3.Experts for Connoisseurship total 9 experts; to confirm and guidance the model for administration effectiveness in universities of fine art, and more than 10 years of management experience of

university by purposive sampling technique

### **Conclusion and discussion**

From the results of the interviews, the researcher summarized what was obtained from the interviews in order highest of 5 frequencies as follows.

1. The most important factor in the administration of Chinese art universities.

1.1 The formulation of management policies and related changes Responsibility and work hard (8)

1.2 Education Administrator (5)

1.3 The direction for the development of university (3)

2. Ways to become a good leader in China Art University.

2.1 Formulating the development direction of the school (5)

2.2 Broad mind, and inclusive mentality merge with management (4)

2.3 Providing a comfortable working environment for faculty and staff (4)

3. The current management problems faced in the Chinese art universities and the barrier affecting to effective management.

3.1 Imperfect incentive mechanism. (3)

3.2 Low communication between managers and employees. (2)

3.3 Outdated teaching system (2)

4. The key success factors for administrators to enhance effective management of art university in China.

4.1 The ability to organize the university with high performance (7)

4.2 Focus on the university reputation enhancement (4)

4.3 External environment and related policies (3)

5. The guidelines ideas for set up of China Art University to management in effectiveness.

5.1. To enhance the continuing professional development (CPD) in the management skills, Teaching skills, academic skills, social reputation skills (6)

5.2. Focus on student-centered to achieved learning outcome and driven

society (4)  
 5.3. Stimulating the work motivation (4)  
 Comparison the content from

literature review, related research, and in-depth interview to create the model of students, affairs in mental health development as Table 1 below

**Table 1:** Draft the component to create model for administration effectiveness in universities of fine arts in the People's Republic of China.

Item	Content Analysis to create model		
	Input	Process	Outcome
1. Literature review and related research	1. The education policy of "Quality Education" 2. "People-oriented" education policy 3. "Sustainable development" education policy 4. Characteristics and advantages of the eight art colleges in China	1. Organizational management 2. People management 3. Change management 4. Performance management	1. Improve the quality of students 2. Higher employment rate 3. Improved school ranking
2. In-depth interviews (8 administrators and teachers)	1. The election mechanism needs to be improved 2. Policies for fine arts universities need to be clarified 3. Enrolment mechanism needs to be improved 4. The incentive mechanism needs to be improved	1. Reform new policies to improve teachers' salaries 2. Develop new courses and student activities 3. System new enrolment mechanism	1. Student Learning Outcomes 2. The salary of teachers has been improved 3. Improve the school environment 4. Improvement of the social influence
3. Connoisseurship (9 experts)	1. Policy reform. 2. Provide a good teaching environment. 3. Become a competent leader 4. Improve personnel management. 5. Improve organizational management.	1. Policy enforcement 2. Improve leadership and management skills 3. Innovation and practice 4. Improve efficiency management 5. Improve change management	1. Teaching achievements 2. Employment rate 3. Teaching quality

From reviews literature and related research, to guidelines the model to propose the managerial guidelines model for administration effectiveness in universities of fine arts in the People's Republic of China. Researcher to draft based on the content analysis, components and affecting

factors with a model as figure 1 below.

1. Factors affecting the professionalism and characteristics of fine arts universities: academic research, history and inheritance, construction of campus facilities, construction of campus culture, teacher resources, leaders, professional

disciplines, and regions.

(1) Academic research: Academic refers to systematic and specialized knowledge.

(2) History and Inheritance: History and Inheritance is a true record of the development track of a university and refers to the documents that record the process of establishment, development and change. The history of universities is an important part of local history and education history, and an important content of campus culture construction in universities. A scientific, authentic, and systematic school history records the development, and growth. It is an important manifestation of the university's school-running characteristics and spirit and is of great significance to the creation of a high-level university.

(3) Campus facilities construction: including the teaching environment, learning environment, leisure and entertainment environment, etc., specifically, the construction of classes, libraries, self-study rooms, gymnasiums, canteens, and the natural environment. The conditions of the campus facilities can stimulate students' enthusiasm for learning, improve students' learning efficiency, create a good academic atmosphere for students, and enable students to achieve comprehensive development of idiosyncratic, physical, aesthetic and labor in school learning. Make teaching methods develop in a diversified and high-tech direction. It can improve the overall image of art universities, improve the credibility of the school, and attract outstanding students and teachers.

(4) Campus culture construction: It is an organic combination of school concept culture, material culture, behavioral culture and institutional culture. Campus culture is the cultural and historical accumulation of a school, with rich connotations, extensive extensions, and various forms. It is the soul of the school's development and an important manifestation of uniting people's hearts, showing the university's image, and improving the university's civilization. Campus culture has a subtle and profound

impact on the outlook on life and values of students and teachers.

(5) Teacher resources: Teachers are the guarantee of education quality and the key to talent cultivation. The school should regard the teaching staff as the first resource of the university, pay attention to the development of the potential ability of the teaching staff, so as to promote the improvement of the quality of the university, and use innovation and scientific research as the driving force to scientifically and rationally develop and use the teaching and research ability of teachers. Continuously enhance the ability of teachers and improve the overall quality and level of teachers.

(6). Leaders: The leaders of art universities mainly refer to the president of the university and the deans of the colleges. The principal is the legal representative of the school, the administrative person in charge and executive of school management, the main leader of the school, and plays an important role in educational reform and development. Coordinate human, material and financial resources to achieve the best results. Coordinate various departments and form positive vitality in the relationship between various units. Adjust the relationship between the school, parents and all aspects of society and strive for external support and cooperation.

(7). Geography: The distribution of higher education resources in my country is relatively concentrated. Beijing, Tianjin, Shanghai, Liaoning, Shandong, Jiangsu, Shaanxi, Hubei and other provinces have a relatively high number of universities, and the level of running schools is relatively high, and most of the high-quality resources are concentrated in their provincial capitals. These cities where high-quality colleges and universities gather often develop very rapidly in terms of economy, culture and other aspects. The development of such cities is closely related to the development of universities. The development of colleges and universities provides necessary human and intellectual support for urban development and urban development also

provides economic foundation and environmental protection for the development of universities.

2. Education policy system: sustainable development education policy, quality education policy, people-oriented education policy.

(1) Education for Sustainable Development Policy: Basic education needs to focus on sharing knowledge, skills, values and perspectives in a lifelong learning process and should be sustainable and support citizens to live in a sustainable way. This fundamental approach to education also supports public participation and societal decision-making, while helping society achieve its sustainability goals to related the mention from United nations (2022) for promote the quality education to policy reform implementing and Reposition existing education programs to foster public awareness and perceptions of sustainability.

(2) Quality education policy: the basic purpose is to comprehensively improve people's basic quality, respect people's subjectivity and initiative, take people's character as the basis, focus on developing people's wisdom potential, as the same pointed from Oketch et al. (2014); Boni and Walker (2016); Owens (2017) and McCowan (2019) to offer a strong potential for contributing to development. While expanding the construction of universities and focus on the formation of people's sound personality as the basic characteristics of education. Quality education is the actual need of social development, to achieve the purpose of making people correctly face and deal with all things and phenomena in their social environment.

(3) People-oriented education policy: The life and soul of education is the essential requirement and value appeal of education. The educational thought of educating people requires education not only to pay attention to the current development of people, the same pointed from Nelson (1990) to mention about the emergence of the scientific management theory also to pay attention to the long-term development of

people, and to pay attention to the all-round development of people; The objects served - the country and the people, serve the country and the people, and constantly meet the needs of the country and the people. Adhere to people-oriented, main pointed implement quality education, adhere to the principle of comprehensive progress and development of people, adhere to the principle of meeting the needs of the people, pay attention to the fairness of everyone's educational opportunities, and meet the individual needs and expectations of everyone in receiving education. Adhere to the school's education-oriented and student-centered approach. Adhere to the talent-oriented and teacher-led approach to running schools. Persist in respecting individuality and recognizing differences and persist in leading school education reform with the concept of lifelong learning.

3. The constituent elements of the administrative management of China Art University: personnel management, organizational management, change management, performance management.

(1) Personnel management: For the teacher system and student management of art universities, improve the recruitment mechanism to ensure that the faculty can be better updated. Formulate performance assessment standards, clearly formulate assessments, effectively manage the management of teachers, and ensure fairness. At the same time, it is also necessary to do a good job in student enrollment, improve the social recognition of art universities, and increase publicity. Enrollment is the key to the quality of running a school, and the number of enrolled students is also an important aspect to measure the scale of running a university. Let the school students reach a certain scale and form a sustainable Good atmosphere for development.

(2) Organizational management: according to the management of fine arts universities, improve the management organization, rationally allocate teaching assistants, and formulate various rules and

systems that are conducive to the development of the school. The purpose is to ensure the rationality and efficiency of the operation of the university. Clarify what jobs are in the organization, how to arrange personnel, what responsibilities the workers have, what power they have, and how to deal with the relationship with the organization. Only when the organizational relationship is clarified can obstacles in implementation be avoided and the realization of organizational goals ensured.

(3) Change management: When there are problems within the school and adjustments or improvements must be made, it needs to be implemented through change management. Let art universities adapt to the development of the times, establish long-term plans and reform measures, and form strategies to achieve the goals of long-term planning. Remove barriers to reform and encourage risk-taking. Administrators or teachers who achieve improvements should be rewarded and praised. At the same time, it is necessary to consolidate the improvement results and propose a new reform system. For a university, change management means innovation and development, updating management concepts, improving management effects, abandoning old management awareness and methods, and replacing them with people-oriented modern management ideas. This main point to related with Chankseliani, Qoraboyev & Gimranova (2021) on university-based in the way to initiative and enthusiasm of managers or teachers can be mobilized, and the quality and professionalism of the overall team can be improved.

(4) Performance management: it is conducive to the full use of management resources of art universities and provides a basis for leaders and managers to reform and improve management. This point the same mention from McCowan (2019) to conclusion about higher education can offer

a strong potential for contributing to development. Manage the input and output of resources to know whether the resources are being used reasonably. It is conducive to improving the quality of teaching and providing strong protection for students and parents. University management is a key factor in improving the teaching system, improving the quality of courses, improving the pertinence of teaching, and optimizing the structure of courses.

The administrative efficiency model of China's university of fine art to driven as "THE-STAR" Model, management by fact to consist that "T" stands for Teaching management: art universities should focus on teaching management, supplemented by administrative management; "H" stand for Human resource management should focus on valuing people and continuing professional development (CPD); "E" stands for promoting Engagement in the innovative development: encourage teachers and students to give full play to their innovative spirit, adapt to the development of the times, and encourage foreign exchanges ;"S" stands for incentive System perspective in management: fully mobilize the subjective initiative of teachers and students, both materially and spiritually; "T" stands for Transformational management of organization to focus on success, academic excellence and reputation in the top university ranking: capable of solving reform and development problems and adapting to the development of the new era; " A" stands for fine Arts universities to delivering value and results, and "R" stands for Responsibility system management: the principal, all departments must perform their duties, assume safety responsibilities and societal contributions.

A proposed model for administration effectiveness in universities of fine arts in the People's Republic of China as below history of the university's establishment.



**Figure 1:** A proposed model for administration effectiveness in universities of fine arts in the People's Republic of China. (Yan Shuitian)

## Recommendation

### 1. for Policies

1) Acquisition of admission exams from art colleges, new exam subjects set up for specific departments, the demands of the development of the times, constant reform and perfection of the admission system.

2) The national art education development consensus, its core implication is the development of high school art education without the need, the promotion of art education, the influence of creation, teaching, the theoretical depth of organization formation, the imperative

of the national public service system, and the strengthening of national culture. Competitiveness.

3) China's cultural and industrial development trend to meet combined social demand, cultivate combined talent, simultaneously equip academic research ability, work management ability and strategic planning talent.

4) Strategy plan for educational reform and development of research students at a perfect school. Comparable national comprehensive industrial policy to meet the pressing demand for national cultivation combined type talent talents.

5) To clarify the school requirements, to consider the comprehensive quality of the students and to consider the aspects of individual abilities, to increase the strength of the university's "industrial research", to improve the cultural industry-related department construction, and to promote the design of our national literature industry.

## 2. Practical Application

1) The curriculum construction and knowledge system are continuously updated to accelerate the pace of college reform.

2) Strengthen the work of art creation and strengthen the construction of interdisciplinary subjects.

3) Based on national industrial experience and related research theories and practices are integrated and docked.

4) Strengthen the scientific nature of the discipline, optimize resource allocation and hardware support, strengthen environmental construction, increase the living and learning space for teachers and students, improve the teaching network system, and further develop the advantages of digital teaching.

5) Increase the training of art universities in practice and practice, strengthen market research, explore the reform of the academic system, and increase market competitiveness. Increase the intensity of "industry-university-research", accelerate the construction of disciplines related to cultural and creative industries, and promote the cultivation of design talents for my country's cultural and creative industries.

## 3. for Further Research

1) Further in-depth research on the relevant research on the administrative management of China Art Universities, sorting out relevant domestic and foreign literature and successful cases, and more accurately and in-depth research on the components and factors of the administrative management.

2) In future research, on the basis of existing research methods and research results, adopt CIPP theoretical model and relevant theories such as effective education and teaching, and construct a scientific, reasonable and systematically perfect an effective and effective administrative management system.

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