

The Modernization of Management System for Private Higher Education in Hainan, China

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Abstract

This article aimed to study (1) the key factors affecting the success of improving the management system of private higher education in Hainan; (2) the improvement of the management system of private higher education in Hainan; and (3) the relationship between the key factors affecting the success of improving the management system of private higher education in Hainan. The quantitative research used a sample of 400 teachers and students, using a multi-stage random sampling method. The statistics used for data analysis were frequency, percentage, mean, standard deviation, Pearson's product moment correlation coefficient, and multiple regression analysis. The analysis revealed the following results:

1. For objective 1, it was found that the important factors affecting the improvement of the private higher education management system in Hainan are the policy and regulatory environment, followed by student enrollment and the employment market, teaching quality and evaluation system, and faculty formation.

2. For objective 2, it was found that the overall improvement level is still in the gradual improvement stage, which indicates that there is still significant room for improvement in the improvement level of the private higher education management system in Hainan.

3. For objective 3, it was found that the relationship between key factors and the improvement of the private higher education management system in Hainan was at a very positive level ($r = 0.727$), with a statistical significance level of 0.01, and four key factors included policy and regulatory environment, followed by capital investment and resource allocation,

enrollment and employment market, organizational improvement structure, teaching quality and evaluation system, intelligent data construction and management, and teaching staff construction.

The knowledge and findings from this research can effectively improve the management system of Hainan's private higher education and promote its sustainable and healthy development.

Keywords: Modernization; Management System; Private Higher Education; Hainan

Introduction

With the spring breeze of reform and opening up, China's education system reform has been rapidly promoted. Starting from the Decision of the Central Committee of the Communist Party of China on the Reform of the Education System in 1985, after more than 30 years of arduous exploration, China has basically formed a pattern of "government run schools as the main body, and public and private schools develop together". (Decision on Deepening the Reform of the Education System and Comprehensively Promoting Quality Education, 2020). Private higher education has gradually become an important component of higher education in Hainan, sharing the historical responsibility of national education reform and development. In the process of popularizing higher education, (Furner & 2019) it has played an important role in meeting the diverse educational needs of the people (Yuting, 2015).

Promoting the modernization of management in private higher education is an important component of adapting to the national management system and capacity building, deepening comprehensive reforms in the field of education, and achieving modernization of education. In the new situation of profound changes in Hainan's education philosophy, profound adjustments in the education pattern, and profound changes in the education system, the management system and management capacity construction of private higher education face many practical contradictions, problems, and challenges. How to support, guide, and regulate the modern development path of China's private higher education from traditional management to modern management, which is scientific, legal, democratic, international, and efficient, has become an important task and research topic in the reform and development of China's private higher education. (Chen et al., 2021)

Private higher education refers to higher education activities carried out by social organizations or individuals outside of state institutions (Li & Xin, 2022), with private higher education institutions as the main organizational form, utilizing non state financial funds, and targeting social organizations (Li et al., 2019). Private higher education institutions, also known as

private universities, private universities, private higher education institutions, etc. in Hainan, are similar to private universities abroad. On August 17, 1993, the National Education Commission issued the "Provisional Regulations on the Establishment of Private Higher Education Institutions".

Private universities refer to various social organizations and individual citizens, except for state organs and state-owned enterprises and institutions, who raise funds and implement higher education qualifications in accordance with these regulations Educational institutions for education. On December 28, 2002, the 31st meeting of the Standing Committee of the Ninth National People's Congress reviewed and passed the "Law on the Promotion of Private Education", which further clarified that "social organizations or individuals outside state organs, using non state financial funds, shall adapt to this law by organizing activities in schools and other educational institutions for the public.". (Law of the People's Republic of China on the Promotion of Private Education, 2020). This indicates that the scope of the main body of private colleges and universities includes social organizations or individuals outside of state organs (Xu et al., 2024), as well as state-owned (public) institutions outside of state organs; The source of educational funding is self-raised by the founder (or mainly raised), which actually includes the permission for other public funds other than fiscal funds to enter (Raksasub & Jirarotephinyo, 2020). The content of education is to implement higher education diploma education, which does not include those who do not have the qualifications to independently issue associate degrees or above (Keddie, 2015). In a broad sense, private higher education institutions in Hainan also include higher education self-study examination assistance institutions, higher education diploma (correspondence) education institutions, Sino foreign cooperative higher education institutions, and independent colleges attached to public institutions according to the private mechanism (Yang & Chayanuvat, 2024; Zhang, 2024). Since the students lacked opportunities to practice Chinese in daily lives, extensive practices on their own and with native Chinese speaking teachers and friends either online or offline were most commonly used anxiety coping strategies, followed by Chinese media for Chinese language learning. (Ning & Tananuraksakul, 2024)

Therefore, the study on the modernization of the management system of private higher education in Hainan aims to study the key factors affecting the success of the management system improvement for private higher education, to find the relationship between the key factors affecting the success and the improvement of the management system of private higher education in Hainan, as a guideline for the modernization of the management system of private higher education in Hainan.

Research Objectives

1. To study the critical success factors of modernization of management system for private higher education in Hainan.
- 2 . To study the modernization of management system for private higher education in Hainan
- 3 . To study the relationship between Critical Success Factors and the modernization of management system for private higher education in Hainan

Literature Review

The researcher has applied the concepts, theories and related research to combine various information and important content as a guideline for the research study (Gao & Zheng, 2018; Ibda et al., 2023). Which can be summarized as follows:

- 1 . Concepts and Theories Related to Critical Success Factors of Modernization of Management System of Private Higher Education
2. Concepts and Theories Related to Management Theory
3. Theory of Educational Property Rights
4. Theory of Corporate Management Structure
5. Theory of Educational Modernization
6. Literature Factors on the Critical Success of Modernization of Management System
7. Concepts and Theories Related to the Modernization of Management System
8. The Context of Private Universities in Hainan

Conceptual Framework

Conceptual Framework of Modernization of Management System for Private Higher Education in Hainan

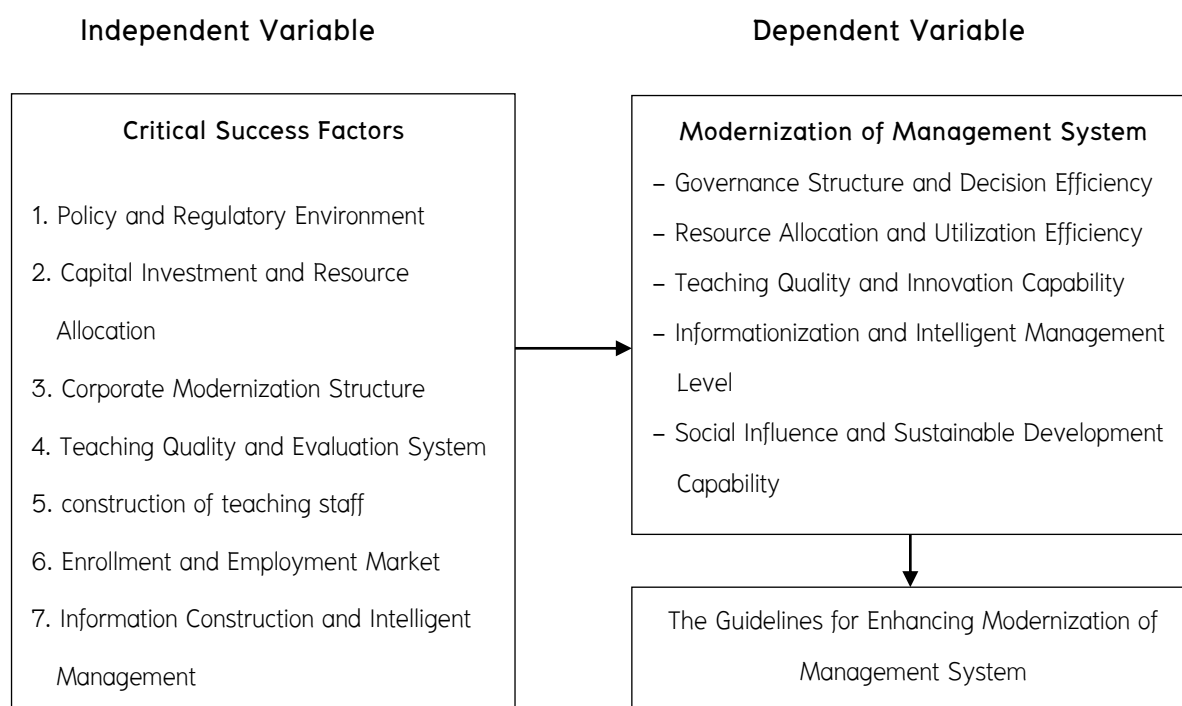


Figure 1 Conceptual Framework

Research Methodology

This research is quantitative research. The population is 5,250 teachers in private universities in Hainan Province. The sample is all 400 teachers in private universities in Hainan. The multi-stage selection method was used. The research instruments were: 1) A questionnaire, which was divided into 3 parts: Part 1: A questionnaire on the personal status of the respondents, which is a checklist to ask the respondents' basic information. Part 2: A questionnaire on key factors for the success of improving the management system for private higher education in Hainan. Part 3: A questionnaire on improving the management system for private higher education institutions in Hainan. This study was conducted with teachers in private universities in Hainan Province as of December 2023. The researchers analyzed the quantitative data by using frequency, percentage, mean, standard deviation, Pearson's correlation coefficient, and multiple regression analysis.

Research Results

Chapter 1 Key factors for the success of improving the private higher education management system in Hainan

Table 1 Descriptive statistics the Critical Success Factors of Modernization of Management System for Private Higher Education in Hainan

The Critical Success Factors of Modernization of Management System for Private Higher Education in Hainan		n=400		Interpret
		$\bar{x}$	S.D.	
1	Policy and regulatory environment	3.59	0.54	High
2	Capital investment and resource allocation	3.58	0.48	High
3	Enrollment and Employment Market	3.53	0.65	High
4	Corporate modernization struture	3.57	0.62	High
5	Teaching Quality and Evaluation System	3.56	0.60	High
6	Information construction and intelligent management	3.52	0.71	High
7	Construction of teaching staff	3.55	0.67	High
Overall Average		3.56	0.61	High

From Table 1, it was found that the policy and regulatory environment ($\bar{x} = 3.59$, S.D. = 0.54) was the most influential factor. The policy and regulatory environment provides the basic legal framework and institutional guarantee for private higher education, determines whether private schools can operate and manage in accordance with the law, and protects the legitimate rights and interests of schools. It is the foundation of the development of private higher education and has a significant impact on the direction of operations, resource allocation, teaching quality, faculty, student enrollment and employment, and the creation of information technology. The improvement of policies and regulations directly affects the healthy, stable, and sustainable development of private higher education. Therefore, among the many independent variables, the policy and regulatory environment is the first important variable.

Capital investment and resource allocation ($\bar{x} = 3.58$, S.D. = 0.48) Capital investment and resource allocation is core driving force and foundation. Analyze the funding sources, utilization efficiency, and resource allocation of private universities in Hainan Province, including government subsidies, social donations, tuition income, etc., and how these funds affect the hardware facilities, faculty strength, and teaching level of private universities. It is the material foundation and key

element for improving educational infrastructure, attracting teaching staff, ensuring teaching quality, promoting information construction and intelligent management, and expanding enrollment and employment markets.

Corporate modernization structure ($\bar{x}=3.57$, S.D.=0.62) The interviewees believe that the corporate modernization structure plays an important role in modernizing the education management system of private universities in Hainan. The main reason is that the corporate modernization structure can clearly define the rights and responsibilities of all parties, promote scientific and democratic decision-making, ensure the standardization and transparency of school operations, and thereby improve the efficiency and quality of education management, laying a solid organizational and management foundation for the development of private higher education.

Teaching Quality and Evaluation System ($\bar{x}=3.56$, S.D.=0.60) The interviewees believe that the teaching quality and Interpret system play an important role in achieving the modernization of the education management system of private universities in Hainan. The reason is that it directly relates to the improvement and guarantee of education quality. Through scientific teaching Interpret, teaching problems can be discovered and solved in a timely manner, inspiring teachers to improve teaching methods and content. At the same time, it also provides objective feedback for students' learning effectiveness, promotes the optimization of educational resource allocation, and promotes the modernization process of the overall education management system.

Construction of teaching staff ($\bar{x}=3.55$, S.D.=0.65) The interviewees believe that the construction of the teaching staff is crucial for the modernization of the management system of private universities in Hainan, as it directly affects the quality of teaching and research level, and is the key to enhancing the core competitiveness of the school.

Enrollment and Employment Market ($\bar{x}=3.53$, S.D.=0.60) The interviewees believe that enrollment and employment market are crucial for the modernization of the management system of private universities in Hainan, as they are related to the quality of student sources and the prospects of graduates, directly affecting the sustainable development and social reputation of the school.

Information construction and intelligent management ($\bar{x}=3.52$, S.D.=0.71) The respondents believe that information technology construction and intelligent management are crucial for the modernization of the management system of private universities in Hainan, as they can significantly improve management efficiency, promote optimized allocation of educational

resources, enhance school competitiveness, and adapt to the new trends of educational development in the information age.

Chapter 2 Improving the Management System of Private Higher Education in Hainan

Table 2 Descriptive Statistics of Modernization of Management System for Private Higher Education in Hainan.

Modernization of Management System for Private Higher Education in Hainan		n=400		Interpret
		$\bar{X}$	S.D.	
1	Governance Structure and Decision Efficiency	3.96	0.70	High
2	Informationization and intelligent management level	3.53	0.50	High
3	Teaching Quality and Innovation Capability	3.54	0.42	High
4	Resource allocation and utilization efficiency	3.76	0.72	High
5	Social Influence and Sustainable Development Capability	3.58	0.52	High
Overall Average		3.67	0.57	High

From Table 2, Governance Structure and Decision Efficiency: ($\bar{X}=3.96$, S.D.=0.70) focusing on the governance structure and decision efficiency, the main focus is on examining whether the governance structure of private universities is sound, including the composition of the board of directors (or council), division of responsibilities, decision-making processes, and the efficiency of these structures in actual operation. A modern governance structure should ensure the scientific, democratic, and efficient nature of decision-making, and promote the long-term development of schools.

Informationization and intelligent management level: ($\bar{X}=3.53$, S.D.=0.50) Informationization and intelligent management are important features of the modern higher education management system. This dimension mainly examines the investment and effectiveness of private universities in information technology construction, including the application of intelligent management tools such as academic management systems, teaching resource sharing platforms, and online teaching platforms, as well as the role of these tools in improving management efficiency and service quality.

Teaching Quality and Innovation Capability: ($\bar{X}=3.54$, S.D.=0.42) Teaching quality and innovation capability are important indicators for measuring the modernization level of the management system of private higher education. A modern management system should be able to stimulate teachers' teaching enthusiasm and innovation ability, improve students' learning

effectiveness and comprehensive quality, and promote the development of scientific research activities and the transformation of results.

Resource allocation and utilization efficiency: ($\bar{X}=3.76$, S.D.=0.72) It focuses on the allocation of resources such as funding, faculty, and teaching facilities in private universities, as well as the efficiency of their utilization. A modern management system should be able to optimize resource allocation, improve resource utilization efficiency, and ensure the smooth progress of teaching, research, and administrative work.

Social Influence and Sustainable Development Capability: ($\bar{X}=3.58$, S.D.=0.52) Social influence and sustainable development capability are long-term indicators for measuring the modernization level of the management system of private higher education. A modern management system should be able to enhance the visibility and reputation of private universities, and strengthen their influence in society; At the same time, it should also ensure the sustainable development of the school, including the stability and improvement of enrollment scale, employment rate of graduates, and school enterprise cooperation

Chapter 3 The Relationship between Key Factors Affecting the Success of Improving the Management System of Private Higher Education in Hainan

Table 3 Results of factors affecting Modernization of Management System for Private Higher Education in Hainan.

r_{xy} (p)	X_1	X_2	X_3	X_4	X_5	X_6	X_7	Y	Relationship level
X_1	1							0.638(**)	High
X_2	0.674(**)	1						0.693(**)	High
X_3	0.638(**)	0.731(**)	1					0.73(**)	Very High
X_4	0.491(**)	0.473(**)	0.565(**)	1				0.692(**)	High
X_5	0.238(**)	0.173(**)	0.232(**)	0.421(**)	1			0.374(**)	Moderate
X_6	0.312(**)	0.369(**)	0.463(**)	0.416(**)	0.382(**)	1		0.505(**)	High
X_7	0.365(**)	0.511(**)	0.519(**)	0.494(**)	0.409(**)	0.534(**)	1	0.607(**)	High
Y	0.638(**)	0.693(**)	0.730(**)	0.692(**)	0.374(**)	0.505(**)	0.607(**)	1	

There is a very strong positive correlation between X_1 , X_2 , X_3 , X_4 , X_5 , X_6 , X_7 , and Y of 0.638, 0.693, 0.730, 0.692, 0.374, 0.505, 0.607 and p of 0.000, indicating that the correlation is highly statistically significant). This indicates that the linear relationship between Y and these variables is very strong and the values of these variables tend to increase as Y increases.

Discussions

This study used survey, interview, and questionnaire analysis to study the improvement of private higher education management system in Hainan: 1) policy and regulatory environment, 2) capital investment and resource allocation, 3) organizational improvement structure, 4) teaching quality and evaluation system, 5) faculty formation, 6) enrollment and employment market, 7) intelligent data generation and management. In summary, in the research on the improvement of private higher education management system in Hainan, the seven independent variables, namely policy and regulatory environment, capital investment and resource allocation, organizational improvement structure, teaching quality and evaluation system, faculty formation, enrollment and employment market, intelligent data generation and management, are jointly important elements in promoting the improvement process. The following summarizes in detail the logical relationship between these seven variables in promoting the improvement of private higher education management system in Hainan, as well as the position, value, and importance of these variables, respectively, which is consistent with the research of Raksasub and Jirarotephinyo (2020) in the study on The Development of Quality and Educational Standards of Private Higher Education Institute Under the New Quality Assurance Framework.

Knowledge from Research

The study on the modernization of management system for private higher education in Hainan has provided new knowledge on the application of digital technology in teaching and management to enhance learning flexibility, the introduction of ERP system to manage resources efficiently, and the use of data in evaluation to make educational decisions more accurate and timelier. In addition, the development of personnel skills and the establishment of strong links between institutions and external organizations will improve the efficiency of educational management and create sustainable cooperation.

Conclusion

The modernization process of Hainan's private higher education management system has made significant progress in policy and regulatory environment, funding and resource allocation, corporate modernization structure, teaching quality and evaluation system, faculty team construction, enrollment and employment market, as well as information technology construction and intelligent management. However, there are still some problems and challenges. In the future,

we should further improve the policy and regulatory environment, increase funding and resource allocation, optimize the corporate modernization structure, establish a scientific teaching quality evaluation system, strengthen the construction of the teaching staff, broaden enrollment channels and enhance the employment competitiveness of graduates, and promote information technology construction and intelligent management. The implementation of these measures will effectively promote the modernization of management system for private higher education in Hainan, and provide strong support for the sustained and healthy development of private higher education in Hainan and even the whole country.

Suggestions

1. It is suggested that the Hainan Provincial Government and relevant departments further improve the policy and regulatory system of private higher education, clarify the legal status, rights protection, and regulatory mechanisms of private universities. Intensify policy support for private higher education, such as providing tax incentives, land supply, and other support, to create a more relaxed development environment for private universities.

2 . Optimize the policy and regulatory environment: Improve the legal and regulatory system for private higher education, clarify the legal status, rights protection, and regulatory mechanisms of private universities. Develop more attractive policies to encourage social capital investment in private higher education, while strengthening financial support and tax incentives for private universities.

3. Future research should delve deeper into the long-term impact of policy and regulatory environments on the modernization of the management system of private higher education, including the prediction of policy changes and their response strategies for private universities.

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