



Leadership Role of Administrators as Perceived by Faculty Members of the Conservatory of Music in Haikou University of Economics

Liu Haoyuan

Student, Master of Education in Educational Administration, Rajapruk University

Sakda Sathapornwachana

Advisor, Master of Education in Educational Administration, Rajapruk University

Abstract

The objectives of this research were to 1) study Leadership role of administrators as perceived by faculty members of the Conservatory of Music in Haikou university of Economics, and 2) comparison the opinion of Leadership role of administrators as perceived by faculty members of the Conservatory of Music in Haikou university of Economics classified by gender, age, education level and work experience. The research sample consisted of 40 faculty members from the Conservatory of Music in Haikou University of Economics. Which determined sample size by Krejci and Morgan's sample size table and randomly selected by simple random sampling. The instrument for data collection was a set of 5-rating scale questionnaire with an IOC .67-1.00 and the reliability value of .88. The statistics used for data analysis included frequency, percentage, mean, standard deviation, t-test, One-way ANOVA and LSD.

The results of the research were as follows: 1) Leadership role of administrators as perceived by faculty members of the Conservatory of Music in Haikou university of Economics. According to faculty members opinions, the overall was at a highest level. An aspect with the highest level were facilitator and appraiser, followed by forecaster, enabler, and advisor, and 2) compare Leadership role of administrators as perceived by faculty members of the Conservatory of Music in Haikou university of Economics found that classified by gender and age and work experience, in overall and aspect, were not different.

Keywords: leadership role, administrators of Conservatory of Music, Haikou University of Economics.



Background and Importance of the Problem

University administrators are the leaders of various departments and units, and are responsible for important functions such as uploading, organizing, and coordinating. The leadership level of the management personnel has a great impact on the realization of the school's development goals and the smooth progress of various tasks, especially on the school's overall level and long-term planning, and directly affects the school's educational strength.

An administrator's leadership role refers to the specific qualities, characteristics, and behaviors exhibited by individuals who act as managers or leaders. These roles are often associated with leadership and can have a significant impact on an employee's values, ideology, work style, and habits of mind.

At present, the Chinese education department has put forward the construction goal of higher education - "speeding up the construction of first-class universities and first-class disciplines and realizing the connotative development of higher education". This is an inherent requirement for higher education to enter a new era, and it is also an inherent requirement for realizing a higher education power. Under the background of deepening comprehensive reform, the internal management of colleges and universities is becoming more and more complicated and specialized, which urgently requires high-level schools to have a management team with good professional quality and professional training. University administrators are the leaders of various departments and colleges, and are responsible for important functions such as uploading, organizing, and coordinating. The ability and quality of school management personnel have a great impact on the realization of the school's development goals and the smooth progress of various tasks, especially on the school's overall level and long-term planning, and directly affect the school's educational strength. The report of the Nineteenth National Congress pointed out that our party should "comprehensively enhance the ability to govern" and put forward



the eight aspects of strengthening learning ability, political leadership ability, reform and innovation ability, scientific development ability, rule of law ability, mass work ability, execution ability, and risk ability. Specific requirements. Therefore, based on the requirements of the "eight skills" of leadership, it is of great significance to study the role of university leaders.

There are 46 administrators in the Conservatory of music in Haikou University of Economics, including dean, vice dean, assistant dean, party secretary deputy secretary, educational affairs director, Head of Student Affairs, etc., who are effective in daily administrative processing and emergency management. Haikou University of Economics belongs to a private enterprise, and there are still many problems with the characteristics of managers in private universities and improving their leadership abilities. 1. The large workload affects the quality of work; 2. Unreasonable incentive policies and low treatment affect stability; 3. The training effect is not ideal, and the shortage of funds restricts the quality of training; 4. The decline in job satisfaction and the impact of job burnout on development (*Yang Yanhong, 2016*)

Many foreign scholars have conducted research on leadership role-related theories, but in China, there are few related studies on leadership role, and there is a trend of gradual differentiation.

For the role of university leaders, domestic and foreign academic circles have very rich research. the five broad categories described below. Each category is a distinctive leadership role in "The leader of the Future" by Francis Hesselbein (1997) that corresponds to a different stage of the career development process. These roles are facilitator, appraiser, forecaster, adviser, and enabler. To engage people's career interests as a basis for leadership, it is necessary to be proficient at all five roles.

Starting from the core function of knowledge inheritance, dissemination and innovation, the mission and ideal of educators is to realize knowledge inheritance, dissemination and innovation. According to this logic, the role of university leaders



should be educators, at least, their primary role is that of educators. For other roles, it should be a leading educator, in order to realize the mission and function of the university, it should possess various abilities and qualities. In Order to give full play to the role of Chinese universities in the process of the country, the rejuvenation of the nation, and the inference and incline Of National Civilization, University Leaders Shoulder Firm Execution and PROMOTION and Comprehensive Capabilities, and Become Management experts; In order to fully respect the organizational characteristics of universities, especially teachers and students who represent human civilization to jointly promote knowledge inheritance and innovation, university managers must have noble moral qualities and personality charm. In short, in order to realize the country's mission requirements for colleges and universities, becoming an educator who truly understands management should be the common pursuit of university leaders and the primary role of university leaders.

Research Objectives

- 1) To study Leadership role of administrators as perceived by faculty members of the Conservatory of Music in Haikou university of Economics.
- 2) To compare Leadership role of administrators as perceived by faculty members of the Conservatory of Music in Haikou university of Economics classified by gender, age, education level and work experience.

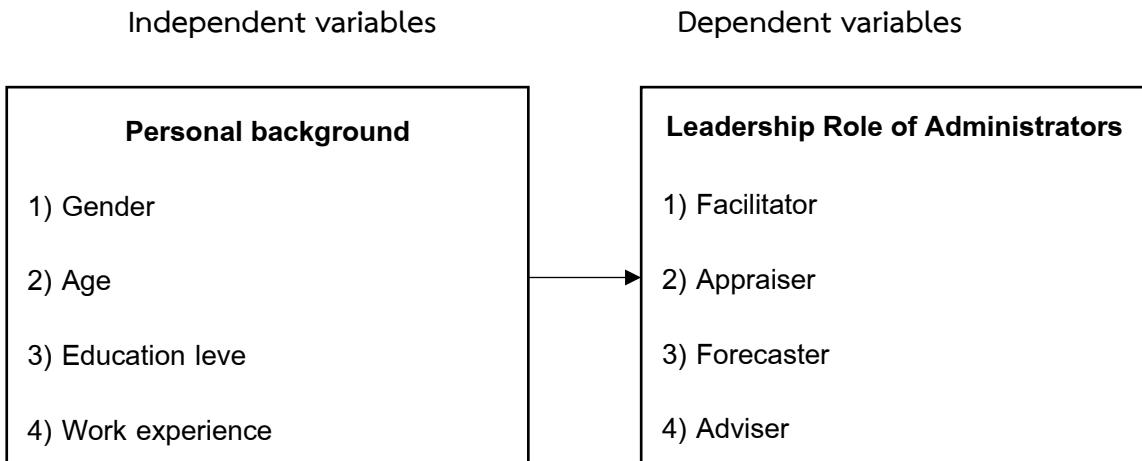
Research Hypothesis

Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics are different when classified by difference of gender, age, education level and work experience.



Conceptual Framework

Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics



The population used in this research were 46 faculty members of the Conservatory of Music in Haikou University of Economics. The research sample comprised 40 faculty members as suggested by Krejcie and Morgan's Table for Determining Sample Size (Robert V. Krejcie and Earyle W. Morgan, 1970 cited in Laddawan Petcharoj, 2019)

The instrument used for collecting data was a questionnaire developed by the researcher himself. Questionnaire to obtain data on the respondents' personal background including gender, age, educational level and work experience. and the questionnaire survey on the opinions of Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics. Statistics for Research and SPSS Application Techniques). The questionnaires were 5 rating scales with validity by IOC between .67-1.00 and reliability was .88. The statistics used an analysis of the data to obtain descriptive statistics; frequency, percentage, mean, standard deviation, t-test One-way ANOVA and LSD.



Research result

Table 1 Mean, standard deviation, meaning and rank of faculty member's opinions on leadership Role of Administrators

Aspect	leadership role of administrator	\bar{X}	SD.	Meaning	Rank
1	Facilitator	4.58	.46	Highest	2
2	Appraiser	4.58	.46	Highest	1
3	Forecaster	4.49	.54	High	3
4	Adviser	4.46	.62	High	5
5	Enabler	4.49	.67	High	4
Total		4.52	.45	Highest	

From Table 1 it revealed that the leadership role of administrator in total is highest ($\bar{X}=4.52$, SD=. 45), The highest aspects with the highest level were Facilitator and Appraiser ($\bar{X}=4.58$, SD=. 46) followed by Forecaster, Enabler and Adviser respectively.

**Table 2** Mean, standard deviation, meaning and rank of “Facilitator”.

(n=40)

Item	Facilitator	\bar{X}	SD.	Meaning	Rank
1	Help teacher understand professional values	4.65	.53	Highest	2
2	Let teacher understand the importance of career planning	4.68	.62	Highest	1
3	Create an atmosphere for teacher to discuss career issues	4.45	.68	High	4
4	Help teacher understand and articulate what they want in their careers	4.52	.55	Highest	3
Total		4.58	.46	Highest	

From Table 2 it reveal that Leadership role of administrator Perceived by faculty

Members of the Conservatory of Music in Haikou university of Economics in the total was at the highest level ($\bar{X}=4.58$, SD=.46). The highest aspect was “let teacher understand the importance of career planning” in the highest level. ($\bar{X}=4.68$, SD=.62), followed by “Help teacher understand professional values”, Help teacher understand and articulate what they want in their careers” in the highest level and “Create an atmosphere for teacher to discuss career issues in the high level respectively.”

**Table 3** Mean, standard deviation, meaning and rank of “Appraiser”.

(n=40)

Item	Appraiser	\bar{X}	SD.	Meaning	Rank
1	Provide honest feedback to teacher about their performance	4.70	.46	Highest	1
2	Know teacher performance standards and expectations	4.58	.59	Highest	3
3	Know what teachers need to do to improve their work	4.62	.59	Highest	2
4	Give suggestions to improve work efficiency	4.42	.64	High	4
Total		4.58	.46	Highest	

From Table 3 it reveal that a Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics were at the highest level ($\bar{X}=4.58$, SD=.46). The highest aspect was “Provide honest feedback to teacher about their performance” ($\bar{X}=4.70$, SD=.46), followed by “Know what teachers need to do to improve their work”, “Know teacher performance standards and expectations in the highest level and Give suggestions to improve work efficiency” in high level respectively.

**Table 4** Mean, standard deviation, meaning and rank of “Forecaster”.

(n=40)

Item	Forecaster	\bar{X}	SD.	Meaning	Rank
1	Provide information about profession and industry	4.68	.57	Highest	1
2	Help teacher find sources of information	4.42	.71	High	3
3	Anticipate new developments that may affect the teaching profession	4.30	.79	High	4
4	Communicating the strategic direction of the organization to teacher	4.58	.64	Highest	2
Total		4.49	.54	High	

From Table 4 it reveal that a Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics were at the high level ($\bar{X}=4.49$, SD=.54). The highest aspect was “Provide information about profession and industry” ($\bar{X}=4.68$, SD=.57). followed by “Communicating the strategic direction of the organization to teacher”, in the highest level “Help teacher find sources of information” and “Anticipate new developments that may affect the teaching profession” in high level respectively.

**Table 5** Mean, standard deviation, meaning and rank of “Advisor”.

Item	Adviser	\bar{X}	SD.	Meaning	Rank
1	let teacher understand their ideal career goals	4.53	.64	Highest	1
2	Help teacher choose their current career goals	4.42	.68	High	4
3	Link teacher career goals to organizational needs	4.45	.78	High	2
4	Propose possible sources and barriers to achieving career goals	4.45	.85	High	3
Total		4.46	.62	High	

From Table 5 it reveal that a Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics were at the high level ($\bar{X}=4.46$, $SD=.62$). The highest aspect was “let teacher understand their ideal career goals” ($\bar{X}=4.53$, $SD=.64$). followed by high level “Link teacher career goals to organizational needs”, “Propose possible sources and barriers to achieving career goals” and “Help teacher choose their current career goals” respectively.

**Table 6** Mean, standard deviation, meaning and rank of “Enabler”.

(n=40)

Item	Enabler	\bar{X}	SD.	Meaning	Rank
1	Help teacher develop a plan to achieve career goals	4.53	.68	Highest	2
2	Expand your own industry field and help teacher achieve their goals	4.58	.78	Highest	1
3	Discuss teacher capabilities and career goals with other organizations that may offer opportunities	4.53	.75	Highest	3
4	Leaders recommend resources to teachers	4.32	.67	High	4
Total		4.49	.67	High	

From Table 6 it reveal that a Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics were at the high level ($\bar{X}=4.49$, $SD=.67$). The highest aspect was “Expand your own industry field and help teacher achieve their goals” ($\bar{X}=4.58$, $SD=.78$). followed by highest level “Help teacher develop a plan to achieve career goals”, “Discuss teacher capabilities and career goals with other organizations that may offer opportunities” and “Leaders recommend resources to teachers” in high level respectively.



Table 7 Results of comparing Mean and Standard Deviation of Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics, classify by gender:

(n=40)

Aspect	leadership role of administrator	Gender				t	p-value.		
		Male		Female					
		\bar{X}	SD	\bar{X}	SD				
1	Facilitator	4.60	.42	4.55	.51	.32	.75		
2	Appraiser	4.61	.42	4.55	.49	.43	.67		
3	Forecaster	4.45	.46	4.52	.60	-.38	.71		
4	Adviser	4.50	.52	4.43	.70	.33	.75		
5	Enabler	4.57	.44	4.42	.81	.69	.49		
Total		4.55	.39	4.50	.50	.36	.73		

From Table 7, the opinions of Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics, classify by gender. There was not different, in overall and particular aspects.



Table 8 Results of comparing Mean and Standard Deviation of Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics, classify by age:

(n=40)

Aspect	leadership role of administrator	Age				t	p-value		
		Under 35		Over 36					
		years old	SD	years old	SD				
1	Facilitator	4.57	.43	4.58	.55	-.07	.94		
2	Appraiser	4.56	.48	4.62	.43	-.39	.70		
3	Forecaster	4.45	.57	4.58	.48	-.68	.50		
4	Adviser	4.50	.54	4.35	.79	.72	.48		
5	Enabler	4.56	.53	4.31	.94	1.08	.29		
Total		4.53	.43	4.49	.52	.26	.82		

From Table 8, the opinions of Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics, classify by age. There was not different in overall and particular aspects.



Table 9 Results of comparing Mean and Standard Deviation of Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics, classify by education level:

(n=40)

Aspect of administrator	leadership role	Education level				t	p-value.		
		Bachelor's degree		Master's degree or above					
		\bar{X}	SD	\bar{X}	SD				
1	Facilitator	4.60	.44	4.54	.50	.41	.69		
2	Appraiser	4.62	.42	4.52	.51	.66	.51		
3	Forecaster	4.52	.56	4.45	.54	.37	.71		
4	Advisor	4.63	.49	4.25	.71	2.00	.05		
5	Enabler	4.59	.45	4.36	.87	1.08	.29		
Total		4.59	.40	4.42	.51	1.17	.25		

* Statistically significant at level of .05

From Table 9, the opinions Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics, classify by education level. There was not different in total and all aspects, except "Advisor" aspect was statistically significant at the .05 level.



Table 10 Results of comparing Mean and Standard Deviation of Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics, classify by work experience:

(n=40)

Aspect	leadership Role of Administrators	Work experience					
		Less than 5 years		5-10 years		More than 10 years	
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD
1	Facilitator	4.47	.46	4.55	.45	4.65	.50
2	Appraiser	4.33	.61	4.61	.40	4.68	.39
3	Forecaster	4.27	.68	4.51	.54	4.59	.46
4	Adviser	4.44	.66	4.53	.50	4.40	.72
5	Enabler	4.38	.60	4.65	.42	4.39	.88
total		4.38	.52	4.57	.40	4.54	.48

From table 10, Leadership role of administrators as Perceived by faculty members of the Conservatory of Music in Haikou university of Economics, classify by work experience , it reveald that the highest aspect with the highest level was group of work experience “5-10 years” ($\bar{X}=4.57$, SD=.40), followed by more than 10 years ($\bar{X}=4.54$, SD=.48), and the lowest was less than 5 years ($\bar{X}=4.38$, SD=.52),



Table 11 The analysis of variance of faculty's opinions on leadership Role of Administrators of Conservatory of Music in Haikou University of Economics classify by work experience.

(n=40)

Aspect	of administrator	leadership role	Variance sources	SS	df.	MS	F	Sig
		Between groups						
1	Facilitator	Within a group	8.19	37	.22			
		Total	8.40	39				
		Between groups	.75	2	.38	1.85	.17	
2	Appraiser	Within a group	7.55	37	.20			
		Total	8.30	39				
		Between groups	.59	2	.29	1.00	.38	
3	Forecaster	Within a group	10.85	37	.29			
		Total	11.44	39				
		Between groups	.13	2	.06	.16	.85	
4	Advisor	Within a group	14.82	37	.40			
		Total	14.94	39				
		Between groups	.63	2	.32	.69	.51	
5	Enabler	Within a group	16.99	37	.46			
		Total	17.62	39				
		Between groups	.22	2	.11	.53	.60	
	Total	Within a group	7.83	37	.21			
		Total	8.05	39				



From table 11, the opinions Leadership role of administrators as perceived by faculty members of the Conservatory of Music in Haikou university of Economics, classify by work experience.in overall and particular aspects. There was not different.

Discussion

The results of the study show that the leadership role of administrators is "appraiser" at the highest level. It might be Educational appraisal is a kind of value judgment activity in university or collage on the purpose, process, results and participants of educational activities according to certain value standards, which means that educational appraiser needs to assume corresponding ethical responsibilities during the appraise process. To undertake the ethical responsibility of educational evaluation, the evaluator's self-discipline is of course very necessary, but the evaluator's heteronomy is also indispensable. First, it is necessary to establish professional educational evaluation ethics standards, formulate specific and feasible evaluation codes of conduct, put forward ethical requirements for the evaluation behavior of evaluators, and guide and constrain evaluators to adhere to the correct ethical orientation in the evaluation process. This requires relevant departments or institutions to organize professionals to conduct research on various ethical issues that arise in educational evaluation, and on the basis of collecting, classifying, and analyzing the problems, put forward a code of conduct with strong operability, so that evaluators can make specific Can make correct judgments and choices when encountering ethical issues in the evaluation situation. Secondly, when training education evaluators, we should not only pay attention to the improvement of evaluators' scientific literacy and help them master scientific evaluation methods and techniques, but also pay attention to making evaluators full of humanistic feelings and clarify their ethical responsibilities. And provide evaluators with rich knowledge and experience and



improve their sensitivity and ability to identify ethical issues in educational evaluation. this finding is consistent with *Xin Jixiang (2014) Ethical Responsibilities of Education appraiser*. a corresponding evaluation supervision mechanism can also be established to evaluate the behavior of evaluators, thereby urging evaluators to enhance their awareness of ethical responsibility, reduce ethical errors in evaluation, and enable educational evaluation to truly play a role in promoting the development of evaluation objects.

The results of the study show that the leadership role of administrators is "Facilitator" at the highest level. It might be a famous saying in the Chinese education circle: a good principal is equal to a good school. This sentence is very reasonable, and almost no one doubts it. However, from the practice of modern school management, we need to understand this sentence more comprehensively and dialectically. When I became a teacher, I firmly believe that a good team is equal to a good school rather than a good principal is equal to a good school. I know the principal of a middle school. She turned a backward junior high school into a "prestige school" with a high enrollment rate. Everyone recognizes that she is a good principal. However, an illness caused her to retreat and her grades in school slipped. Although many people think that "this principal is better" and "only she can do it". And such a result just shows the failure of her personal management, because she did not bring out an excellent team and did not build up the school spirit! In this sense, she is a failed principal! Later, a new A young principal took over. Through the establishment of a united and cooperative team, the wisdom and strength of the team group have significantly improved the school's comprehensive education level. Therefore, the principal plays a key role in team building, and should strive to be the leader of team thinking, the builder of team spirit, and the facilitator of team success. this finding was in the line with *Qu Jing (2009) Be the leader, builder and facilitator of team building*. The study proposed that the leader plays a key role in team building and



should strive to be the leader of team thinking, the builder of team spirit, and the facilitator of team success.

The role of the forecaster is at a high level. It might be, in the relevant departments of the university (such as: admissions department, employment department), managers act as disseminators and receivers of information, and they can obtain relevant information quickly, accurately and in large quantities. And pass related information, this finding was in line with *Zhu Liying (2019) studied on Role Transformation: The New Pursuit of University teaching managers* and *Hou Weida & Zhang Lina (2020) studied On the team construction of Party Branches in Universities from the Role Theory of Administrators*. This plays a vital role in the "metabolism" of university resources.

The role of the enabler is at a high level. It might be university students no have social experience, if they just learn their majors by rote, they will not be able to get a job successfully. This requires a enabler role, or a teacher, or a manager, to provide corresponding guidance for college students during the four years of university Employment education, thereby promoting the employment of college students. this finding was in line with *Zhu Yunmei (2020) Employment of College Students and Responsibility of College Education Managers*. The employment problem of college students is not only a problem faced by college students and their families, but also a problem of the whole society. College students are the most dynamic new force today. They have new ideas, new technologies, which is exactly what society needs.

"Adviser" has the lowest average value among the five roles, but it is also a high level. It might be in Chinese universities, especially private universities like Haikou University of Economics with more than 20,000 students, "Adviser" is a necessary role, and this role is "counselor". It can be said that a school can live without a teacher for a day, but it cannot be without a counselor for a day. University counselors plan, organize, direct, coordinate and control student activities. To manage students,



specifically reflected in daily affairs management, student growth, crisis intervention, stability and maintenance, this finding was in line with *Zhao Chao and Gao Wei (2019) Structural Dimension Analysis of the Role of University counselor managers*, Daily counselors guide students to quickly integrate into the university environment, so that students can quickly accept university life and study. At the same time, counselors conduct targeted education and training on students' self-discipline, guide students to form a good ability to control personal behavior and time, make good life and study plans.

Suggestion

From the data analysis, it can be seen that administrators and teachers pay more attention to the "appraiser" in the leadership role, because in the work of colleges and universities, administrators and teachers hope to get external voices to clarify their work status and achievements. Suggestions can make the work more efficient. also, because conservatories are different from other majors, their thinking and behavior are more open, and their teaching methods are more diversified, so as the administrators and teachers of conservatories, their leadership roles should also be more diversified.

1 the aspect of "adviser" was the lowest mean and I found that the item of "Help teacher choose their current career goals" was the lowest, According to the current situation of the Conservatory of Music in Haikou University of Economics, I suggest that when a new faculty staff enters the job, the relevant leaders should understand the situation and work goals of the faculty staff, so that they can accurately and quickly devote themselves to work and give full play to their own value.

2 "Enabler" is the fourth of the five variables, and it is found that the average value of Leaders recommend resources to teachers is the lowest. According to the current situation of the Conservatory of Music in Haikou University of Economics, I suggest that as a leader, when the teachers and faculty staff encounter difficulties in



work and teaching, should provide and recommend good resources to help them solve the problem.

3 "Forecaster" is the third place of the five variables, and it is found that the average value of Anticipate new developments that may affect the teaching profession is the lowest. According to the current situation of the Conservatory of Music in Haikou University of Economics, I suggest that as a leader, should have a keen insight into society and colleges and universities. When new policies come, it is necessary to predict whether there will be an impact on the development of teachers' careers. Therefore, leaders should have the ability to predict future career development.

4 "Facilitator" is the second highest average among the five variables, and I found that create an atmosphere for teacher to discuss career issues has the lowest average. According to the current situation of the Conservatory of Music in Haikou University of Economics, I suggest that as a leader, when teachers and staff are talking about work issues, there can be an open space for everyone to discuss freely. Only in this way can we get the truest thoughts of the teachers and staff, and can really help them solve the difficulties they encounter in work and teaching, and help them solve problems.

5 "Appraiser" has the highest average of the five variables, and I found that the item of Give suggestions to improve work efficiency has the lowest average. According to the current situation of the School of Music of Haikou University of Economics, I suggest that as a leader, when you find that the working status of the teaching staff is low or the grades drop suddenly, you should analyze the reasons and actively communicate with them, point out the problems and provide help to improve work efficiency.



Reference

Hou Weida & Zhang Lina (2020) On the team construction of Party Branches in Universities from the Role Theory of Administrators. **Journal of Jilin Radio and Television University**, (08), 34-36

Qu Jing (2009) **Be the leader**, builder and facilitator of team building. *Jilin Education*, (03)

Santora, J. C., & Sarros, J. C. (1996). New Skills for New Leadership Roles In Hesselbein, F., Goldsmith, M., & Beckhard, R. **The Leader of the Future: New Visions, Strategies, and Practices for the Next Era** Drucker Foundation Future Series. John Wiley & Sons, Inc. (US).

Xin Jixiang (2014) Ethical Responsibilities of Education appraiser *China Academic Journal Electronic Publishing House*.

Petchroj Laddawan. (2019). **Statistics for Research and SPSS Application Techniques**, Bangkok: Chareon Dee Monkong Kanpim

Zhao Chao. & Gao Wei. (2019). Structural Dimension Analysis of the Role of University counselor managers. **Jiangsu Higher Education**, (7), 115-119.

Yang Yanhong. (2016). Investigation and Analysis on the Current Situation of Applied Teacher Team Construction in Undergraduate Colleges and Universities in Hainan Province[J]. **Human resource management**, 184-187

Zhu Liying. (2019). Role Transformation: The New Pursuit of University teaching managers. **Jiangsu Higher Education**, (11), 58-64.

Zhu Yunmei (2020) Employment of College Students and Responsibility of College Education Managers. **Journal of Hubei Open Vocational College** ,33(10), 59-60+67.