

INNOVATIVE LEADERSHIP FACTORS AFFECTING ADMINISTRATION EFFECTIVENESS OF HIGHER ART COLLEGES IN HEILONGJIANG PROVINCE

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ABSTRACT

The objectives of this research were: (1) To study the factors of Innovative Leadership Administrators and the components of administration effectiveness. (2) To explore factors of Innovative Leadership Administrators affecting Administration effectiveness of higher art Colleges in Heilongjiang Province and (3) To propose the guideline for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province.

The research was a mixed method between quantitative research and qualitative research. Population consisted of 1,889 administrators, teachers and staff from 17 public higher art colleges in Heilongjiang Province, the People's Republic of China. obtained by stratified sampling method, totaling 330 samples. The key informants were 9 administrators from 17 public higher art colleges, obtained through a purposive sampling method. The expert for Focus Group Discussion were comprised of seven experts to confirm model. The instruments used for data collection included a five-point rating scale questionnaire and validation checklist. The statistics used for data analysis were frequency, percentage three managerial guidelines for component of Innovative thinkingmean, Standard Deviation (EFA) , and Confirmatory Factor Analysis. Both in depth interviews and Focus Group Discussion were analyzed by content analysis.

The research findings revealed that; (1) There were six factors of Innovative Leadership Administrators, as follows: Innovative thinking, Innovation ability, Leadership style, Innovation management, Organizational innovation, Innovation environment, and six components of

administration effectiveness, and Institutional system, Performance appraisal, Teaching staff, Talent training, Education innovation, social value. (2) The six have an impact factor of Innovative Leadership Administrators affecting Administration effectiveness of higher art Colleges in Heilongjiang Province. as follows: Innovative thinking, Innovation ability, Leadership style, Innovation management, Organizational innovation, Innovation environment, (3) The developed implementation guideline contained 21 items used for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province.

Keywords: Innovative Leadership Administrators, Administration effectiveness, Higher art Colleges, Heilongjiang Province

1. Introduction

Innovation is one of the few topics that may not die out around the globe, due to its paramount significance for leaders, communities, nations, and ultimately all of humanity (Bloch & Bugge, 2013). Higher education institutes (HEIs) are learning organizations with great potential to be sources for sustainable visions, skilled leaders, and viable solutions to existing problems and emerging challenges (McNamara, K.H.2010). Universities are major drivers for innovation and growth through their essential roles in transforming societies through human capital development and serving as sources of hope for a better future for their nations (Ernst & Young, 2012). Therefore, it is concluded that the innovative development of the university is not only an extension of teaching and research, but all the factors are interrelated. Although each university's innovation has multiple factors that influence each other, they also permeate the characteristics of this innovation, making the whole university an innovative institution. More specifically, for innovative development to succeed, factors need to interact with each other.

China is committed to making innovation the primary driving force for development. The Ministry of Education held a press conference Statistics show that in the past 10 years, more than 40 percent of academicians in China and China and nearly 70 percent of recipients of the National Outstanding Young Scientist Fund are gathered in universities and colleges (Bao& Xie, 2022). Colleges and universities as an important part of national innovation system, basic research, and interdisciplinary integration advantage into building national strategic strength the important driving force of science and technology, accelerate the high-level technology free-standing self-improvement, in the construction of the new journey of science and technology power to make new contributions to.

In terms of education, forming the innovation consciousness of discipline integration and creating the environment needed to train innovative talents are the most critical elements in the implementation process of college administrators (Ren, 2020). When university administrators grasp the innovative leadership, they will grasp the core of leadership, maintain the vitality of the profession, and maintain the motivation of career development.

Heilongjiang Provincial Department of Education has adopted a series of measures to stimulate the innovation vitality of colleges and universities and promote the transformation of scientific and technological achievements (Cai, 2018). In the new era, Improve the national spirit, cultivate new people of the times we, should take the initiative to connect the actual development of cultural undertakings and cultural industries (Guan, 2019). Heilongjiang Province implements the whole process of education, strives to cultivate high-quality and professional artistic talents, to create a cradle for the cultivation of artistic talents. make art colleges and universities better and better, to create a new way for public art colleges and universities set up independently in northeast China.

In conclusion, find the innovative leadership factors of university administrators, and innovate in the management of art colleges, to meet the development needs of the new era. Propose feasible concrete measures and supporting measures in the future through feasible innovative leadership techniques and strategies, inject a fresh stream of innovation into higher education, and lead the continuous progress and innovation of higher education, to promote the quality of higher education and the sustainable development of colleges.

2. Research Objectives

(1) To study the factors of Innovative Leadership Administrators and the components of administration effectiveness.

(2) To explore factors of Innovative Leadership Administrators affecting Administration effectiveness of higher art Colleges in Heilongjiang Province.

(3) To propose the guideline for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province.

3. Research Method

(1) Research Design

The research design of this research was mixed method which are mixed between quantitative research and qualitative research. To study the factors of innovative leadership

administrators affecting administration effectiveness of higher art colleges, Heilongjiang province. Phase1: This phase design by using the qualitative research method from 21 documents related to the factors of innovative leadership and interview the 9 educational experts. And an exploratory research design will be employed. Phase2: A quantitative research methods will be used, and an explanatory research design will be employed. Using the key factors of innovative leadership that resulted from phase 1 studied. Phase 3: This phase design by using the qualitative research method to collect suggestion from the educational experts to filter it, it's appropriate process for proposing the guideline for improving innovative leadership administrators.

(2) Population and Sample

The research was a mixed method between quantitative research and qualitative research. The key informants were 9 administrators from 17 public higher art colleges, obtained through a purposive sampling method. The five Experts for verification Item-Objective Congruence (IOC). Population consisted of 1,889 administrators, teachers and staff from 17 public higher art colleges in Heilongjiang Province, obtained by stratified sampling method, totaling 330 samples. The expert for Focus Group Discussion were comprised of seven experts to confirm model.

(3) Research Instruments

The main instruments used in this research was a 5-level rating scale questionnaire that the researcher created from the review of literature and the validity checked by 5 experts, included the reliability the Cronbach's Alpha coefficient was 0.967. The exploratory factor analysis process in was mainly to obtain variables through the initial questionnaire, and then used the SPSS software to test whether the KMO and significance values of the data met the requirements for further operation of exploratory factor analysis (EFA). Finally, the AMOS path is used to analyze the factors that affect the management effectiveness of innovative leaders.

(4) Data Collection

The steps for data collection will be as follow: Request permission to collect data for research to the Faculty of Education. Request a letter of recommendation for the researcher from the Faculty of Education. Selection the coordinating teachers to help assist in coordinating data collection in each institution. Those will be oriented to understand the details of the questionnaire administration and data collection. Carry out data collection with the selected samples by sending questionnaires to the coordinator teacher who will help for collect data with the selected samples in each school/college/department by online.

(5) Data Analysis

All information obtained is make using content analysis which is a method for analyzing quality data. To study the factors of Innovative Leadership Administrators and the components of administration effectiveness. Computer software will be used for data management and data analysis will be software in computer software packet will be employed for analyses the categorical variables. In terms of the qualitative method, the data analysis use content analysis by bring the experts' opinions to distinguish, to exploring the factors of Innovatively Leadership for Administrators of higher art Colleges in Heilongjiang Province. Using EFA and multiple regression. The key informants were the principal, dean, director, and education expert of art major in colleges and higher art colleges in Heilongjiang Province, obtained by purposive sampling method, The instruments used for data collection were focus group discussion. To propose the guideline for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province.

4. Research Results

The research procedures involved three phases. In phase (1), Combined with literature review and the key information provider, interviews, the researchers of the content analysis method, through the literature review and information provider interview elements and frequency and percentage statistics, the researchers selected $\geq 50\%$ percentage of leading management and innovative leadership management effectiveness elements, finally get 6 factors of Innovative Leadership Administrators, And 6 components of administration effectiveness.

Phase (2) researchers conducted research through Exploratory Factor Analysis (EFA). The sample size was determined by administrators, teachers, and staff from 17 public universities majoring in art in Heilongjiang Province, obtained by stratified sampling method, totaling 330 Samples.

the typical process of exploratory factor analysis (EFA) was as follows : (1) identify and collect observational variables; (2) Obtain the covariance matrix; (3) Verify the proposed covariance matrix for EFA (significance level); (4) Selection of extraction factor method (principal component analysis principal factor analysis); (5) Factor discovery and factor load; (6) Determine the number of extracted factors (Kaiser criterion and Scree test were used as the criteria for the number of extracted factors); (7) Interpretation of extracted factors. The exploratory factor analysis process in this paper was mainly to obtain variables through the

initial questionnaire, and then used the SPSS software to test whether the KMO and significance values of the data met the requirements for further operation of exploratory factor analysis (EFA). Through inferential statistics, factor and factor load were obtained by set principal component extraction method and rotating maximum variance method. According to the standard of extraction factor, the number of final extraction factor was determined, and the extracted factor was finally explained.

Table 1 Result of Data Analysis on Questionnaire: Descriptive statistics

(n = 330)

	N [↵]	Minimu m [↵]	Maximu m [↵]	Mean [↵]	Std. Deviation [↵]	Skewness [↵]	Kurtosis [↵]	
	Statistic [↵]	Statistic [↵]	Statistic [↵]	Statistic [↵]	Statistic [↵]	Statistic [↵]	Std. Error [↵]	Std. Error [↵]
Innovative thinking [↵]	330 [↵]	1.00 [↵]	5.00 [↵]	3.128 [↵]	1.022 [↵]	-.042 [↵]	.134 [↵]	.268 [↵]
Innovation ability [↵]	330 [↵]	1.00 [↵]	5.00 [↵]	3.370 [↵]	0.814 [↵]	-.049 [↵]	.134 [↵]	.268 [↵]
Leadership style [↵]	330 [↵]	1.00 [↵]	5.00 [↵]	3.357 [↵]	0.876 [↵]	-.176 [↵]	.134 [↵]	.268 [↵]
Innovation management [↵]	330 [↵]	1.00 [↵]	5.00 [↵]	3.217 [↵]	0.942 [↵]	-.144 [↵]	.134 [↵]	.268 [↵]
Organizational Innovation [↵]	330 [↵]	1.18 [↵]	5.00 [↵]	3.384 [↵]	1.002 [↵]	-.216 [↵]	.134 [↵]	.268 [↵]
Innovation environment [↵]	330 [↵]	1.55 [↵]	4.91 [↵]	3.246 [↵]	0.897 [↵]	.210 [↵]	.134 [↵]	.268 [↵]
Factors of Innovative Leadership Administrators affecting Administration effectiveness [↵]	330 [↵]	1.31 [↵]	4.85 [↵]	3.293 [↵]	0.596 [↵]	-.335 [↵]	.134 [↵]	.268 [↵]

The statistics in the table indicate moderate mean scores, varying levels of dispersion, relatively symmetrical distributions, and lighter tails compared to a normal distribution for most variables.

Result of Data Analysis on and using EFA and multiple regression to study the factors of Innovative Leadership Administrators affecting Administration effectiveness. Table 2 reveal EFA of Factors of Innovative Leadership Administrators affecting Administration effectiveness.

Table 2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.937
Bartlett's Test of Sphericity	Approx. Chi-Square
	15902.166
	df
	2278
	Sig.
	.000

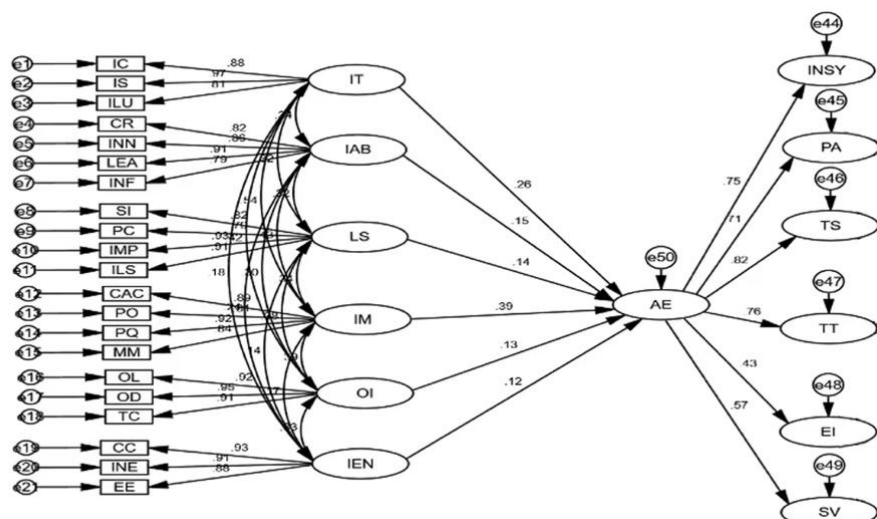
The table provides the results of the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. The KMO measure is a statistical test that assesses the suitability of the data for conducting factor analysis. In this case, the KMO measure is 0.937, which indicates a high level of sampling adequacy. This suggests that the data is suitable for factor analysis. Bartlett's test is another statistical test used to assess the suitability of the

data for factor analysis. The test evaluates whether there is sufficient correlation between variables to proceed with factor analysis. The approximate chi-square value for Bartlett's test is 15902.166, with a corresponding degree of freedom (df) of 2278. The p-value (Sig.) associated with the test is 0.000, which is less than the typical significance level of 0.05. This indicates that there is sufficient correlation between the variables to proceed with factor analysis.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.919	26.351	26.351	17.919	26.351	26.351	8.192	12.047	12.047
2	6.413	9.431	35.782	6.413	9.431	35.782	7.787	11.451	23.498
3	5.701	8.384	44.166	5.701	8.384	44.166	7.501	11.031	34.529
4	4.828	7.099	51.266	4.828	7.099	51.266	6.852	10.076	44.605
5	3.792	5.577	56.843	3.792	5.577	56.843	5.983	8.798	53.403
6	3.030	4.455	61.298	3.030	4.455	61.298	5.369	7.895	61.298
7	.998	1.468	62.766						

This table shows the total variance explained by each component in a Principal Component Analysis. The "Initial Eigenvalues" column represents the eigenvalues of each component before extraction. Eigenvalues indicate the amount of variance explained by each component. The "Extraction Sums of Squared Loadings" column shows the total variance explained by each component after extraction. This is calculated based on the squared loadings of each variable on each component.

Table 4 AMOS Path analysis for factors of Innovative Leadership Administrators affecting Administration effectiveness



From the diagram, it can be observed that these six variables: Innovative thinking, Innovation ability, Leadership style, Innovation management, Organizational Innovation, Innovation environment have an impact on administration effectiveness, encompasses these

six aspects: Institutional system, Performance appraisal, Teaching staff, Talent training, Educational innovation, Social value. Table 5 reveal Model fit of the Management Model for Factors of Innovative Leadership Administrators affecting Administration effectiveness.

Table 5 model fit

Model fit	χ^2	df	χ^2/df	RMSEA	CFI	IFI	TLI
Result	1665.354	833	1.999	0.055	0.940	0.940	0.935
threshold	--	--	≤ 3	≤ 0.08	≥ 0.9	≥ 0.9	≥ 0.9

The table presents an analysis of several fit indices for the model. Here is the interpretation of each index: χ^2 (Chi-square): The value is 1665.354, indicating the overall discrepancy between the observed and expected covariance matrices. However, this index is highly dependent on the sample size and is often considered less informative. df (Degrees of freedom): The model has 833 degrees of freedom, representing the number of estimated parameters in the model. χ^2/df : The ratio of χ^2 to df is 1.999, which suggests an acceptable fit as it is below the recommended threshold of 3. RMSEA (Root Mean Square Error of Approximation): The RMSEA value is 0.055, which indicates a good fit as it is below the recommended threshold of 0.08. CFI (Comparative Fit Index): The CFI value is 0.940, surpassing the recommended threshold of 0.9, suggesting a good fit. IFI (Incremental Fit Index): The IFI value is 0.940, exceeding the recommended threshold of 0.9, indicating a good fit. TLI (Tucker-Lewis Index): The TLI value is 0.935, above the recommended threshold of 0.9, indicating a good fit.

To examine the influence of these variables on the dependent variable, a multiple linear regression was conducted. The predictors included in the model are Innovation environment, Leadership style, Innovation management, Innovation ability, Organizational Innovation, and Innovative thinking.

Table 4.6 Coefficientsa the Management Model for Factors of Innovative Leadership Administrators affecting Administration effectiveness

Coefficients^a

Model		Unstandardized		Standardize		Sig.
		Coefficients		d		
		B	Std. Error	Beta	t	
1	(Constant)	.580	.144		4.033	.000
	Innovative thinking	.130	.029	.196	4.442	.000
	Innovation ability	.146	.034	.176	4.268	.000
	Leadership style	.099	.031	.128	3.174	.002
	Innovation management	.220	.032	.307	6.826	.000
	Organizational Innovation	.108	.029	.160	3.731	.000
	Innovation environment	.135	.029	.178	4.621	.000

a. Dependent Variable: Administration Effectiveness

Phase (3) According to the above research for 6 guidelines for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province.

Innovative thinking of improving the Administrators' leadership of higher art Colleges in Heilongjiang Province. Innovation ability of improving the Administrators' leadership of higher art Colleges in Heilongjiang Province. Leadership style of improving the Administrators' leadership of higher art Colleges in Heilongjiang Province. Innovation management of improving the Administrators' leadership of higher art Colleges in Heilongjiang Province. Organizational Innovation of improving the Administrators' leadership of higher art Colleges in Heilongjiang Province. Innovation environment of improving the Administrators' leadership of higher art Colleges in Heilongjiang Province.

4. Discussion

The discussion will be presented as follows:

4.1 Discussion about major findings of objective 1

The factors of Innovative Leadership Administrators and the components of administration effectiveness. There were six factors of to study the factors of Innovative Leadership Administrators, which consisted of Innovative thinking, Innovation ability, Leadership style, Innovation management, Organizational Innovation, and Innovation environment. there were six components of to study the components of administration effectiveness, which consisted of Institutional system, Performance appraisal, Teaching staff, Talent training, educational innovation, and social value. The main findings of this study are that these factors can be applied to art colleges in Heilongjiang Province at the present stage. The influencing factors of innovative leaders and managers can effectively improve the innovative management level of managers, and the constituent elements of administrative efficiency can effectively improve the administrative efficiency of colleges and universities. At the same time, it will also help and influence the future innovative development of art colleges in Heilongjiang Province and the comprehensive and coordinated development of the region.

This research finding was consistent with Moussa,M.McMurray, A. & Muenjohn,N (2018), They are results of the studies are consistent. which was found that public sector organizations the globe agree that new ideas and innovation are essential for development. Also, the findings were in the same research result with Fernández, L.Fernández, S.Rey, L. & Bobillo, M (2019), Educational innovation is the feature and core of innovative universities. Consistent with the research results of Liang (2020), and Lin (2021), they concluded that the level of administrative management is directly reflected in administrative efficiency, and administrative efficiency has a direct impact on the performance of university functions.

The research results of this paper have highly expanded the research contents and results of the above researchers, better sorted out six factors of Innovative Leadership Administrators and six Components of administration effectiveness, of the management of higher art Colleges. However, the research of Researcher Li, W.Tahseen, A. B. Nasiri, A. R. Hamid, A. S. & Fayaz, A. S (2018) , it was found that it is suggested that universities around the world should propose transformational leadership characteristics and styles to promote organizational innovation in top innovative universities in developed countries, which was different. the researchers found that most participants in the study of factors of innovative

leadership managers in Heilongjiang higher art colleges, The transformational leadership characteristics factor was not paid much attention to, so it was excluded.

4.2 Discussion about major findings of objective 2

The factors of Innovative Leadership Administrators affecting Administration effectiveness of higher art Colleges in Heilongjiang Province. Through the improvement of the six factors of Innovative thinking, Innovation ability, Leadership style, Innovation management, Organizational Innovation, and Innovation environment, it has a positive role and influence on the improvement of the Institutional system, the construction of the Performance appraisal, the construction of the teaching staff, the improvement of talent training, the development of educational innovation and the enhancement of The development of educational innovation and social value of higher art colleges in Heilongjiang Province have been improved. This research result finding was in accordance with the theories of Huo (2022), His research results clarify that in the process of university governance, scientific decision-making, innovative thinking, promoting work innovation, efficient handling and solving problems. the findings were in the same direction with Rakthai, T.Aujirapongpan, S.& Suanpong, K(2019), They put forward their views to Leadership orientation, entrepreneurial orientation, network ability, innovation ability and entrepreneurial performance have the same direction relationship. Consistent with the research results of Lin (2021), and Liang (2020), they concluded that the level of the level of administrative management is directly reflected in administrative efficiency, The efficiency of administration directly affects the function of colleges and universities.

The research results of this paper are highly inclusive of the research contents and results of the above researchers. Better sort out six factors of Innovative Leadership Administrators affecting Administration effectiveness of higher art Colleges in China Heilongjiang Province. At the same time, during the study, However, the research of Researcher Zhang (2022), and Yan (2022), which was different. They put forward their views to the administrative management of art colleges must change the people-oriented management thought, and establish a people-oriented, functional, and successful group. The matching degree is low, While the research instruments, the researchers found that most participants in the study of factors of Innovative Leadership Administrators affecting Administration effectiveness of higher art Colleges in Heilongjiang Province, the people-oriented Indictors was not paid much attention to, so it was excluded.

4.3 Discussion about major findings of objective 3

To propose the guideline for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province. The major findings were revealed as such because to propose the guideline for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province. By promoting Innovative thinking, Innovation ability, Leadership style, Innovation management, Organizational Innovation, Innovation environment and realize the vision of the University. The present age is full of hope and competition. While pursuing innovation and high-quality higher education, it is necessary to get rid of the shackles of the original traditional management and leadership methods, propose feasible concrete measures and supporting measures through feasible innovative leadership techniques and strategies, inject innovation into higher education. To lead the continuous progress and innovation in higher education to promote the quality of higher education and the sustainable development of the College. The guide is applicable to all higher art colleges in Heilongjiang Province.

5. Recommendations

Based on the research findings, the following recommendations are proposed in three key aspects:

5.1 Recommendation for policy formulation of guideline for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province.

Innovative thinking:

It is suggested that art colleges and universities encourage teachers and students to develop an interdisciplinary way of thinking and promote diverse perspectives and viewpoints. Interdisciplinary research centers will be set up to promote exchanges and cooperation between different disciplines. Schoolteachers are encouraged to actively participate in international academic exchanges and cooperation, learn from the innovation experience of other countries and regions, improve innovation awareness, and develop innovation strategies, to bring new enlightenment to the development of art education.

Innovation ability:

To improve students' innovative ability, schools should strengthen innovative education and practical teaching. Provide more opportunities for students to participate in creative design, art experimentation, and interdisciplinary projects to develop their creativity and problem-solving skills. At the same time, the school can also cooperate with the local

cultural industry to provide practical opportunities for students to constantly exercise and improve their creativity, Innovation, and leadership in practice.

Leadership style:

Leadership style has positive influence on academic atmosphere, working atmosphere, management atmosphere, incentive atmosphere, working atmosphere and pressure atmosphere of university organization. Improve the management level of colleges and universities, be good at using in-depth talks and technical discussions and other methods, pay attention to the aggregation of team psychological safety and cohesion, and create a team culture of mutual assistance and cooperation. To improve the core competitiveness of colleges and universities, adapt to the requirements of society and the fierce competition among colleges and universities.

Innovation management:

It is suggested that art colleges and universities should strengthen the management of innovative projects and scientific research achievements. Set up a special innovation management team to ensure the communication and coordination results. The innovation management team is responsible for screening, evaluating, and tracking of innovation projects to ensure the effective use of resources and the transformation of results, and improve the quality of professionalism. Schools can also establish a modern and information-based incentive mechanism to encourage teachers and students to make outstanding achievements in the field of innovation, and to provide support and funding for them.

Organizational innovation:

To promote organizational innovation and development, the school can develop a complete development plan, and provide a platform for teachers and students to communicate with innovation. Establish an innovation mentor system, invite innovation experts from home and abroad to serve as mentors, guide students to conduct research on innovation projects, develop the leadership of experts, and improve the cooperation ability of the team. At the same time, the school should also encourage teachers to work together, carry out interdisciplinary research and innovation projects, and promote the overall innovation level of the school.

Innovation environment:

To create a good environment for innovation, schools should have a correct understanding of the existing factors, create an internal environment with high trust, and actively change the external environment of the organization. Provide advanced scientific

research facilities and laboratories to support innovative research for teachers and students. At the same time, we should also strengthen the cultivation of innovation culture, encourage members to have the courage to try new ideas and new methods, dare to face failure, and regard failure as an indispensable part in the process of innovation. Leaders should also set an example of innovation and lead all the teachers and students into the road of innovation together.

5.2 Recommendation for practical application of guideline for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province.

Combination of innovative thinking and teaching practice:

Schools can encourage teachers to use innovative thinking in teaching practice, design interdisciplinary projects, and guide students to cultivate innovative ability in practice. stimulate students' innovative thinking and cultivate their ability to solve problems. At the same time, schools can actively explore the integration of online and offline teaching models, expand teaching methods, provide more flexible and diverse learning opportunities, and promote students' innovative learning.

Innovation project and scientific research management optimization:

To better realize the transformation of innovation projects and scientific research results, the university should establish a scientific management system and set up a special innovation management team. Optimize the project management process, improve the efficiency of resource utilization, and ensure the effective implementation of the project. Set up the innovation reward mechanism to encourage the innovation practice. At the same time, an intellectual property protection mechanism should be established to provide a guarantee for teachers and students' innovative research and encourage more teachers and students to participate in innovation activities.

The Construction of a Leadership style:

College leaders should have comprehensive qualities and be able to shed some light on issues such as school management. Develop an ambitious and achievable vision and communicate it to colleagues, set aside sufficient time to work on key strategic tasks, and identify how to use a combination of top-down and bottom-up strategies. Through the leadership style, the quality and reputation of colleges and universities are comprehensively enhanced, and the style of running colleges and universities is established. Standing on the commanding heights of education development, grasp the direction and trend of higher education development. Successful creation of the golden age of college.

The construction of innovation culture:

Schools should actively foster a culture of encouraging innovation, and create an innovative atmosphere of inclusiveness, openness, and respect for different views. Encourage teachers and students to dare to try new ideas, dare to face failure, and regard failure as a part of the innovation process. School leaders should set an example of innovation, personally participate in innovation projects, and set up a model of innovation for schoolteachers and students.

The promotion of organizational innovation:

The school can be established as an innovation incubation platform to provide technical support, mentor guidance and entrepreneurship guidance to help the school members transform their innovative ideas into practical results. Through interdisciplinary cooperation, teachers are encouraged to cooperate in research projects to promote the overall innovation ability of the school. Organize regular innovation exchange activities to allow school members to communicate with excellent innovators face to face and stimulate their enthusiasm for innovation.

The Construction of an innovation environment:

To improve the innovation environment, the university should constantly improve its scientific research facilities and laboratories and provide good conditions for learning and innovation. School members are encouraged to participate in international academic exchanges and cooperation and provide a broader platform for innovation for students and teachers. We should also strengthen the cooperation with the cultural industry to provide students with practical opportunities, so that students can constantly exercise and improve their innovation ability in practice.

Through the practical application of the above suggestions, the art colleges and universities in Heilongjiang Province will be able to actively promote the development of innovative leadership. Cultivating students with innovative thinking and ability, improving teachers' innovative teaching ability, effectively managing, and promoting innovative projects, and creating a good innovative culture and environment will make positive contributions to the innovative development of art colleges and universities and the prosperity of the cultural industry. At the same time, it will also help to enhance the international competitiveness of art colleges in Heilongjiang Province, cultivate more outstanding art talents, and promote the comprehensive development of art education.

5.3 Recommendation for Further Research of guideline for improving the Administrators' leadership of higher art Colleges in Heilongjiang Province.

Increase research method design: in the process of research innovation leadership, strengthen the design of research method. Increase the regional difference samples and international difference samples, deepen the research on innovation leadership, and refine and differentiate the innovation leadership ability model.

Multidisciplinary interdisciplinary research: to promote the interdisciplinary research between art schools and other disciplines with the help of disciplinary advantages. Innovation leadership will be deeply integrated with art education, cultural industry management, human resource management and other disciplines, to fully understand the application of innovative leadership in art education and cultural industry.

Formulate national industry standards: develop a set of national industry standards for the innovative leadership requirements of art colleges, to provide scientific, standardized, and systematic guidance for school recruitment, training, and performance appraisal.

Develop new disciplines: To better explore the development of innovative leadership, the school can explore new disciplines based on the existing disciplines, to study the characteristics and development path of innovative leadership more comprehensively.

Develop innovative leadership development tools: Based on research, develop innovative leadership assessment and development tools for art schools. Provide effective innovation leadership development support for students and teachers and improve the overall innovation ability.

Improve the university administration method: from the scientific, directional, democratic, put forward the specific ideas of innovative university administration in the new era. Build an innovative university administration path to effectively help universities improve educational innovation, management efficiency and efficiency. Through the reform and innovation of the current administrative management system of colleges and universities, it can help colleges and universities to continuously improve the overall efficiency of education and teaching.

Through the implementation of the above suggestions, it will provide more in-depth research and exploration for the innovative leadership of art colleges in Heilongjiang Province and provide strong support for the cultivation of excellent artistic talents with innovative thinking and ability. At the same time, through the development of industry standards and the development of innovation leadership development tools, to promote the promotion of

the overall innovation ability of art colleges, and to make positive contributions to the development of the cultural industry and the improvement of art education.

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