

An Empirical Study on Sustainable Development after the Transfer of Independent Colleges in Southwest China

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Abstracts

Accelerating the construction of high-quality teachers adapted to the development of the school is one of the important problems faced after the transfer of independent colleges. As an important reserve force for teaching and scientific research and a new force for sustainable development, teachers are especially important for the construction of high-quality universities.

The research on teacher performance appraisal system is a research subject with both theoretical significance and practical significance. Paper based on the characteristics of independent college teachers in southwest China and the growth of talents, through the literature analysis, questionnaire, statistical analysis, in southwest China independent college further research on the performance appraisal system, and for the specific situation of teachers in southwest China are systematically analyzed, the appraisal index system and weight index system has carried on the redesign. The weight of performance appraisal index and teaching and research work are scientifically quantified, which provides some useful reference and help for the construction of teacher performance appraisal system after the transfer of independent colleges in China.

Keywords: Independent College; Independent College Transfer; Performance Evaluation

Research Background

By analyzing the number of institutions, the number of students, the number of teachers, teaching facilities and equipment of independent colleges over the years, it can be found that independent colleges occupy an important position in China's higher education system. In 2009, the number of independent colleges accounted for nearly one-third of the number of ordinary undergraduate colleges. Although the proportion of independent colleges with the continuous transfer of independent colleges is declining, it is still close to 20% by 2020. The number of students and the number of students in the independent college also have an important proportion. Taking 2010 as an example, independent colleges enrolled a total of 753,000 students, accounting for 11.5% of the total enrollment of 6,549,000 students in ordinary institutions of higher learning. In the course of more than 20 years, independent colleges have provided more than 10 million learning opportunities, which quickly meet the urgent needs of the people to receive higher education. Under the background of reform and opening up and economic globalization, it has played an important role in promoting the modernization of China's economic and social development. Studying the relevant issues of independent colleges is an important perspective to study the reform of higher education in China.

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Table 1 Number of general higher education institutions in 2009-2020 (unit: institute)

year	General colleges and universities Regular HEIs	Undergraduate institution HEIs Offering Degree Programs	The Independent College of Independent Institutions	Junior college Higher Vocational Colleges
2009	2305	1090	322	1215
2010	2358	1112	323	1246
2011	2409	1129	309	1280
2012	2442	1145	303	1297
2013	2491	1170	292	1321
2014	2529	1202	283	1327
2015	2560	1219	275	1341
2016	2596	1237	266	1359
2017	2631	1243	265	1388
2018	2663	1245	265	1418
2019	2688	1265	257	1423
2020	2738	1270	241	1468

Data source: Education statistics of the Ministry of Education

With the strong promotion of the implementation plan of the transfer, some provinces have inadequate coordination in the interests of the transfer of independent colleges, the unreasonable formulation of the transfer plan, and the improper disposal of the transfer process, which have caused the major adverse impact of student group incidents. It is of great significance to continuously study the origin, status and development plan of independent colleges, clarify the game between stakeholders and clarify the logic of institutional change to deal with the current work of transfer and later development. Meanwhile, independent colleges, as a new thing in the popularization of higher education in China, provide important practical reference for the reform of higher education system in China; it is also of great significance to promote the competition of higher education and improve the efficiency of education.

Through the preliminary research, it is found that most universities or teams in southwest China attach importance to teacher performance evaluation, but the performance evaluation does not produce due value. Independent college although in recent years in the aspect of teacher performance evaluation did some work, but with the independent college gradually mature, the parent school "attachment" advantage of disadvantages also gradually deepened and show that one of the disadvantages is the loss of personality, conformity and lack of innovation, because involves the stakeholders in the process of transfer game, how to make the stakeholders of relative balance, and the process involves the principle of cost-benefit, is the school before establishing the new system should be considered.

Teacher performance evaluation has become a thorny problem in the reform of higher teacher personnel system in independent colleges. It is precisely because of the limitations of the high dependence of independent colleges on the parent school, the failure of teacher performance evaluation, and the interests of all parties that the turnover rate of teachers is even more high. Therefore, in order to change this situation, we should start from the top design of the performance evaluation system for teachers in private colleges and universities.

This paper focuses on the development status of independent colleges after the transfer and the evaluation of the transfer effect, and teacher performance evaluation as a key link is directly related to the success or failure of the teaching reform in the next stage of universities, so the research in this paper is the performance evaluation of independent universities. Based on the above content, will be through to the southwest China of 20 have established colleges and universities have established teacher performance evaluation system as the main research content, in order to further grasp the independent college of southwest China set the basic status quo, build a new conforms to the research situation of staff performance evaluation system, and for the Chinese independent college set the sustainable development of put forward relevant Suggestions.

Literature Review

1. Definition of performance evaluation

Performance evaluation and many management definitions management management. American management scientist Stephen Robbins thinks, "performance evaluation is the employee performance evaluation in order to form the objective and fair process of personnel decision-making", Judge and Dobbin, actually is a very important work, performance evaluation, Guest (1997) is on the human resources work effectiveness is proposed by the performance evaluation as a guarantee. It can be seen that performance evaluation is closely related to personnel decisions.

Performance evaluation, also known as performance evaluation, performance evaluation, performance appraisal or performance appraisal, is one of the core functions of human resource management, is the appraiser in accordance with the specific procedures, adopt certain methods, according to the predetermined indicators and standards, the individual or team behavior and the results of the staff of measurement, assessment and evaluation process. Strictly speaking, the complete performance evaluation process includes post analysis, setting of performance evaluation indicators, selection of performance evaluation methods, implementation of performance evaluation, application of evaluation results and performance feedback. The definition of performance appraisal adopted in this paper is: performance appraisal is the general term of performance appraisal and evaluation.

Teacher performance evaluation refers to the "organization to measure and evaluate teachers performance of a time, decompose school strategic objectives and help teachers grow a process", is a set of scientific and reasonable assessment method of teachers' daily performance and performance results assessment and evaluation, is the basis of relevant personnel decision-making and management means, to ensure the teaching quality, promote the common development of schools and teachers plays an important role. To put it simply, it is the assessment and evaluation of teachers' teaching, scientific research, service and other administrative activities. Key performance indicators (Key Performance Indicators, KPI) are several key indicators that best represent organizational performance through various analysis and comparison, and on this basis

Key index for performance evaluation method. KPI evaluation of the key is not the less the better, but should seize the key and need to improve the flexibility of performance appraisal, KPI method accord with the "28 principle" and "Smart principle" (specific (Specific, S), measure (Measurable, M) can realize (Attainable, A), correlation (Relevant, R), time limit (Time bound, T)).

2. correlation theory

achievement motivation theories

Achievement theory is that David C. McClelland), a professor at Harvard University, studies people's needs and motivations. David McClelland (David C. McClelland 1917.05.20-1998.03.27), who is the authoritative psychologist of modern research motivation. He summarized people's high-level needs into the needs for achievement, power and affinity, and studied these three needs in detail. The sustainable development of any enterprise is dependent on employees, and employees will recognize the needs of employees; what are the needs of employees, besides basic physiological demand motivation and higher psychological needs and social demand motivation, so we can explore the motivation needs of employees from three aspects of achievement demand, power demand and affinity demand based on achievement theory.

A faculty-motivated faculty member may want to know how much potential they have and how well they can do their job. Will set goals for their own work, such as improving students' academic performance, stimulate students' interest in learning, so as to make themselves more motivated in the work. They will be more interested in challenging work, and may pursue working challenges, find better teaching methods and strategies, or try to solve students' learning problems, so as to enhance their work motivation.

Power needs (Need for Power): to affect the needs of others.

Rights demand refers to the desire or motivation to influence and control others; this demand may originate from various factors such as individual personality, experience, living environment and social and cultural background.

If employees have such demand motivation, it will be reflected in whether they can be recognized by others or whether others' evaluation of me will have a strong incentive effect on me. They may pursue career development, such as improving their teaching skills, obtaining higher professional titles, and becoming role models for others, so as to enhance their career development motivation.

Affinity needs (Need for Affiliation): the need to build friendly interpersonal relationships.

People with high affinity needs are more eager to accept the love and acceptance of others. People with high affinity motivation tend to be more connected with others, think about others, and enjoy the pleasure of communicating. They are keen on and enjoy a cooperative rather than a competitive working environment, eager for effective communication and understanding from others, and yearn for harmonious interpersonal relationships. They are very sensitive to interpersonal relationships, sometimes even fearing that they will lose a relationship; so affinity needs are an important condition for maintaining social communication and personal relationships. However, faculty and staff who pay too much attention to the needs of affinity will also have some problems in management, which will bring some problems to management work, such as too much attention to friendship, which violate or do not pay attention to management principles, which will lead to the decline of organizational efficiency. Faculty and staff with such affinity needs are more eager to have a pleasant working environment, and the pleasure of working with colleagues directly affects the efficiency and motivation of their work.

Based on the above contents, McClelland's motivation theory has an important value for enterprise management, which is mainly reflected in the following aspects: 1. Improve the motivation level of faculty and staff: McClelland's motivation theory believes that the motivation of employees not only comes from physical needs, but also includes psychological and social needs. Therefore, enterprise managers can improve the motivation level of employees by meeting the various needs of employees, so as to improve their work enthusiasm and work efficiency.

2. Realizing the value of staff self-realization: McClelland's motivation theory emphasizes the importance of employees' self-realization, believing that employees have an internal driving force to pursue personal development and realize self-value. Enterprise managers can help employees realize their self-realized value by providing opportunities for learning and growth and giving more autonomy to work.

3. Meet the growth needs of the faculty members: McClelland's motivation theory holds that their growth needs include self-actualization, achievement, and recognition. Enterprise managers can meet the growth needs of employees by setting clear goals and performance appraisal systems, providing growth and promotion opportunities, and giving appropriate compensation and rewards, so as to improve their work motivation.

4. Improve corporate performance: McClelland's motivation theory emphasizes the relationship between employees' motivation and corporate performance, and believes that employees' motivation level and work efficiency are important factors in corporate performance. Therefore, enterprise managers can improve their work motivation and work efficiency by stimulating the internal motivation of employees, so as to improve enterprise performance.

In short, the value embodiment of McClelland's motivation theory in enterprise management can not only improve the work enthusiasm and efficiency of employees, but also realize the value of employees' self-realization, meet the growth needs of employees, and then improve the enterprise performance. First, we can measure and evaluate the characteristics of employees' motivation system, and then do how to assign jobs and arrange their positions. Secondly, different incentive methods are formulated according to the people with different types of needs. Therefore, in the management of enterprise employees, managers can only establish a reasonable incentive mechanism when they understand the needs and motivation of employees.

Therefore, according to the research object and research purpose of this study, we need to pay attention to explore and explore the motivation of continuous progress and innovation in their work. Therefore, this theory is chosen as one of the theories of this study.

Research Design

Due to the research energy and time is limited, according to the college establishment time, school type characteristics and college belongs to find 20 respectively located in Yunnan province in Sichuan province, Guizhou province provincial capital city of independent college as the main research institutions, the main research object for college teachers (including full-time, part-time and other teachers).

According to the characteristics of independent college in southwest China of teachers work, and refer to other scholars performance appraisal index system, this paper established a research in southwest China independent college teachers performance appraisal index of the initial scale, the basic quality, teaching, scientific research, discipline construction four

indicators as a performance appraisal index system, and then use the hierarchical analysis method to gradually refine,

The determination of basic quality indicators should also follow the principle of combining qualitative and quantitative, so as to ensure the comprehensiveness of the indicators. Based on the above factors, under the first-level index of basic quality, the teachers' ethics and ability quality are classified as the second-level index. Teachers' ethics is a qualitative index, measured by professional ethics, moral character, and ability and quality, measured by knowledge level and professional skills.

Teaching is the basic work of teachers, is the basis of the work of the school, we must pay attention to the basic role of teaching, pay attention to teaching work, otherwise it will affect the improvement of school teaching level. For a flat research university, teachers must be able to deal with the relationship between teaching and scientific research, so that the two can develop in harmony. Therefore, the assessment index system of young teachers should pay attention to and guide the teaching work, so that young teachers can take the teaching work seriously. There are many contents of teaching work. Based on the previous research results, the teaching workload, teaching quality, teaching reform and research can be listed under the first-level teaching index. The teaching workload includes the number of graduate students, the number of undergraduate students and teaching hours; the teaching quality includes the evaluation of students 'excellent papers, students, teachers and experts and students' awards; the teaching reform and construction include modern teaching methods and teaching research topics.

Scientific research is an important responsibility of teachers in research-oriented universities. It is the basis for the survival and development of research-oriented universities, and also the basic characteristics different from other types of universities. According to expert opinions and existing experience, the scientific research workload and quality are listed as the second-level indicators under the first-level indicators. The workload of scientific research includes vertical research funds, horizontal research funds and research papers; research quality includes patents, research awards and honorary titles.

Discipline construction is an important part of the construction of research-oriented university, and also an important responsibility of teachers, which is closely related to the development of universities. According to the survey, now many teachers are busy with scientific research and other work, rarely pay attention to the construction of school disciplines, which is not conducive to the healthy development of colleges and universities. Therefore, the assessment index system wants to list it separately, emphasize the importance of discipline construction, and give correct guidance to the young teachers of research-oriented universities. By listening to expert opinions and consulting relevant materials, the participation in international conferences, international cooperation and exchanges, and laboratory construction are listed as the third-level indicators under the first-level indicators of discipline construction

Research and Analysis

In order to verify the scientific nature of the primary index system, it is necessary to test the primary index system. Index system inspection mainly includes: importance inspection and integrity inspection. Integrity test is to test whether the assessment index system comprehensively reflects all aspects of teachers' performance appraisal work. Generally judged by qualitative analysis. As shown in Table 2

Table 2 Index importance analysis table

Level indicators 1	Secondary indicators	Question item	N	Min	Max	Mean	standard deviations
Basic quality	1. Basic literacy 2. Ability and accomplishment	1. Professional ethics	248	3	5	4.67	0.521
		Moral words and deeds	248	2	5	3.98	0.745
		3. Knowledge level	248	2	5	3.98	0.802
		4. Professional skills	248	2	5	3.97	0.841
teach school	1、teaching load 2、quality of teaching 3、Teaching reform and research	1. Teaching hours	248	1	5	3.45	0.789
		2. Experts' evaluation of teaching quality	248	1	5	3.45	0.862
		3. Guide students on winning awards	248	2	5	3.96	0.841
		4. Generation of teaching means and teaching research topics	248	3	5	4.68	0.873
scientific research	1、Scientific research workload 2、Scientific research quality	1. Vertical scientific research funds, horizontal scientific research funds, and the number of scientific research papers;	248	2	5	3.97	0.741
		2. Patent, scientific research awards, and honorary titles	248	2	5	3.98	0.862
discipline construction		1. Participation in international conferences	248	2	5	3.97	0.884
		2. International cooperation and exchanges	248	2	5	3.95	0.856

		3. Laboratory construction	248	1	5	3.41	0.789
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Therefore, according to the above theory of importance test and integrity test, by summarizing the results of the questionnaire and analyzing the effectiveness, the scientific test results of the index system of the primary election are finally obtained. The specific results are detailed in Table 3.

Table 3 Performance appraisal indicators

Level 1 indicators	Secondary indicators	Level 3 indicators
Basic quality	1. Basic literacy 2. Ability and accomplishment	1. Professional ethics Moral words and deeds 3. Knowledge level 2. specialized skill
teach school	1. Teaching workload 2. Teaching quality 3. Teaching reform and research	1. Teaching hours 2. Experts' evaluation of teaching quality 3. Guide students on winning awards 4. Generation of teaching means and teaching research topics
scientific research	1. Scientific research workload 2. Scientific research quality	1. Vertical scientific research funds, horizontal scientific research funds, and the number of scientific research papers; 2. Patent, scientific research awards, and honorary titles
discipline construction		1. Participation in international conferences 2. International cooperation and exchanges 3. Laboratory construction

Specific construction and analysis of the weight of the assessment index

In order to have a deep understanding of the quantitative index system, this paper will introduce the determination method of index weight in detail based on practical cases. According to the previous analysis, the hierarchical analysis method is adopted here to design the teacher performance appraisal index system horizontally. According to the hierarchical analysis method theory and the aforementioned work, the teacher performance appraisal index system is obtained.

The first-level index weight is determined

Through the analysis of the effective data of the questionnaire and the same theory, we can conclude that the weights of the teachers' ethics and ability quality of the subordinates in the second-level indexes are:; the weights of the professional ethics and moral behavior of the subordinates in the tertiary indexes are:; the weights of the knowledge level and professional skills of the subordinates in the third-level indexes are.

Through the analysis of questionnaire effective data, using the same theory, it can be concluded that the secondary index teaching subordinate teaching workload, teaching quality, teaching reform and research of the weight respectively: three index teaching quality subordinate guide students excellent papers, students teachers experts on the teaching quality evaluation, guide the students award weight respectively: 0 level 3 index in the teaching reform and research of modern teaching methods, teaching research subject weight respectively:..258

Through the analysis of the valid data of the questionnaire and using the same theory above, it can be concluded that the weights of scientific research workload and scientific research quality in the secondary indexes are:; the weights of the vertical scientific research funds and scientific research paper quantity in the tertiary indexes are:

In the three-level indicators, the weights of the subordinate patents, scientific research awards and honorary titles of scientific research quality are respectively:

Through the analysis of the valid data of the questionnaire and using the same theory above, it can be concluded that the weights of international conferences, international cooperation and exchange, and laboratory construction in the three-level indicators are:,

Table 4 Level and weight of performance appraisal indicators

Level 1 indicators	Secondary indicators	Level 3 indicators	Total weight
Basic quality 0.125	1. Basic literacy 0.571 2. Ability and accomplishment 0.429	1. Professional ethics 0.387	0.0502
		2, moral words and deeds 0.278	0.0452
		3. Knowledge level: 0.411	0.0289
		3、 Professional skills 0.521	0.0617
Teaching 0.277	1. Teaching workload: 0.225 2. Teaching quality:	1. Teaching class hours are 0.397	0.0593
		2. Evaluation of teaching quality by experts and others 0.242	0.0736

	0.375 3. Teaching reform and research 0.153	3. Guide students to win awards 0.128 4. Generation of teaching means, teaching research topic 0.287	0.0178 0.0294
Scientific research 0.378	1. Scientific research workload: 0.278	1. Vertical scientific research funds, horizontal scientific research funds, and the number of scientific research papers; 0.547	0.0477
	2. Scientific research quality: 0.127	2. Patent, scientific research awards, honorary title 0.687	0.0221
Discipline construction 0.157		1. In international conferences 0.367	0.0452
		2. International cooperation and exchange 0.312	0.0642
		3. Laboratory construction: 0.689	0.0412

Conclusion

As a very important link in performance management, the whole process is the improvement process of constantly finding and solving problems in communication. The value of teachers' performance evaluation system is the support strategy landing and staff growth, by building a new teacher performance evaluation system, and combining with the characteristics of colleges and universities, the teachers' performance and school strategy and faculty career development, by building a new teacher performance evaluation system design, to compare the old and new system. And implementation of teachers' performance evaluation is a systematic project, it will cause the interests of various levels and mutual game, lead to conflict, in order to coordinate and solve these conflicts, need to establish ideological understanding at the beginning of the import of the security, completes the organization and personnel, improve the technical security and complement funds guarantee, if the lack of several security, the teachers' performance test

The target becomes a castle in the air.

Research Advice

Based on the above limitations, the author will continue to track and correct in the future work practice. The following is an outlook for the future research work:

First, the future development direction of the school is closely linked with the performance evaluation system, and then combined with the use of other management methods and tools, the performance evaluation is integrated into the overall management system of the school, so as to meet the school surface

The performance evaluation system is revised and optimized by the change of the internal and external environment.

Second, teachers' performance evaluation about teachers' interests, let more appraisal subject involved in the design of the performance evaluation indicators and standards, to cover more jobs as much as possible, to analyze the responsibilities of all positions, the

different disciplines, different titles, different professional and other related factors into the research scope,

In addition, the hierarchical analysis method also needs to constantly revise the quantitative processing process of the indicators.

Third, in the process of the new performance evaluation execution, also need to the next possible problems, follow up and establish risk early warning and control system, and need to constantly update and improve the performance evaluation system, make the performance index evaluation system to specific ground, adapt to more use range.

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