

herself and the foreign teachers. That doesn't seem to be helpful for the school." Therefore, teachers and administrative staff from public school is a positive add-on; however, the board has to plan ahead before hiring them.

IV. DISCUSSION

The purpose of this study aims to make contributions to helping private elementary schools in Taiwan to grow and thrive. After reviewing the current educational policies and conditions, teachers and administrative staff from private elementary schools were interviewed to find out the key to the sustainability of school. There are a few propositions to be made.

First of all, a school cannot survive without a concrete goal or mission statement that all staff and faculty can follow and implement. Be it academic achievement or low-pressure learning experience, a clear mission statement must be made. Then, a plan can be mapped out and reasonable profit can be expected. The school board must realize that quality of education in public schools can be negatively affected by budget cuts (Coleman, Walker & Lawrence, 2012), private schools must be careful about excessively cost-cutting because its funding is from limited resources. Therefore, the goal aims at attracting people who share the same educational value rather than making profit alone. In other words, a well-built school culture can help the school recruit students of its kind, retain the enrollment, sustain, and eventually make profit. Once the mission is set, the key is to stick with it and believe it is the right thing to do.

Secondly, cultivating leadership in people within the school is necessary for the sustainability of the school. Most private elementary schools tend to recruit administrative staff from public schools because they have years of experience in the field. It is a nice decision to make but those administrative staff may need time to understand and adapt to the culture in private elementary schools. Therefore, for the long-term growth, it is important to cultivate future leaders from the teaching staff, or leadership succession, to maintain a balance and to sustain in the future. Leadership can be learned and nurtured over a career in the long run (Colville & Murphy, 2006). Therefore, the younger teaching staff are able to stay long and the school does not need to worry about training newcomers every year. The result may tie with knowing the customers discussed below. A suggestion is to demonstrate the possible career path and goals that individual member can take and realize in the near future.

Thirdly, find incentive in employees. Teachers can be burned out when they need to provide extra services to parents and students other than teaching. When teachers are told that teaching is a noble job, we shall not forget that teachers also have needs to fulfill and achievements to make. If teachers are consistently threatened and worried by the fact that they can be replaced at any time and they have to sign contracts every year based on their job performance, they may work hard in order to stay, but the same efforts and accomplishments they make can also become a means for them to seek for other jobs. Currently, the pay scale in most private elementary schools is similar to that of public elementary schools. With differences in workload and job descriptions, the majority of teachers would prefer working

at public elementary schools, where are more predictable and stable. Therefore, private schools should reconsider how teachers can be paid "by performance" or evaluated and awarded in other ways that would encourage capable teachers to stay and attract new teachers to come. Hart and Holmstrom argued that "*a government-owned service provider will have little incentive to invest in either innovation, while a private contractor will have stronger incentives to improve quality and to reduce cost*" (2016). We must be aware that competition among private schools is real at this moment. Looking for incentives for innovation in teachers is definitely more critical than reducing costs. It could damage the school in the long run when reducing costs is the top priority. The incentive and motivation can be salary or any other forms of rewards that can possibly make the staff feel respected, confident, and successful.

Finally, truly knowing the parents and students and their needs should help with decision-making. In general, parents are searching for a school that meets their children's physical, mental, and social needs. They tend to choose schools with reputations in academic performance, safety, and stability. A school cannot simply rely on teachers to accomplish all those. An administrative team must backup the teaching staff with proper facilities and procedures. Therefore, number of students may possibly be better retained.

To conclude, it is possible for any private elementary schools to grow and thrive in Taiwan, owing to the trend and the current national policy. However, it is for the owners and school board members to understand and find the schools' priority to sustain. This study simply provides some suggestions and propositions for executives to take into consideration.

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