

# *Research on Performance Management of Project Expenditure Budget in Colleges and Universities*

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**Abstract:** With the continuous increase of national investment in education, the construction funds of local colleges and universities are increasing year by year. As a non-profit unit, colleges and universities pay more and more attention to the use efficiency of funds on the basis of ensuring the non loss of state-owned assets. At present, the problems and Countermeasures in the budget management of project expenditure in Colleges and universities in China are to increase the autonomy of the use of special financial funds in Colleges and universities; Establish a special medium-term project library in the University, integrate the concept of performance management, improve the use efficiency of funds in Colleges and universities, and solve the contradiction between the supply of limited educational resources and the demand for funds for running colleges and universities. Comprehensive performance management is not only an important strategic arrangement of modern financial system, but also an important content of university budget. It plays an irreplaceable role in promoting the connotative development of the University. This paper summarizes the practical exploration of the school in the project expenditure budget performance management, analyzes the problems existing in the project expenditure budget performance management, and puts forward the countermeasures to improve the project expenditure budget performance management, in order to provide reference and reference for effectively promoting the project expenditure budget performance management in Colleges and universities. Through a series of measures such as perfecting the project database management system, setting scientific project budget objectives, strengthening the implementation and monitoring of project budget, and improving the project budget performance evaluation system, we can improve the use efficiency of project expenditure funds in Colleges and universities, which is of great practical significance to improve the level of financial management and promote the healthy development of education in Colleges and universities. At the same time, it can be used as a reference for other colleges and universities to optimize the allocation of resources and promote the stable development of colleges and universities.

## **1. Introduction**

With the increasing scale of higher education in China, under the premise of limited education funds, how to improve the budget management system, optimize the allocation of resources and

improve the efficiency of fund use is an urgent problem to be solved in Colleges and universities [1]. The research on budget performance management in Colleges and universities can maximize the utilization of educational resources. The reform of project expenditure budget performance management is the internal requirement to ensure the stable development of colleges and universities [2]. University project expenditure budget performance management is composed of performance target management, performance operation tracking and monitoring management, performance evaluation implementation management, performance evaluation result feedback and application management [3]. In recent years, there are some prominent problems in the budget management of infrastructure reconstruction projects in municipal colleges and universities, such as inaccurate budget preparation, untimely budget implementation, imperfect internal control mechanism and inadequate external supervision, resulting in poor use efficiency of financial funds and weak management efficiency of administrative departments [4]. Therefore, the implementation of comprehensive performance management of project expenditure and the integration of performance into the whole process of project expenditure is conducive to promoting the economy, efficiency and effectiveness of project capital expenditure, improving the benefits and responsibilities of budget expenditure, and is of great significance to promote the connotative development of the school and the scientific and refined level of financial project expenditure management.

Budget performance management integrates the concept of budget management and performance management. It originated in western developed countries and can effectively improve the use efficiency of funds and optimize the allocation of resources [5]. The budget of colleges and universities reflects the source and distribution of funds of the school, and reveals the development plan of the school from different angles [6]. The research on the budget performance management of project expenditure in Colleges and universities is of positive significance to improve the budget management system of colleges and universities, promote the “double first-class” construction of colleges and universities and realize sustainable development [7]. Colleges and universities have achieved some results since carrying out comprehensive performance management, but there are also many problems [8]. In this context, the study of university project expenditure budget performance management is of positive significance for improving the university budget management system and realizing the effective connection between performance management and budget management system reform [9]. The implementation of budget expenditure performance management in Colleges and universities can enable colleges and universities to reasonably arrange various expenditures in future financial work, achieve balance of revenue and expenditure, eliminate financial deficit and optimize resource allocation [10].

## **2. Related Concepts and Theoretical Basis**

### **2.1 Project Expenditure**

Project expenditure in Colleges and universities refers to the expenditure outside the basic expenditure in order to complete specific tasks and development goals. Generally, the management of project expenditure accounting in Colleges and universities is reflected in the management of project fund budget. The cost analysis, use benefit analysis and performance evaluation of project funds are not involved. Project expenditure accounting is only the setting and control of the total budget of the project in finance. In the internal budget of colleges and universities, according to different sources of funds, it can be divided into financial special expenditure and internal special expenditure. The school conducts comprehensive performance self-assessment on special financial projects. Basic expenditure and project expenditure complement each other, and both are indispensable. Basic expenditure ensures the normal operation of the daily work of the school, and

project expenditure reflects the key and difficult points of the work of colleges and universities in a certain period of time. The contents and methods of project expenditure supervision in Colleges and universities are mostly reflected in the lack of practical and scientific evaluation standards for the implementation progress, whether there is strictly prohibited expenditure, whether there is cross project expenditure, and the lack of implementation supervision for the evaluation process and evaluation results. At present, because the performance target system of project expenditure is not perfect and detailed, the setting is highly unified, and the scientificity and rationality are insufficient, it is difficult to make an objective and fair evaluation on the implementation of different types of projects in actual operation, which is easy to make the performance evaluation a mere formality and directly affect the work enthusiasm of the project implementation subject. On the basis of the current budget performance management of special financial expenditure, colleges and universities should gradually cover the scope of performance management to the special expenditure in the school and even the overall expenditure of the Department, policies, systems and management, so as to realize the real full caliber and in-depth budget management.

## 2.2 Budget Performance Management

Budget performance management is to use scientific management methods to evaluate organizational activities, and to achieve the purpose of improving organizational budget management through the full application of evaluation results. Budget performance management organically combines the establishment of performance objectives, tracking and monitoring, performance evaluation, application of evaluation results with budget preparation, implementation and evaluation. This management method is result oriented and emphasizes the output benefits of the organization. Budget performance management theory mainly has the following characteristics: first, concept development. Second, system guarantee. Local governments and administrative departments at all levels have also established corresponding organizational and leading institutions to study and issue relevant performance management measures. At present, the “project performance” module in the department budget software of the Ministry of finance mainly includes four categories: performance target declaration, performance target implementation monitoring, performance target audit and performance target self-evaluation. Project expenditure performance objectives include performance content, performance indicators and performance standards. The construction of performance management system has been continuously improved. The context of project budget performance management is shown in Figure 1.

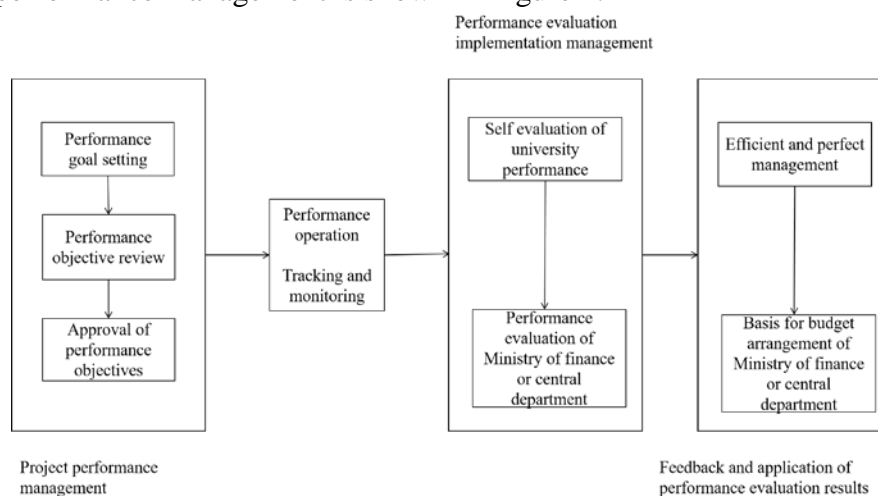


Fig.1 Context of Project Budget Management

The establishment of the system further standardizes the budget performance management of the school, ensures that the performance management adopts perfect scientific system, standardized procedures, effective methods and strict measures, ensures the effectiveness of various management work, and improves the quality of the whole process budget performance management of the school. Budget expenditure performance evaluation is the core of budget performance management. According to the results of performance evaluation, colleges and universities find out the weak links, improve the management system, improve the management measures and improve the management level; Financial departments or central departments take the performance evaluation results as an important reference basis for arranging future annual budgets to optimize resource allocation.

### **3. Problems and Countermeasures of Performance Management of Project Expenditure Budget in Colleges and Universities**

#### **3.1 Problems in Performance Management of Project Expenditure Budget in Colleges and Universities**

The construction of project accounting management system obviously lags behind the development of university business, and the requirements of project expenditure management system and budget management system for project management are not accurate enough, so it is difficult to manage the project on the ground. In the use of special financial funds, colleges and universities lack the autonomy in the use of funds. No scientific, standardized and effective performance evaluation index system has been established. The principle of performance index setting is not uniform, the degree of fit between the index setting and the school development goal is not close, and there is no scientific and reasonable evaluation standard, which can not guarantee the scientificity, rationality and effectiveness of the performance index system setting. At the same time, the indicators are mostly qualitative indicators, and the quantitative indicators are insufficient, which is not conducive to the subsequent objective performance evaluation. On the performance evaluation, the performance evaluation results are not objective and reasonable due to the imperfection of the previous performance target setting. Bidding management and contract management in some colleges and universities are not standardized. Problems in bidding management include: lax qualification examination of bidders, failure to bid as required, etc. The superior departments carried out the budget performance management in an orderly manner, but at the grass-roots level, the municipal colleges and universities did not form a matching budget performance management system, and the schools, as the main body of the project, did not establish the corresponding budget performance management mechanism. The overall performance management consciousness of municipal colleges and universities is really weak, except for individual colleges and universities, no budget performance management system and performance accountability mechanism have been established. For a long time, China's university budget only pays attention to scale but neglects efficiency, especially the allocation of education funds mainly focuses on growth amount and growth rate. Colleges and universities put most of their energy into fighting for education funds, ignoring the responsibility of education investment and performance management of budget expenditure. Moreover, the financial department also failed to set goals in advance, supervise and control things, and evaluate things afterwards.

#### **3.2 Implementation Path of Comprehensive Budget Performance Management of Project Expenditure in Colleges and Universities**

Schools should manage one-time projects and continuity projects separately. One time projects need post evaluation, and continuous projects need tracking management, which is conducive to the

rational allocation of resources by the school and avoid the deviation of actual implementation from the goal. Strengthen project library management. The basic framework for establishing the overall budget performance management system is shown in Figure 2.



*Fig.2 Basic Framework of Budget Performance Management System*

The performance management of budget expenditure in Colleges and universities must focus on economic benefits and achieve the goal of maximum output and optimal effect with the least capital investment. The items arranged in the budget should include both expenditure items and income items. For all projects arranged by the school in a year, the source of income and the direction of expenditure shall be indicated to achieve balance of revenue and expenditure. When designing performance evaluation indicators, the caliber and methods of evaluation indicators should be comparable, and it should be noted that they are also comparable in spatial scope. According to the principle of comparability, indicators should be applicable and comparable in evaluation methods. Give play to the leading role of budget management system in restricting and ensuring the scientificity and rationality of project expenditure budget. Under the budget management system, quantitative indicators such as input, output and benefit are set for project expenditure to realize the fine management of project budget. Set performance goals scientifically. The school shall determine the annual performance objectives according to the common index requirements proposed by the Ministry of finance, combined with the medium and long-term development plan and the annual planning objectives. Strengthen organizational construction and strengthen the awareness of performance budget management. School leaders should attach great importance to budget performance management, further strengthen organizational construction, strengthen the collaborative communication between business units and functional departments, establish the concept of performance budget management, clarify work ideas, set a work plan for the implementation of comprehensive performance management, and ensure the implementation of performance management.

#### 4. Conclusions

Budget management in Colleges and universities is an important embodiment of scientific management in Colleges and universities. Through budget expenditure performance management, we can fully reflect the benefits of the school in teaching, scientific research, public services and so on. Colleges and universities implement infrastructure transformation projects every year to improve school running conditions, improve school running quality and better provide public goods and services for the society. Government education departments can improve and improve the budget execution ability and management level of public colleges and universities by implementing

mechanisms and means related to budget performance management. The application of this management model to the expenditure budget of education projects can greatly optimize the allocation of resources, improve the utilization efficiency of school resources, and enable university leaders to make better decisions. The performance evaluation of project budget in Colleges and universities is dynamic, not invariable. The establishment of a scientific, reasonable, standardized and dynamic project budget performance evaluation system in Colleges and universities is an important way and inevitable requirement to effectively alleviate the contradiction between the demand for project funds and the unbalanced and insufficient supply of educational resources. On the basis of consolidating the existing achievements of financial expenditure performance management, colleges and universities in China should gradually expand the performance management of special and even overall expenditure, truly realize the full caliber budget management, constantly improve the budget management level of colleges and universities, and ensure the healthy and long-term development of colleges and universities.

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