

Research on the Innovation and Reform of University Financial Management under the Financial Sharing Mode

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Abstract: University resources are the material basis for running a school. Apart from the problems of human resources management, the loss and waste of material assets have not been taken seriously, including explicit and invisible loss and waste. With the innovation and reform of university science and technology and the deep development of talent training, the traditional financial management mode based on accounting has not met the development needs of universities. The financial sharing model plays an important role in the financial management of enterprises all over the world, and the transformation of financial management is the only way for universities to enhance their value and competitiveness. From the perspective of financial sharing, this paper analyzes the present situation of financial management in universities, points out the existing problems, and puts forward the practical path of university financial management. In order to provide a reference for the establishment of sharing mode of financial management and the reform of scientific research management in universities.

1. Introduction

At present, the financial management of universities is facing many challenges. The reform of fiscal and taxation system and scientific research has entered a new stage of comprehensive deepening, which determines that universities should not only implement comprehensive, standardized, open and transparent financial budget management, but also innovate and reform management ideas, management methods and service concepts. Under this background, the scale and financial strength of domestic universities are also expanding, and various business processing matters are increasing greatly, resulting in the traditional financial management mode can no longer meet the business processing needs of universities [1-2].

The financial sharing mode is undoubtedly a new breakthrough. It is a new financial management mode of centralized integration and unified data processing. The financial sharing model plays an important role in the financial management of enterprises all over the world, and the transformation of financial management is the only way for universities to enhance their value and competitiveness.

2. Meaning of financial sharing mode

The main meaning of financial sharing mode is to effectively integrate the financial accounting parts in public institutions and establish a unified platform as a service center. Provide financial services for various departments and subordinate units in major institutions. Centralized payment is implemented in the business process, which reduces the fees that institutions need to pay. At the same time, through the brand-new financial management mode, the information processing speed is significantly improved, the transparency of financial information is guaranteed, and the accuracy is improved, so that the financial staff of institutions can effectively grasp the capital trends of institutions and improve the overall economic benefits of institutions [3].

Most domestic universities use information management systems to realize various financial management, such as tuition payment, information inquiry and expense reimbursement. However, the overall efficiency of scientific research management in universities is still low, the process is

complicated, and the level of informatization and intelligence is not high. In the long run, it is imperative to establish a shared service model of university scientific research management and financial management to promote the change.

At present, financial sharing service is mainly used in enterprises, but rarely in administrative institutions. However, under the mode of financial sharing service, it provides a good support for excavating the connotation of financial management. Among them, realizing the deep integration of business, especially innovating and reforming the integration mode, provides a good reference for the transformation of university financial management mode.

3. Problems in university financial management

3.1. Unreasonable use of funds

The coexistence of tight funds and wasteful spending is mainly manifested in the following aspects: black-box operation in purchasing, quality problems of purchased goods or high prices; The purchased items have excessive functions, resulting in real waste; There are many temporary jobs and many formal jobs; Office supplies cost a lot, and some even mix daily necessities with office supplies to achieve the purpose of turning public interests into private ones.

Some relevant departments of the school ignore the national laws and regulations, and the departments are self-supporting, and the school-running and other incomes are not turned over, resulting in the dispersion of the school's financial resources and poor efficiency in the use of funds, which makes it difficult to concentrate on the use of funds; At the same time, it also leads to the serious loss of state-owned financial funds in schools, which leads to misleading and other hazards to national macro-control and major decisions of schools.

In recent years, in the process of investigating various corruption cases, each case is mostly related to the chaotic distribution order of off-balance-sheet funds and "small treasury" [4]. With gray distribution and gray income, the relationship between higher and lower levels and departments is not only harmonious, but also the department provides the right protection for the off-balance-sheet funds and the reasonable survival of "small treasury".

3.2. Serious waste of assets

University resources are the material basis for running a school. Apart from the problems of human resources management, the loss and waste of material assets have not been taken seriously, including explicit and invisible loss and waste. It should be said that the management of assets in universities is gradually becoming formal, with some rules and regulations and management measures, including the use of modern information technology and the development of asset management systems relying on network platforms. However, the problems from system design to implementation are still very prominent.

All the asset management systems in universities have the requirement of "maintaining and increasing the value of state-owned assets", but without specific system implementation details and quantitative assessment indicators, the effect of system implementation can't be discussed at all. Because of the vagueness of ownership, "public" and "state-owned" have become empty words, and the actual possession departments have become management departments, user departments and beneficiary departments. They have the power of management and use, but they have not fulfilled their responsibility of maintaining and increasing the value, and there is no institutional arrangement for supervision and evaluation [5-6]. This directly expands the desire of all departments to occupy as many school resources as possible. Even the basic value compensation (depreciation) of university assets can't be done, let alone maintaining and increasing the value.

3.3. University financial information construction lags behind

The questionnaire and some university financial interviews are used for research. The questionnaire is designed around the problems faced by university financial management, the development of financial informatization and the feasibility of the application of financial sharing

service model in universities. The questionnaire was distributed to the staff of the financial department of universities directly under the Ministry of Education, and 166 valid questionnaires were collected.

At present, the construction of university financial informatization is generally dominated by the financial department, which mainly adopts three ways: direct purchase of software (73.3%), purchase plus self-development (22.8%) and self-development (3.9%). See figure 1:

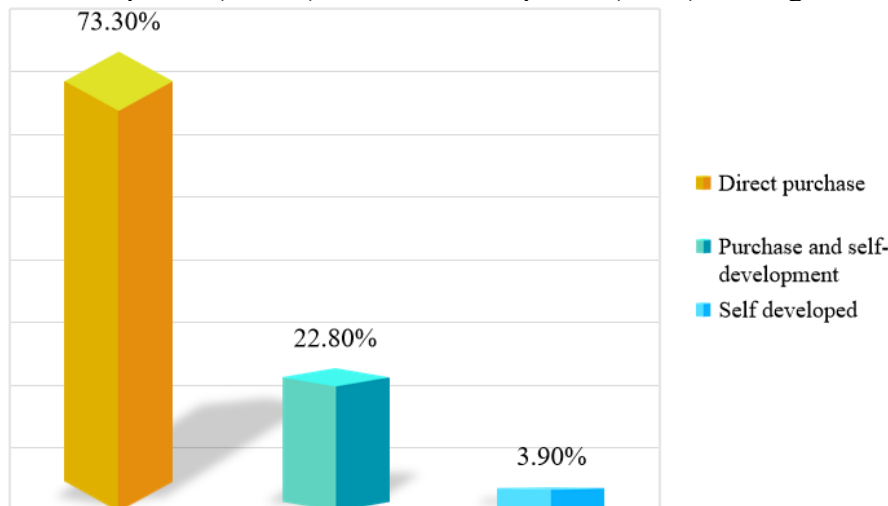


Figure 1 Investigation results of current university financial informatization construction

Direct purchase of software is the main way of university financial information construction, which leads to many universities' financial management models combing according to the requirements of purchased financial software, and lacking in-depth thinking about their own business. With the continuous optimization of the university system and the continuous improvement of the system, the application of the university financial sharing center model will promote the more efficient financial management and the development of university scientific research management.

Under the mode of financial center sharing, the smooth communication of information, the effective integration of resources, the rational allocation of funds and the optimization of personnel structure have all played a positive role [7].

4. Innovation and reform of university financial management under the financial sharing mode

4.1. Introduction and utilization of information technology

The introduction and utilization of financial sharing mode is of substantial significance to the reform and innovation of university financial management. At the same time, the financial sharing mode can realize the unified management of the information platform, which is of great significance to the implementation and implementation of some new university policies. Therefore, universities gradually begin to focus on the construction and operation of shared service platform, which plays a substantial role in improving the financial management level of universities. For example, the unified record platform is widely used at present. Through the rational use of this platform, the financial sharing mode can be managed in a centralized and unified way, and the security of various types of financial data and information in universities can be guaranteed [8-9].

University financial management has clearly recognized the importance of budget and decision-making management, but the existing financial management mode has not effectively released accounting resources. The financial sharing service mode can separate the repetitive accounting business and make use of modern information technology.

Business parties don't need to deal with finance directly. Through the interconnection and data sharing between finance and business systems, the work efficiency and service level of finance can

be improved. Let the real university financial personnel get rid of inefficient and complicated general affairs and engage in more valuable business finance and strategic finance.

4.2. University comprehensive budget management and control system under the financial sharing environment

The financial system under the financial sharing environment has really realized the real-time query, statistical analysis and management of financial information in different places in the whole school, thus strengthening the financial monitoring, strengthening the centralized and unified leadership of financial information, providing first-hand financial data for leaders at all levels in time, and realizing the vertical management of school proofreading secondary units. Through the construction of digital campus, the financial management software and office automation system will be well integrated to achieve the requirement of feedback budget control.

Advantages of networked budget control. With the support of network financial software, the dynamic management of rolling budget is realized. It can define budget analysis templates according to needs, and it can quickly and dynamically obtain information, timely and accurately generate the required statements, thus realizing the real rolling control management [10]. As the university finance department monitors the whole financial process of the secondary units at any time, the possibility of artificially adjusting the deviation is greatly reduced. However, in the case of inexhaustible quota indicators, it will attract the attention of the university finance department in time, pay close attention to whether unreasonable expenditures have occurred, and more strictly monitor its financial situation.

Because of the complexity and variability of university business, it is impossible to predict the future completely and accurately when making budget targets, so the expenditure budget generally has reserve fund indicators (commonly known as mobility indicators). Advantages of networked budget index adjustment control method. The application of this method in the network environment can give full play to its unique role without losing the strength of monitoring. It can not only greatly reduce the loopholes of artificial adjustment, but also has the advantage of accurate and rapid decision-making, which is enough to deal with sudden emergencies.

4.3. Build a sharing model of university scientific research financial management

The establishment of university scientific research financial management sharing center needs to start from the following points: first, understand the division of each system of the sharing center and clarify the responsibilities and authority of each department; second, reorganize each department and determine its business functions through the specific process of scientific research management. Finally, with the cooperation of the platform system and the opening of related functions.

In the accounting of university scientific research projects, the contract management mode should be adopted; Different from project management, contract management can control the total expenses, which is more convenient for universities to manage their budgets and meet their daily financial management needs. According to the contract management mode, this paper puts forward the flow chart of scientific research project management of financial sharing service center (see Figure 2).

First of all, the university scientific research management department logs in the project management system, then releases all kinds of scientific research project information, and through the information circulation, it finally goes to the teachers and students systems of scientific research offices in various colleges of the university; Secondly, university teachers and students can log in to the project management system to view the related information of the project. The risk budget evaluation module is integrated into the system.

The risk management department conducts risk assessment on the project budget. The department needs to be equipped with compound professionals who know the business of finance, computer and scientific research, and it is necessary to timely review and evaluate the rationality and scientificity of the project budget.

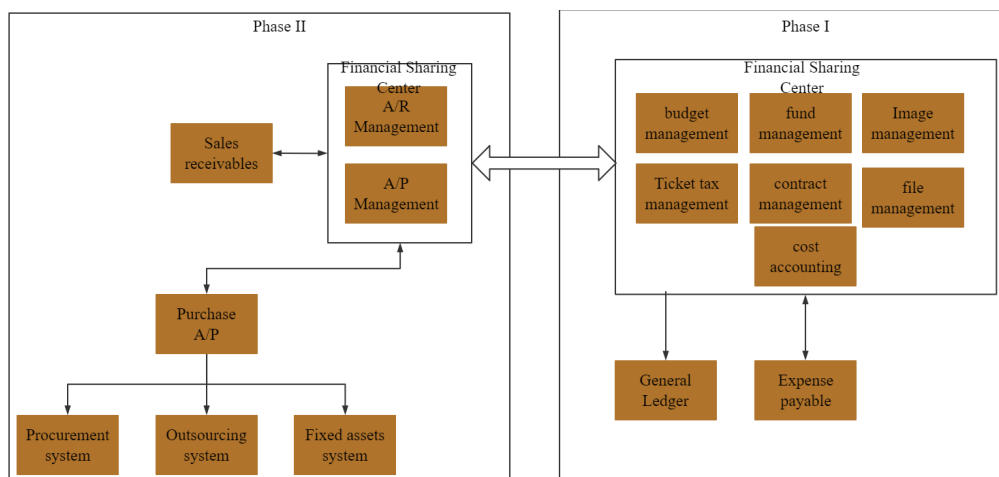


Figure 2 Management process of scientific research project in shared financial service center

4.4. Institutional guarantee for realizing the financial sustainability of universities

The financial sustainability of colleges and universities is the key part of the sustainable development of colleges and universities. Only based on the tide of market economy, integrated into the global competition environment of higher education, and establishing a perfect system guarantee system, can university finance overcome the enormous pressure brought by system defects.

Generally speaking, the cost of university education refers to the total value of educational resources consumed by colleges and universities in a certain period to cultivate students. We should change the accounting basis of universities from cash basis to accrual basis, rebuild the accounting system and accounting report system, and correctly divide the items of university education cost, that is, cost elements. In line with the principle of relatively clear property rights, paid occupation of assets, complete cost accounting, and unification of responsibilities and rights, it will gradually embark on the road of socialization and market-oriented operation. In the case that the property right transaction can't be achieved under the condition of complete market economy, we should try the property right flow mechanism within the university to facilitate the effective allocation of assets.

At the end of the financial year and after the implementation of the project is completed, it is necessary to carry out cost assessment and analysis according to the project budget and final accounts documents and completion audit opinions, so as to determine the amount and reasons of cost savings or exceeding the budget, determine the economic responsibility of the responsible persons at all levels of the project, and implement the reward and punishment rules for economic responsibility. Establish an active and steady bank loan system, introduce private capital, carry out education financing and other systems, create an institutional environment conducive to university financing, and ease financial pressure.

5. Conclusions

With the development of market economy, enterprises are grouped, management is refined and offices are coordinated. As an innovative and reformed service mode in the financial field, financial sharing service has gradually become the mainstream mode of financial management in large enterprises. The scale and financial strength of domestic universities are also expanding, and various business processing matters are increasing greatly, resulting in the traditional financial management mode can no longer meet the business processing needs of universities. The financial sharing mode is undoubtedly a new breakthrough. It is a new financial management mode of centralized integration and unified data processing. In a word, it is one of the models worth exploring to learn from the financial sharing service mode, take business as the center and budget as the leader, transform the financial language into the language of specific economic activities, use

modern information technology to drive the automation, visualization and intelligence of data, and get out of the financial department.

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