

Research on the management system of university financial aid based on PDCA theory -- a case study of Qinghai University

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Abstract: The management of university financial aid has always been the focus of our country, and the solution will directly affect the healthy development of our education system. Through the analysis of the implementation of financial aid in recent years, it is found that although the financial aid policy in China has solved the urgent problem for students, making them not to worry about economic problems in a short time, there are some more practical problems to be solved urgently. The problems of university financial aid management are becoming more and more serious, such as the arbitrary waste of financial aid funds, cheating of financial aid funds, students' psychological inferiority after obtaining financial aid funds, students' anxiety after failing to improve their grades and so on. Through the research, I found that the university financial aid management and enterprise management have the same way, so some successful theories of enterprise financial aid management have certain reference to the university financial aid management system. Therefore, this paper applies PDCA theory in enterprise operation to research, analyzes the disadvantages of qinghai university's current funding management, models the funding management system of qinghai university, and puts forward feasible Suggestions for the management system based on the existing problems.

1. Introduction

With the reform of the education system, university subsidy is a key issue in the reform of the education system. University financial aid is related to whether every student from a poor family can go to university as he wishes and to his future development, and improving the student financial aid management system is an indispensable measure to ensure the value of financial aid, student development and university progress. The financial aid management system of qinghai university is the management of grants, student loans and various aid work. However, in real life, such a university financial aid management system does have disadvantages: from the perspective of management, the university financial aid mode is not perfect enough, there are subjective errors in identifying poor students; From the point of view of students, students will have a series of problems, such as getting aid fraudulently, spending freely after getting aid, and having self-abasement. Traditional higher education funding management can not meet the needs of the development of colleges and universities, so we can appropriately use some methods of enterprise management to effectively and pertinently solve some problems. This paper chooses to apply PDCA theory of enterprise operation management to study qinghai university's university funding management system. The purpose is to make a systematic analysis of qinghai university's funding system, to clearly understand its disadvantages, and to propose effective solutions.

2. Literature review

University subsidy is related to whether every student from a poor family can go to university and successfully complete their studies, which is of great significance in maintaining the fairness of higher education, cultivating high-quality talents and promoting social mobility. Therefore, the

government and academia have been paying close attention to the implementation effect of university subsidy policy.^[1]Our government has long assessed the performance of the university financial aid management system in terms of conditions guarantee, system construction, fund management, supervision and inspection, and publicity and education.^[2]Since the eighteenth big, our country in financial investment as the main funding, school and social capital as the important support, build the government leading, school, society widely participate in the "trinity" of the funding pattern, in addition, in 2017 the ministry of education, ministry of finance to start the "national student financial assistance management year" activity, clearly put forward "six specification", scientific, standardized management level continuously improve student financial assistance work.^[3]From 2007 to 2016, the student financial aid system has been improved, greater educational equity has been achieved, the talent structure has been optimized, and poverty alleviation has been promoted.^[4]Many of these initiatives are designed to improve the process of financing poverty.

In Wu Lixun based on the context of public policy evaluation theory Angle of view, the funding for poor students in colleges and universities, more is to pay attention to person, only is expanding ZiZhuMian, reform policy system is not enough, because the financing of the object is not only "money", but "people", so for funding should not only focus on the process of carrying out the policy, more want to see is results.^[5]

From the current financing policy implementation results show that our country colleges and universities focus is to provide support in terms of economy, the economic difficulties in need of help students as a special kind of group, in self, family, school, the economy will be affected by a lot of pressure, at the same time of receiving funding, prone to mentally confused confusion of emotions.^[10]Moreover, in real life, the anxiety, depression and inferiority caused by the great economic pressure and the difference in the consumption environment are also likely to lead to the unsound personality and paranoia of these students, who are sensitive and suspicious in interpersonal communication. Chen lichun proposed in 2009 that colleges and universities should strengthen "psychological assistance" for poor students, increase humanistic care and spiritual encouragement, and help poor students relieve anxiety, inferiority and other bad emotions.^[6]Under the new situation, Yang zhenbin proposed to actively explore new models, strengthen positive guidance, and increase the cultivation of poor students' character.^[7]

Through the above literature analysis, it can be concluded that in the reform of university funding in recent decades, the research focus of the national government has always been to improve the process of university funding, so that poor students can be guaranteed in material aspects. But at the same time after the 18th national congress of the communist party of China (CPC), our country also gradually paid attention to the policy implementation results, so we found another outstanding problem: poor students' material level has been guaranteed, but their spiritual defects. Material poverty may cause some mental problems. Material assistance alone will not achieve the goal of promoting their healthy development. For the above conclusions, most scholars adopt qualitative analysis and inductive reasoning to summarize, and their research methods have limitations.

This paper adopts PDCA theory in enterprise operation and management to study the funding management system of qinghai university, aiming at organically combining it with the university funding management system from the perspectives of planning, coordination, supervision, management, etc., to form a corporate management system, so as to continuously improve the university funding system.

The company's management system is to achieve the company's goals and strategies, take into account the company's positioning, the way to provide products or services, the communication between departments and so on to formulate a scientific and reasonable customized system conducive to the long-term development of the company. The normal operation of an enterprise needs a set of regularized and effective personnel management system as the basic guarantee.^[8]

By analogy to corporate management, the financial aid work of universities can be compared to the study of the administrative departments of enterprises. The staff of financial aid positions can be

compared to the management levels and employees of the company, the students who enjoy financial aid policies can be compared to the customers of the company, and the implementation of financial aid policies can be compared to the customer satisfaction of the company. Aid policy is not perfect in Chinese universities, has not yet formed a system efficient financing process, given the advantages of company management, we incorporate enterprise management ideas and measures for the administration of university finance management, in fund management system in colleges and universities combined with the enterprise management system, according to the need of education reform in colleges and universities, the introduction of modern company in management personnel, management idea, management organization, the content of the management method, management means and so on.^[9]

After consulting relevant corporate management systems and theories, we finally chose to apply PDCA cycle management theory in corporate management to the improvement of funding policies. At the same time, we interviewed teachers, student assistants and other staff in the funded positions to learn about the basic funding process. In addition, we inquired relevant information, issued questionnaires on students' understanding of and satisfaction with the university's financial aid policies, and evaluated the operation of the existing financial aid system based on the satisfaction of "customers" reflected in the questionnaires. Based on the statistical data collected, we summarized the problems existing in the current funding system, and proposed Suggestions for improvement of the existing system.

3. The theoretical analysis

3.1 Qinghai university funding system

Closely follow national policies in terms of financial assistance; Set up student loans, and the implementation of post-loan management, provide subsidies for students with special difficulties, student work-study, grants, etc.

3.2 Qinghai university financial aid system management

The university has set up a working group to handle the daily affairs of national student loan with the help of "national student loan management center" of qinghai education department. In the application for financial aid, the individual shall apply for it. After the class review and confirmation, the department shall conduct the preliminary review, and the final review shall be conducted by the student financial aid management center of the department.

3.3 There are problems in the funding system of qinghai university

(1) The funding mechanism is not perfect

Although the government is now making great efforts to improve the student financial aid management system, it is undeniable that the system still has drawbacks in the specific implementation. For example, in the operation process of this mechanism, some students who are not poor can get the local poverty certification and therefore get the financial aid because of the management chaos and the rigidity and omission of the system. But the real poor students can not go through the formalities and lose the eligibility for the scholarship. In addition, in the process of scholarship evaluation, there are some phenomena, such as the shortage of places, having to compete across grades at the same time, as well as the unreasonable setting of grants and scholarships and the lack of objectivity. In the fund management system of qinghai university, the above problems are obvious.

(2) Funding methods are not scientific

The work of poverty alleviation in colleges and universities mainly focuses on material aid, and the degree of psychological concern for poor college students is not very high. Especially in 985.211 or "double first-class" colleges and universities, students face great pressure, and the current financial aid system of colleges and universities lacks spiritual help for poor students. Inappropriate financial aid will lead to more psychological problems for some poor students and

affect their healthy growth.

(3) Poor students affirmed strong subjectivity

Colleges and universities have developed effective evaluation procedures according to the requirements of the state, especially in the process of evaluation of poor students, there are certain conditions, but because poor students identify subjective, there are unfair evaluation problems. The identification of poor students does not have a certain standard to measure, can not ensure the efficiency of funding work. Besides, the staff members of the evaluation did not have a detailed understanding of the students, which would easily affect the fairness of the evaluation results.^[12]

3.4 Company management system and university aid management system

The company's management system is based on the goals and strategies, combined with the company's structure, functions, internal factors and related systems, and finally developed a set of conducive to the company's operation and overall management system.[8]

As an administrative department within the university, the management system of the university financial aid department is a series of management systems established by the state and the university for students from poor families to successfully enter the school and receive vocational education, including verification, distribution and so on.

3.5 The differences

(1) The service object

The service object of enterprises is consumers. In order to make profits or achieve the performance goals of enterprises, enterprises provide consumers with products or quality services.

The object of university financial aid is students whose material conditions are not enough to support them to complete their studies, and they mainly provide educational services. These students use university funding to complete their studies, acquire the knowledge they want to learn, and use that knowledge flexibly to contribute more value to society.

(2) Management environment

For enterprises, in order to create value and sustainable development, their environment is competitive to some extent, so there are inevitable threats and competition in the environment, such as the implementation of system rewards and punishments and the setting of bonus targets, which may lead to the passivity and passivity of employees due to comparison and competition.^[14]

For colleges and universities, all of the above phenomena should be avoided, and colleges and enterprises are similar and different from enterprises in many aspects, so the cultural atmosphere will be relatively different, and the funding management system should be corresponding to the educational objectives of schools.

(3) Management objectives

For enterprises, the management system is to make them better profitable, so it is natural that the system is set to maximize their economic benefits, and more use of quantitative evaluation in enterprise management.

However, colleges and universities do not aim at making profits. Instead, they pay more attention to social benefits and providing talents for the society. Due to their differences, the quantitative management mode of enterprises is not feasible in colleges and universities.

The goal of a business is long-term development. However, the goal of the university financial aid management system is to meet the basic material needs of students and provide talents for the society to create greater value.

3.6 The necessity of combining the two

(1) To improve the malpractice of traditional aid management in colleges and universities^[13]

Colleges and universities must learn to solve the problems existing in the traditional university financial aid management system by means of enterprise management.^[15]

(2) Inject vitality into the management of university aid

The idea and method of enterprise management should be applied in the financial aid management system, and should not be abused at will. We should take into account the actual

situation of each university financial aid to make the university financial aid management system more dynamic.

3.7 PDCA theory and funding work

PDCA cycle theory mainly divides quality management into four stages: plan, do, check and Action. In the enterprise quality management activities, the enterprise shall first plan, implement, then inspect, and finally adjust the parts with problems.

University financial aid is an important work, which is of great significance to the smooth implementation of the state financial aid, and also relates to the actual interests of the students. For example, the PDCA theory can be applied to the quality management in the funding work. It will be of great benefit to the quality level of the financial aid work to manage the university financial aid system by systematic means.^[19]

3.8 Application of PDCA cycle theory

The work of subsidizing is a routine work that colleges and universities will carry out every year. Therefore, it is necessary to summarize the work situation over the years and make adequate preparations in the early stage. In the work, strictly according to the requirements. Closely monitor the process and data involved to ensure high efficiency and quality.

3.9 PDCA cycle management in the system

(1) P (plan) -- work plan at the beginning of each school year

The staff shall make plans for the next year based on the changes in policies over the years and the implementation over the years. Considering the funding work of qinghai university, I think the content of the plan should include the following items: make clear stipulations on the object of funding and the amount of funding for different projects; To ensure that relevant staff have a thorough understanding of the criteria and requirements for financial assistance, and can provide correct guidance to students or parents when they have questions; The financial aid manual is sent to the parents and students together with the admission letter to the new students. After the new students enter school, the staff should grasp the basic situation of poor students in detail, for the next poor students identified work to lay a good foundation.

(2) D (do) -- implementation of the plan for the school year

For the determination of poverty, the school subsidy center should be evaluated based on the actual situation. Provide relevant certificates to students in need to verify, must be fair and impartial.

In the implementation stage of the financial aid work, we should grasp the principle of power and responsibility, and do the following: Implement funding policy training and integrity awareness education: provide funding resources, including personnel, funds, infrastructure, working environment, etc.; According to the identification procedure, the method of combining student origin identification with school identification is adopted based on the comprehensive consideration of family factors, natural factors and regional factors. Propagandize related national policy, make family economy difficult student overcomes abasement wait for negative mood to wait for relevant content.

(3) C (check) -- the verification phase of the plan implementation

For the verification of the funding work, the following parts shall be checked: whether the information is filled in correctly, whether there are problems in the poverty identification criteria, and whether the information is examined correctly; The department of student affairs needs to confirm the funding of each department. In addition to the verification of relevant information, the investigation and evaluation of students' actual situation and the operation process need strict supervision.

(4) A (action) -- modifications and adjustments after the work is completed

In order for the follow-up work to be systematic and exemplary, we need to adjust and modify the plan after each funding work is completed.

Funding is a long-term work, not only to improve the funding process, but also to pay attention

to students who need autonomy from all aspects of the system, from the material level to the spiritual level. To strengthen the ideological education, to help students to become better, so that the funding work more meaningful.

4. Study design

4.1 Application of PDCA model -- Qinghai university funding management system

At present, there is a complete system of university financial aid management. Through questionnaires, we analyze and evaluate the actual financial aid situation of Qinghai University from five aspects. The details are shown in table 1.

Table 1 evaluation indicator framework1

Latent variables	Observation variable	Measurement problems
U_1 benefits	U_{11} The coverage of	Have you ever applied for a school grant policy
	U_{12} assistance	Are you satisfied with the amount of financial aid provided by the school
	U_{13} Study hard	In addition to the time you spend studying in class every day
	U_{14} Effects on physical and mental development	Do you take an active part in class and school activities
	U_{15} The influence on ideology and politics	Whether you actively practice the dissemination of core socialist values
	U_{16} The impact on moral character	Do you act in good faith
	U_{17} Influence on ideals and beliefs	Are you committed to your ideals
U_2 The efficiency of	U_{21} Efficiency of resource allocation	Do you think the allocation of various financial aid is more reasonable
	U_{22} Efficiency of resource execution	How easy is it for you to apply for school aid
U_3 sufficiency	U_{31} Adequate source of funds	Do you think qinghai university has a lot of enterprise bonuses
	U_{32} Adequate use of funds	Do you think qinghai university is open to all kinds of financial aid
	U_{33} Policy implementation adequacy	Do you think qinghai university has many kinds of scholarship and grant policies
U_4 fairness	U_{41} Identity fairness	Do the students around you who have received financial aid match the conditions of financial aid
	U_{42} Equity of fund distribution	Do you think school grants are allocated on the basis of performance first and fairness first
U_5 responsive	U_{51} Overall policy recognition	How satisfied are you with the current funding policy
	U_{52} Student loan recognition	How satisfied are you with your current student loans

The object of the questionnaire is the aided students of qinghai university, for whom the financial aid policy is of practical interest. These students are actually involved in the relevant policies, and will also be affected by the school financial aid policies in the future. They have positive feelings about the management of the school financial aid system.

We sorted out the collected questionnaires and used statistics to analyze the questionnaire design, survey and data description. The questionnaire is divided into two parts: on the one hand, the specific situation of the financial aid is inquired; on the other hand, the funded students are asked to evaluate the effect of the financial aid.

Among them, we also investigated the gender, nationality, one-child status and family status of the students, in order to avoid variables irrelevant to the survey to affect the survey results.

The questionnaire is mainly in the form of likert scale, with 1-5 representing 5 degrees of strongly agree to strongly disagree.

4.2 The questionnaire results

For demographic variables, we measured the participants' gender, nationality, hometown, family income, whether the control variables, such as the one-child hope can through the establishment of structural equation model to explore these variables and finance work (U_1), (U_2) efficiency and sufficiency (U_3), fairness (U_4) and response (U_5) and so on, the relationship between the evaluation dimensions of this as the basis, targeted, perfecting the management system of the direction of university funding policy Suggestions are put forward.

As for the distribution of the questionnaire, considering that this study takes qinghai university as an example, it focuses on analyzing the understanding and satisfaction degree of students in qinghai university on the on-campus financial aid management system, so the research object is only targeted at undergraduate students in qinghai university. In the preliminary test stage, we interviewed some students who worked in the student associations of qinghai university and knew more about the financial aid policy, and adjusted the original questionnaire according to the actual conditions of the university. After that, we used the form of online questionnaires, which were distributed in a 3-day cycle, and were repeatedly distributed in different time periods every other day to learn as much as possible about the thoughts of students from different colleges, majors, nationalities and hometown.

A total of 192 questionnaires were collected from this survey. In order to make the results real and effective, we selected the questionnaires reasonably. According to the length and difficulty of the questionnaire, the questionnaires with a time less than or equal to 60 seconds were removed, and the invalid questionnaires (irrelevant answer, questionnaires with the same score and inconsistent results) were excluded after review, leaving a total of 164 valid questionnaires.

4.3 Questionnaire data analysis

Taking demographic variables as independent variables and dimensions as dependent variables, we conducted the following analysis on the collected data: $U_1 \sim U_5$

- (1) Make descriptive statistical analysis of each variable, have a preliminary understanding of the whole;
- (2) The reliability and validity of the questionnaire were tested by measuring clonbach Alpha and factor analysis.
- (3) The correlation between dependent variables, independent variables and control variables was preliminarily analyzed.

Table 2 data analysis criteria2

The independent variables	quantitative	
Is it an only child	is	1
	no	0
gender	male	1
	female	0
national	The han nationality	1
	Ethnic minorities	0
Have you applied for a grant	is	1
	no	0
Monthly household income	0-5000.	1
	5000-10000.	2
	10000-30000.	3
	More than 30000	4

This paper analyzed the correlation between each dimension and independent variables through SPSS (see the appendix for detailed data) and reached the following conclusions:

- (1) Whether or not a grant has been applied for is inversely related to U2: it is generally considered inefficient to have applied for a grant;

(2) Monthly household income is inversely correlated with U4: the lower the monthly household income, the lower the perceived fairness;

(3) Whether or not a subvention has been applied for is positively correlated with U4: it is generally considered fair by those who have applied for subvention;

(4) Monthly household income is inversely correlated with U5: the lower the monthly household income, the higher the recognition of the school aid system; There was a positive correlation between the application of subventions and U5 percent: those who had not applied for subventions had low recognition of the school subvention system.

4.4 Cause analysis

(1) Underfunding

The amount of financial aid has not fully considered the needs of students, and some poor students have not been alleviated financially. According to the questionnaire data, about 33.38% of the students think that the setting of the school financial aid quota is not reasonable. The average amount of aid is not enough to cover the needs of individual students, but it is more than enough to cover the needs of other students with mild poverty. When it comes to colleges and universities across the country, a policy of evenly distributed funding will result in increased state funding that is not fully used where it is most needed. In addition, a review of the data shows that the design of China's student loan policy defects make students have greater pressure. In fact, China's student loans only delay the repayment of individual education expenses. When students graduate, they have to face the problem of loan repayment in addition to the employment problem. Therefore, the defective student loan policy actually aggravates the burden of students.

(2) The evaluation system of aid eligibility is incomplete

Problems with the assessment criteria may prevent some students in need of financial aid from receiving effective financial aid. Financial difficulties are a condition for assessing funding, but review bodies sometimes fail to regulate reviews, leading to the failure to assess fairly and correctly. According to the analysis of the questionnaire data, 23.44% of the students think that the students supported by the school are not consistent with the conditions of the financial aid, and 18.75% think that the allocation of various financial aid quotas is not reasonable. In contrast, Qinghai University tries its best to ensure the fairness and rationality of the subsidy, which has been recognized by the students. 23.44% of students are satisfied with school loans and the existing subsidy policies. However, as long as the questionnaire on the situation of students and their families in institutions of higher learning is confirmed and signed by the government departments, the family difficulties can be recognized. This may be due to the negligence of the government departments will lead to some poor families can not be recognized by the government, so lose eligibility for aid.

(3) Application cost is too low, social responsibility is not prominent

Through interviewing have applied for funding as part of the students, we found that most of the funding measures only apply evaluation can obtain funding for the school, students in the process, almost don't have to pay any labor or assume corresponding responsibility and obligation, this kind of financing way to make the students easy to produce "don't take white don't take" the thought of "try it". Such a consequence on the one hand can not make the rights and obligations linked, let students through voluntary labor or excellent results to obtain their own financial aid. On the other hand, the subsidy has not been effective and beneficial, and the subsidy effect is not sufficient.

4.5 Advice

(1) To strengthen the introduction of the financial aid system for all students, in this respect, in addition to the introduction of the grant, but also can strengthen the introduction of the management of work-study, work-study positions should be open to all students, so that they should know more about the purpose and the whole system.

(2) To strengthen the fairness of management, the process of funding recognition should be more rigorous and open.

(3) Improve the efficiency of funding management, including allocation efficiency and implementation efficiency, so that the whole recognition process is simplified on the basis of strict

fairness, and tedious steps are eliminated as far as possible.

(4) Increase the trust of students for the school funding system, then the school should strengthen the construction of their own identity, especially for students, the school should be more for they have more preferential conditions, including giving them help in their studies and life, improve their confidence in the school, also enhanced the school's own kindness.

5. The research conclusion

5.1 Adopt the system mode that the form of universal benefit and choice coexist

Assistance is classified according to the financial difficulties of students in need of financial aid, and the recipients of selective financial aid are students facing financial difficulties and dropouts. The recipients of the grant are ordinary students.^[11]

In the form of universal benefit, every student can be paid for his or her study. At the same time, every college student is required to attend at least a certain number of work-study programs to ensure their practical ability and public spirit. To some extent, the form of universal benefits can help students with financial difficulties have more self-esteem.^[11]

Selective grants are targeted at students from disadvantaged families. The amount of financial aid can guarantee students' tuition fees and daily living expenses without being cancelled due to academic performance. In order to ensure authenticity and fairness, the applicant's actual situation must be examined strictly. The grant is not refundable.

5.2 We will improve the funding system and establish a precise support mechanism

To establish a practical and dynamic poverty support system, and to make timely and appropriate adjustments to students' lives. That is to increase the scientific nature of the work, and save the funding. If the student's family situation does not meet the conditions for receiving assistance or the student is wasteful or fraudulent, the student will be disqualified. The review of disqualification is conducted by the review team after strict review. If any member of the review team is found to have committed any injustice, he/she will be deprived of all his/her duties on campus and have relevant records on the files.

5.3 Attach importance to honesty education and advocate home-school interaction

Schools should make good use of the Internet media, actively build their own online public platform, guide parents to join in, and maintain good communication with the school. Through this channel, schools can show parents the correct concept of money, scientific life philosophy and timely poverty alleviation policies. Parents can provide schools with detailed and effective family economic conditions, further promote the development of poverty alleviation work, and make up for the shortage of the funding system.

In the network, on the basis of public platform construction, the school to further sincere gratitude education through a variety of forms, cannot make parents and students to become lazy, think poverty is oneself to the society to the school to the government for money on, to spread on the platform "dripping of grace when yongquan", "honesty repayment repayment" right thinking, late subtly for poverty alleviation work in our daily life.

5.4 Do a good job of psychological support, build a positive attitude

Students from poor families pass the college entrance examination, bearing the hope of revitalizing their families, and they are burdened with heavy academic and employment pressure at the beginning of their enrollment. , in the process of psychological poverty alleviation in the form of institution transference counseling process, through the class culture construction, class activities organization daily activities to let everyone to actively participate in collective activity, again by psychological counselors to systematic scientific psychological health education, carry on the system of the outlook on life, the money, so that the students face up to oneself, dare to face their own inner "poverty", so as to overcome ourselves.

To do a good job in student financial aid, we should take education as the starting point and goal,

persist in the combination of "helping the poor" and "supporting the aspirations", and promote the cultivation of the sound personality of the funded students. First of all, we should make use of new media, adopt a form popular with college students, and carry out propaganda and education of socialist core values in combination with the characteristics and connotation of financial aid.

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