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Research on the High-Quality Development Path of University Financial Management

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Abstract
In the new era of educational modernization, higher education has shifted from extensive scale expansion to intensive connotative development. As the core guarantee of university operation and discipline construction, financial management directly affects the overall governance level and sustainable development ability of colleges and universities. Traditional university financial management is mainly based on daily accounting and fund payment, which has obvious limitations such as backward management concepts, extensive budget arrangement, low fund use efficiency, insufficient risk prevention ability and lagging information construction. These problems cannot meet the requirements of high-quality educational development and national fiscal system reform.
High-quality financial development has become an inevitable trend of university governance reform. It focuses on standardized management, efficient resource allocation, digital service upgrading, full-cycle performance evaluation and systematic risk control. On the basis of sorting out the current situation and existing problems of university financial management, this paper analyzes the main constraints restricting the high-quality development of university finance, and puts forward feasible optimization paths from institutional improvement, digital transformation, performance management, talent team construction and risk prevention. The purpose of this study is to help universities realize the transformation from passive accounting finance to active strategic finance, improve the scientificity and refinement of financial management, and provide solid financial support for the high-quality development of higher education.
Keywords: *University Financial Management; High-Quality Development; Budget Management; Digital Transformation; Financial Risk Prevention; Performance Evaluation*

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I. Introduction

With the continuous deepening of China's fiscal reform and higher education reform, the operating environment of universities has undergone great changes. On the one hand, the sources of university funds are increasingly diversified, including financial appropriation, scientific research income, social donation, training income and other channels. On the other hand, universities are facing increasing expenditure pressure in discipline construction, talent introduction, scientific research innovation, campus infrastructure construction and student training. The diversified income structure and complex expenditure scenarios put forward higher requirements for the refinement, standardization and intelligence of financial management.

For a long time, most domestic universities have adopted traditional financial management modes. Financial work is limited to basic work such as bookkeeping, reimbursement and fund scheduling, lacking overall strategic thinking and forward-looking resource layout. In the context of tight fiscal funds and intensified educational competition, the extensive financial management mode easily leads to unreasonable resource allocation, waste of educational and scientific research funds, and hidden financial risks. Therefore, promoting the high-quality development of university financial management is not only an inherent requirement for universities to improve their internal governance capacity, but also an important guarantee for adapting to national budget performance reform and promoting the stable development of higher education.

High-quality university financial management is a systematic project. It abandons the single post-supervision mode of traditional finance, and builds a whole-process management system covering budget compilation, process supervision, performance assessment, risk early warning and data decision-making. Through innovative management modes and technical means, universities can maximize the use efficiency of financial resources, standardize financial operation procedures, effectively resolve potential risks, and make financial work better serve teaching, scientific research and school-running strategies. Based on the above background, this paper explores the current problems and innovative development paths of university financial management, so as to provide practical reference for the financial reform and high-quality development of ordinary universities.

II. The Connotation and Significance of High-Quality Development of University Finance

2.1 Basic Connotation of High-Quality Financial Development

The high-quality development of university financial management is different from the traditional financial work centered on accounting business. It is a modern financial governance model with strategy as the orientation, efficiency as the core, standardization as the basis and innovation as the driving force. Its core connotation includes four key dimensions.

First, strategic orientation. High-quality financial management needs to be closely combined with the school's overall development plan, discipline construction goals and key development tasks. Financial resource allocation should tilt towards key disciplines, major scientific research projects and core talent training, so as to ensure that financial funds serve the strategic development of the university.

Second, refined standard management. It standardizes the whole process of fund operation, realizes scientific budgeting, standardized reimbursement, transparent fund use and accurate final accounting, eliminates random fund expenditure and extensive management problems, and improves the standardization level of financial work.

Third, digital intelligent service. Relying on information technology, it breaks the data island of financial, teaching, scientific research and asset management, realizes online office, intelligent approval and data dynamic monitoring, reduces manual labor costs, and improves financial service efficiency.

Fourth, performance and risk dual guarantee. It establishes a full-coverage budget performance evaluation system to link fund allocation with output benefits. At the same time, it builds a whole-process risk prevention and control mechanism to avoid fund abuse, audit risks and debt risks, and ensure the safe and stable operation of school finance.

2.2 Practical Significance of High-Quality Financial Development

Firstly, it helps improve the efficiency of university resource allocation. Educational financial funds are public resources with limited total amount. High-quality financial management can optimize the allocation structure of funds, reduce invalid and low-efficiency expenditure, focus funds on core school-running businesses, and effectively solve the problem of fund waste and idle resources.

Secondly, it helps standardize university internal management. The standardized financial system and whole-process supervision mechanism can restrain irregular financial behaviors, standardize the work processes of various departments, improve the internal control level of universities, and maintain the normal operation order of teaching and scientific research.

Thirdly, it helps prevent and resolve financial risks. In the context of increasingly strict national fiscal supervision and audit inspection, high-quality financial development can realize real-time early warning of fund risks, scientific management of scientific research funds and standardized control of special funds, and effectively avoid financial violations and audit risks.

Finally, it helps support the long-term development of universities. Modern financial management can provide accurate data support for school decision-making, help schools judge the capital supply capacity of key projects, formulate scientific development plans, and lay a solid financial foundation for sustainable school-running and high-quality educational development.

III. Current Problems of University Financial Management

3.1 Backward Financial Management Concepts

At present, many university financial departments still adhere to the traditional management concept of "focusing on accounting and neglecting management". Financial staff only complete daily reimbursement, bookkeeping and fund payment work mechanically, lack active service awareness and strategic thinking. Most financial work stays in the post-event accounting stage, lacking forward-looking prediction in budget arrangement and in-depth analysis in fund use effect. The separation between financial work and school business leads to the disconnection between resource allocation and actual development needs, which restricts the improvement of fund use efficiency.

3.2 Extensive Budget Management and Insufficient Performance Awareness

Budget management is the core link of university financial work, but many universities have prominent problems in budget compilation and implementation. In terms of budget compilation, most departments adopt incremental budgeting based on historical data, lacking scientific demonstration according to actual business needs. The budget compilation is rough, and the classification of project funds is not detailed enough. In terms of budget implementation, the supervision of fund use process is insufficient, the phenomenon of arbitrary adjustment of budget items and slow progress of fund expenditure often occurs.

In addition, the budget performance management system of many universities is not perfect. There is a common phenomenon of "emphasizing allocation and neglecting performance". The lack of clear performance evaluation indicators and assessment standards leads to the inability to effectively assess the output effect of funds. The

performance evaluation results are not linked to the next year's budget allocation, resulting in insufficient restraint and incentive effect, and low overall use efficiency of financial funds.

3.3 Lagging Financial Informatization Construction

In the era of digital economy, many universities' financial information construction is still relatively backward. First, the financial system is relatively single, and the financial platform is independent of teaching management system, scientific research management system, asset management system and student management system, forming serious data islands. Data cannot be shared and transmitted in real time, resulting in repeated work and low management efficiency.

Second, the degree of intelligent financial service is low. Most universities still rely on manual review for reimbursement approval, with cumbersome processes and long processing cycles. The lack of intelligent early warning and automatic analysis functions makes it impossible to dynamically monitor the whole process of fund use. Third, the data analysis ability is insufficient. The financial system can only realize basic data statistics, but cannot mine and analyze fund use data, and cannot provide effective data support for school management decision-making.

3.4 Imperfect Internal Control and Financial Risk Hidden Dangers

University financial internal control system needs to be further improved. Some universities have incomplete financial management systems, unclear division of responsibilities in fund approval, expenditure supervision and asset management, and weak restraint power of internal control system. In the management of scientific research funds and special project funds, there are irregular reimbursement, non-standard fund use and other problems.

At the same time, universities face diversified financial risks. With the expansion of school-running scale, some universities have campus construction debts and operational fund pressure. The diversified fund sources also increase the difficulty of fund supervision. The lack of perfect risk early warning mechanism and emergency response system makes it difficult to detect and resolve potential financial risks in a timely manner, which brings hidden dangers to the stable operation of school finance.

3.5 Insufficient Comprehensive Quality of Financial Talents

High-quality financial management requires compound talents with financial professional knowledge, management ability and information technology ability. However, most of the existing university financial staff are traditional accounting professionals, who are proficient in basic accounting business, but lack systematic understanding of budget performance management, digital financial technology and financial risk control.

Many financial staff have a single knowledge structure, weak innovative thinking and data analysis ability, and cannot adapt to the requirements of refined, intelligent and strategic modern financial management. The insufficient construction of talent team has become an important factor restricting the high-quality development of university finance.

IV. Optimization Paths for High-Quality Development of University Financial Management

4.1 Update Financial Management Concepts and Establish Strategic Financial Thinking

First, universities need to change the traditional passive accounting concept, establish active service and strategic management awareness. Financial departments should take serving the school's development strategy as the core goal, actively connect with teaching, scientific research and administrative departments, understand the actual fund demand of various businesses, and realize the transformation from "passive reimbursement" to "active service".

Second, strengthen the overall awareness of financial management. Financial staff should break the fragmented working mode, take the overall development of the university as the starting point, optimize the overall layout of financial resources, ensure that funds are inclined to key businesses, and improve the matching degree between fund allocation and school development strategy. At the same time, strengthen the publicity of financial policies, improve the financial awareness of all staff, and create a good atmosphere for standardized financial management.

4.2 Optimize Whole-Process Budget Management and Improve Performance Mechanism

First, innovate the budget compilation method. Universities should abandon the single incremental budgeting mode, adopt zero-based budgeting for key projects, conduct scientific demonstration according to project actual demand, implementation cycle and expected benefits, and improve the accuracy and rationality of budget compilation. Refine budget subject classification, realize full coverage of budget management for educational funds, scientific research funds and special funds.

Second, strengthen dynamic supervision of budget implementation. Establish a whole-process tracking and supervision mechanism for budget expenditure, regularly check the progress of fund use, timely supervise and

remind projects with slow expenditure progress, and avoid fund precipitation and waste. Standardize the budget adjustment process to ensure that all fund changes are carried out in accordance with formal procedures.
Third, improve the budget performance evaluation system. Design targeted quantitative and qualitative evaluation indicators according to different types of funds, build a full-cycle performance management system of "pre-evaluation, in-process supervision and post-assessment". Link performance evaluation results with annual budget allocation, increase support for high-efficiency projects, reduce or cancel low-efficiency and idle projects, and form a closed-loop management mechanism of performance incentive and restraint.

4.3 Accelerate Digital Transformation and Build Intelligent Financial Platform
Universities should take digital construction as the core driving force of financial high-quality development, and build an integrated intelligent financial management platform. First, break data islands, realize the data interconnection of finance, teaching, scientific research, assets and personnel, form a unified financial data center, and realize real-time sharing and automatic update of various business data.
Second, optimize intelligent financial service processes. Realize online reimbursement, intelligent approval, automatic bookkeeping and mobile query, simplify financial service procedures, reduce manual processing links, and improve the efficiency of teachers and students' financial business handling. Set up intelligent risk early warning rules to automatically identify abnormal expenditure and non-standard reimbursement behaviors.
Third, strengthen financial data mining and analysis. Rely on big data technology, conduct in-depth analysis of fund allocation, expenditure structure and project benefits, form regular financial analysis reports, provide accurate data support for school strategic decision-making, project adjustment and resource optimization.

4.4 Improve Internal Control System and Strengthen Financial Risk Prevention
First, optimize the financial internal control system. According to national fiscal policies and university actual conditions, revise and improve financial management measures, fund approval systems, asset management systems and scientific research fund management rules, clarify the authority and responsibility of each post, standardize every link of financial operation, and ensure that all financial work has rules to follow.
Second, build a comprehensive financial risk prevention and control system. Sort out key risk points such as budget management, scientific research fund use, debt management and asset supervision, establish a risk inventory and dynamic early warning mechanism. Regularly carry out financial risk investigation, timely rectify existing problems, and resolve potential financial risks in advance.
Third, strengthen internal audit and external supervision. Give full play to the supervision role of internal audit departments, carry out regular special audit of financial funds, and standardize fund use behaviors. Take the results of external audit and fiscal inspection as the guidance, continuously optimize financial management processes, and improve the standardized operation level of university finance.

4.5 Build Compound Financial Talent Team
Talent team is the fundamental guarantee for high-quality financial development. Universities should attach importance to the construction of financial talent team and improve the comprehensive quality of financial staff.
First, optimize the talent recruitment structure, introduce compound talents with financial management, data analysis and information technology professional background, and enrich the talent team.
Second, strengthen regular professional training. Organize financial staff to learn new government accounting systems, budget performance policies, digital financial technologies and risk management knowledge, update their professional knowledge reserve, and improve their innovative management ability and data analysis ability.
Third, establish a scientific assessment and incentive mechanism. Combine daily work performance, business innovation and service quality to carry out comprehensive assessment, link assessment results with salary and promotion, stimulate the work enthusiasm and innovation vitality of financial staff, and build a professional, efficient and innovative modern financial talent team.

V. Conclusion

The high-quality development of financial management is an important part of the modernization of university governance system, and also a key support for the connotative development of higher education. Facing the new requirements of fiscal system reform and educational high-quality development, universities must abandon the traditional extensive financial management mode. By updating management concepts, optimizing budget performance management, accelerating digital intelligent transformation, improving internal control and risk prevention mechanisms, and strengthening talent team construction, universities can realize the comprehensive upgrading of financial management level.

In the future, university financial work should always adhere to the service-oriented and efficiency-oriented development concept, continuously promote the refinement, standardization, intelligence and specialization of financial management, maximize the use efficiency of educational financial resources,

effectively prevent financial risks, and continuously empower the high-quality development of university teaching, scientific research and school-running undertakings.

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