



Approaches for Financial Accounting in Jingdezhen University, Jiangxi Province,
China

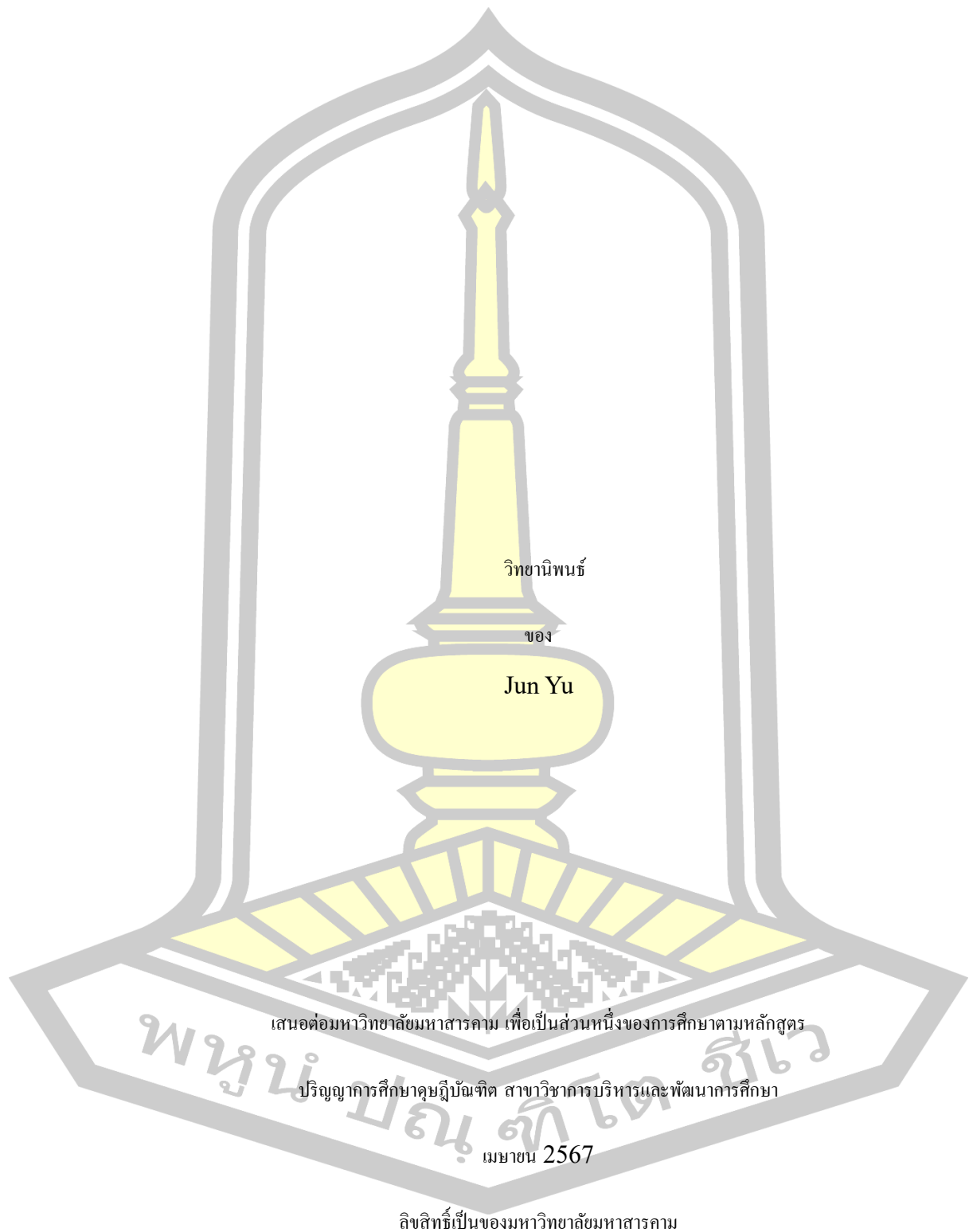
Jun Yu

A Thesis Submitted in Partial Fulfillment of Requirements for
degree of Doctor of Education in Educational Administration and Development

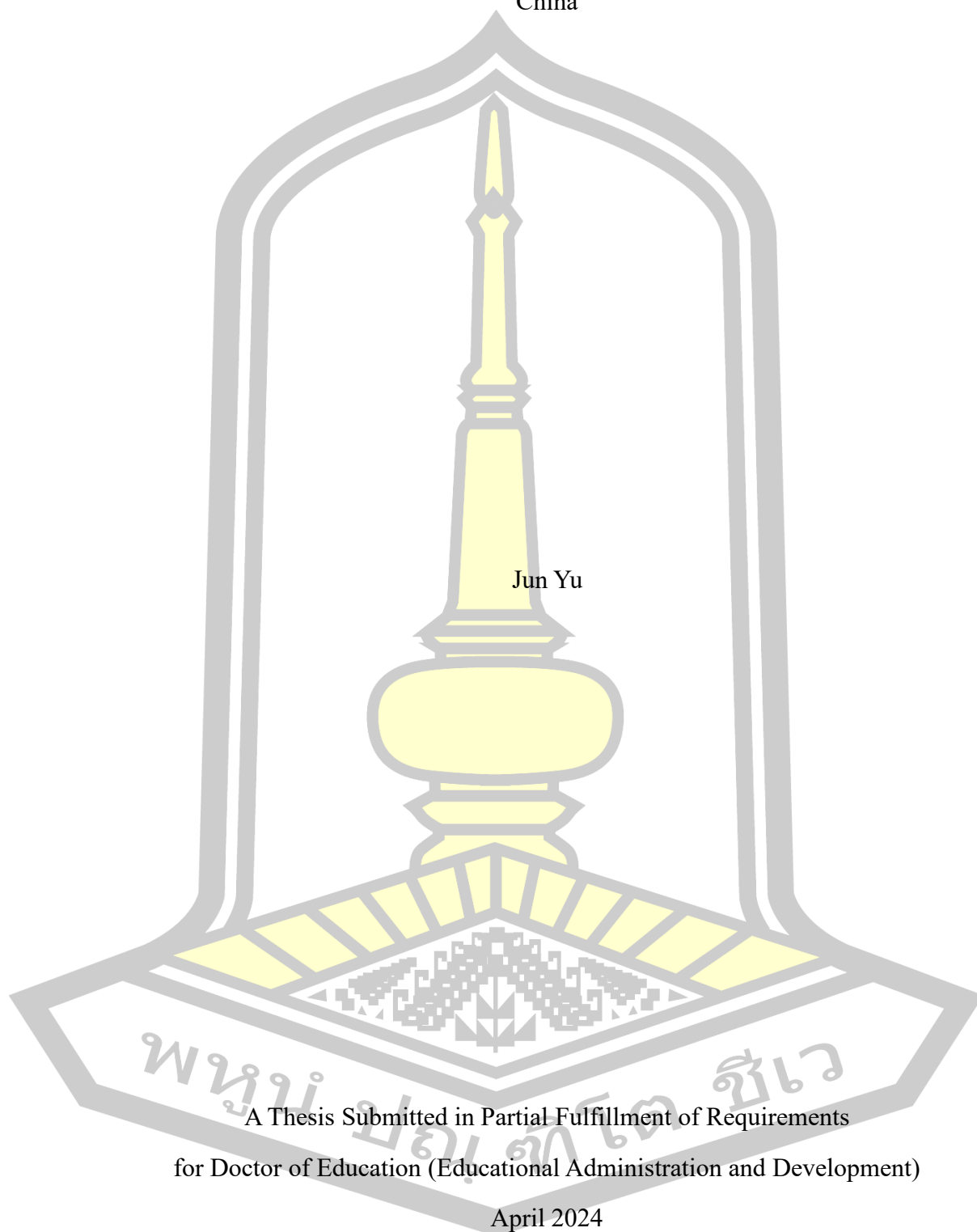
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Approaches for Financial Accounting in Jingdezhen University, Jiangxi Province,
China



Jun Yu

A Thesis Submitted in Partial Fulfillment of Requirements
for Doctor of Education (Educational Administration and Development)

April 2024

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The examining committee has unanimously approved this Thesis, submitted by Ms. Jun Yu , as a partial fulfillment of the requirements for the Doctor of Education Educational Administration and Development at Mahasarakham University

Examining Committee

Chairman

(Prof. Kanokorn Somprach , Ed.D.)

Advisor

(Assoc. Prof. Tharinthorn Namwan , Ed.D.)

Co-advisor

(Asst. Prof. Karn Ruangmontri , Ph.D.)

Committee

(Surachet Noirid , Ed.D.)

Committee

(Assoc. Prof. Suwat Junsuwan , Ed.D.)

Committee

(Assoc. Prof. Suttipong Hoksuwan , Ph.D.)

Mahasarakham University has granted approval to accept this Thesis as a partial fulfillment of the requirements for the Doctor of Education Educational Administration and Development

(Assoc. Prof. Chowwalit Chookhampaeng ,
Ed.D.)

Dean of The Faculty of Education

(Assoc. Prof. Krit Chaimoon , Ph.D.)

Dean of Graduate School

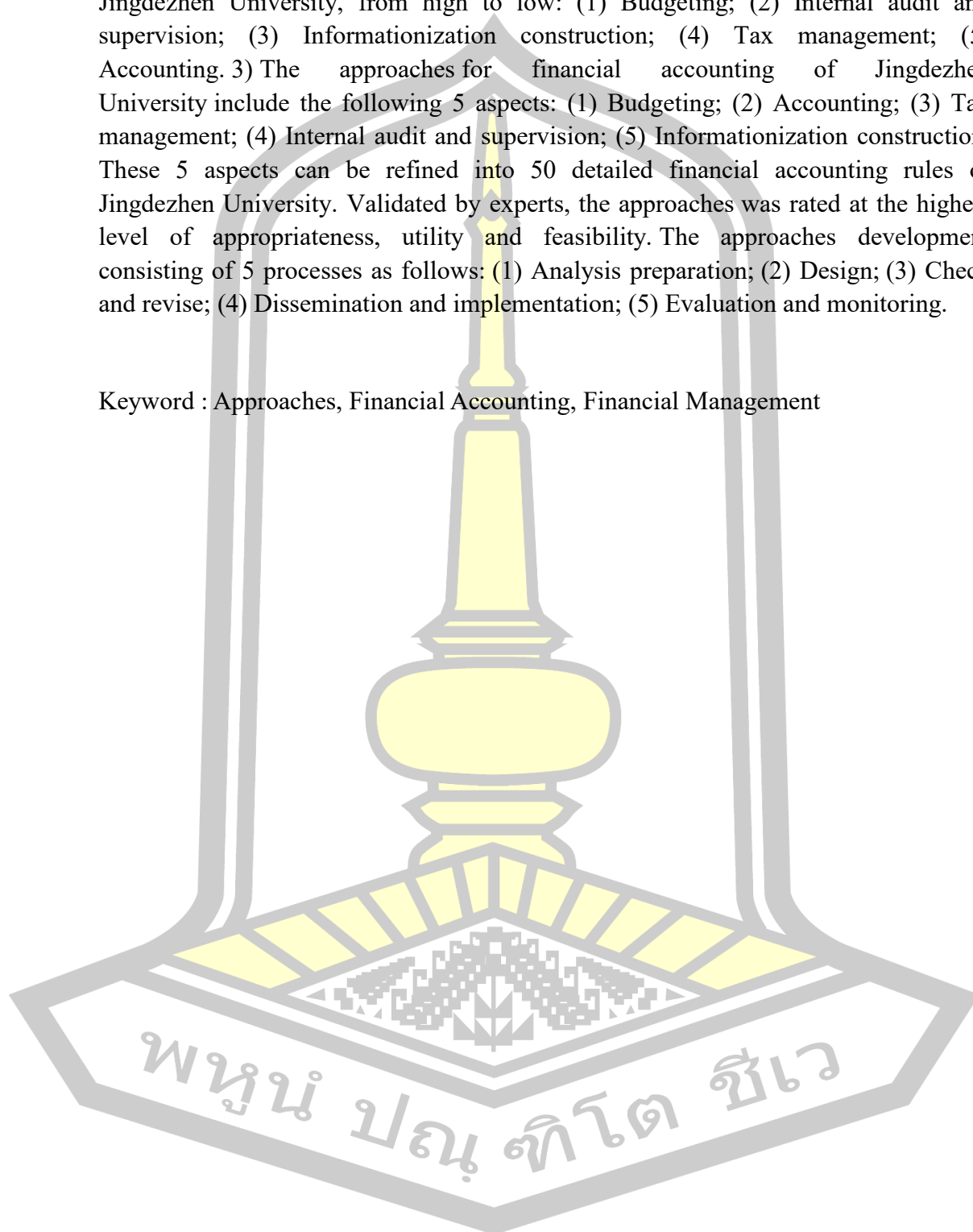
TITLE	Approaches for Financial Accounting in Jingdezhen University, Jiangxi Province, China		
AUTHOR	Jun Yu		
ADVISORS	Associate Professor Tharinthorn Namwan , Ed.D. Assistant Professor Karn Ruangmontri , Ph.D.		
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ABSTRACT

This research aims to: 1) Investigate components and indicators of financial accounting. 2) Explore levels of current state, desired state, and the priority needs of financial accounting in Jingdezhen University. 3) Develop approaches for financial accounting of Jingdezhen University. This research have 3 phases: 1) Investigate components and indicators of financial accounting. Invite 5 experts to check components, and indicators of financial accounting. 2) Explore the current state, desired state and the priority needs of financial accounting of Jingdezhen University. A stratified random sampling method was used to conduct a questionnaire survey among 265 teachers from Jingdezhen University. 3) Develop approaches for financial accounting of Jingdezhen University. The researchers interviewed 5 informants from 3 universities and summarized their opinions. Then 5 experts were invited to propose revisions to the draft approaches for financial accounting of Jingdezhen University, and the draft approaches were modified based on the experts' suggestions to form formal approaches. Finally, this research invited 5 experts to verify the appropriateness, utility and feasibility of the approaches of Jingdezhen University's financial accounting. The researchers analyzed the data using mean, standard deviation and modified priority needs index. The results show: 1) Financial accounting of Jingdezhen University includes 5 components and 16 indicators, which are: (1) Budgeting with 2 indicators; (2) Accounting with 3 indicators; (3) Tax management with 3 indicators; (4) Internal audit and supervision with 4 indicators; (5) Informationization construction with 4 indicators. And assessed by experts that the suitability are very high. 2) The current situation of financial accounting in Jingdezhen University is generally at a medium level, and the ideal state is generally

at a very high level. The priority needs index indicators for financial accounting of Jingdezhen University, from high to low: (1) Budgeting; (2) Internal audit and supervision; (3) Informationization construction; (4) Tax management; (5) Accounting. 3) The approaches for financial accounting of Jingdezhen University include the following 5 aspects: (1) Budgeting; (2) Accounting; (3) Tax management; (4) Internal audit and supervision; (5) Informationization construction. These 5 aspects can be refined into 50 detailed financial accounting rules of Jingdezhen University. Validated by experts, the approaches was rated at the highest level of appropriateness, utility and feasibility. The approaches development consisting of 5 processes as follows: (1) Analysis preparation; (2) Design; (3) Check and revise; (4) Dissemination and implementation; (5) Evaluation and monitoring.

Keyword : Approaches, Financial Accounting, Financial Management



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G

Jun Yu

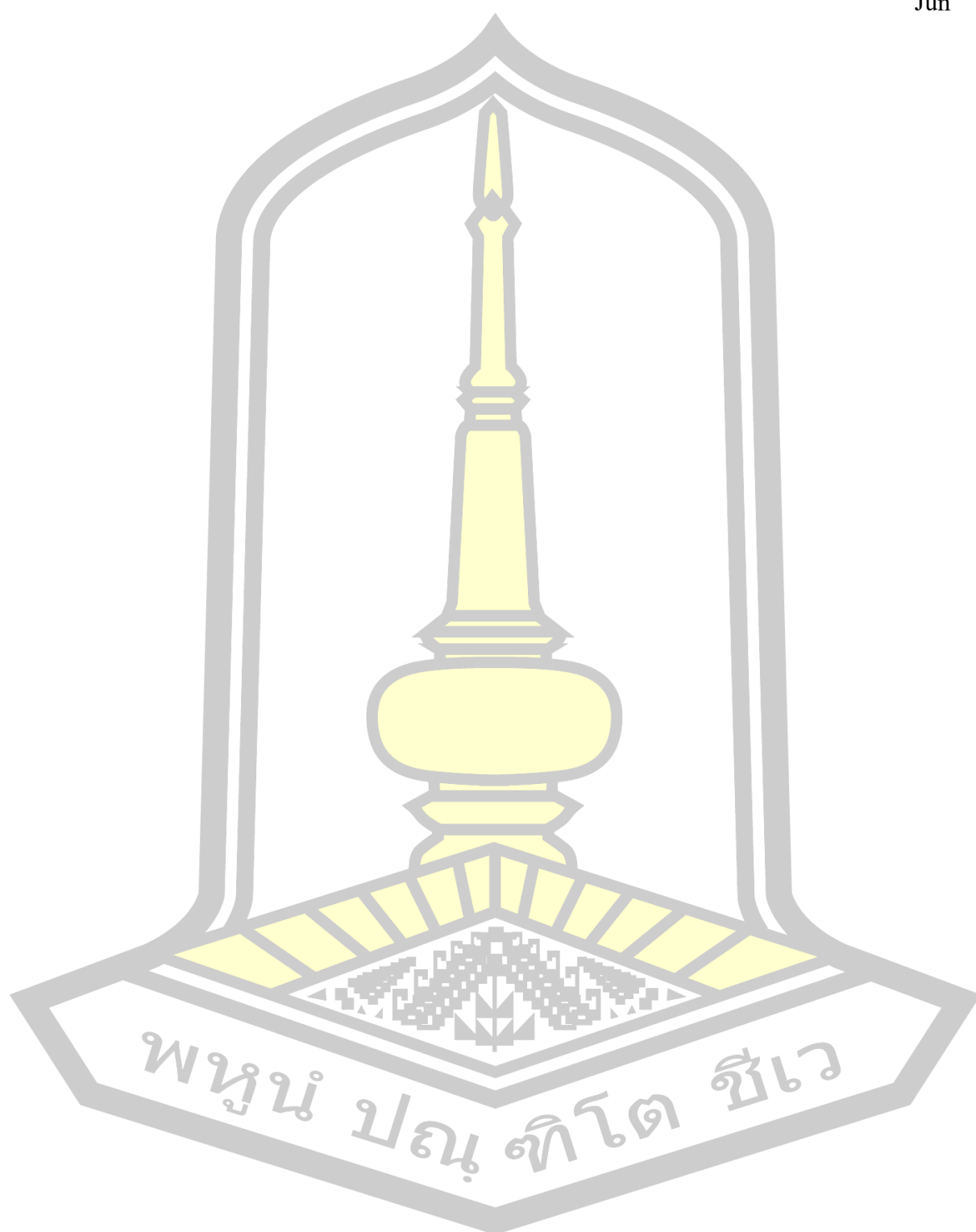


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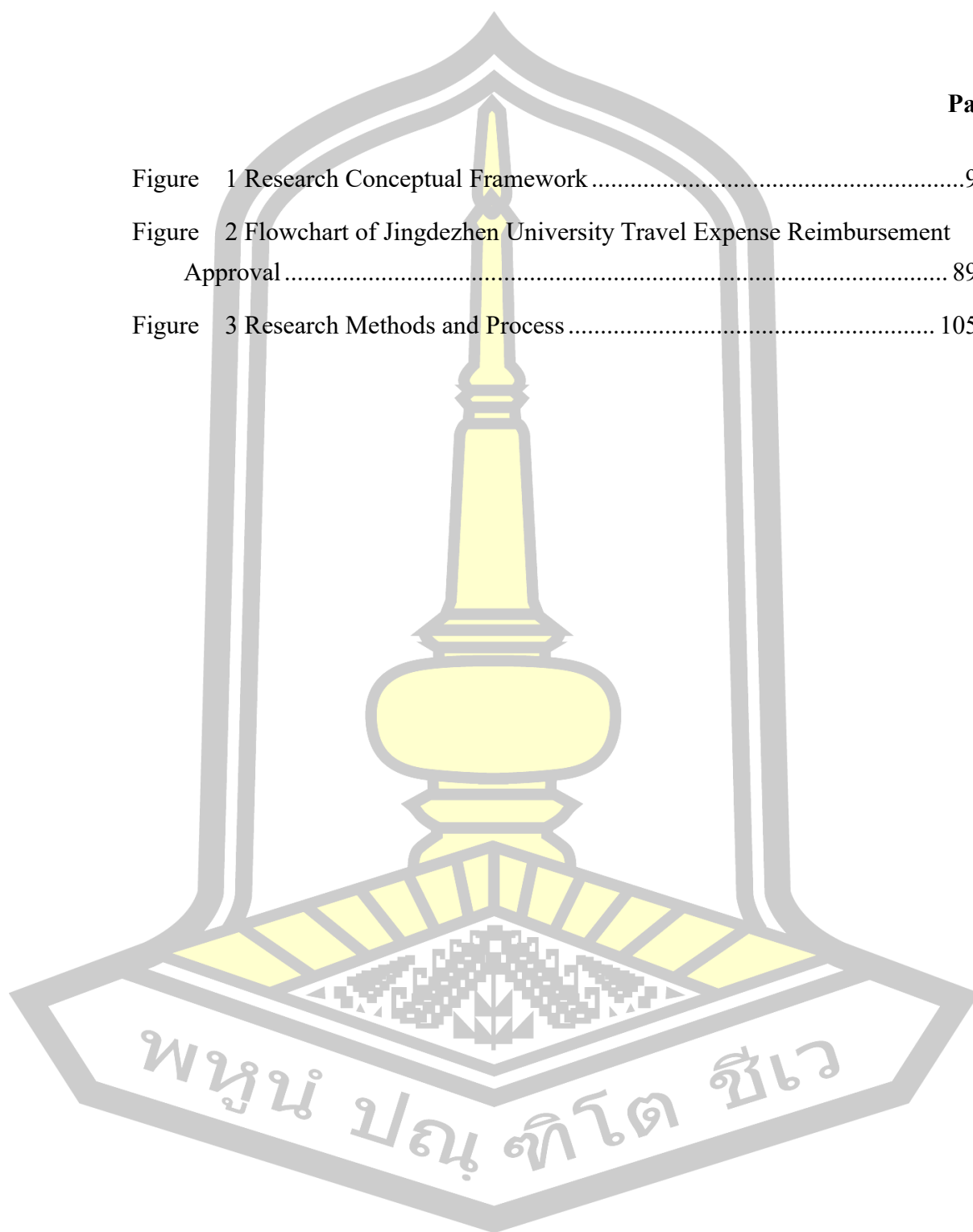
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CHAPTER 1

INTRODUCTION

Background

With the rapid increase in population, China has become the country with the largest scale of higher education in the world. According to the “2022 National Education Development Statistics,” there are 3013 higher education institutions in China, including 1239 universities. A total of 46.55 million individuals are engaged in different forms of higher education, with 1.9778 million being full-time teachers. Among them, 1.3158 million teachers work in universities (Ministry of Education, 2023).

As the scale of Chinese higher education continues to expand, the government’s investment in higher education has also gradually increased, resulting in more work in financial accounting. Chinese government has invested heavily in higher education. *China’s Education Modernization 2035* points out that “investment in education is basic guarantee of education modernization. Investment in education should be regarded as a basic and strategic investment to support long-term development of the country. China should deepen the reform of the mechanism for investment in education funds, improve the efficiency and effectiveness of the use of funds, and form a legal, standardized, institutionalized and scientific system for investment in education and mechanism for allocation, use and management of education funds, so as to provide a strong material guarantee for the realization of education modernization” (CPC Central Committee, State Council, 2019). China should “pay attention to driving investment by strengthening policy design, system design and standard design, improve long-term mechanism to ensure the sustained and stable growth of financial education investment, ensure that education expenditure in general public budget only increases year by year, that education

expenditure in general public budget, which is averaged by the number of students in university, only increases year by year, and that the proportion of state fiscal education expenditure to GDP is not less than 4%” (CPC Central Committee, State Council, 2019). Taking 2021 as an example, China’s “GDP preliminary accounting figure is 114,367 billion RMB, state fiscal education expenditure is 4,583.531 billion RMB, and the proportion of state fiscal education expenditure to GDP is 4.01%” (Ministry of Education, 2022). The budget figure of university funds is getting larger and larger. the statistics of higher education expenditure in China have shown a consistent increase over the period from 2017 to 2022. Starting at 11,109 hundred million RMB in 2017, the input steadily rose each year, reaching 12,013 hundred million RMB in 2018, 13,464 hundred million RMB in 2019, and further increasing to 13,999 hundred million RMB in 2020. Despite the global challenges, the trend continued upwards with an expenditure of 15,440 hundred million RMB in 2021, culminating at 16,397 hundred million RMB by 2022. This progression highlights China's growing investment in higher education, reflecting a strong commitment to enhancing educational quality and accessibility. Taking 2022 as an example, Tsinghua University’s budget reached 36.2 billion RMB, ranking first. The number of universities with a budget of more than 10 billion RMB reached 15 (Ministry of Education, 2022).

From 2021 to 2023, China has successively issued a series of management systems to strengthen the management of university funds. For example, in order to strengthen financial support for universities and standardize the management of funds, China has issued a series of management documents. In order to further regulate financial behavior of universities, strengthen financial management and supervision, improve the ability and level of financial governance, improve the efficiency of the use of funds, and promote healthy development of higher education, China has issued *Financial Regulations for Universities* (Ministry of Finance, Ministry of Education, 2022). In order to standardize the cost accounting work of universities, improve

internal management level and operation efficiency, and serve universities to fully implement budget performance management, China has launched *Specific Guidelines for Cost Accounting of Public Institutions --- Universities* (Ministry of Finance, Ministry of Education, 2022). In order to standardize and strengthen the management of funds supporting the reform and development of local universities, improve the efficiency of the use of funds, and promote connotative development of local universities, China has issued the *Measures for Management of Funds Supporting the Reform and Development of Local Universities* (Ministry of Finance, Ministry of Education, 2021). In order to strengthen the management of state fund project funds for universities and increase support for the construction of first-class universities (disciplines), China has issued the *Measures for Management of Basic Scientific Research Business Expenses of Central Universities*, the *Measures for Management of Funds for Projects Funded by National Natural Science Foundation of China*, the *Measures for Management of Funds for Projects Funded by National Social Science Fund of China*, the *Measures for Financial Management of China National Arts Fund*, the *Measures for Management of Special Fund for Philosophy and Social Sciences Prosperity Plan of Universities*, the *Measures for Management of Funds for Modern Vocational Education Quality Improvement Plan*, *Interim Measures for Performance Management of the Construction Plan of High-level Vocational Universities and Majors with Chinese Characteristics*, *Measures for Management of Special Funds for the Construction of World-class Universities (Disciplines)* and the *Guidance of Characteristic Development in Central Universities*, and other management documents. The promulgation of these documents is conducive to promoting the standardization of financial management in universities, but the implementation of these reform systems is not easy, and puts forward a series of tasks to accelerate the reform of financial management in universities.

The *Decision of the Central Committee of the Communist Party of China on Major Issues Concerning Comprehensively Deepening Reform* adopted at the Third

Plenary Session of the 18th CPC Central Committee clearly puts forward overall requirements for establishing an accrual basis comprehensive government financial reporting system. Subsequently, the Ministry of Finance has issued a series of regulations, including basic guidelines, specific guidelines and application guidelines, gradually established the framework of government accounting regulation, and built a government accounting regulation with Chinese characteristics, namely, with double basis, double report and double system, that budget accounting and financial accounting are moderately separated and connected with each other. As an important part of public institutions, universities have officially implemented the new government accounting regulation since January 1, 2019.

Jingdezhen University is a multidisciplinary, full-time public undergraduate college. At present, the university has nearly 13,000 students, 11 secondary colleges, 2 million volumes of various books, and teaching equipment worth almost 150 million RMB. In 2022, the university's financial budget is 180 million RMB. There is a special financial management department called the Planning and Finance Department, which consists of 9 people. In 2022, the university will expand its enrollment from 9,988 in 2021 to 12,688. And the government's per-student allocation will increase based on the number of students accordingly. The university will allocate 60 million RMB in 2022 to finalize the construction of the production-education integration building. It will start the construction of 3 student apartments in 2023, which will require financing of 50 million RMB. The financial pressure will increase sharply. Many teachers and staff find the reimbursement procedures complicated, the management unreasonable, and face other financial pressures and management issues in their daily operations.

In summary, with the acceleration of the modernization process in China, support for the development of universities is increasing, and the funds invested in the field of higher education are increasing year by year. It is necessary to enhance the construction of internal control mechanisms in universities, continuously improve the

internal audit system, and further develop the financial accounting management regulation to align with the requirements of the public financial system reform. With the expansion of enrollment scale and the increase in various construction expenses and people's livelihood expenditures, the financial risk of Jingdezhen University will also increase. It is necessary to learn advanced management practices from other universities, enhance the public financial regulation, strengthen the management and supervision of school funds, improve the quality of financial personnel, conduct systematic analysis of financial accounting, propose corresponding solutions, and establish financial accounting approaches. To ensure the safety, standardization, and efficiency of university funds' utilization, efficient and convenient financial management is implemented to provide financial security for the high-quality development of the university.

Research Questions

1. What are the components and indicators of financial accounting?
2. How are level of the current state, desired state and the priority needs of financial accounting of Jingdezhen University?
3. How are approaches for financial accounting of Jingdezhen University?

Research Objectives

1. To investigate components and indicators of financial accounting.
2. To explore levels of current state, desired state, and the priority needs of financial accounting in Jingdezhen University.
3. To develop approaches for financial accounting of Jingdezhen University.

Research Significances

This research will contribute to the financial accounting of educational administration departments, local governments, and universities, especially the financial accounting of Jingdezhen University as following:

1. This study will provide significant academic reference value for researchers involved in university financial accounting. The systematic review of the financial status framework of the university will also assist researchers in providing detailed academic information, particularly in addressing the financial accounting issues that arise at Jingdezhen University.

2. It will also provide constructive advice to policymakers and financial accounting managers in universities, particularly local universities like Jingdezhen University. This guidance will assist universities in enhancing their financial accounting standards and achieving greater efficiency in scientific financial accounting practices.

3. The study will also evaluate the existing financial accounting system of Jingdezhen University, analyze problems and deficiencies, and ultimately develop an effective approach for financial accounting of Jingdezhen University according to the actual situation.

Research Scope

1. Scope of content

1.1 Components of financial accounting

From the study and synthesis of documents by various academics, the components of financial accounting of Jingdezhen University includes 5 components and 16 indicators, which are: 1) Budgeting with 2 indicators; 2) Accounting with 3 indicators; 3) Tax management with 3 indicators; 4) Internal audit and supervision

with 4 indicators; 5) Informationization construction with 4 indicators.

1.2 Process of approach development

The researcher studied various documents to develop a set of approaches with the following steps: 1) Preparation & analysis; 2) Design; 3) Check and revise; 4) Dissemination and implementation; 5) Evaluation and monitoring.

2. Scope of population and sample

Phase 1: Investigate components and indicators of financial accounting. Invite 5 experts to check components, and indicators of financial accounting. Experts 5 persons consisting of vice president of the university, vice dean of faculty of education, director of finance department, dean of the teaching quality assessment and control office, dean of the academic affairs office.

Phase 2: Explore the current state, desired state and the priority needs of financial accounting of Jingdezhen University.

1) Population includes leaders, teachers, financial managers, participants in financial activities of Jingdezhen University within the sampling time frame. According to the data provided by the surveyed subjects, there are a total of 780 people. Among them, there are 107 administrators and 673 teachers.

2) The sample group includes leaders, teachers, financial managers, participants in financial activities of Jingdezhen University. By comparing the total population with the prepared table of Taro Yamane formula and using the stratified random sampling technique (Stratified Random Sampling Technique) to classify according to the size of Jingdezhen University, calculating the sample. In each layer, use simple random sampling to get the sample. This resulted in a sample of 265 people, including 36 administrators and 229 teachers.

Phase 3: Develop approaches for financial accounting of Jingdezhen University.

1) Summarize the results of the interviews in financial accounting by conduct in-depth interviews with 5 informants in 3 universities.

2) Draft approaches, and invite 5 experts to provide revision opinions, then develop formal approaches.

3) Evaluate the appropriateness, utility, feasibility of the approaches. 5 experts consisting of president of the university, vice president of the university, dean of economics and management.

Conceptual Framework

In this research, the researcher documents from various academics related to financial accounting components were studied. Components of financial accounting, processes of the approach development and methods of approach development to serve as a conceptual framework for research as follows:

1. Conceptual framework for the components of financial accounting

From the study and synthesis of documents by academics including James C. Van Horne and John M. Wachowicz Jr. (2001), Eric Morgan and Malcolm Prowle (2005), Craig Deegan & Jeffrey Unerman (2011), Chai Peichen (2017), Yang Yufeng & Li Wenmei (2019), Luo Fukai & Wang Jing (2019), Lu Jin (2022), Xu Jing (2023). The researcher concludes that there are 5 components of financial accounting: 1) Budgeting; 2) Accounting; 3) Tax management; 4) Internal audit and supervision; 5) Informationization construction.

2. Priority Needs Assessment

The researcher studied documents from Varenais, K. (1977), Easom, K. C. (1978), Watson, K. K. (1982), Ross, J. A., & Jaafar, S. B. (2006), Hamidou Issaka Diori (2021), Phetmalaikul, T. (2021). The researcher concludes that there are 5 steps of priority needs assessment: 1) Engage stakeholders for input; 2) Collect varied data; 3) Analyze to identify needs; 4) Prioritize needs based on urgency and impact; 5) Develop strategies for targeted needs; 6) Monitor and evaluate outcomes for adjustments.

3. Process of approach development for financial accounting

The researcher studied documents from Henry Mintzberg (1994), John P. Kotter (1996), Timothy J. Gallagher and Joseph D. Andrew Jr. (1997), Min Weifang & Wen Dongmao (2010). Researcher concludes that there are 5 steps of the processes for the approach development: 1) Analysis preparation, 2) Design, 3) Check and Revise, 4) Dissemination and Implementation, 5) Evaluation and Monitoring.

According to the above contents, the researcher designed a conceptual framework as shown in Figure 1.

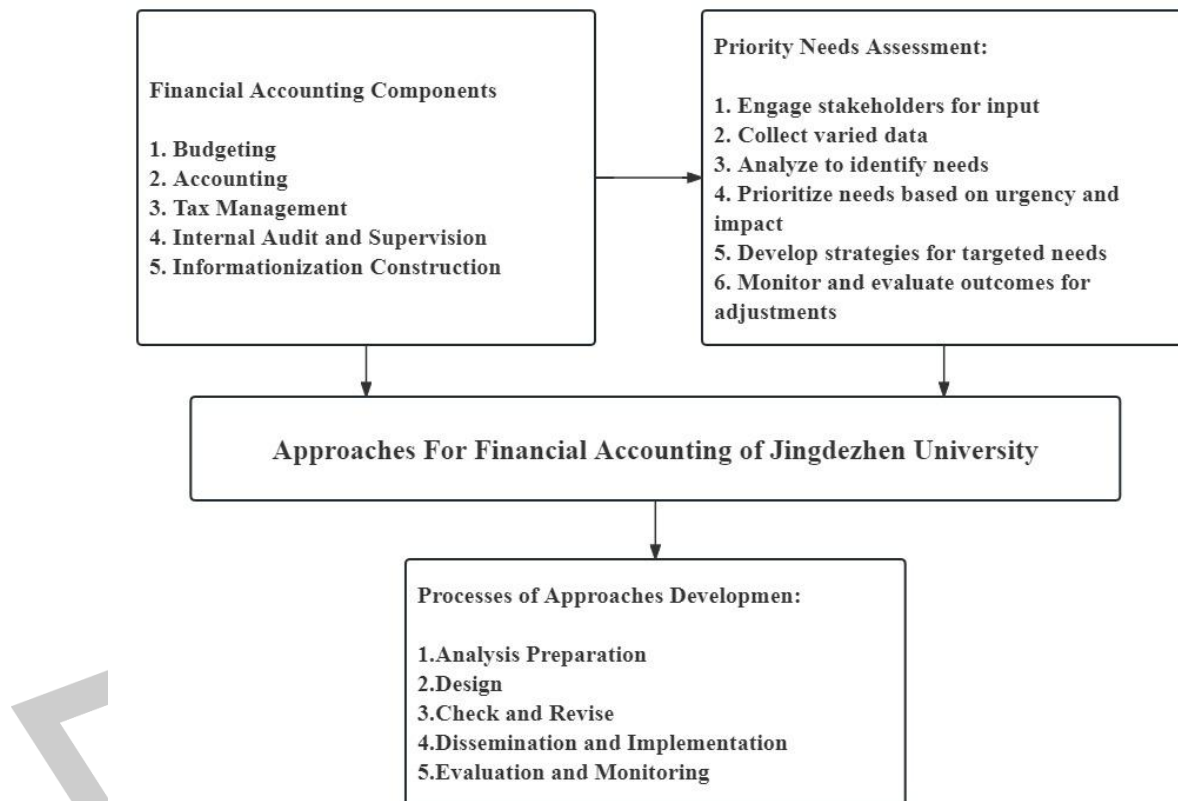


Figure 1 Research Conceptual Framework

Term of definition

1. Financial management refers to the comprehensive planning,

organization, guidance, and control of financial activities, particularly within higher education institutions. Its purpose is to achieve organizational financial goals and increase the value of enterprises or institutions through the effective raising, allocation, and use of funds, as well as the management of financial risks, ensuring the maximization of economic benefits and growth in capital value. Within higher education institutions, financial management also adheres to the regulations and systems jointly established by the Ministry of Finance and the Ministry of Education, in compliance with relevant national laws, regulations, and financial protocols. Core principles include conducting accounting in accordance with the national unified accounting system and developing internal financial management methods tailored to their specific circumstances.

2. Financial accounting refers to the process of recording, summarizing, and reporting economic activities within businesses and higher education institutions. Its goal is to provide accurate, reliable, and transparent financial information to external stakeholders, such as investors, creditors, and regulatory bodies, to facilitate their economic decisions. This process follows general accounting principles and standards and must adhere to relevant national accounting standards and regulations to ensure the legality and standardization of financial activities. Specifically, in higher education institutions, financial accounting involves the recording and tracking of sources of income and expenditure directions, monitoring the status of assets and liabilities, and other financial activities. The information is used for budgeting, making financial decisions, evaluating financial performance, and providing accurate and transparent financial reports and presentations to both internal and external stakeholders. The following 5 components are key to the operation of financial accounting in institutions of higher education, namely:

2.1 Budgeting refers to the process of planning the use of financial resources for businesses and higher education institutions, involving the forecasting of income and expenses to formulate financial plans accordingly. In higher education

institutions, budgeting is divided into income budgeting and expenditure budgeting, following the principle of "submitting upwards twice and revising downwards twice" before being approved as the formal budget. This process aims to ensure the rational allocation of resources, support activities such as education and research, and provide data support for strategic planning. It also strictly controls the budget execution to prevent arbitrary changes in the expenditure scope.

2.2 Accounting refers to the systematic recording, classifying, summarizing, and reporting of economic activities, aimed at accurately reflecting an organization's financial status and performance. Within higher education institutions, it focuses on the detailed accounting of income and expenditures and the preparation of financial reports, including various sources of income (such as tuition fees and project revenues) and the rational classification and processing of expenditures. By generating financial reports, such as balance sheets and income statements, accounting provides key financial information to both internal and external stakeholders, supporting transparency and the long-term development of universities.

2.3 Tax management refers to the process of tax collection, planning, reporting, payment, and compliance supervision for individuals, businesses, and educational institutions, aimed at adhering to tax laws and effectively implementing tax policies. In higher education institutions, tax management includes 3 components: tax policies and regulations, tax planning, and tax risk management. This involves adhering to national tax policies and regulations, developing strategies to minimize tax liabilities, identifying, assessing, and controlling potential tax risks, as well as implementing appropriate management and preventative measures. These 3 components complement each other, collectively ensuring the legality, standardization, and safety of the university's financial activities.

2.4 Internal audit and supervision refer to the independent and objective evaluation and improvement of an organization's financial reporting, operational processes, risk management, and governance structure, aimed at

enhancing efficiency, effectiveness, and transparency, and ensuring compliance and safety in operations. Specifically, in higher education institutions, it encompasses supervision of income and distribution, supervision of various expenditures, supervision of budget and financial planning, and supervision of currency and assets, creating a comprehensive framework to ensure the compliance, transparency, and effectiveness of financial management. Through these measures, universities can better manage and control financial risks, strengthen the robustness of their overall operations, and lay a solid foundation for long-term development.

2.5 Informationization construction refers to the use of information technology and systems to improve an organization's business processes, management methods, and service quality, particularly within higher education institutions. It includes 4 components: the Accounting Transaction Processing Information System, the Financial Management Information System, the Financial Decision Support System, and the Organization Interconnection System. The integration and development of these systems aim to modernize financial management structures and transform financial business processes through modern information technology. This enables the transmission and sharing of financial information resources, provides real-time financial information querying and analysis capabilities, supports decision-making for managers, and facilitates information sharing and collaborative work between internal and external departments of the university, thereby enhancing work efficiency, promoting the sharing and utilization of information resources, and strengthening organizational competitiveness.

3. Process of approach development refers to there are 5 steps in the process for developing approaches: 1) Analysis preparation, 2) Design, 3) Check and revise, 4) Dissemination and implementation, 5) Evaluation and monitoring.

3.1 Analysis preparation refers to a comprehensive analysis and careful preparation regarding the current state, problems, and challenges of financial accounting in universities before formulating approaches. The primary purpose of this

step is to provide relevant data and information for the formulation of approaches and to ensure that the developed approaches can address practical problems and achieve expected goals.

3.2 Design refers to the main goal to formulate feasible approaches based on the results and objectives of the analysis and preparation phase and to consider how to implement and monitor the execution.

3.3 Check and revise refers to carefully review and make necessary revisions to the established approaches. The results will directly affect the actual application effect and quality of the approaches. Therefore, it is crucial to utilize the expertise of both experts and practitioners to conduct a comprehensive and in-depth review and revision of the approaches to ensure their scientificity, feasibility, and operability.

3.4 Dissemination and implementation refers to effectively spread and apply the financial accounting approaches within universities, it's crucial to leverage established communication platforms and develop tailored strategies that cater to the unique audience of each university setting. This entails utilizing a variety of media outlets present within the academic environment, such as school publications and digital platforms, to broadcast information about the approaches broadly, thus fostering a deeper awareness and comprehension among stakeholders. Additionally, it involves harnessing occasions like academic gatherings and special events to further embed the approaches into the university culture.

3.5 Evaluation and monitoring refers to evaluate the effectiveness and implementation of the approaches so that they can be revised and improved when necessary. Approaches can be continuously refined through evaluation and monitoring to ensure their long-term effectiveness and implementation.

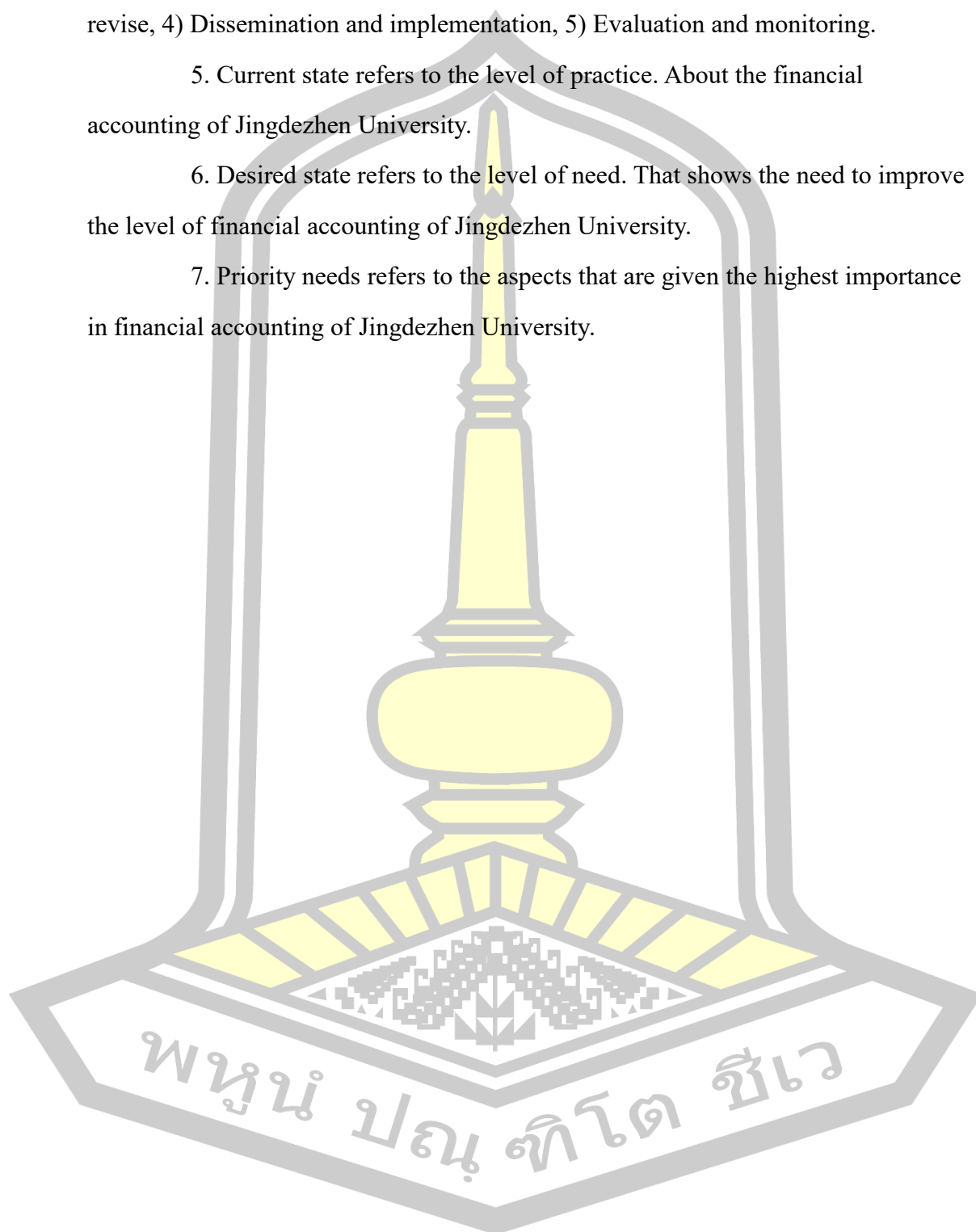
4. Approaches for financial accounting in Jingdezhen University refer to tailored methods or strategies devised to achieve the university's financial objectives, intertwining profound theoretical knowledge with practical application in the

educational sector. Consisting of 1) Analysis preparation, 2) Design, 3) Check and revise, 4) Dissemination and implementation, 5) Evaluation and monitoring.

5. Current state refers to the level of practice. About the financial accounting of Jingdezhen University.

6. Desired state refers to the level of need. That shows the need to improve the level of financial accounting of Jingdezhen University.

7. Priority needs refers to the aspects that are given the highest importance in financial accounting of Jingdezhen University.



CHAPTER 2

LITERATURE REVIEW

Review of literature is the second section of the thesis, which indicates the core concept of research arena by abstracting and synthesizing from theories and empirical researches. This chapter provides concrete relevance theories in order to scope the area of research. By presenting and describing in this chapter, readers will get to know more about the limitation of research underpinning below resources and other sources. Moreover, this chapter will alert to researcher in attempt not to be out of the topic. The chapter 2 demonstrates:

1. Financial Management

2. Financial Accounting

2.1 Financial Accounting Management Policies of Chinese

Universities

2.2 Definition of Financial Accounting in Universities

2.3 Components and indicators of Financial Accounting in

Universities

2.3.1 Budgeting

2.3.2 Accounting

2.3.3 Tax management

2.3.4 Internal audit and supervision

2.3.5 Informationization construction

3. Approach and Approach Development

4. Priority Needs Assessment

4.1 Definition of priority needs assessment

4.2 Steps in priority needs assessment

5. Context of Financial Accounting of Jingdezhen University

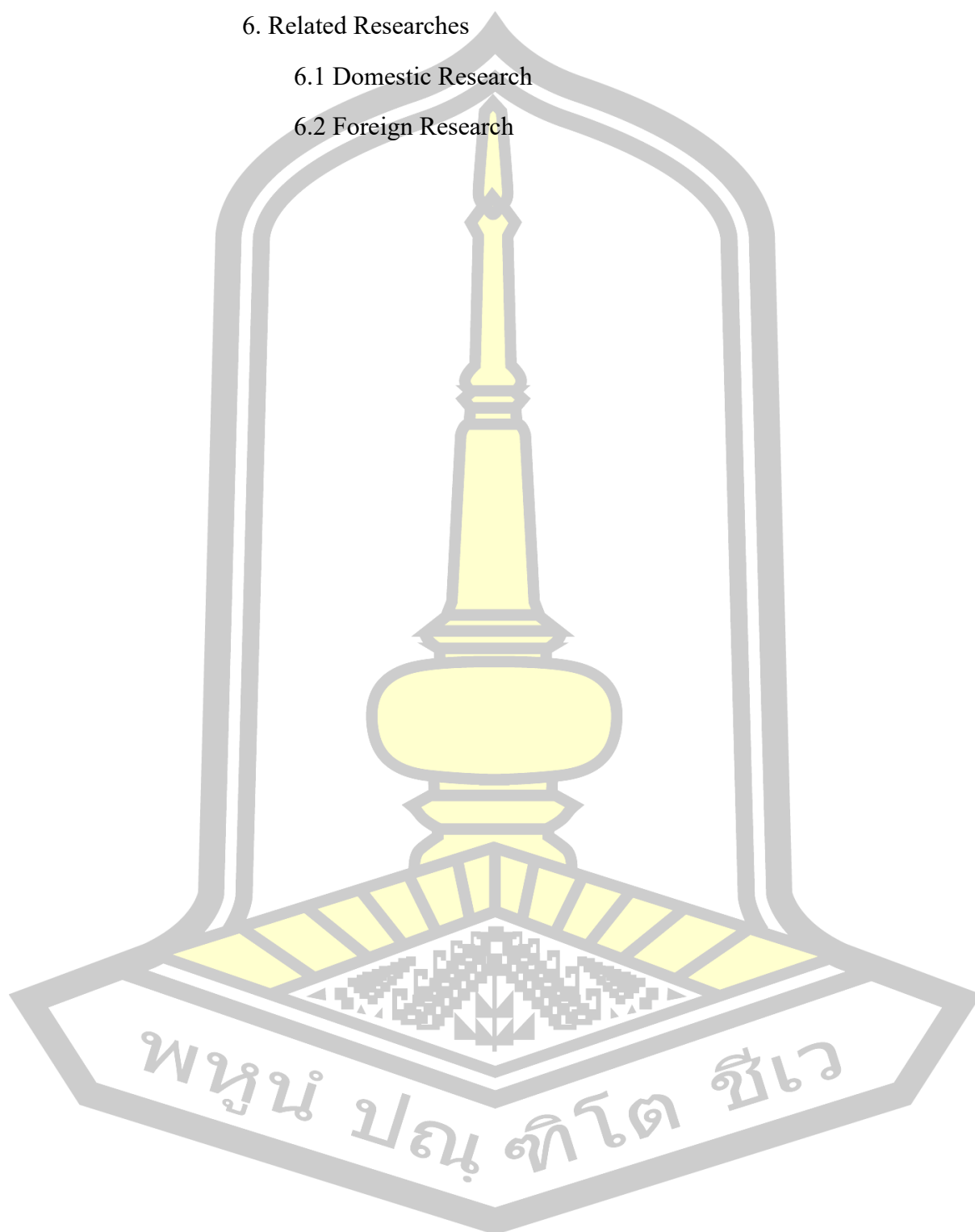
5.1 Financial organization framework in Jingdezhen University

5.2 current state of financial accounting in Jingdezhen University

6. Related Researches

6.1 Domestic Research

6.2 Foreign Research



Financial Management

The Ministry of Finance, in conjunction with the Ministry of Education, formulated the "*Financial Regulations for Universities*" (2022), which establishes regulations for financial management in higher education institutions. The basic principles of financial management in these institutions are to comply with relevant national laws, regulations, and financial rules. All economic and business activities of higher education institutions are to be accounted for in accordance with the national unified accounting system. Higher education institutions should develop internal financial management methods in accordance with this system, taking into account their actual circumstances.

The Ministry of Finance, in conjunction with the Ministry of Education, established the "*Measures for Management of Funds Supporting the Reform and Development of Local Colleges and Universities*" (2021). These measures specify that the management of funds to support the reform and development of local universities should adhere to the principles of "central guidance, provincial coordination, focus on key areas, standardized management, emphasis on performance, and strengthened supervision."

The Ministry of Finance, in collaboration with the Ministry of Education, developed the "*Measures for Management of Funds for Modern Vocational Education Quality Improvement Plan*" (2021). The management of funds for the improvement plan clearly follows the principles of "central guidance, provincial coordination, integration of rewards and subsidies, focus on key points, standardized transparency, clear responsibility, emphasis on performance, and strengthened supervision."

David W. Chapman, Edward R. St. John, and Joan S. Stark (2005) described financial management as the process in which higher education institutions effectively manage and allocate resources, develop and implement various financial decisions, evaluate and monitor financial performance, manage and control financial risks, and

provide accurate and transparent financial information to internal and external stakeholders.

Michael J. Rizzo and Ronald G. Ehrenberg (2004) defined university financial management as the effective organization, planning, execution, and supervision of financial activities in higher education institutions. This involves the rational allocation of resources, scientific formulation of financial decisions, effective management of financial risks, and the provision of accurate and transparent financial information, all aimed at supporting the long-term development and goal achievement of universities.

In summary, financial management refers to the comprehensive planning, organization, guidance, and control of financial activities, particularly within higher education institutions. Its purpose is to achieve organizational financial goals and increase the value of enterprises or institutions through the effective raising, allocation, and use of funds, as well as the management of financial risks, ensuring the maximization of economic benefits and growth in capital value. Within higher education institutions, financial management also adheres to the regulations and systems jointly established by the Ministry of Finance and the Ministry of Education, in compliance with relevant national laws, regulations, and financial protocols. Core principles include conducting accounting in accordance with the national unified accounting system and developing internal financial management methods tailored to their specific circumstances.

Financial Accounting

1. Financial Accounting Management Policies of Chinese Universities

The accounting system of Chinese higher education institutions has undergone significant evolution over the past few decades. The following is an overview of the development process:

Administrative unit accounting system stage (1949-1988)

In 1950, the Ministry of Finance promulgated the “General Budget Accounting System of People’s Governments at All Levels” and the “Budget Accounting System of Units of People’s Governments at All Levels”, which clearly stipulated that the unit accounting should mainly adopt the receipt and payment bookkeeping method, with the debit and credit bookkeeping method as a supplement. In 1965, the Ministry of Finance promulgated the “Accounting System for Administrative Units”, abolishing the debit and credit bookkeeping method and stipulating that only the receipt and payment bookkeeping method should be used. According to the classification in the government agency system, university are considered administrative institutions, and this system was also applied at that time.

From the founding of the People’s Republic of China to the early stages of reform and opening up, my country implemented a planned economic system. During this period, government financial allocations were the sole source of operating funds for university. It is limited to simple actions such as reimbursement and bookkeeping, without real financial autonomy. All activities are carried out according to government plans. To align with this, the fund receipt and payment bookkeeping method is adopted. However, with the development of the economy, economic activities will also become more complicated. In this case, the fund receipt and payment bookkeeping method is prone to deviations in reflecting economic transactions, while foreign countries utilize the debit and credit bookkeeping method. The accounting method is also not conducive to our country's integration with international standards.

The Stage of Independent College Accounting System (1989-1997)

With the continuous deepening of economic system reform, my country has gradually established a socialist market economic system. Consequently, the relationship between the supply and demand of education has also become tense. In the 1980s and 1990s, the Central Committee of the Communist Party of China promulgated a series of documents, such as the “Decision on the Reform of the

Educational System”. The “Budget Accounting System of Institutional Administrative Units” was promulgated. On December 10 of the same year, the State Education Commission and the Ministry of Finance jointly promulgated the “Accounting System of Higher Education Institutions,” stipulating that the system would be officially implemented on January 1, 1989. This is the first independent accounting system for university in my country. This system also clearly stipulates that university must adopt the cash system and the responsibility system. Although the system has made some progress, it primarily focuses on budget revenue and expenditure, and the underlying issues have not been fundamentally resolved.

Trial Phase of Accounting System in university (1998-2013)

From 1998 to 2013, there were fifteen years of continuous development and deepening of the economic and education systems. It was also a period of effective development of the accounting system in university. The National People’s Congress deliberated and passed the “Higher Education Law of the People’s Republic of China”, which established the independent legal status of universities at a legal level and granted universities significant autonomy. During this period, the sources of funds for university were diversified, and the centralized treasury collection and payment system was implemented for financial allocations. According to the principle of dual classification of income and expenditure, income was categorized based on sources, while expenditure was categorized based on purposes, fully reflecting the financial activities of university. The trial system clearly requires university to adopt the cash system for accounting, but to adopt the accrual system for operating income and expenditure, business and work-study income and expenditure that implement internal cost accounting, and to be in line with international standards. It also requires adopting the debit and credit bookkeeping method and establishing Assets, Liabilities, Net Assets, Income, and Expenditures as a brand-new system formed by the 5 major accounting elements.

In 2009 and 2010, the finance and relevant departments of my country

successively issued 2 drafts of the “Accounting System of Higher Education Institutions (Draft for Comment)” to gather opinions widely and enhance the accounting practices of university continuously. However, while the scale and efficiency of running schools in university are constantly improving, the accounting basis relying on the cash system can no longer adapt to the development of university. It fails to truly and comprehensively reflect the assets and liabilities of schools.

The Evolution of the Formal College Accounting System (2013-2018)

The “Accounting System for Higher Institutions” (Trial Implementation) cannot adapt to the evolving financial landscape in universities. After several years of demonstration and improvement, the “Accounting System for Higher Education Institutions” will be officially implemented on January 1, 2014. Compared to the trial version of the system, this system has numerous advantages. A major breakthrough, it clearly stipulates that “the accounting of university generally adopts the cash system, but the accounting of some economic businesses or matters should adopt the accrual system in accordance with the provisions of this system.” By reflecting the budget implementation and considering the financial situation, university have significantly enhanced the quality of accounting information. However, there are still many flaws in this system. For example, the depreciation of fixed assets in university is recorded in the net assets account. This practice fails to accurately represent the actual asset status of university or effectively address disclosure issues. Under this system, the financial problems faced by university have not been completely resolved.

Stage of new government accounting regulation (2019-present)

In order to address the requirements of the reform of the accrual-based government's comprehensive financial reporting system, the Ministry of Finance issued the “Government Accounting Regulation-Accounting Subjects and Statements of Administrative Institutions” in 2017. It was decided that the “Government Accounting Regulation” would be officially enforced on January 1, 2019. At the same time, university no longer implement the “Accounting System for university.” The

new system stipulates that financial accounting adopts the accrual system. It utilizes categories such as assets, liabilities, net assets, income, and expenses for accounting purposes to ensure transparency and accuracy. Additionally, budget accounting maintains a strict cash system, accounting for budget income, expenditures, and balance. All funds are included in budget management to enhance the efficiency of fund utilization in university. The accrual system can better reflect the assets and liabilities of university, especially the hidden liabilities. The introduction of expense accounts is conducive to cost accounting. Simultaneously, preparing financial reports based on the accrual basis helps stakeholders supervise the fulfillment of universities' entrusted responsibilities.

2. Definition of Financial Accounting in Universities

Liu Baoan (2008) stated that financial accounting is the process of recording, analyzing, and reporting financial information within higher education institutions. Its purpose is to provide accurate and reliable financial information to support university administrators in making decisions, formulating policies, and evaluating the financial condition of the university. Financial accounting involves the recording and accounting of income, expenses, assets, liabilities, and other financial aspects. It is characterized by its non-profit nature, complex sources of funding, and flexible use of funds. In higher education management, the practical application of financial accounting involves making effective decisions and managing financial risks using financial information. In the future, financial accounting may be influenced by factors such as technological applications and international financial reporting standards, leading to more advanced and comprehensive trends.

Lei Huayuan (2009) stated that the definition of financial accounting can be summarized as a process of recording, analyzing, and reporting financial information within higher education institutions. The aim is to ensure the accuracy, reliability, and transparency of financial information to support the financial management and decision-making of universities.

Douglas J. McQuaig, Patricia A. Bille, and Cathy J. Scott (2017) stated that university financial accounting involves managing the assets and liabilities of a university, monitoring tuition income and government grants, managing the university's expenditures and costs, developing and implementing budgets, as well as analyzing financial statements. These core concepts help university administrators understand and monitor the financial condition of the university, ensure financial stability, and provide support and reference for future decision-making.

Jeffrey Slater and Mike Deschamps (2019) stated that university financial accounting encompasses a range of fundamental concepts and definitions, such as assets, liabilities, equity, income, expenses, and more. Assets refer to the resources or rights owned by a university, liabilities refer to debts or obligations that must be paid to others, and equity is the residual interest in the assets of the university after deducting liabilities. Income is the economic benefit that a university gains from activities such as teaching and research, while expenses are the costs incurred to generate income or maintain operations. Financial statements, such as the balance sheet and income statement, are utilized to depict the financial status and operational performance of the university. The accounting equation, where assets equal liabilities plus equity, is the fundamental balancing principle of financial accounting. By understanding and applying these basic concepts, managers can better monitor and manage the financial activities of the university.

In summary, financial accounting refers to the process of recording, summarizing, and reporting economic activities within businesses and higher education institutions. Its goal is to provide accurate, reliable, and transparent financial information to external stakeholders, such as investors, creditors, and regulatory bodies, to facilitate their economic decisions. This process follows general accounting principles and standards and must adhere to relevant national accounting standards and regulations to ensure the legality and standardization of financial activities. Specifically, in higher education institutions, financial accounting involves

the recording and tracking of sources of income and expenditure directions, monitoring the status of assets and liabilities, and other financial activities. The information is used for budgeting, making financial decisions, evaluating financial performance, and providing accurate and transparent financial reports and presentations to both internal and external stakeholders.

3. Components and indicators of Financial Accounting in Universities

James C. Van Horne and John M. Wachowicz Jr. (2001) stated that budgeting is a crucial process in university financial management. It involves planning and managing the use of university funds to achieve strategic objectives and operational needs. The purpose of budgeting is to establish expectations for incomes and expenditures, and to ensure the rational allocation and control of funds. During the budgeting process, universities need to consider various factors, including strategic planning, market demand, human resources, equipment investment, and operational costs. Effective communication and collaboration with different departments are required to ensure the accuracy and feasibility of budget data. Universities need to comply with tax laws and pay taxes on time. Tax management involves tasks such as tax filing, tax planning, and ensuring tax compliance to maintain legality and standardization in the tax domain for the university. Universities may raise funds through issuing bonds or borrowing. Through informationization construction, universities can achieve automated processing and management of financial data, enhancing information sharing and collaboration with other departments. This includes the development of financial management systems and the application of data analysis tools. The 3 components are as follows: Budgeting, Tax management, Informationization construction.

Eric Morgan and Malcolm Prowle (2005) stated that financial accounting in universities is an essential component of university management. It ensures the rational use and transparency of funds by recording, reporting, and managing the university's financial information. Budgeting is the foundation of university financial

management, involving planning and managing the allocation of funds to align university goals with resources. Accounting is the process of accurately classifying, recording, and summarizing financial transactions of the university to provide comprehensive financial information and statements. Tax management involves tax planning and compliance for universities, ensuring that taxes are paid in accordance with tax laws, and optimizing tax risks and costs. Internal audit and supervision, on the other hand, are based on internal control mechanisms established within the university's financial management process. Through monitoring and auditing internal activities, they ensure that the university's financial operations are compliant and efficient, and they provide recommendations for improvement. The 4 components are as follows: Budgeting, Accounting, Internal audit and supervision, Tax management.

Craig Deegan & Jeffrey Unerman (2011) stated that accounting plays a key role in budgeting as it helps universities track and record actual expenditures and incomes, and compare and analyze them against the budget. Tax management is also an important component of university financial management. Universities must comply with tax laws and meet their tax filing obligations. Accounting plays a significant role in tax management, as it helps universities calculate and record the taxable amount, ensuring the accuracy and timeliness of tax filings. Accounting is the foundation for preparing financial statements, including the balance sheet, income statement, cash flow statement, and others. The 3 components are as follows: Budgeting, Accounting, Tax management.

Chai Peichen (2017) stated that according to financial management theory, efforts must be made to enhance the level of information technology in university financial and accounting management. This can be achieved by perfecting accounting management, optimizing fee management, strengthening contract management, refining cashier management, and expanding account inquiry. Additionally, comprehensive budget management strengthening is essential from 5 more aspects: digitizing budget data, enhancing approval responsibilities, strictly monitoring budget

implementation, conducting budget performance evaluations for increased scientific and rational outcomes, and promoting highly integrated business processes.

Continuous improvement of the asset management system and processes, enhancement of fundraising management, strengthening of internal control and supervision management, and overall enhancement of university financial management levels are crucial. This aims to support the high-quality development of schools through an efficient and standardized financial management system. The 3 components are as follows: Budgeting, Internal audit and supervision, Informationization construction.

Yang Yufeng & Li Wenmei(2019) stated that financial accounting plays a critical role in universities as it involves recording and reporting the financial status and economic activities of the university. Universities act as principals, entrusting financial accountants as agents. The principal-agent theory can help us understand the relationship between principals and agents, as well as the issues that may arise from information asymmetry. For example, universities may be concerned with whether financial accountants are providing accurate financial reports and presentations, fulfilling their duties, and complying with relevant regulations. Accounting is a component of financial accounting, which includes the processes of recording, classifying, summarizing, and reporting financial transactions. The principal-agent theory can be applied to the field of accounting to examine the agency relationship between university management and financial accountants. In the context of information asymmetry, this study examines how management can ensure the accuracy and reliability of accounting through supervision and incentive mechanisms. Informationization construction plays an increasingly crucial role in university financial management. It enhances the circulation and sharing of information, thereby reducing issues caused by information asymmetry. The principal-agent theory can help in analyzing the delegation relationships during the process of informationization construction in universities. This involves universities assigning the information

technology department or external service providers to carry out informationization construction and establishing suitable supervision mechanisms to ensure the security and effectiveness of information systems. Tax management refers to the process by which universities implement tax regulations and policies. The principal-agent theory can be applied to the field of tax management to explore the agency relationship between universities and tax authorities. It also examines how, in the context of information asymmetry, universities assign tax professionals to manage tax filing, tax compliance, and other related matters to ensure that the university complies with tax regulations. The 3 components are as follows: Accounting, Informationization construction, Tax management.

Luo Fukai & Wang Jing (2019) stated that the critical importance of informationization construction in the realm of university financial accounting, highlighting its transformative role in bolstering both efficiency and accuracy. The 3 core components essential for modernizing and optimizing financial operations within universities are Accounting, Internal Audit and Supervision, and Informationization Construction. Accounting serves as the foundation, ensuring accurate financial record-keeping and reporting in accordance with regulatory standards and practices. Internal Audit and Supervision are vital for maintaining oversight, implementing robust checks and balances to safeguard against inaccuracies and ensure compliance with financial policies and regulations. Informationization Construction, the technological backbone, revolutionizes traditional accounting methods by integrating advanced digital tools and systems. This integration significantly enhances data management capabilities and reporting precision, facilitating a seamless flow of financial information. Nevertheless, the challenge of information asymmetry necessitates the implementation of effective internal audit and supervision mechanisms. These mechanisms play a crucial role in guaranteeing the transparency of financial activities and adherence to accounting standards, thus fortifying the integrity of the university's financial management system. The 3 components are as

follows: Accounting, Internal audit and supervision, and Informationization construction.

Lu Jin (2022) stated the transformative impact of the 2017 government accounting regulations on university financial systems, emphasizing the integration of Budgeting, Accounting, Internal Audit and Supervision, and Informationization Construction. These reforms not only modernize the accounting and reporting landscape but also aim to elevate the quality and transparency of financial management within universities. By instituting strategic planning and objective-setting in budgeting, enhancing the accuracy of financial records through updated accounting practices, and reinforcing compliance through strengthened internal audit and supervision mechanisms, the new regulations address critical areas of financial management. Additionally, the push towards Informationization Construction facilitates the digital transformation of financial processes, addressing data sharing challenges and streamlining transactions. This comprehensive approach under the new regulations seeks to significantly advance the efficiency, reliability, and strategic alignment of financial management practices within the higher education sector. The 4 components are as follows: Budgeting, Accounting, Internal audit and supervision, and Informationization construction.

Xu Jing (2023) underscored the influence of New Public Management and financial management theories on university financial practices, highlighting the integration of Accounting, Budgeting, Tax Management, Internal Audit and Supervision, and Informationization Construction. These components collectively ensure accuracy, transparency, and efficiency in financial operations. By applying these theories, universities can optimize resource allocation and performance evaluation in budgeting, maintain compliance and strategic tax management, enhance internal controls through audit and supervision, and leverage advanced information technologies for improved data processing and financial reporting. This comprehensive framework aims to refine financial management within universities,

aligning it with modern standards and strategic objectives. The 5 components as follows: Accounting, Budgeting, Tax management, Internal audit and supervision, Informationization construction.

Table 1 Analyze and Synthesize the Components of Financial Accounting

Components of Financial Accounting	Academics								Frequency
	James C. Van Horne and John M. Wachowicz Jr.(2001)	Eric Morgan and Malcolm Prowle(2005)	Craig Deegan & Jeffrey Unerman (2011)	Chai Peichen(2017)	Yang Yufeng & Li Wenmei(2019)	Luo Fukai & Wang Jing(2019)	Lu Jin(2022)	Xu Jing (2023)	
1. Budgeting	✓	✓	✓	✓			✓	✓	6
2. Accounting		✓	✓		✓	✓	✓	✓	6
3. Tax management	✓	✓	✓		✓			✓	5
4. Internal audit and supervision		✓		✓		✓	✓	✓	5
5. Informationization construction	✓			✓	✓	✓	✓	✓	6

In summary, components of “Financial Accounting” consisting of: 1) Budgeting; 2) Accounting; 3) Tax management; 4) Internal audit and supervision; 5) Informationization construction. As shown in Table 1.

3.1 Budgeting

The "*Financial System of university*" (2022), formulated jointly by the Ministry of Finance and the Ministry of Education, points out that the budget of higher education institutions refers to the annual financial income and expenditure plan compiled based on the development goals and plans of the institution. The budget of higher education institutions consists of both income and expenditure budgets.

Brown, K. C., Tiu, C. I., & Garlappi, L. (2007) stated that the initial stage of budget management is budgeting. Budgeting refers to the process of planning the university's income, expenditures, and investment plans for a specific period, typically a year. This process is based on the university's strategic objectives and economic situation. University budgeting is the process of preparing the budget for the next year based on the university's past financial performance, in conjunction with its long-term development planning and objectives.

Gu Fuli (2012) stated that when universities are preparing budgets, they must fully consider the needs of each executing department and should not rely solely on past experience. The economic operations and accounting subjects must be integrated. The budget execution process must be strictly regulated and controlled to prohibit arbitrary changes to the scope of expenditure. In this context, it is essential to highlight the critical role of both the Income Budget and the Expenditure Budget in the budgeting process. Integrating these components ensures a holistic approach to financial planning and management, emphasizing the need for strict adherence to budgetary constraints and objectives.

Zhang Lei (2019) stated that budgeting typically follows the principle of "submitting upwards twice and revising downwards twice." Universities first create a budget draft by consolidating departmental budgets. This draft becomes the formal budget after review by the superior finance department, which then awaits official approval from the higher finance authorities. The budgeting process primarily

includes both income and expenditure budgeting. By budgeting for the current fiscal year, the established budget serves as the foundation for conducting future economic operations.

Wang Guobin (2021) stated that the university budget is an annual financial income and expenditure plan compiled by higher education institutions based on their development goals and annual planning. It is a crucial task in university financial management, establishing a strong financial base for the advancement of the university's initiatives.

In summary, budgeting refers to the process of planning the use of financial resources for businesses and higher education institutions, involving the forecasting of income and expenses to formulate financial plans accordingly. In higher education institutions, budgeting is divided into income budgeting and expenditure budgeting, following the principle of "submitting upwards twice and revising downwards twice" before being approved as the formal budget. This process aims to ensure the rational allocation of resources, support activities such as education and research, and provide data support for strategic planning. It also strictly controls the budget execution to prevent arbitrary changes in the expenditure scope.

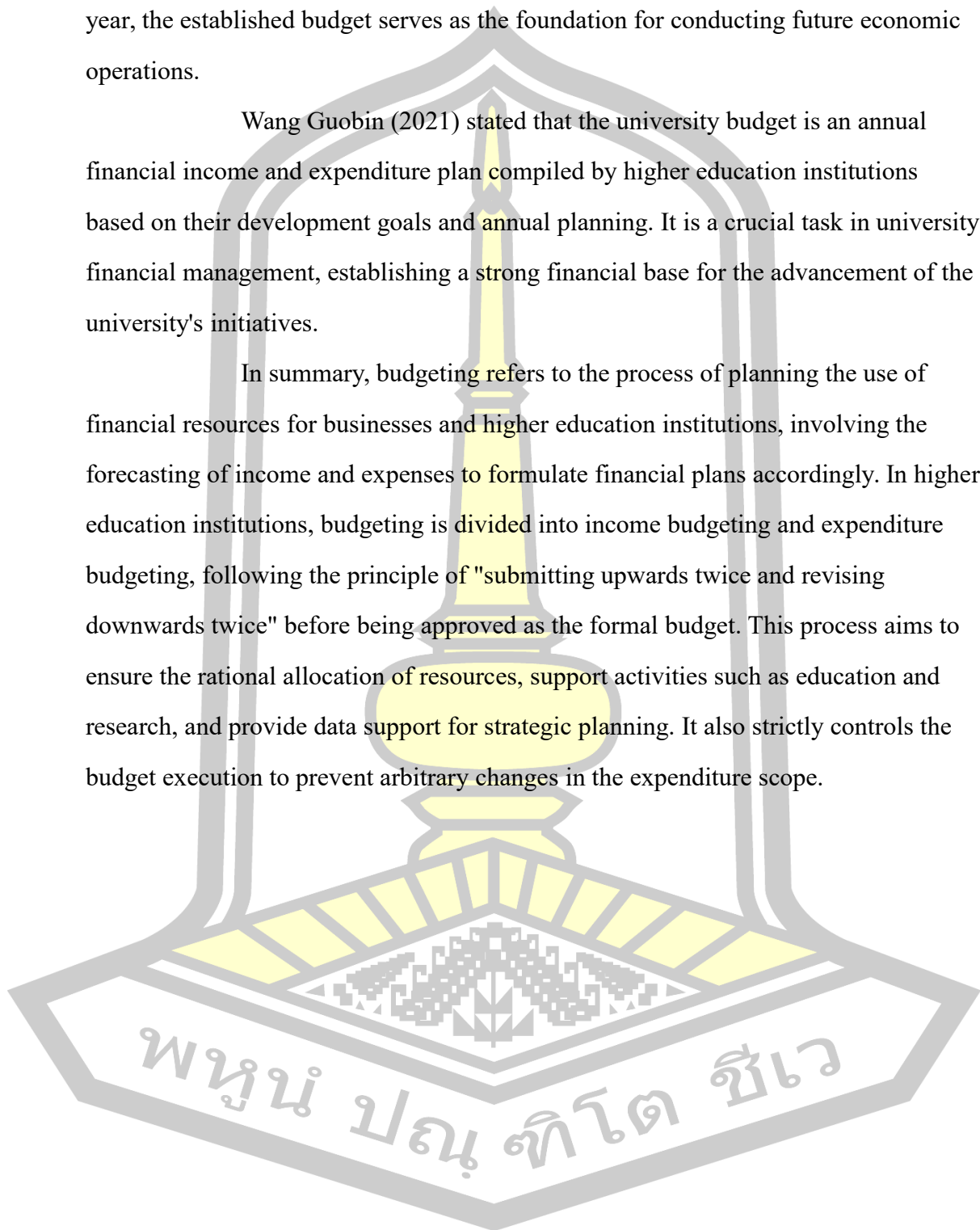


Table 2 Analyze and Synthesize the Indicators of “Budgeting”

Components of Budgeting	Academics				Frequency
	Donald E. Heller (2014)	Du Lianzhen (2015)	Zhang Lei (2019)	Wang Guobin (2021)	
1. Income budget	✓	✓	✓	✓	4
2. Expenditure budget	✓	✓	✓	✓	4

In summary, indicators of “Budgeting” consisting of: 1) Income budget; 2) Expenditure budget. As shown in Table 2.

3.1.1 Income Budget

Wen Chengcheng (2020) stated that the income budget refers to the income plan for various types of non-repayable operational funds that universities acquire through multiple channels within the budget year. The income budget is not only a forecast of the income amount but also reflects the scale and development direction of the university.

Cao Yanping et al. (2021) stated that the income budget in university budgeting is determined based on the university's strategic objectives and operational plans, predefining the amount and sources of various incomes. The formulation of the income budget requires a comprehensive consideration of the university's economic activities and reasonable forecasts based on past experience and market demand to ensure the accuracy and sustainability of the budget.

Wang Guobin (2021) stated that the income budget in university

budgeting is a pre-arranged plan for various sources of income for the university over a specific future period. The formulation of the income budget needs to consider all sources of income for the university, including tuition fees, research project funding, donations, etc., to ensure the accuracy and feasibility of the budget.

In summary, in university budgeting, the income budget is a pre-arranged plan for various incomes over a specific future period. It involves considering all sources of income for the university to ensure the budget's scientific nature and operability. This budget formulation is based on the university's strategic objectives and operational plans. It aims to predefine the amount and sources of various incomes to ensure the accuracy and sustainability of the budget. The income plan for various non-repayable operating funds obtained through multiple channels within the budget year constitutes the income budget. This budget can reflect the scale and direction of the university's development.

3.1.2 Expenditure Budget

Zhang Wenyi and Zhang Zhiping (2016) stated that the expenditure budget is the foundation of university budgeting. Through rational planning of various expenditures, it can ensure the reasonable allocation of university resources. This involves allocating resources to different functional departments like teaching, scientific research, administration, and logistics to enhance the overall operational efficiency of the university. Through the expenditure budget, universities can predict and control the expenses of each department, thereby achieving the goal of cost control. This helps universities to reasonably control costs, optimize the use of funds, and ensure the quality of teaching and the level of scientific research. The expenditure budget can provide data support for the strategic planning and decision-making of the university. By conducting an in-depth analysis of past and present expenditure data, the university management can better understand the operational status of the university, enabling them to make more informed and effective decisions.

Su Jiashuang (2021) stated that the university expenditure budget refers to the planning and estimation of expenses for various items within a specific timeframe, based on the university's operational needs, strategic objectives, and resource allocation. The expenditure budget aims to ensure that the university can allocate funds reasonably over a certain period to support education, research, academic activities, and other operational activities.

Cao Yanping et al. (2021) stated that the expenditure budget in university budgeting is determined based on the university's strategic objectives and operational plans, predefining the amount and purpose of various expenditures. The formulation of the expenditure budget requires a comprehensive consideration of the university's economic activities and reasonable forecasts based on past experience and expected demand to ensure the scientific nature and operability of the budget.

In summary, the expenditure budget serves as the cornerstone of university budgeting, ensuring the rational allocation of university resources through strategic planning of various expenditures. This involves allocating resources to different functional departments like teaching, research, administration, and logistics to improve the overall operational efficiency of the university. The expenditure budget can predict and control the expenses of each department, helping universities to effectively manage costs and optimize fund utilization. It also provides data support for strategic planning and decision-making. Within a specific timeframe, the university plans and estimates expenditure based on its operational needs, strategic objectives, and resource allocation. This plan supports various projects that contribute to education, research, academic activities, and other operational needs.

3.2 Accounting

The "*Accounting System for Higher Education Institutions*" formulated by the Ministry of Finance (2014) clarified the basic principles, methods, and procedures for university income accounting. It includes accounting regulations for various sources of income, such as tuition fees, research project income, donation

income, etc. The regulations establish the requirements and procedures for university expenditure accounting, outlining the classification and accounting methods for various expenses, including teaching expenses, research expenses, and administrative expenses. This section typically includes provisions for reviewing expenditure reasonableness, financial authorization, and payment procedures. It clarified the preparation requirements and procedures for university financial reports and presentations, including the content and format requirements for financial statements such as the balance sheet, income statement, and cash flow statement. This section may also encompass requirements for auditing and disclosing financial reports to guarantee their accuracy, completeness, and transparency of the financial reports and presentations.

Libby, R. , Libby, P. A. , & Short, D. G. . (2004) stated that a comparison of all public and private institutions in the United States revealed that the accounting systems implemented by public institutions are entirely different from those of private institutions. Public institutions follow the government audit system, focusing extensively on Income Accounting and Expenditure Accounting, while private institutions implement a corporate accounting system, leading to completely different accounting methods between the two. The accounting practiced by public institutions tends to be more governmental in nature, emphasizing transparency and accountability in Income and Expenditure Accounting. In contrast, private institutions manage their accounting based on the nature of the corporation, often with a stronger focus on Financial Reports and Presentations to satisfy stakeholders' needs.

Gibson, & CharlesH. (2005) stated that in their in-depth study, all public universities in the United States are required to adhere to the government accounting system for their accounting processes, implementing accrual-based government accounting. This system necessitates a thorough approach to Income Accounting and Expenditure Accounting, ensuring that revenues received and expenses incurred are recorded accurately and in the period they occur. Such

meticulous accounting practices underpin the preparation of detailed Financial Reports and Presentations, which are critical for transparency and accountability. This framework allows these institutions to manage their finances effectively, aligning with governmental standards and expectations.

Yan Yonghuan (2017) stated that accounting refers to the process of recording, classifying, summarizing, reporting, and analyzing an organization or entity's financial transactions and economic activities according to certain rules and methods. Through accounting, organizations can accurately record and present their financial status, business activities, and economic outcomes. This provides reliable and comparable financial information to both internal and external stakeholders, supporting crucial activities such as management decision-making, investment evaluation, and operational analysis.

In summary, accounting refers to the systematic recording, classifying, summarizing, and reporting of economic activities, aimed at accurately reflecting an organization's financial status and performance. Within higher education institutions, it focuses on the detailed accounting of income and expenditures and the preparation of financial reports, including various sources of income (such as tuition fees and project revenues) and the rational classification and processing of expenditures. By generating financial reports, such as balance sheets and income statements, accounting provides key financial information to both internal and external stakeholders, supporting transparency and the long-term development of universities.

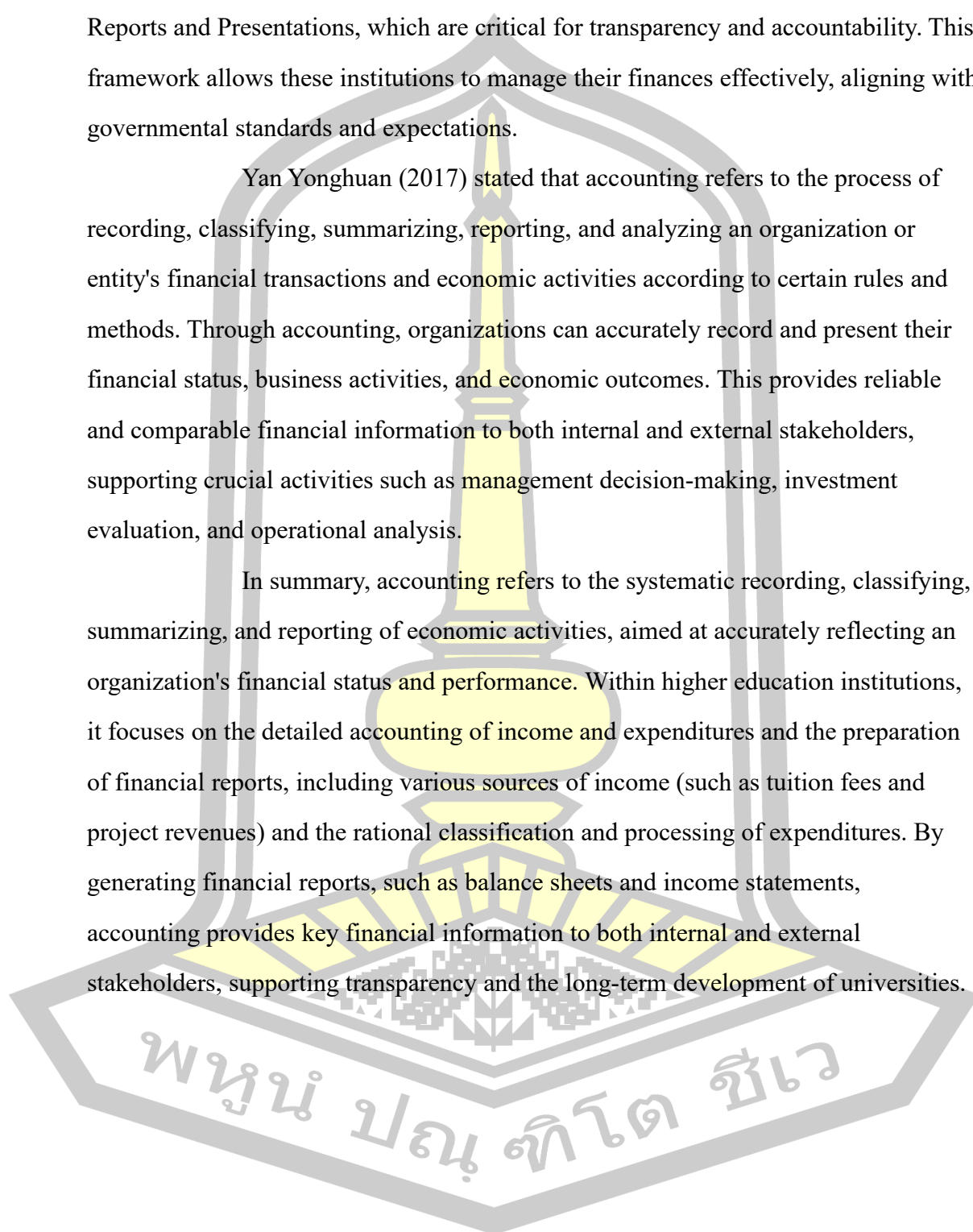


Table 3 Analyze and Synthesize the Indicators of “Accounting”

Components of Accounting	Academics			Frequency
	Earl R. Wilson, Susan C. Kattelus, and Jacqueline L. Reck (2004)	Wilson et al. (2004)	Yan Yonghuan (2016)	
1. Income accounting	✓	✓		2
2. Expenditure accounting	✓	✓		2
3. Financial reports and presentations	✓	✓	✓	3

In summary, indicators of “Accounting” consisting of: 1) Income accounting; 2) Expenditure accounting; 3) Financial reports and presentations. As shown in Table 3.

3.2.1 Income Accounting

Guo Zhenwei (2008) stated that in university accounting, income accounting refers to the process of confirming, measuring, and recording various sources of income for the university, including tuition fees, research project income, donations, etc., to reflect the university's economic activities and sources of funds.

Chen Hongyan (2010) stated that in university accounting, income accounting is the process of verifying, measuring, recording, and reporting the income from all economic activities of the university. It acts as the "lifeblood" of the university economy, continuously injecting vitality into the operation of the university. With the continuous expansion of university size and the diversification of funding sources, the accuracy and completeness of income accounting are crucial for the

financial management and operational development of the university.

Chen Xiao (2021) stated that the income accounting component of university accounting entails accurately recording and classifying various income items of the university. This is done to promptly comprehend the sources and amounts of income and to provide dependable data support for financial reporting.

In summary, income accounting is the process of verifying, measuring, recording, and reporting the income generated from all economic activities of a university. It serves as the "lifeblood" of the university's economy, injecting vitality into its operation. Income accounting encompasses income from various sources, such as tuition fees, research project income, and donations, to reflect the university's economic activities and funding sources. The income accounting aspect of a university involves accurately recording and classifying various income items to promptly comprehend the sources and amounts of income, thereby providing reliable data support for financial reporting.

3.2.2 Expenditure Accounting

Zheng Xiufang (2009) stated that expenditure accounting is an important component of university accounting, involving the management and recording of the outflow of university funds. It is another major pillar of university economic activities. Through expenditure accounting, the actual costs of these economic activities can be accurately recorded and reflected, providing a basis for decision-making for university management. By adhering to compliant expenditure accounting practices, financial risks can be effectively avoided, ensuring the legality and standardization of the university's financial operations.

Chen Hongjun, Yan Gang, and Qi Dongmei (2016) stated that expenditure accounting in university accounting involves accounting for and managing expenses in different areas such as teaching, research, and administration. Expenditure accounting necessitates detailed recording and analysis of each expense to evaluate the university's economic benefits and management performance, and to

offer guidance for future business decisions.

Chen Xiao (2021) stated that expenditure accounting in university accounting is the process of confirming, measuring, recording, and reporting the expenditures of all economic activities of the university. Expenditure accounting is an essential method to guarantee the rational and efficient utilization of funds in university economic activities. It involves the precise recording and classification of various costs, including teaching expenditures, research expenditures, and administrative expenditures. This provides dependable data support for the university's financial management and decision-making.

In summary, expenditure accounting is one of the key components of university accounting. It involves the management, recording, and reporting of fund outflows in all economic activities of the university. It serves as an important pillar of university economic activities, providing a basis for decision-making to the university management by accurately recording and analyzing the actual costs of economic activities. Expenditure accounting encompasses expenses in various areas such as teaching, research, and administration. Detailed recording and classification are necessary to evaluate the economic benefits and management performance of the university, as well as to offer guidance for future business decisions. The compliance and accuracy of expenditure accounting help to mitigate financial risks, ensuring the legality and standardization of the university's financial operations.

3.2.3 Financial Reports and Presentations

Razek, J. R., & Hosch, G. A. (1990) stated that through the analysis of accounting information in the United States, the primary aspects of accounting information can be broadly divided into 2 main areas: the Statement of Net Cost and the Balance Sheet, along with many other components of accounting information. Additionally, financial reports and presentations issued by local governments in China, although different in content from those in the United States, are more detailed in comparison.

Huang Ming and Wang Jianguo (2017) stated that financial reporting is the ultimate result of university accounting and serves as a "mirror" to university accounting, comprehensively reflecting the financial status of a university. It clearly reflects the financial condition and operational results of the university. In preparing financial reports and presentations, universities must strictly follow relevant accounting systems and legal regulations to ensure the truthfulness, accuracy, and completeness of the reports. Additionally, to enhance transparency, financial reports and presentations need to undergo independent audits and be disclosed publicly.

Yan Gang, Wang Shuanglei & Shi Hui (2018) stated that by accounting for and analyzing financial indicators such as income, expenditure, and surplus, financial reports and presentations help assess the economic benefits and educational performance of the university. This provides an important basis for university decision-making and management. Financial reports and presentations analyze the financial status and operational results of a university, taking into account factors such as market demand and policy environment. This analysis predicts future development trends, providing a decision-making basis for long-term development. Financial reports serve as a communication bridge between the university and stakeholders, safeguarding the rights and interests of investors, creditors, faculty, students, and other stakeholders. They play a crucial role in upholding the university's reputation and image.

In summary, the financial reports and presentations resulting from university accounting provide a comprehensive reflection of the financial status of a university. The financial statements clearly display the financial condition and operational results of the university, providing a crucial foundation for the university's decision-making and management. Additionally, financial reports and presentations serve as a communication bridge between the university and its stakeholders, safeguarding stakeholders' rights and interests, and helping to maintain the university's reputation and image. The preparation of financial reports and

presentations must comply with relevant accounting systems and legal regulations to ensure their truthfulness, accuracy, and completeness. After undergoing an independent audit, the results are disclosed to the public.

3.3 Tax management

"The Preferential Measures for Corporate Income Tax of the People's Republic of China" (2008) by the State Taxation Administration stipulates that income generated from scientific research, technology development, and the commercialization of scientific and technological advancements by higher education institutions and research institutes, aligned with the national industrial policy, will be subject to a reduced corporate income tax rate of 15%.

"The Tax Collection and Administration Law of the People's Republic of China" (2015), formulated by the Central People's Government of the People's Republic of China, specifies that higher education institutions, secondary vocational schools, general high schools, and junior high schools that are state-owned or legally entitled to operational income from private schools are exempt from value-added tax (VAT). However, income from the sale of goods and services not related to educational services provided by universities is not exempt from VAT. Universities are required to declare and pay taxes such as land use tax, property tax, urban land use tax, and vehicle and vessel tax in accordance with national regulations.

"The Corporate Income Tax Law of the People's Republic of China" (2019), formulated by the Central People's Government of the People's Republic of China, states that universities are subject to corporate income tax and must pay it in accordance with legal provisions. The taxable income for each tax year is calculated by deducting non-taxable income, tax-exempt income, various deductions, and losses from previous years that can be offset from the total income of the enterprise for that tax year. The corporate income tax rate is set at 25%. The non-taxable income for corporate income tax includes: (1) financial appropriations; (2) administrative fees and government funds collected in accordance with the law and included in fiscal

management; (3) other non-taxable income as stipulated by the State Council.

"The Individual Income Tax Law of the People's Republic of China"

(2018), formulated by the Central People's Government of the People's Republic of China, states that state-owned and legally profit-earning private schools at the levels of higher education institutions, secondary vocational schools, general high schools, and junior high schools, engaging in activities such as teaching, scientific research, and medical services, shall be taxed in accordance with the provisions of Chapter IV of this Law. However, the following incomes are exempt from tax: (1) income derived from providing free or low-cost goods and services to university staff; (2) income derived from providing housing, canteens, and other benefits to university staff; (3) income used for educational, scientific research, medical services, and other activities; (4) income received from donations as specified in Paragraphs 1 and 2 of Article 27 of this Law; (5) income received from financial appropriations and donations used for university construction; (6) income received from student loans and scholarships.

"Administrative Measures for Withholding and Declaration of

Individual Income Tax (Trial) " (2019) formulated by the State Taxation

Administration specify that the withholding agent should pay the tax withheld or collected on behalf of others to the national treasury within the 15th day of the following month. The taxable income subject to comprehensive withholding and individual income tax declaration includes: (1) income from wages and salaries; (2) income from remuneration for personal services; (3) income from author's royalties; (4) income from royalties; (5) income from interest, dividends, and bonuses; (6) income from property leasing; (7) income from property sales; (8) incidental income.

Cook, K. A., Huston, G. R., Omer, T. C. (2008) stated that university tax management refers to the process by which universities pay taxes in accordance with the law, strictly declare compliance, account accurately, and aim to maximize tax revenue and minimize tax expenditure through reasonable tax planning and risk management. This process involves interpreting and applying tax policies, supervising

and managing tax compliance, as well as assessing and controlling tax risks.

John Smith (2017) described university tax management as "the comprehensive management and monitoring actions of a university concerning the analysis and research, planning, monitoring and handling, coordination and communication, forecasting, and reporting of its tax-related business and tax affairs." This approach emphasizes several key components. First, it involves the study and application of tax policies and regulations to ensure compliance and avoid penalties for violations. Second, it highlights the importance of tax planning, which encompasses advance planning and standardizing tax-related business processes to optimize the university's tax obligations. Third, it includes tax risk management, focusing on safeguarding the lawful rights and interests of taxpayers by identifying, evaluating, and mitigating tax-related risks. This holistic view of tax management underscores the necessity of a strategic approach to handling a university's tax affairs, ensuring legal compliance, and minimizing tax liabilities.

Wang Qiao, Yao Linxiang (2018) stated that university tax management involves activities such as tax planning, compliance with tax policies, and tax risk management necessary for managing the financial affairs of higher education institutions. The core objective is to ensure that universities effectively manage and utilize funds within the legal framework, comply with tax regulations, and optimize the tax burden to the greatest extent possible. This supports the development and sustainable operation of higher education.

Dong Gentai and Huang Yichao (2020) stated that tax management refers to the process by which universities comply with national and local tax regulations, accurately declare, and pay relevant taxes. It involves calculating various taxes payable, declaring tax obligations, following tax policies to ensure that universities comply with laws and regulations, and avoid potential tax risks.

Wan Ying (2021) stated that university tax management as the process through which universities efficiently oversee and regulate their tax matters, with the

goal of ensuring that the university's tax operations are lawful, compliant, economically efficient, and minimize tax risks to the fullest extent possible. This includes compliance with tax laws, application of tax policies, fulfillment of tax obligations, and identification and management of tax risks.

In summary, tax management refers to the process of tax collection, planning, reporting, payment, and compliance supervision for individuals, businesses, and educational institutions, aimed at adhering to tax laws and effectively implementing tax policies. In higher education institutions, tax management includes 3 components: tax policies and regulations, tax planning, and tax risk management. This involves adhering to national tax policies and regulations, developing strategies to minimize tax liabilities, identifying, assessing, and controlling potential tax risks, as well as implementing appropriate management and preventative measures. These 3 components complement each other, collectively ensuring the legality, standardization, and safety of the university's financial activities.

Table 4 Analyze and Synthesize the Indicators of “Tax Management”

Components of Tax Management	Academics					Frequency
	Cook, K. A., Huston, G. R., Omer, T. C. (2008)	John Smith (2017)	Wang Qiao, Yao Linxiang (2018)	Dong Gentai and Huang Yichao (2020)	Wan Ying (2021)	
1. Tax policies and regulations	✓	✓	✓	✓	✓	5
2. Tax planning	✓	✓				2
3. Tax risk management	✓	✓	✓	✓	✓	5

In summary, indicators of “Tax management” consisting of: 1) Tax policies and regulations; 2) Tax planning; 3) Tax risk management. As shown in Table 4.

3.3.1 Tax Policies and Regulations

Liu Jianmin, Cao Yanping, Song Jianjun, Yin Guliang, and others (2010) stated that universities engage in tax-related activities such as educational auxiliary services, research and development, and technical services. Therefore, besides personal income tax, the main types of taxes that universities are required to pay in their operations include Value-Added Tax (VAT), Urban Maintenance and Construction Tax, Education Surcharge, Local Education Surcharge, Property Tax, Stamp Duty, and Corporate Income Tax.

Cheng Li, Fan Xinkui (2014) stated that tax policies and regulations refer to the laws, regulations, rules, notices, and other documents issued by national or local governments specifically for the tax management field in universities. These documents are intended to guide and regulate the tax activities of universities, ensuring that they are conducted legally, compliantly, and robustly in an orderly manner.

David Brown (2016) stated that tax policies and regulations refer to laws, regulations, rules, and guidance documents issued by national or local governments regarding the management of taxes in universities. Their purpose is to standardize and guide the tax activities of universities, ensuring their legality, compliance, and robustness to maintain the stability of the tax order and the effectiveness of tax collection.

Zhu Qing (2021) stated that tax policies and regulations refer to the rules, regulations, and implementation details related to university tax management. These are formulated and issued by the national tax authorities based on relevant laws, regulations, and policy provisions. Their purpose is to provide guidance and support to universities in terms of taxation, ensuring the effective collection and

use of taxes.

In summary, tax policies and regulations encompass laws, rules, and guidance documents established by national or local governments to standardize and regulate university tax activities. Their purpose is to ensure the legality, compliance, and robustness of university tax activities to maintain the stability of the tax order and the effectiveness of tax collection.

3.3.2 Tax Planning

Wang Surong (2014) stated that tax planning refers to maximizing economic benefits through tax savings by strategically planning and organizing business, investment, and financial activities in advance, within the boundaries permitted and defined by law. With the continuous increase in income from university business activities and the diversification of income sources, traditional extensive tax management methods are no longer sufficient to reduce the tax costs of universities. This situation has led to new demands for tax planning and management. Tax risk refers to various economic, legal, and reputational risks arising from tax issues. The goal of tax risk management is to reduce the tax-related risks faced by universities, ensure compliance, and maximize the efficiency of tax resource utilization.

Yang Dahong (2021) stated that universities, as non-profit institutions, are eligible for numerous tax incentives. These incentives allow some of their income to be reduced or exempted based on tax incentive policies. The income levels of university faculty and staff vary significantly, and the applicable personal income tax rates can differ greatly. Universities can implement tailored personal tax planning strategies for staff members at various income levels. For faculty and staff income derived from labor services, author's remuneration, etc., adopting a monthly allocation method is advisable to prevent excessive withholding of personal income tax in a single month because of lump-sum payments. This practice can help maintain the staff's monthly expenditure arrangement. However, this method does not reduce the total annual tax liability of the staff. To alleviate the burden of personal income tax,

universities can arrange sessions for faculty and staff to familiarize themselves with the new personal income tax law. They can provide guidance on accurately completing the special additional deduction items, which can help narrow the tax base, decrease the tax amount, and enable individuals to fully benefit from the new personal income tax law.

Li Xinlu & Yang Dahong (2021) stated that Value-Added Tax (VAT) reduction and exemption policies are constantly changing, with a high frequency of related policy changes. To better implement national macro policies and serve the actual development of universities, tax management personnel need to continuously strengthen their learning abilities and enhance their proficiency in mastering and applying policies. As withholding agents, universities should fulfill the responsibility of popularizing tax policies and intensifying the promotion of tax policies. Explaining taxation methods to faculty and staff increases the practical workload of university tax personnel.

In summary, tax planning refers to the strategic management actions taken by enterprises or individuals to legally minimize the amount of taxes payable while complying with laws and regulations. This is achieved through the rational planning and arrangement of business operations, investment activities, and financial arrangements. The goal is to reduce the tax burden and enhance financial efficiency. The goal of tax planning is to achieve optimal control of tax costs and maximize economic benefits through reasonable tax arrangements and financial structure optimization.

3.3.3 Tax Risk Management

Wang Xiangdong (2011) stated that tax risk management in university tax management refers to the formulation and implementation of strategies to identify, assess, and respond to potential risks related to tax obligations, tax declarations, or reporting. This involves monitoring changes in tax laws and regulations, establishing internal control mechanisms, and enhancing the review of tax

processes to minimize tax risks as much as possible.

Burton, M, Sadiq, K. (2013) stated that tax risk management in university tax management refers to the process of comprehensively assessing and managing various potential risks related to tax compliance, reporting, and tax obligations that the institution may face. This involves conducting risk assessments, devising response strategies, enhancing internal controls, and establishing contingency plans to guarantee the university's compliance and resilience in tax affairs.

Zhang Yu (2019) stated that in the face of the increasingly complex market environment, university management is also moving towards market-oriented development, and the risk factors affecting its operational management are continuously increasing. In this context, universities must balance their focus on teaching and research with attention to their economic activities. The alignment of universities with the market inadvertently leads to increased difficulty in financial and tax management tasks. Generally speaking, tax-related risks in universities mainly include 2 types of risks: tax law violations and tax burden. In the process of market-oriented development, it is urgent to strengthen tax management, timely identify risks, and propose effective measures for early warning. This will help reduce the probability of risk occurrence and minimize its impact. This contributes to ensuring the orderly operation of university teaching activities.

Cai Chang, Li Weiren (2023) stated that university tax management involves complex regulations and procedures. When managing taxes, it is important to understand tax laws and regulations, including income tax, value-added tax (VAT), corporate income tax, etc., and to keep track of legal changes to ensure the university is up-to-date with the latest tax regulations. It is crucial to accurately fill out various tax declaration forms, including those for income tax and VAT, to minimize the tax burden as much as possible. Incorrect declarations may lead to tax risks and penalties. University tax management personnel need to continuously

update their knowledge of tax laws, participate in relevant training and seminars to stay abreast of changes in tax laws and regulations.

In summary, tax risk management refers to the process of assessing and managing risks related to tax law violations and tax burdens that universities may face. This involves strategies and measures for identifying, evaluating, and responding to potential risks, with the aim of ensuring the compliance and resilience of universities in tax matters.

3.4 Internal audit and supervision

The "*Regulations on Internal Audit Work in the Education System*" (2020), formulated by the Ministry of Education, state that internal audits in higher education institutions should adhere to fundamental principles such as objectivity, fairness, independence, and timeliness. It clarifies the scope of internal audit, which includes financial management, asset management, operational management, and human resources management, among others. The regulations also specify the establishment and organizational management of internal audit institutions, including the responsibilities of the audit institutions, personnel allocation, audit procedures, and more. The regulations standardize the specific procedures and methods of internal audits, including the formulation of audit plans, the implementation of audit work, and the preparation of audit reports. They set out the procedures for preparing, approving, and issuing audit reports, as well as the content and requirements of the reports. The independence of internal audit and the establishment of supervision mechanisms are emphasized, with a requirement to establish a comprehensive feedback and supervision mechanism for audit results. Provisions are established to address issues and violations identified during internal audits, and to hold individuals accountable, in order to guarantee the efficiency of the audit process and the execution of its outcomes.

Wang Huijin (2019) stated that university internal audit and supervision aim to ensure the security and integrity of funds for teaching (including

undergraduate, graduate, and continuing education), the reasonable and effective allocation of teaching resources, the reduction of teaching risks, and compliance with laws and regulations related to teaching activities. This process involves activities to analyze, test, and evaluate the soundness and effectiveness of the internal control system for educational management within the institution. Key to these audit and supervision activities is the Supervision of income and distribution, which ensures that funds are allocated and used appropriately, aligning with the university's mission and educational objectives. This includes overseeing various expenditures of the university to prevent misuse of funds and ensure financial integrity.

Yan Dawu (2020) stated that within the internal audit and supervision system of universities, the oversight of budget and financial plans, as well as the monitoring of currency and asset management, are essential components. This mechanism aims to ensure the rationality of financial planning through regular assessments, ensuring that financial decisions align with the long-term goals of the university. At the same time, by managing assets strictly to prevent loss and ensure the security and growth of university funds, it provides stable financial support for the university.

Geng Laifang and Huang Yefei (2021) stated that within higher education institutions, specialized audit and supervision bodies are pivotal for ensuring financial integrity. These bodies engage in regular and thorough reviews of financial activities and resource utilization, focusing on adherence to compliance, transparency, and effective management. Key activities include supervising various university expenditures to optimize financial resource use, overseeing budget planning and financial strategies to align resources with the university's objectives, and ensuring the accuracy and safeguarding of currency and assets. The overarching goal is to protect the university's financial health, mitigate risks, and uphold the institution's reputation, thereby fulfilling legal and policy requirements. This integrated approach ensures that financial management within universities remains

robust, accountable, and forward-looking.

Iddrisu Abdulai, Andrew Salakpi, & Dr. Théophile Bindeouè Nassè (2021) stated that the role of internal audit in universities, focusing on the review of resource utilization and internal controls to ensure legality and effectiveness. This audit process involves critical oversight areas such as Supervision of income and distribution, ensuring financial inflows are accurately allocated, and Supervise various expenditures to optimize resource use. Additionally, it includes overseeing financial planning and budgeting, aligning financial strategies with the university's goals. This approach aims to enhance management control, mitigate risks, and support the achievement of university objectives.

Qin Jiabin (2023) stated that internal audit and supervision work involves not only a rigorous examination of income and its distribution to ensure the legality and fairness of funding sources and usage but also meticulous oversight of various expenditures. Through this process, the audit team ensures that daily operating costs, capital expenditures, and project investments align with budget plans. This ensures efficient and reasonable use of funds, optimizing resource allocation and promoting better development.

In summary, internal audit and supervision refer to the independent and objective evaluation and improvement of an organization's financial reporting, operational processes, risk management, and governance structure, aimed at enhancing efficiency, effectiveness, and transparency, and ensuring compliance and safety in operations. Specifically, in higher education institutions, it encompasses supervision of income and distribution, supervision of various expenditures, supervision of budget and financial planning, and supervision of currency and assets, creating a comprehensive framework to ensure the compliance, transparency, and effectiveness of financial management. Through these measures, universities can better manage and control financial risks, strengthen the robustness of their overall operations, and lay a solid foundation for long-term development.

Table 5 Analyze and Synthesize the Indicators of “Internal Audit and Supervision”

Components of Internal Audit and Supervision	Academics					Frequency
	Wang Huijin (2019)	Richard Chambers (2020)	Yan Dawu (2020)	Geng Laifang and Huang Yefei (2021)	Iddrisu Abdulai, Andrew Salakpi, & Dr. Théophile Bindeoué Nassè (2021)	
1. Supervision of income and distribution	✓	✓		✓	✓	4
2. Supervise various expenditures of the university	✓	✓		✓	✓	4
3. Supervise budget and plan finance			✓	✓	✓	3
4. Supervision of currency and assets			✓		✓	2

In summary, indicators of “Internal audit and supervision” consisting of: 1) Supervision of income and distribution; 2) Supervise various expenditures of the university; 3) Supervise budget and plan finance; 4) Supervision of currency and assets. As shown in Table 5.

3.4.1 Supervision of Income and Distribution

Guo Xiaodong (2016) stated that the internal audit department plays a crucial role in verifying the accuracy, truthfulness, and timeliness of the content reflected in accounting materials and other information. Additionally, it ensures the soundness and smoothness of information channels. This aspect is the foundation of university management, capable of providing reliable information for

the management to make correct decisions. Through the inspection and analysis of the university's economic activities by the internal audit department, extravagance and waste can be curbed, loopholes can be identified and addressed in a timely manner, and the loss of assets can be effectively prevented. This helps to ensure the security and integrity of university property and prevent asset losses due to poor management or corruption. The inspection and analysis conducted by the internal audit department also help to eliminate management blind spots, fully utilize internal potential, and mobilize positive factors from all aspects. This contributes to the reasonable allocation of resources by the university, enhances economic efficiency, and achieves sustainable development. The evaluation of the university's internal control system by the internal audit department can help identify and strengthen weak links in the control system, enhancing the robustness and effectiveness of the internal control system. This helps enhance the university's management level and ensures the effective implementation of various management measures.

Miao Xiaorong (2021) stated that the audit department also needs to supervise income and distribution by monitoring whether various charging standards are implemented according to national regulations, and whether the policies regarding charging items and the work of charging personnel are carried out in accordance with regulations. At the same time, the audit department needs to oversee the range of different sources of income to ensure that there is no unauthorized expansion or reduction of the charging scope. For various distribution schemes, the audit department also needs to monitor whether they are strictly conducted in accordance with regulations and whether the retention and disbursement of funds are carried out as stipulated.

Xiao Zheng (2023) stated that university audit departments should oversee and examine the institution's income and distribution. This oversight should ensure that various fee structures comply with national regulations, monitor charging policies, and verify that charging personnel adhere to regulations. It also involves

supervising the scope of various incomes to check for unauthorized expansions or reductions in the charging scope; overseeing whether various distribution schemes are strictly carried out in accordance with regulations, and ensuring that the retention and disbursement of funds are conducted orderly and as stipulated.

In summary, university oversight of income and distribution entails the internal audit department supervising the adherence to charging standards, the implementation of charging policies, and the extent of charges to guarantee that the retention and allocation of funds comply with regulations. Internal auditing also involves verifying the accuracy and authenticity of accounting materials, preventing asset loss and management loopholes, and promoting the effectiveness and enhancement of the internal control system.

3.4.2 Supervise various expenditures of the university

Han Linlin (2009) stated that supervising various expenditures in universities can ensure the rational use of funds. Through rigorous examination of various expenditures, internal audit and supervision institutions can assess whether the use of funds aligns with the development needs of the university, adheres to budget planning, and identifies any instances of wastage or misuse of funds. This ensures the rational allocation of university resources and improves the efficiency of fund utilization.

Wang Baoqing, Zhang Qinglong (2021) stated that it is important to supervise whether the various expenditures of the university are carried out within the scope and standards of the original budget, checking for any unauthorized spending or misappropriation. It involves overseeing the expenses and costs of various activities to ensure there are no unauthorized expansions of expenses, changes to standards, or alterations to the types of expenditures. It also involves monitoring for any wasteful spending, fraudulent or embezzled purchasing, and issues related to excessive purchasing.

Yadong (2021) stated that overseeing diverse expenditures in

universities helps prevent corruption and irregular activities. By examining the details of expenditures, non-compliant, illegal, or corrupt behaviors can be timely identified and corrected. This helps maintain the university's integrity, enhancing its public credibility. Furthermore, overseeing university expenditures contributes to enhancing financial management practices. By analyzing expenditure data, auditors and supervisors can assess the financial management of the university, pinpoint deficiencies and loopholes in management, and recommend improvements. This initiative will enhance the university's financial management system, improving the efficiency and accuracy of financial operations.

In summary, overseeing university expenditures involves reviewing expenses within the budget, preventing fund misappropriation and illegal spending, ensuring expenditures comply with standards, and avoiding excessive purchasing and waste. This process helps ensure the effective use of university funds, enhances transparency and compliance in financial management, maintains the stable financial operation of the university, and strengthens the university's social image and reputation.

3.4.3 Supervise Budget and Plan Finance

Wang Zhaoquan (2021) stated that the supervision of budgets for various educational endeavors at universities, scientific research, and the standards and scope of budgets for production and logistical operations should be strictly planned in accordance with national regulations. It should be determined whether these budgets are reasonable, objective, and scientifically established. The supervision includes overseeing the income and expenditures of universities, ensuring the rationality of budget allocation, managing comprehensive financial operations, reviewing budgetary and final account statements, and monitoring the economic activities of enterprise-managed departments within universities. It also involves assessing the outcomes of production and operational efficiency, encouraging improvements to enhance effectiveness and accelerate the pace of production.

Li Huali (2021) stated that budgeting and financial planning, as essential components of university management systems, play a significant role in ensuring the normal operation of universities, enhancing the efficiency of fund usage, and preventing corruption and waste. Supervising budgets and planning finances contribute to safeguarding the normal operation of universities. The budgeting and financial planning of universities involve the economic activities of various departments, including teaching, scientific research, and management.

Liang Lijun, Li Zhuosong, Sun Longyuan (2021) stated that by supervising budgeting and financial planning, universities can ensure that their economic activities proceed as planned, thus preventing any disruptions to normal teaching and scientific research caused by funding shortages or surpluses. Supervising budget and plan finance helps improve the efficiency of fund utilization and is beneficial in preventing corruption and waste.

In summary, supervising budget and planning finances involves overseeing the planning and implementation of budgets for various educational projects, scientific research, production, and logistical operations at universities. This ensures that budgets are reasonable, objective, and based on scientific principles. It involves monitoring the rationality of income, expenditures, and budget allocations; supervising comprehensive financial operations; reviewing budgetary and final account statements; overseeing the economic activities of enterprise-managed departments; assessing production outcomes and operational efficiency—all to promote efficiency and productivity at universities.

3.4.4 Supervision of Currency and Assets

Li Wenjun, Wang Haibing (2022) stated that supervising cash management involves ensuring that it is conducted in accordance with the cash management regulations of banks to prevent any actions that violate regulations and to ensure the safety and liquidity of cash. Supervision also extends to the use, damage, or loss of the university's fixed assets. The aim is to promptly identify and address

issues to safeguard the safety and integrity of the university's assets and prevent the loss of state-owned assets. Furthermore, monitoring the departments responsible for cash flow and asset management is crucial to identify and address any instances of misappropriation, encroachment, embezzlement, advances, internal transfers, private loans, or cases of theft and loss. This safeguards the safety and integrity of the university's assets.

Chen Wei (2022) stated that supervising currency and assets is achieved through a series of institutionalized procedures and measures to ensure the reasonable and effective management and use of the university's financial resources. This involves the routine review and evaluation of the university's cash flow, bank accounts, fixed assets, and investments, along with other financial components. The goal is to prevent financial fraud, errors, and inefficiencies. It ensures the safety and appreciation of the university's assets, thereby supporting the continuous fulfillment of its teaching and research missions.

Qiu Yinhe (2022) stated that supervising the use of funds in various economic activities and budgets at universities is crucial to ensure compliance with national laws, regulations, and the university's rules and regulations. This supervision aims to prevent illegal acts such as corruption, misappropriation, encroachment, and embezzlement, thereby safeguarding the security of the university's funds.

In summary, the supervision of currency and assets involves overseeing cash management, the use of fixed assets, cash flow, and asset management, among other aspects. It primarily involves supervising cash management to ensure compliance with regulations, prevent violations, and facilitate the safe and smooth movement of cash. Additionally, it includes overseeing the use, damage, or loss of fixed assets to safeguard the safety and integrity of the university's assets. Moreover, monitoring the departments responsible for cash flow and asset management is essential to prevent misappropriation, encroachment, embezzlement,

advances, internal transfers, private loans, theft, or loss.

3.5 Informationization Construction

Xu Xixoayu & Huang Lei (2008) stated that in the current field of educational technology, the informationization construction of universities is not just about the introduction and application of technology but signifies a profound shift in educational paradigms. As a foundational element of university informationization construction, the Accounting Transaction Processing Information System provides a reliable database for universities. Meanwhile, the Financial Management Information System further transforms this data into information that management can use for monitoring, planning, and controlling financial activities, ensuring the rational allocation and use of resources. Building upon this, the Financial Decision Support System offers deeper analysis and forecasting capabilities to assist managers in making more informed financial decisions. Finally, the Organization Interconnection System is a key component of university informationization construction. By integrating internal information systems with external network resources, it promotes information flow and cooperation between different departments within the university and between the university and the external environment. In this process, the introduction and application of technology become a vital force in driving the development and innovation of universities.

Guo Yipeng (2016) stated that in the informationization construction of digital transformation in higher education institutions, the Accounting Transaction Processing Information System and the Financial Management Information System are foundational. The Accounting Transaction Processing Information System automates the handling of daily financial transactions, enhancing data accuracy and work efficiency. Meanwhile, the Financial Management Information System utilizes this data to provide management with crucial financial monitoring, planning, and control information. The integration of these 2 systems not only optimizes the financial operations of universities but also provides solid data support for making

more accurate management decisions.

Cai Zhaoying (2020) stated that the Financial Decision Support System plays a key role in the informationization construction of universities. It is a system built using advanced technology and software, designed to provide university management with the collection, processing, and analysis of financial data to support decision-making. The Organization Interconnection System refers to a network established using internet and communication technologies in universities. It facilitates information sharing and collaborative work among different departments within the university and with external partners. The combination of these 2 systems helps improve the management efficiency and decision-making quality of universities, driving them towards more information-based management.

Yu Junqing, Wang Shixian, Wu Chi, Li Zhanchun (2021) stated that in the informationization construction of universities, the Accounting Transaction Processing Information System and the Financial Management Information System are 2 crucial components of university financial management. The Accounting Transaction Processing Information System is mainly responsible for recording and processing the daily financial transactions of the university. In contrast, the Financial Management Information System integrates financial data from various departments within the university to offer managers real-time financial information querying and analysis capabilities. Moreover, the Financial Decision Support System builds upon the foundation established by the Financial Management Information System. It provides decision support to university managers through data analysis and simulation forecasting, serving as an information system that aids in decision-making.

Wang Shixian, Yu Junqing, Wu Chi (2021) stated that the financial informationization of universities builds upon the historical computerization of accounting. It utilizes modern information technology to modernize financial management structures, redesign financial business processes, and establish a Financial Management Information System with information at its core. Integral to

this system are the Accounting Transaction Processing Information System, which streamlines the handling of accounting transactions, and the Financial Decision Support System, designed to assist in the analysis and decision-making process. These components, together with the Organization Interconnection System, facilitate the transmission and sharing of financial information resources within and outside universities, without being limited by time and space. This comprehensive approach enables information users to access various types of timely and effective financial information as per schedule, thereby enhancing the financial management efficiency of universities.

In summary, informationization construction refers to the use of information technology and systems to improve an organization's business processes, management methods, and service quality, particularly within higher education institutions. It includes 4 components: the Accounting Transaction Processing Information System, the Financial Management Information System, the Financial Decision Support System, and the Organization Interconnection System. The integration and development of these systems aim to modernize financial management structures and transform financial business processes through modern information technology. This enables the transmission and sharing of financial information resources, provides real-time financial information querying and analysis capabilities, supports decision-making for managers, and facilitates information sharing and collaborative work between internal and external departments of the university, thereby enhancing work efficiency, promoting the sharing and utilization of information resources, and strengthening organizational competitiveness.

Table 6 Analyze and Synthesize the Indicators of “Informationization Construction”

Components of Informationization Construction	Academics					Frequency
	Xiao Yuxu, Lei Huang (2008)	Guo Yipeng (2016)	Cai Zhaoying (2020)	Yu Junqing, Wang Shixian, Wu Chi, Li Zhanchun (2021)	Wang Shixian, Yu Junqing, Wu Chi (2021)	
1. Accounting transaction processing information system	✓	✓		✓	✓	4
2. Financial management information system	✓	✓		✓	✓	4
3. Financial decision support system	✓		✓	✓	✓	4
4. Organization interconnection system	✓		✓		✓	3

In summary, indicators of “Informationization Construction” consisting of: 1) Accounting transaction processing information system; 2) Financial management information system; 3) Financial decision support system; 4) Organization interconnection system. As shown in Table 6.

3.5.1 Accounting Transaction Processing Information System

Li Huaijun (2004) stated that universities can achieve automated and intelligent accounting transaction processing through the Accounting Transaction Processing Information System. This includes automatic reconciliation, automatic

bookkeeping, and automatic generation of reports. This significantly improves work efficiency, reduces manual operations, and minimizes human errors. Through systematic management, universities can achieve comprehensive monitoring of accounting transactions, ensuring the effectiveness of internal controls.

Wang Haini (2018) stated that through data sharing and real-time updates, the issues of information asymmetry and duplicate entries are avoided, thereby enhancing the efficiency and accuracy of internal controls. The Accounting Transaction Processing Information System ensures the accuracy and completeness of data, thereby avoiding errors and omissions that may occur in manual operations.

Li Jinfeng (2021) stated that universities can utilize data mining and analysis tools to delve deeply into data, offering robust support for decision-making. The Accounting Transaction Processing Information System can be integrated with other information systems to facilitate the sharing of information resources and collaborative work. Through the Accounting Transaction Processing Information System, universities can provide more convenient and efficient services, such as online queries, online payments, and online consultations. This not only facilitates the faculty and students within the university but also helps enhance the service level and image of the university.

Sun Tianxin (2022) stated that the essence of the Accounting Transaction Processing Information System lies in alleviating the tedious workflows of accounting personnel and improving the traditional methods of manual bookkeeping. Daily accounting transaction processing, financial management, and accounting reporting form a financial management system with accounting functions and management capabilities. This software can fully meet the accounting needs of university financial departments.

In summary, the Accounting Transaction Processing Information System is a vital component of the informationization construction of universities. It helps improve work efficiency, strengthen internal controls, enhance data quality,

promote the sharing of information resources, and elevate the level of service. As information technology continues to evolve, the role of the Accounting Transaction Processing Information System in the informationization construction of universities will become increasingly significant.

3.5.2 Financial Management Information System

Yu Wang, XiaoFengliu (2010) stated that the Financial Management Information System supports universities in the preparation of financial budgets, including expenditure plans for teaching, scientific research, administration, and other aspects. This aids universities in making reasonable financial planning, ensuring the effective allocation and utilization of resources.

Wu Suyou (2021) stated that the Financial Management Information System can assist universities in conducting medium and long-term financial planning. This involves considering the university's development goals and needs to support sustainable financial health. The system records and manages various expenditures of the university, including expenses for teaching, administration, and scientific research, to facilitate detailed financial accounting. The system can automatically generate various financial statements, such as balance sheets, income statements, and cash flow statements, providing transparency and timely financial information to internal and external stakeholders.

Sun Tianxin (2022) stated that the Financial Management Information System can support the digitization of processes such as funding applications, approvals, and reimbursements, thereby enhancing efficiency and minimizing human errors and delays. The system helps universities comply with local tax regulations, ensuring accurate tax processing and reporting. It can help universities ensure the legality of financial activities, thereby reducing potential legal risks. The system provides relevant metrics and analysis of financial performance, helping university management better understand the financial condition of the university and conduct performance evaluations.

In summary, the Financial Management Information System plays a significant role in universities by supporting the preparation and management of financial budgets, including expenditure plans for teaching, administration, and scientific research. This system assists universities in making sound financial plans to ensure the efficient allocation and utilization of resources. It also supports the university's medium and long-term financial health, enhancing management efficiency and financial transparency. Additionally, it can digitize funding processes, reducing errors and delays, ensuring compliance with tax regulations, minimizing legal risks, and providing management with financial performance analysis to help assess the university's performance.

3.5.3 Financial Decision Support System

Ye Qiao (2018) stated that the Financial Decision Support System can help universities evaluate potential financial risks and provide suggestions for risk mitigation to ensure the robustness of the university's finances. By conducting financial disaster simulations within the system, universities can formulate risk management plans to proactively address potential financial crises. It offers intuitive and easy-to-understand decision support reports that summarize key financial information, enabling management to quickly grasp the financial status of the university. The system supports the sharing of financial data to ensure that various departments and stakeholders can access consistent and timely financial information.

Sun Tianxin (2022) stated that the Financial Decision Support System is an interactive information system primarily dealing with situations that cannot be predicted in advance or that occur randomly. Financial staff can utilize the Financial Decision Support System to conduct "what-if" analyses. They can employ various models to generate potential solutions, perform additional analyses, predict various outcomes and future trends, and offer pertinent information and support to university decision-makers.

Xu Fei, Wang Di, Li Kunyu, and Miao Yang (2022) stated that the

Financial Decision Support System offers monitoring and evaluation of various financial performance indicators, such as profitability ratios and return on assets, assisting management in comprehending the financial well-being of the university. It analyzes the historical trends of various financial indicators, supporting management in assessing the long-term development of the university's financial condition. The system can simulate various decision-making scenarios, analyze potential financial situations, and assist management in selecting the optimal financial decision-making plan. It conducts economic efficiency analyses on potential investment projects for the university, assisting management in deciding whether to invest and how to do so.

Liang Xiao and Liu Yarong (2023) stated that the Financial Decision Support System can provide real-time income and expenditure data, helping management understand the financial condition of the university, and promptly identify financial issues and opportunities. It conducts real-time analyses on the funding usage for various projects, such as scientific research projects and teaching reforms, ensuring the rational allocation and use of funds. The system supports the university in budget formulation and conducts simulation analyses to predict the impact of different budget plans on the financial situation, aiding in making wiser decisions. Based on historical data and future trends, the system can assist management in medium- and long-term financial planning, thereby helping the university achieve its financial goals.

In summary, the Financial Decision Support System is an information system designed to evaluate financial risks, provide decision support, generate reports, support budgeting and simulation analyses, and assist management in long-term planning. This system can monitor income and expenditure data in real-time, helping management understand the university's financial condition and identify potential problems and opportunities. It can also analyze the usage of funds for various projects, ensuring the rational allocation and utilization of funds. It supports the creation and simulation analysis of budgets to predict the impact of

different scenarios on the financial situation, thereby facilitating wiser decision-making. Furthermore, based on historical data and future trends, the system assists management in medium and long-term financial planning, helping the university achieve its financial goals.

3.5.4 Organization Interconnection System

Sun Tianxin (2022) stated that the Organization Interconnection System enables the automatic flow of financial information between the finance department and other departments within a university. It can assist the university in various stages of financial management, including planning, organizing, controlling, analyzing, forecasting, and decision-making, thereby enhancing the rationality of the allocation and utilization of university funds.

Cai Lanying (2022) stated that the interconnection system helps promote academic collaboration, supporting teachers and researchers in interdisciplinary and inter-university cooperation on research projects. Through the interconnection system, students can easily access campus services, such as course selection, fee payment, and certificate applications, enhancing the student service experience. Faculty and staff can independently manage certain administrative tasks through the system, enhancing work efficiency. Simultaneously, university management can more effectively monitor and optimize service processes. With the Organization Interconnection System, universities can better integrate various resources, improve management efficiency, optimize service processes, enhance internal and external information sharing, and thus promote the comprehensive development of university informationization construction.

Liu Yaoyang (2023) stated that through the Organization Interconnection System, various faculties and teaching units can share educational resources, including textbooks, teaching videos, and lesson plans, thereby enhancing the efficiency of resource utilization. The literature, databases, experimental equipment, and other resources required for academic research can be integrated and

shared through an interconnected system, fostering research collaboration and interdisciplinary communication. Information on students' course selection, grades, and schedules can be updated and managed in real-time through the interconnected system, enhancing the accuracy and transparency of student information. The teaching tasks, research projects, and salary information of faculty and staff can be integrated into the system for more efficient management and monitoring. The interconnection system can collect and integrate a large amount of data, providing the school management with visual data analysis and reports to support decision-making and strategic planning. The performance of various school operations can be assessed through an interconnected system, helping school management understand the overall operational status of the school and make timely adjustments and improvements to management strategies. Teachers can share teaching resources, design courses, and exchange teaching experiences through the system, thereby enhancing the quality of education.

In summary, the Organization Interconnection System facilitates the automatic circulation of financial information, assisting in all stages of financial management. This optimization helps in the allocation and utilization of funds. The interconnection system promotes academic collaboration, supports interdisciplinary and inter-university cooperation, enhances the student service experience, and improves work efficiency by optimizing service processes. Additionally, the system enables the sharing of educational resources, fosters research cooperation and interdisciplinary communication, and enhances the accuracy and transparency of student information. Lastly, by offering visual data analysis and reports, the interconnected system supports decision-making and strategic planning, evaluates the overall operational status of the school, and thereby enhances the improvement of teaching quality.

Approach and Approach Development

1. Definition of approach

Peter Drucker (1973) stated that in the field of management, approach refers to specific management methods or strategies used to achieve organizational objectives. These methods or strategies are based on a profound understanding of theory and practice, aimed at enhancing the organization's efficiency, effectiveness, and adaptability through particular management actions and decision-making processes.

Henry Mintzberg (1973) stated that management is not a singular act but a complex and dynamic process involving multiple roles and activities. Here, approach can be understood as a comprehensive perspective or strategy that reflects the specific path taken by managers when facing the structure, strategies, and environment of an organization. It is not just about decision-making but also about how to understand and integrate the internal and external elements of an organization, as well as how to respond to these elements through a diversity of roles and practices. The approach in management emphasizes flexibility, adaptability, and a sensitivity to complexity.

W. Edwards Deming (1986) stated that the definition of approach might lean more towards the angles of process and quality management: In the journey of pursuing organizational efficacy and optimization, approach represents a systematic methodology and set of principles aimed at enhancing the quality of products and services through continuous improvement and employee participation. This is not merely the application of a set of techniques or tools but a fundamental shift in culture and mindset. It requires managers and employees to continuously evaluate and improve their work processes based on data analysis. In this sense, approach is a commitment to quality, efficiency, and continuous learning, representing a way to view problems and opportunities from a systemic perspective across every level of the organization.

In summary, approach refers to specific methods or strategies designed to fulfill organizational goals, merging deep theoretical insights with practical application. It extends beyond mere decision-making to include a comprehensive perspective that navigates organizational structure, strategies, and environmental dynamics.

2. Process of approach development

Henry Mintzberg (1994) stated that in exploring the strategic process of an organization, we must recognize that strategy formation is not merely a simple, linear sequence but a complex and dynamic cycle. This cycle encompasses thorough analysis and preparation, the design of the strategy, and continuous review and revision. During this process, the dissemination and implementation of the strategy, as well as its evaluation and monitoring, are crucial. This demands a comprehensive understanding of both internal and external environments and requires us to be flexible, always ready to adjust the strategy based on feedback and changes in the situation. In this process, managers play a key role; their intuition and experience are indispensable.

John P. Kotter (1996) stated that in the journey of leading change, every step is vital, from the initial analysis and preparation to the design and implementation of the strategy, followed by subsequent review, revision, and widespread dissemination, and ultimately, evaluation and monitoring. This process demands an unprecedented level of precision and attention from leaders and the organization to ensure that the change is successfully adopted and internalized. It is crucial to understand that change cannot be accomplished overnight; it requires a continuous, organized effort to ensure each step is advancing the organization towards its set goals. Throughout this process, communication, participation, and ongoing monitoring are essential elements, ensuring that each step of the change receives support and recognition from both inside and outside the organization.

Min Weifang, & Wen Dongmao (2010) stated that the formulation of

approaches within organizations is a systematic and detailed process that unfolds through 5 pivotal steps: analysis and preparation, design, review and revision, dissemination and implementation, and evaluation and monitoring. Initially, the process begins with the analysis and preparation phase, where an in-depth examination of the current organizational context and external environment takes place, alongside the identification of key needs and objectives. This stage is crucial for gathering essential data, which lays the groundwork for informed strategy development. Following this, the design phase involves crafting the approach, taking into consideration the insights gained during analysis. This blueprint is then subject to review and revision, ensuring its robustness and alignment with organizational goals. The fourth step, dissemination and implementation, sees the strategic approach being communicated across the organization and put into action. Finally, evaluation and monitoring are conducted to assess the effectiveness of the implemented approach, making adjustments as necessary to optimize outcomes. This methodical process underscores the importance of thorough preparation, strategic planning, and continuous improvement in the development and execution of organizational strategies.

In summary, the researcher concludes that there are 5 steps in the process for developing approaches: 1) Analysis preparation, 2) Design, 3) Check and Revise, 4) Dissemination and Implementation, 5) Evaluation and Monitoring.

2.1 Analysis preparation

Timothy J. Gallagher and Joseph D. Andrew Jr. (1997) stated that analytical preparation is the first and very important step in developing approaches. Analytical preparation involves a comprehensive analysis and careful preparation regarding the current state, problems, and challenges of financial accounting in universities before formulating approaches. The primary purpose of this step is to provide relevant data and information for the formulation of approaches and to ensure that the developed approaches can address practical problems and achieve expected

goals.

2.1.1 Defining the Scope and Content

Defining the scope and content can enhance the approaches' ability to address the practical issues of financial accounting in universities, offering practical and operable solutions. Additionally, referencing regulations and clarifying standards can augment the approaches' authority and reliability, ensuring the effectiveness and practicability of the approaches.

Clarify the approaches' scope of application, including which types of institutions, departments, or functional areas they apply to. For instance, approaches could be applicable to all universities, finance departments, and finance-related personnel. Clarify the approaches' content, including budgeting, fund management, accounting, financial statements, internal audit, and supervision. The specific content can be refined and expanded based on the university's actual situation. For example, the approaches' content may cover the budgeting process, fund management system, accounting standards, and financial statement preparation standards. The approaches should reference relevant national laws and regulations, policy documents, and university management systems. These regulations include the Budget Law, the Education Law, and the Financial System of the university. Authority and reliability of approaches. Clarify standards for approaches, including budgeting standards, financial statement preparation standards, etc. Standards should align with relevant national laws, regulations, and the actual situation of universities, and they should also be operable and measurable.

2.1.2 Collecting Data and Information

Before formulating approaches for financial accounting in universities, it is necessary to collect relevant data and information for a comprehensive understanding and analysis of the existing financial accounting situation, forming the basis for the development of approaches. By collecting, organizing, and analyzing data and information, it is possible to grasp the context and

circumstances of the issue, assess the needs and capabilities of the target audience, and determine the approaches' focus and content. This aids in creating effective approaches that meet the audience's needs and requirements.

Firstly, it's essential to clarify what data and information need to be collected. Since the research focuses on the financial accounting of Jingdezhen University, emphasis should be on collecting relevant data from Jingdezhen University, including but not limited to financial statements, budget reports, internal audit reports, and expenditures. It's important to clarify the relevance and importance of the collected data and information to the formulation of approaches. Identify the sources of collected data and information, including the university's internal financial system, financial department, departments, internal audit department, etc., and data can also be collected through external channels. Ensuring that data sources are reliable, accurate, and timely is necessary. Develop a specific plan for data collection, detailing the time, method, scope, and methodology of collection. The plan should consider different data sources and be feasible and operable while ensuring information accuracy. Follow the collection plan to begin gathering data and information. During the collection process, focus on the completeness, accuracy, and timeliness of data. Various methods, such as surveys, interviews, and questionnaires involving Jingdezhen University's teachers and students, can collect data and information. The collected data and information should be organized, cleared, summarized, and analyzed to understand the current state, problems, and challenges of financial accounting in universities. Classifying, comparing, and counting data helps identify issues and bottlenecks. The analysis results should be compiled into a report to be utilized in the next step of formulating approaches, clearly explaining the data and information's source, processing method, analysis results, and conclusions in the report, enhancing the report's readability and understandability.

In summary, collecting relevant data and information forms the basis and premise for formulating approaches for financial accounting in universities.

2.1.3 Stakeholder Participation

Stakeholder involvement is crucial during the analytical preparation stage for developing financial accounting approaches at Jingdezhen University. Before developing approaches, it's essential to select working group members to ensure the smooth development and implementation of the approaches. Besides the team leader, the working group should consist of 10-15 members, including representatives from college management, the financial team, audit agencies, academic departments, and financial accounting-related teachers.

Ensuring representation from all stakeholder groups is vital. Representatives from different groups can offer diverse perspectives and suggestions. Prioritize the participation of those with significant interests in financial accounting. The number of participants should be appropriate for the meeting size; too many participants may hinder communication, while too few may not cover all stakeholder groups. Participants should have relevant professional backgrounds and experience as needed, especially in financial accounting, where financial knowledge and experience are crucial. Incorporating some stakeholder representatives into the project team developing the policy ensures direct participation in decision-making and program formulation, enhancing the legitimacy and feasibility of the program. Where possible, encourage broad participation. Even if not every stakeholder can participate in person, obtaining their feedback through methods such as questionnaires is valuable.

Stakeholder engagement ensures that the financial accounting approaches developed align with actual business needs and stakeholder expectations, rather than being merely theoretical constructs. Involving various stakeholders in the development process increases the likelihood of acceptance and support for the approaches. Furthermore, stakeholder engagement can help identify and address potential conflicts and resistance early on, mitigating issues that could arise during implementation. Active participation from all stakeholders in the approach formulation process is likely to foster cooperation during implementation, enhancing

the effectiveness of the approaches.

In summary, stakeholder engagement is a crucial step in ensuring the development of financial accounting approaches is comprehensive, feasible, compliant with legal standards, and widely recognized. Their insights and expectations can enrich the content and improve the quality and sustainability of the approaches.

2.1.4 Determining the Reasons for Formulating Approaches

In the analytical preparation stage for formulating financial accounting approaches at Jingdezhen University, determining the rationale for developing the approaches is a critical step. This involves identifying and articulating the need for new financial accounting approaches so that the developed approaches have clear objectives and a solid foundation. A clear rationale helps address issues within the current financial accounting system by ensuring the new approaches target existing challenges effectively; it aids in defining specific goals. Identifying problems and challenges provides a basis for setting clear, measurable objectives for the new approaches; clarifying the reasons for formulating the approaches improves the transparency of the entire development process. Stakeholders can understand the necessity of the new approaches, increasing their understanding and acceptance; clarifying the reasons ensures that the new approaches comply with the latest regulations and standards. This is crucial for ensuring legal compliance and reducing legal risks; establishing the rationale for the approaches can enhance their effectiveness. Knowing precisely why new approaches are being developed provides the project team with clear direction and motivation; clarity about the reasons for developing approaches helps strengthen consensus among various stakeholders. A shared understanding of issues and challenges builds a common foundation of understanding, fostering unity and collaboration.

2.2 Design

Tim Brown (2009) stated that design is a critical step in the process of

developing approaches for university financial accounting. The main goal of the design phase is to formulate feasible approaches based on the results and objectives of the analysis and preparation phase and to consider how to implement and monitor the execution.

2.2.1 Setting Goals and Principles

In the design phase of formulating financial accounting approaches, it is first necessary to clarify the goals and principles of the approaches. The goals of the approaches should be consistent with the overall development strategy and financial accounting goals of universities, aiming to promote the efficiency and effectiveness of financial accounting in universities and provide strong support for the sustainable development of universities.

At the same time, the formulation of approaches also needs to consider some basic principles, such as rationality, transparency, robustness, normativeness, and flexibility. These principles ensure the feasibility and applicability of the approaches, while also enhancing the efficiency and fairness of financial accounting.

2.2.2 Setting Specific Approaches

When formulating specific approaches, it is necessary to devise approaches applicable to different levels and scopes based on the results and goals of the analysis and preparation phase, taking into account the needs of different departments and functions within the university.

For different functional departments: Different departments have different functions and should require different approaches. For example, teaching departments and scientific research departments need different budget management approaches, and administrative departments and student affairs departments need different accounting approaches. Therefore, when formulating specific approaches, it is necessary to take into account the needs of different departments and formulate approaches applicable to different functional departments.

Covering different aspects: The approaches should cover different aspects such as budget management, accounting, financial analysis, and decision-making to ensure the comprehensiveness and scientificity of financial accounting in university. For example, the budget management approach should include the process, standards, and procedures of budgeting, and the financial analysis approach should include the analysis methods and tools for the financial situation of the university.

Feasibility of Implementation and Monitoring: Approaches should take into account the feasibility of implementation and monitoring. This includes the operability and enforceability of the approach, whether training and support are needed, etc. In addition, the monitoring mechanism and evaluation methods of the approach need to be clarified to ensure the effectiveness and sustainability of the approach.

Adjusting According to the Actual Situation: Developing approaches is not a one-time task and should be adjusted according to changes in the internal and external environment of the institution. For example, when policies and regulations, technology, or financial management methods change, approaches need to be adjusted accordingly.

In summary, the development of approaches for financial accounting in universities involves setting clear goals and principles, formulating specific and comprehensive approaches, ensuring their feasibility for implementation and monitoring, and being ready to adjust them based on the evolving needs and conditions of the institution.

2.3 Check and Revise

John Hattie (2012) stated that review and revision is one of the key steps in the formulation of approaches for financial accounting in universities. Its purpose is to carefully review and make necessary revisions to the established approaches. The results will directly affect the actual application effect and quality of

the approaches. Therefore, it is crucial to utilize the expertise of both experts and practitioners to conduct a comprehensive and in-depth review and revision of the approaches to ensure their scientificity, feasibility, and operability.

2.3.1 Check

Reviewers need to understand the purpose, context, and significance of the approaches to ensure that they are designed to meet the required management objectives. Examiners need to conduct a detailed review of the contents of the approaches to ensure that the provisions meet the actual situation and management requirements, and put forward revision suggestions and opinions in order to refine the approaches and make them more effective and practical. During the review process, it is necessary to record the content, results, and opinions of each review in detail, to facilitate subsequent revision and evaluation. Through these steps, reviewers are able to provide effective guidance on the financial accounting of institutions of higher learning.

2.3.2 Revise

During the review process, some problems or deficiencies in the approaches may be found, which need to be revised. When determining the revision content, it is necessary to specify the revision goals and contents based on the actual situation. After determining the revision content, a revision plan needs to be formulated. The plan should include revised timelines, responsible persons, and related work tasks. At the same time, the resources and budget required for the revision also need to be considered to ensure the smooth progress of the revision. The specific content of the revision may include adding, deleting, or revising certain terms, adjusting the structure of the approaches, updating relevant data, etc. During the revision process, it is necessary to ensure the accuracy and rationality of the revision, and avoid introducing new problems. After the revision is completed, it needs to be reviewed. This process may include internal audits and external audits. During the audit process, attention should be paid to the problems found and make appropriate

corrections. After the revision has passed the review, it needs to be approved by relevant agencies or departments to ensure the legality and authority of the revision. After the revision is approved, it needs to be communicated to relevant personnel and institutions in a timely manner to ensure that the approaches are effectively implemented. In the process of communication, methods such as internal notifications, training, and publicity can be used.

In summary, the review and revision process are essential for refining financial accounting approaches in universities, ensuring they are scientifically sound, feasible, and operational. This iterative process involves detailed examination, adjustment based on feedback, and widespread dissemination and implementation to achieve the best possible outcomes.

2.4 Dissemination and Implementation

Lawrence W. Green (2005) stated that to effectively spread and apply the financial accounting approaches within universities, it's crucial to leverage established communication platforms and develop tailored strategies that cater to the unique audience of each university setting. This entails utilizing a variety of media outlets present within the academic environment, such as school publications and digital platforms, to broadcast information about the approaches broadly, thus fostering a deeper awareness and comprehension among stakeholders. Additionally, it involves harnessing occasions like academic gatherings and special events to further embed the approaches into the university culture.

2.4.1 Dissemination

To ensure that the approaches can be widely disseminated and implemented, corresponding publicity channels need to be established. Universities usually have internal media such as school newspapers, magazines, TV stations, and radio stations on campus. Information about the approaches can be released through these media and conferences to enhance awareness and understanding. Utilizing university websites and social media for publicity, publishing relevant content of the

approaches on university websites, or sharing promotional pictures and texts on social media platforms like WeChat and Weibo can expand the coverage and effect of information dissemination. Various occasions and opportunities, such as college meetings, forums, training courses, etc., can serve as platforms to publicize the approaches through speeches, leaflets, posters, etc., allowing more people to understand and accept them. Engaging relevant departments and personnel in financial management for publicity can further spread the approaches. Publicizing to relevant personnel through the university's financial management department, accounting department, auditing department, or to financial management-related personnel like the vice president of finance, financial director, etc., is effective. Organizing special publicity activities, such as theme class meetings, symposiums, lectures, and other events to promote the approaches through experts' explanations and case studies, can deepen understanding and enhance the sense of identity among recipients. It's important to choose appropriate methods and mediums for different audiences and situations when establishing a publicity channel, and to adjust the publicity strategy according to the actual situation.

2.4.2 Implementation

In line with the content of the approaches, implement specific financial management measures to achieve the goals of the approaches, such as optimizing budget management, strengthening financial supervision, and promoting cost management. The specific measures include:

Setting financial accounting goals: Formulate specific financial indicators and goals based on the objectives and tasks of financial accounting, such as controlling expenses, increasing income, reducing debts, etc. Establish a financial target assessment mechanism to reward or penalize departments or individuals who meet the targets.

Budgeting and implementation: Develop scientific and reasonable budget plans and implement them across various departments and projects. Strengthen

inspection and assessment of budget implementation and hold accountable those departments or individuals with inadequate budget execution.

Financial accounting management: Enhance financial accounting management to ensure the authenticity and accuracy of financial data. Establish comprehensive financial and accounting systems, rules, and regulations, strengthen financial auditing and internal control, and mitigate financial risks.

Revenue management: Optimize charging systems and procedures to ensure the legitimacy and standardization of charging. Establish fee standards, reduction and reward mechanisms, standardize the management of financial bills, and ensure the authenticity and timeliness of income.

Expenditure management: Optimize procurement, reimbursement, and other processes to improve the transparency and efficiency of financial expenditures. Establish an expenditure approval and control mechanism to strictly manage various expenditures and ensure optimal resource allocation.

Debt management: Plan debt financing and repayment plans rationally, controlling debt scale and risks. Establish a debt management system and a debt risk early warning mechanism, strengthen debt supervision and assessment, and avoid financial risks.

In summary, disseminating and implementing the financial accounting approaches in Jingdezhen University involves establishing effective publicity channels, formulating and executing specific financial management measures, and continuously adjusting strategies based on actual conditions to ensure the approaches' success and sustainability.

2.5 Evaluation and Monitoring

Donald Kirkpatrick (2006) stated that evaluation and monitoring is the final step in the development process of approaches for financial management in universities. Its purpose is to evaluate the effectiveness and implementation of the approaches so that they can be revised and improved when necessary. Approaches can

be continuously refined through evaluation and monitoring to ensure their long-term effectiveness and implementation.

2.5.1 Evaluation

The purpose of the evaluation is to assess whether the established approaches have achieved the expected effects and objectives. The first step in the evaluation is to set the evaluation goals and indicators, which should be consistent with the original intention and purpose of developing the approaches. Evaluation objectives should be specific, measurable, and should touch on all aspects of financial accounting.

To assess the effectiveness of the approaches, relevant data and information need to be collected. These can come from the reports and statistical data of various departments and can also be obtained through questionnaires, interviews, and observations.

Once the data is collected, it needs to be analyzed to determine the implementation and effectiveness of the approaches. Data analysis should include statistical analysis, trend analysis, comparative analysis, and other methods to obtain comprehensive information. Based on the analyzed data, the implementation and effectiveness of the approaches will be evaluated. Evaluation results should be objective, reliable, and should reflect the strengths and weaknesses of the approaches. The evaluation results should provide a basis for the improvement of the approaches, and corresponding improvement suggestions need to be put forward. Finally, according to the evaluation results and improvement suggestions, the approaches need to be revised and updated to ensure that they meet the actual needs and the latest financial accounting requirements. Evaluations are therefore the basis for improving university financial accounting approaches.

2.5.2 Monitoring

Monitoring refers to regularly and quantitatively inspecting and evaluating the implementation of financial accounting approaches in universities, to

identify problems in time and take corresponding measures to solve them. The main purpose of monitoring is to ensure the effectiveness of the implementation of the approaches and the achievement of the objectives.

Select appropriate monitoring indicators according to the goals and priorities of the approaches. For example, the effectiveness of the approaches can be assessed by monitoring the university's financial balance sheet, financial statements, and other indicators. Determine the frequency and timing of monitoring based on the implementation of the approaches and the characteristics of the monitoring indicators. Regular monitoring is required, with timely data analysis and evaluation. Collect data and information related to monitoring indicators through various channels and methods, including financial statements, questionnaire surveys, and on-site inspections. Analyze the collected monitoring data, evaluate the implementation effect of the approaches and the achievement of the goals, identify problems and bottlenecks, and put forward suggestions for improvement. Feedback the monitoring results to relevant departments and personnel, track problem resolution, and adjust and improve monitoring indicators and methods in time to ensure the effective implementation of approaches and the achievement of goals.

In summary, the evaluation and monitoring step is essential for ensuring the approaches for financial management in universities are effective, up-to-date, and continuously improved to meet evolving needs and standards.

Priority Needs Assessment

1. Definition of priority needs assessment

Varenais, K. (1977) stated that the concept of priority needs assessment is fundamentally about discerning which needs within a community or organization are most critical and urgent. This process involves a comprehensive evaluation of various factors, including the scope and depth of each identified need, the resources available,

and the potential impact of interventions. Priority needs assessment is designed to guide decision-makers in strategically allocating resources to address those needs that, when met, would lead to significant improvements in community well-being or organizational effectiveness. By prioritizing needs, the assessment ensures that limited resources are used in the most efficient and impactful way, focusing on areas where the gap between the current state and desired outcomes is widest and most consequential.

Hamidou Issaka Diori (2021) stated that the definition of priority needs assessment embodies a systematic approach aimed at identifying and evaluating the essential requirements within a community or organization that must be addressed to achieve optimal well-being and effectiveness. This technique meticulously assesses social needs by considering various dimensions, including the magnitude of the need, the population affected, and the potential impact of addressing these needs. By prioritizing needs based on a thorough analysis of data and stakeholder input, the process ensures that resources are allocated efficiently and effectively to areas where they can have the most significant positive impact. Priority needs assessment, therefore, serves as a critical tool in strategic planning, enabling policymakers and practitioners to make informed decisions that reflect the real and pressing challenges faced by the community or organization.

Phetmalaikul, T. (2021) stated that the definition of priority needs assessment in the context of education and educational administration involves a strategic and methodical process aimed at identifying, analyzing, and ranking the needs within educational systems or institutions to enhance their overall effectiveness and efficiency. This approach not only focuses on uncovering the gaps between the current educational outcomes and the desired standards but also on determining the actions necessary to bridge these gaps. Priority needs assessment is critical for educational leaders and administrators as it provides a data-driven basis for making informed decisions regarding resource allocation, program development, and policy

implementation. By prioritizing needs, educational institutions can focus their efforts on initiatives that hold the greatest potential for improving student outcomes, fostering educational equity, and enhancing the quality of education provided.

In summary, the definition of priority needs assessment encapsulates a systematic and analytical process aimed at identifying, evaluating, and ranking the most pressing needs within a specific context, whether it be a community, organization, or educational system. It focuses on discerning the essential gaps between current states and desired outcomes, thereby guiding the strategic allocation of resources, planning of interventions, and implementation of policies to address these critical needs effectively. This approach ensures that efforts and resources are concentrated on areas with the highest potential for impact, facilitating significant improvements in well-being, organizational effectiveness, or educational achievement.

2. Steps in priority needs assessment

Easom, K. C. (1978) stated that the steps in priority needs assessment are critical for ensuring that educational institutions can effectively identify, prioritize, and address the needs most crucial to their development and improvement. The first step involves gathering data through comprehensive assessment tools that measure a wide range of educational outcomes and processes. This initial phase is pivotal for understanding the current state of the institution, program, or staff capabilities.

Following data collection, the second step is to analyze this information to identify areas of need that are most pressing and have the potential for the highest impact on institutional effectiveness. The third step requires prioritizing these identified needs, considering factors such as urgency, potential for improvement, and alignment with institutional goals. This prioritization ensures that resources are allocated efficiently and efforts are focused on areas that will yield the most significant benefits. The fourth step involves planning and implementing targeted development programs designed to address these priority needs. This may include professional development

for staff, curriculum enhancements, or infrastructural improvements. Finally, ongoing evaluation and adjustment form an essential part of the process, ensuring that the implemented strategies are effective in meeting the identified needs and are adjusted as necessary based on feedback and outcomes. This structured approach enables educational institutions to systematically improve their programs, staff capabilities, and overall institutional quality.

Watson, K. K. (1982) stated that the process of conducting a priority needs assessment involves a structured, four-step model to ensure thoroughness and effectiveness. The first step entails the identification of needs through a variety of data collection methods, such as surveys, interviews, and focus groups, to gather comprehensive insights from stakeholders. The second step involves the analysis and prioritization of these needs based on criteria like urgency, impact, and feasibility, ensuring that the most critical needs are addressed first. In the third step, solutions and strategies are developed to meet these prioritized needs, incorporating innovative and practical approaches tailored to the specific context. The final step focuses on implementing these strategies with a clear plan of action, including timelines, resource allocation, and responsibilities, followed by ongoing monitoring and evaluation to assess the effectiveness of the interventions and make necessary adjustments. This systematic approach facilitates a focused and strategic response to the identified needs, enhancing the potential for successful outcomes.

Ross, J. A., & Jaafar, S. B. (2006) stated that the steps in conducting a participatory needs assessment involve a collaborative and inclusive approach, ensuring the active involvement of all stakeholders in the process. The first step is to engage the community or stakeholders in identifying the assessment's goals, fostering a sense of ownership and commitment to the process. Following this, data collection is carried out, utilizing methods that encourage participation and input from a wide range of voices, ensuring diverse perspectives are considered. The third step involves analyzing the collected data collaboratively, allowing stakeholders to reflect on the

findings and prioritize needs based on a shared understanding of the issues at hand. The fourth step is the collaborative development of action plans or strategies to address the prioritized needs, integrating stakeholder insights and ensuring that the plans are feasible and tailored to the community's context. Finally, the implementation and monitoring phase, where the action plans are put into practice with continued stakeholder involvement, ensuring adaptability and responsiveness to the community's evolving needs. This participatory approach emphasizes transparency, dialogue, and consensus-building, aiming to empower stakeholders and ensure that the needs assessment leads to meaningful and sustainable outcomes.

In summary, the priority needs assessment unfolds through several concise steps: 1) Engage stakeholders for input; 2) Collect varied data; 3) Analyze to identify needs; 4) Prioritize needs based on urgency and impact; 5) Develop strategies for targeted needs; 6) Monitor and evaluate outcomes for adjustments.

Context of Financial Accounting of Jingdezhen University

Jingdezhen University, located at No.3 Fuliang Avenue, Fuliang County, Jingdezhen City, Jiangxi Province, China, was initially established in 1977. It has undergone several renamings and upgrades, evolving from a teacher training university into a public provincial ordinary higher education institution offering full-time undergraduate education. Renowned for its profound foundation in ceramic art and design, it reflects the characteristics of its city, Jingdezhen, known worldwide as the "Porcelain Capital." The university covers a vast area, offering a range of undergraduate and specialized education programs aimed at developing students' professional skills and innovative spirit. Currently, Jingdezhen University has about 13,000 students, 11 secondary colleges, and possesses around 2 million books (volumes) and teaching equipment worth nearly 150 million RMB. Here we focus on the financial accounting status of Jingdezhen University.

1. Financial organization framework in Jingdezhen University

Jingdezhen University has established a Finance and Planning Office as the unit responsible for the university's comprehensive financial management. This office is divided into 3 sections: the accounting section, the General Affairs section, and the Settlement section, with a total staffing of 9 people, including one head of the office, one deputy head, and 3 section chiefs. The Finance and Planning Office acts as the financial management entity of the university, adopting a single-level accounting organization model. It follows a financial management regime of "unified leadership and centralized management," responsible for the unified accounting and management of the university's financial revenues and expenditures.

2. current state of financial accounting in Jingdezhen University

At the university, there are certain issues in areas such as budgeting, financial accounting, risk management, and informationization construction.

2.1 Budgeting: There's insufficient emphasis on budgeting, with the budget management organizational system not being robust enough. The work on budgeting is not taken seriously enough, and research is not sufficiently in-depth, leading to many departments and faculty members lacking a proactive participation awareness. This results in the university's budget lacking accuracy, foresight, and operability. The budgeting is incomplete, lacking a planning awareness for the overall development of the university. Some projects are not arranged for, and there's no establishment of a reasonable project pool work, often leading to the situation where temporary projects are approved and budgets are changed through meetings of the university's president's office or the party committee. The budgeting is inaccurate, with some departments proactively interfacing with the Finance and Planning Office leading to increased related budget allocations, causing the annual settlement to not execute well, with less than 40% of the budgeted funds being spent. Sometimes, there are conflicts and contradictions between departments during the budget execution process, leading to less smooth budget execution. This requires strengthened

communication and coordination between departments.

The budget formulation process is not scientific and is too flexible. Often, adequate research is not conducted during the budget formulation process, and the actual operational situation of the university is not fully considered. The budget is typically prepared based on simple discussions among a few financial department personnel or by making partial adjustments to past data. Consequently, there is a lack of comprehensive consideration for which projects should be included in the budget, the extent of support different projects should receive, the intensity at different times, and expected returns. This results in a budget that lacks specificity and practicality.

Furthermore, some fund usage lacks transparency, with instances of opaque operations. For example, the approaches for some expenses are quite vague, with no clear definitions of how the funds should be used or who should use them, leading to some departments not using or overusing them. For instance, the university does not have clear regulations regarding whether funding must be allocated for students to publish papers or participate in social practices, leading to variations in practice depending on the leadership's approach or differing actions by the same leader at different times.

2.2 Financial Accounting: The reimbursement process is significantly outdated, and the progress of informationization construction is slow. The university still uses offline reimbursement methods, leading to a considerable burden on reimbursement staff, who have to physically go from place to place to process claims. The reimbursement procedure is complex, as illustrated. For an example of the financial processing flow of a teacher from Jingdezhen University reimbursing travel expenses for a business trip. As shown in Figure 2.

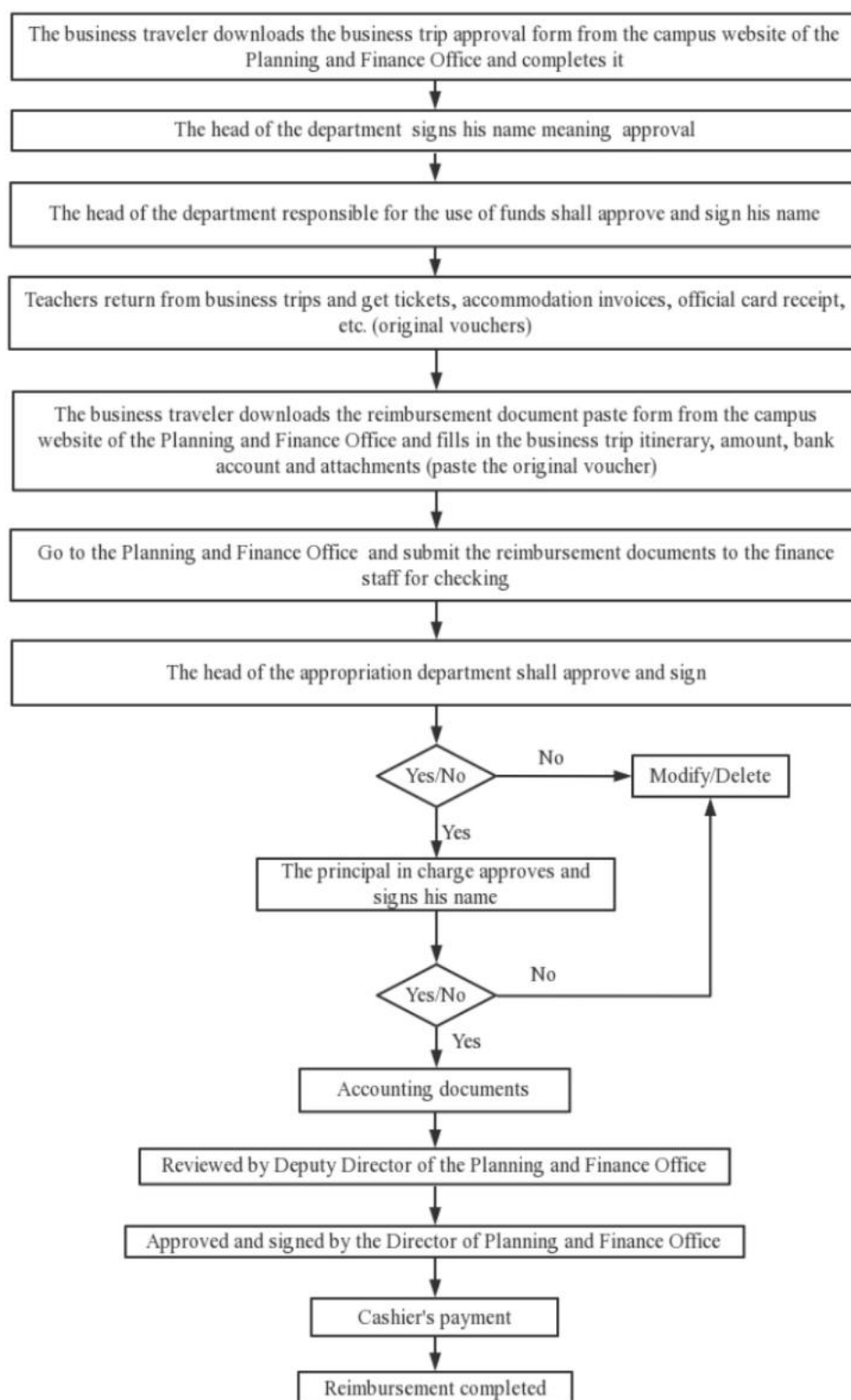


Figure 2 Flowchart of Jingdezhen University Travel Expense Reimbursement Approval

2.3 Risk Management: Regarding risk awareness in fund management, it is relatively weak at Jingdezhen University. On one hand, financial personnel need to strengthen their awareness of the risks associated with their positions, as clear division of responsibilities does not eliminate risk. On the other hand, the scope of fund management is narrow, mainly focusing on income and expenditure management, with insufficient attention to cash flow and the time value of money. Some managers have a limited understanding of the importance of fund management and are not well-informed about related policies, which makes communication about fund management more challenging. The related systems for fund management are not fully developed. While clear regulations have been established for budget management, fund approval, and fee management, there is a lack of clear norms for non-routine fund transactions and intercompany funds, which can lead to funds being tied up on the books. The finance department focuses on the management of income and expenditure, while operational departments focus on fund approval and reimbursement. The lack of communication about the specific use of funds between departments leads to a one-sided approach to fund management, which is not conducive to the finance department's comprehensive control over the university's financial situation.

The Settlement Section of the Finance and Planning Office at Jingdezhen University is responsible for handling fee collection. Annually, during the centralized start of the academic year, it collects tuition and accommodation fees from students. In addition to the original methods of cash payment and bank card transfer, in 2019, a new payment channel called "Ganfutong" was introduced, which allows for mobile payments. Once "Ganfutong" receives the payment information, it transfers the funds to the Jiangxi Province non-tax revenue collection system, which can automatically issue an electronic fiscal receipt. However, when collecting fees for various training programs, adult education, etc., there are instances where related departments collect fees using personal bank accounts, and a considerable amount of

on-site cash collection still occurs. In recent years, there have been incidents of public funds being privately stored, the creation of "small treasuries," and the irregular issuance of work allowances, leading to disciplinary actions against certain staff members and faculty. In the university's risk management of funds, the identification and assessment of potential risks are not sufficiently thorough. Some potential risks may be overlooked or underestimated, leading to the occurrence of the aforementioned risk events.

2.4 Lag of informationization construction: Informationization construction refers to the use of information technology to optimize and improve processes such as the transmission, processing, analysis, and storage of information both within and outside an organization, thereby enhancing work efficiency and organizational competitiveness. Jingdezhen University's informationization construction exhibits several deficiencies:

Lack of Overall Planning: The university's informationization efforts lack a clear overall plan, leading to ineffective collaboration between information systems, redundant functionalities across many systems, and a significant waste of resources.

Low Level of Informationization: The level of informationization at the university is relatively backward. The application and innovation of information technology are insufficient to meet the university's growing informationization needs.

Insufficient Investment in Informationization: There is a lack of adequate funding for informationization construction at the university, resulting in suboptimal outcomes. The update speed of information system hardware, software, and equipment is slow, rendering many system functions outdated.

Inadequate Information Security Measures: Information security is a crucial aspect of informationization construction. The university needs to strengthen its information security measures as there are risks of network attacks, virus infections, and other security threats.

Incomplete Infrastructure: The informationization construction at the university suffers from inadequate infrastructure development, leading to unstable hardware environments such as informationization devices, networks, and servers. This instability affects the normal operation of informationization efforts.

Therefore, Jingdezhen University needs to strengthen its overall planning for informationization construction, establish a long-term plan for informationization, and ensure collaborative work between information systems. Simultaneously, it should enhance support for and investment in the application and innovation of information technology to improve the university's level of informationization and effectively advance its informationization construction. It is also crucial to bolster information security measures to ensure the security of the university's information and to enhance infrastructure development, thereby improving the efficiency and stability of informationization efforts.

2.5 The awareness of institutional construction at Jingdezhen University is not strong, primarily reflected in the following aspects:

Lack of Systematic Institutional Construction: It has been observed that Jingdezhen University has not yet established a comprehensive set of financial management systems covering budget management, financial accounting, asset management, fund management, cost management, and risk management. In practical work, there has also been no effort to organize existing systems across these 6 aspects.

Insufficient Public Disclosure of Systems: Accessing the university's Finance and Planning Office's official website, the "Regulations" section displays 18 publicly disclosed regulations, of which 13 are forwarded notices. Only 5 systems are publicly disclosed by the university itself, including the "Budget Management Measures," "Travel Expense Management Measures," "Official Card Usage Measures (Trial)," "Student Fee Management Measures," and "Special Funds Management Measures (Trial)." The remaining more than 10 regulations introduced

earlier have not been timely disclosed on the website, which is essential for guiding the financial activities of teachers and staff.

Delayed Incorporation of National Policy Documents:

Researchers have found that most of the existing financial management regulations at Jingdezhen University were formulated in 2018 and 2019, which are already 4 to 5 years old. It raises the question of whether these regulations still suit the current development situation of the nation and the university. According to the official website, 6 regulations were disclosed in 2019, 8 regulations and higher-level notices were disclosed or published in 2020, and 4 in 2021, with no regulations seen for 2022 or 2023. From the perspective of national policy on the construction of financial management systems in universities, the researcher systematically reviewed China's university financial management policies in the previous text. By comparing these systems, it was found that the university has not yet incorporated the spirit of national-level documents supporting local advancement of first-class universities and disciplines, supporting the reform and development fund management methods for local universities, and vocational education construction into its financial management system.

The Institutional Construction Struggles to Serve the Actual Development Needs:

The university's development goals and current state have significantly changed compared to a few years ago. From 2018 to 2021, the university's scale of operation never surpassed 10,000 students, and the number of teachers remained under 600 for an extended period. By 2023, the university expanded its scale of operation, with the current number of students reaching approximately 13,000 and teachers exceeding 700. The expansion of the university's financial volume also necessitates revisions to its financial management systems.

The issues present in Jingdezhen University's financial accounting, as identified through research, are the problems this study aims to address and resolve.

Related Researches

1. Domestic Research

Hao Zixiu (2020) in her research "*Internet+ University Accounting Process and Related Mechanisms*" believes that while "Internet + Accounting" brings convenience to accounting work, it also significantly impacts accounting workflows, the responsibilities of accounting personnel, and the construction of related software and hardware. She takes S University as her research subject to explore the accounting process and related mechanisms under the "Internet +" context, aiming to improve traditional accounting processes and mechanisms. Her goal is to enhance the software and hardware systems related to accounting work, standardize the responsibilities of staff across various positions, and the accounting process, thereby increasing the efficiency of accounting work and promoting the healthy development of university financial management.

Xie Yu (2018) in the article "*Problems in University Accounting and Budget Management and the Construction of a Financial Sharing Platform*" highlights 3 main issues in university accounting and budget management: failure to evolve over time, inherent design flaws, and outdated management process technologies. She proposes 3 strategies to address these challenges: establishing accounting and budget management processes that adapt to situational developments, advancing the implementation and grounding of a financial sharing model using information technology tools, and creating a financial sharing organizational management system oriented around strategic objectives.

Xu Guotao, Wei C., and Zhu H. (2019) in the study "*Research on the Influence of Government Accounting System Reform on University Financial Management*" explored the impact of reforms in the government accounting system on the financial management within universities. They stated that such reforms significantly contribute to enhancing the transparency and efficiency of financial

management at universities, particularly in the realms of budgeting and internal audit and supervision. The research underscores the pivotal role of informationization construction, highlighting the implementation of financial management information systems and accounting transaction processing information systems as crucial elements in advancing the modernization of university financial management. The study elucidates how the reforms in the government accounting system have facilitated advancements in financial management at universities, notably by reinforcing budgeting, internal audit, and informationization construction to elevate management efficiency and transparency. Their findings offer invaluable perspectives and recommendations for other higher education institutions navigating through accounting system reforms.

Liu Fang (2019) in the article "*Analysis of the Application of Management Accounting in University Financial Management*" conducted a thorough analysis of the application of management accounting in the financial management of universities. He stated that as higher education grapples with changes in the economic and policy landscapes, the significance of financial management in universities has grown more pronounced. Effective management accounting not only aids universities in optimizing the allocation of financial resources but also in enhancing the efficiency of fund usage, and bolstering the precision of tax management and accounting. The article accentuates the essential role of informationization construction in contemporary university financial management, especially through the deployment of financial management information systems and accounting transaction processing information systems. These advancements have significantly elevated the pace and accuracy of financial information processing, thereby underpinning more informed financial decision-making and risk management. Liu Fang's research provides valuable insights into improving the quality and efficiency of financial management in universities. His work underscores the critical importance of management accounting in assisting universities to address financial challenges and achieve effective resource

management and utilization, offering practical guidance and recommendations for institutions of higher education.

Chen Suyan (2019) in the article "*A brief analysis of the impact and strategies of accounting informatization in enterprise financial management*" examined the role of accounting informationization in corporate financial management. The article emphasized that with technological advancements, informationization construction plays a crucial role in enhancing the efficiency and effectiveness of corporate financial management. In particular, the application of financial management information systems and accounting transaction processing information systems has significantly improved the capacity for financial data processing and the quality of decision support. Through informationization, companies can more effectively conduct budgeting, internal audit and supervision, while also strengthening the accuracy of tax management and accounting. Additionally, informationization has facilitated a rapid adaptation to tax policies and regulations, aiding in tax planning and tax risk management, thus optimizing the allocation and use of financial resources.

Xin Wen (2019) in the article "*Research on the Integration of Financial Accounting and Management Accounting*" explored the significance of integrating financial accounting and management accounting. The article noted that in the modern economic environment, university financial accounting education needs to focus on the integration of financial accounting and management accounting, emphasizing the critical roles of budgeting, internal audit and supervision, and informationization construction. By integrating these 2 fields, a more comprehensive understanding and application of accounting information can be achieved, thereby enhancing the efficiency and effectiveness of financial management. Effective tax management and accounting, supported by tax planning and tax risk management to optimize financial strategies, are foundational to achieving this integration. The research highlighted the core role of accounting informationization in modern

financial management, providing not only effective financial management tools for businesses but also important teaching content and direction for university financial accounting education, advocating for the inclusion and application of informationization construction as an essential component of university financial accounting education. This perspective offers valuable guidance and insights for enhancing the modernization level of financial management.

Xiao Ting (2019) in the article "*Analysis of the Influence of the New Financial Accounting System on Internal Audit of university*" analyzed the impact of the new financial accounting system on the internal audit of universities. It was noted that the introduction of the new system has significantly improved the efficiency of budgeting and the effectiveness of internal audits, bringing profound changes to university financial management. The article emphasized that by strengthening informationization construction, especially through the implementation of financial management information systems and accounting transaction processing information systems, universities can better collect, analyze, and report financial data, thereby improving the quality of internal audits and the accuracy of management decisions. Xiao Ting's research indicates that the new financial accounting system provides strong support for university financial management, especially in enhancing internal audit efficiency and strengthening financial supervision. Their work underscores the importance of adopting advanced informationization tools and systems in university financial accounting practices, offering a strong theoretical and practical basis for improving the level of financial management in universities.

Yin Ziyi (2020), in the study "*Research on the optimization of budget management in University A*" uses University A as a case to deeply analyze the content of its budget management. Addressing 5 aspects—budget management, budgeting, budget execution control, budget adjustment, and performance evaluation—Yin identifies issues such as non-standard and unreasonable budgeting methods, lack of rigidity in budget execution, insufficient budget control, frequent

budget adjustments, and a lack of a comprehensive budget performance evaluation system. Yin proposes specific optimization measures, including improving budget organization management, enhancing the accuracy and scientific basis of budgeting, strengthening budget implementation, reinforcing budget control, and developing a comprehensive budget performance evaluation system. The goal is for University A to eventually establish a reasonable and scientific budget management system.

Wang Ruili and Jia Q (2020) in the article "*Refined Management of College Financial Budget Based on Cloud Computing Technology*" explored the refined management of university financial budgets based on cloud computing technology. The article pointed out that with the development and application of cloud computing technology, university financial management, especially in terms of budgeting and internal audit and supervision, can achieve more efficient and transparent operations. The introduction of cloud technology not only promotes the depth of informationization construction but also provides strong technical support for tax management and accounting. By utilizing cloud computing technology, tax policies and regulations can be implemented more effectively, tax planning optimized, and tax risk management strengthened. Moreover, cloud technology also aids in effectively supervising income and distribution, strictly monitoring various university expenditures, and accurately executing budgets and financial plans. Through this approach, not only is the supervision of currency and assets enhanced, but the overall efficiency and quality of financial management are also improved. Their work provides new ideas and directions for how higher education institutions can effectively utilize modern information technology for financial management.

Miao Xiaorong (2021), in her paper "*Problems and countermeasures in internal audit and financial supervision in universities in Guangxi*" highlights that university audit and financial supervision personnel need to enhance their understanding of the concepts and content of internal audit and financial supervision in the new era. They should improve the independence and professional capabilities of

financial audit and supervision staff and accelerate the informationization construction of university financial audit and supervision. Faced with numerous problems in university financial management, only by constructing a comprehensive audit and financial joint supervision mechanism can the sustainable development of universities be achieved.

Li Miaojian (2021) in "*On the path of financial informatization construction in universities*" emphasizes that the process of building financial information systems in universities is lengthy and requires a concerted effort, including proper ideological understanding, system follow-up, effective financial management, and a reserve of accounting talent, to actively progress and achieve the reform of financial work through informationization. Additionally, it is crucial to ensure information security and sharing, which poses new challenges to technological capabilities. The construction of financial information systems in universities is an inevitable trend that requires full recognition and active participation to continually enhance the efficiency of university financial operations, better integrate into the development of modern universities, and provide due contributions to the development of universities.

Xie Bingxue (2022), in her study "*Research on the Current Status of Tax Management in Higher Education Institutions and Optimization Strategies*" argues that universities must establish a comprehensive tax management system to legally and efficiently use funds and leverage the advantages of tax management. However, current tax management in universities faces several challenges, including a lack of professional staff, an incomplete tax management system, and delayed tax information technology development. In response to these issues, she conducts an in-depth analysis of their causes and proposes solutions such as increasing talent supply, enhancing staff quality, improving the tax work system, strengthening the promotion of tax knowledge, promoting communication and cooperation, and continuously advancing tax information technology development to improve the level of tax management in universities.

2. Foreign Research

Michalak, Marcin, and Walińska (2006) in their study "*Educational models of financial accounting at the Management Faculty of Łódź University*" explored educational models of financial accounting that meet the demands of the modern economy, with a particular emphasis on the innovative practices at the Faculty of Management of Łódź University. They argued that higher education should focus not only on the basics of accounting and tax management but also on cultivating students' skills in budgeting and internal audit and supervision. Specifically, the use of informationization construction, such as financial management information systems, is seen as key to enhancing the quality of education and practical skills of students. By integrating theory with practice, emphasizing case studies, and hands-on operations, their educational model aims to equip students with the understanding and capabilities to navigate the complexities of financial decision-making, tax planning, and risk management. This educational approach not only improves students' career adaptability but also promotes the development of their critical thinking and problem-solving skills, preparing them for the rapidly changing business world.

Shehata and Telephone (2006), in their notes for the "*Principles of Financial Accounting*" course at New York University's Stern School of Business, proposed an innovative perspective emphasizing that the core of university financial accounting education should revolve around key areas such as budgeting, tax management, and internal audit and supervision. They believed that for financial accounting students, it is crucial for their future careers to have a deep understanding and mastery of accounting on top of effectively applying tax policies and regulations, conducting tax planning, and managing tax risks. They also highlighted the importance of informationization in financial accounting education. By incorporating technological tools such as financial management information systems and accounting transaction processing information systems into the curriculum, students' technological adaptability can be enhanced, and their understanding of financial data

analysis, decision support systems, and inter-organizational connectivity can be deepened, thereby providing strong support for solving complex problems in the modern business environment. In summary, by focusing on these key skills and technologies, Shehata and Telephone's educational philosophy aims to develop high-quality talents who can adapt to future challenges in the financial accounting profession, emphasizing the integration of theory and practice, as well as the adaptation and utilization of emerging technologies.

Deegan (2014) in the fourth edition of "*Financial Accounting Theory*" provided profound insights into university financial accounting education. They argue that financial accounting is not just the science of numbers and statements but also an art involving a deep understanding and practice in areas such as budgeting, tax management, and internal audit and supervision. Especially, they emphasized the importance of informationization construction, believing that in today's digital age, mastering accounting transaction processing information systems and financial management information systems is crucial for financial professionals. Advocating for a comprehensive teaching approach that includes not only foundational education in accounting but also an understanding of tax policies and regulations, as well as skills training in tax planning and tax risk management, this educational model can cultivate high-quality financial accounting professionals who are adaptable to the rapidly changing global financial environment.

Annand (2014) in the article "*Development of an OER Financial Accounting Text at Athabasca University and Implications for the Broader Post-Secondary Community*" extensively explored the process of developing Open Educational Resources (OER) for financial accounting at Athabasca University and its impact on the wider higher education community. His perspective emphasized the innovation and adaptability of financial accounting education, particularly highlighting the importance in areas such as budgeting, tax management, and internal audit and supervision. Annand argued that with advancements in informationization

construction, utilizing technological tools like financial management information systems and accounting transaction processing information systems can significantly enhance learning efficiency and teaching quality. He advocated that through such open resources, it's possible to more effectively integrate knowledge in key areas like tax policies and regulations, tax planning, and tax risk management, thereby fostering a more inclusive and accessible learning environment. Furthermore, Annand stressed the importance of supervising income and distribution, as well as budget and financial planning, believing these capabilities are essential for future financial accounting professionals.

Titova (2021) in her study "*Supporting financial controlling at the university: Accounting information*" explored how accounting information could support financial control at universities. She stressed the importance of budgeting and internal audit and supervision, indicating these as key to ensuring financial stability and transparency at universities. Specifically, she mentioned that informationization construction, including the application of financial management information systems and accounting transaction processing information systems, is crucial for enhancing the efficiency and effectiveness of financial control. She believed that tax management should not only involve compliance with tax policies and regulations but also include tax planning and tax risk management, which are vital for optimizing the financial condition of universities and avoiding potential financial risks. Titova's research highlighted the core role of accounting information in supporting financial control at universities, especially in improving financial transparency, facilitating financial planning, and managing risks. Her insights provide valuable perspectives for higher education institutions, suggesting that strengthening informationization construction and internal monitoring mechanisms can effectively enhance the quality and outcomes of financial control.

El-Tawy and Abdel-Kader (2022) in their article "*Higher education challenges: accounting and finance academia in a research-led teaching universities*"

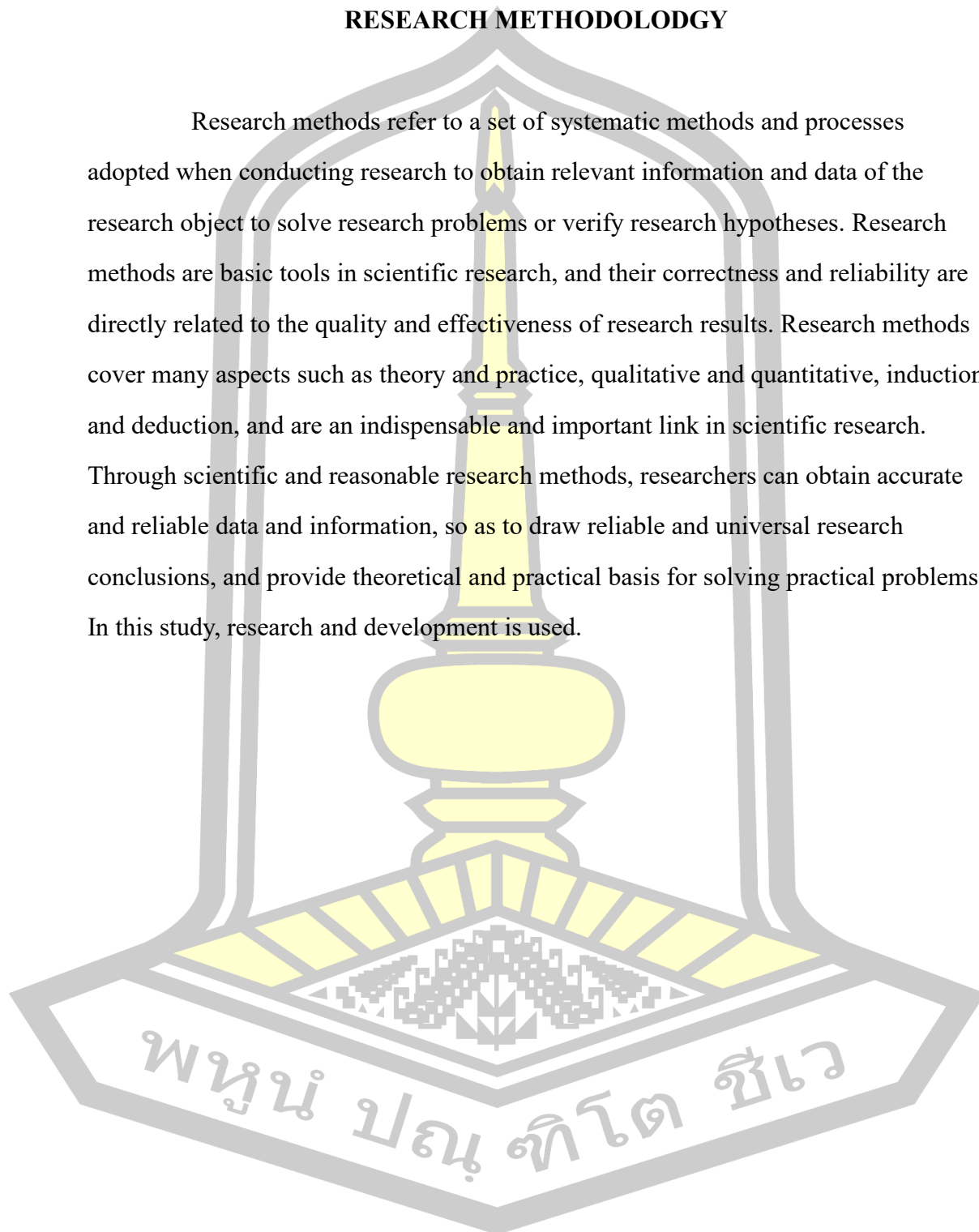
discussed the challenges faced by the accounting and finance academic community within research-led teaching universities. They highlighted the growing importance of financial accounting in higher education, especially in budgeting, internal audit and supervision, and tax management. The article emphasized the significance of informationization construction, noting that the application of accounting transaction processing information systems and financial management information systems is crucial for enhancing the quality of education and the efficiency of academic research. El-Tawy and Abdel-Kader's research calls for higher education institutions to recognize the central role of financial accounting in the contemporary educational system and the importance of adopting modern information technology tools to improve academic research and teaching quality. Their insights offer new directions and considerations for the teaching and research of financial accounting in higher education.

Parker, Martin-Sardesai, and Guthrie (2023) in "*The commercialized Australian public university: An accountingized transition*" delved into the "accountingization" transition during the commercialization process of Australian public universities. They argued that in this transformation, the role of financial accounting becomes particularly significant, especially in budgeting, internal audit and supervision, and informationization construction. The article noted that as universities evolve towards a more market-oriented and commercial direction, the demand for financial management increases, including a heightened emphasis on tax management and accounting. Parker, Martin-Sardesai, and Guthrie's research showcased how Australian public universities, in adapting to a marketized environment, enhance financial management and improvements by strengthening the role of financial accounting and adopting advanced information technologies. This process not only increases the professionalism of university management but also provides important references for other higher education institutions.

CHAPTER 3

RESEARCH METHODOLOGY

Research methods refer to a set of systematic methods and processes adopted when conducting research to obtain relevant information and data of the research object to solve research problems or verify research hypotheses. Research methods are basic tools in scientific research, and their correctness and reliability are directly related to the quality and effectiveness of research results. Research methods cover many aspects such as theory and practice, qualitative and quantitative, induction and deduction, and are an indispensable and important link in scientific research. Through scientific and reasonable research methods, researchers can obtain accurate and reliable data and information, so as to draw reliable and universal research conclusions, and provide theoretical and practical basis for solving practical problems. In this study, research and development is used.



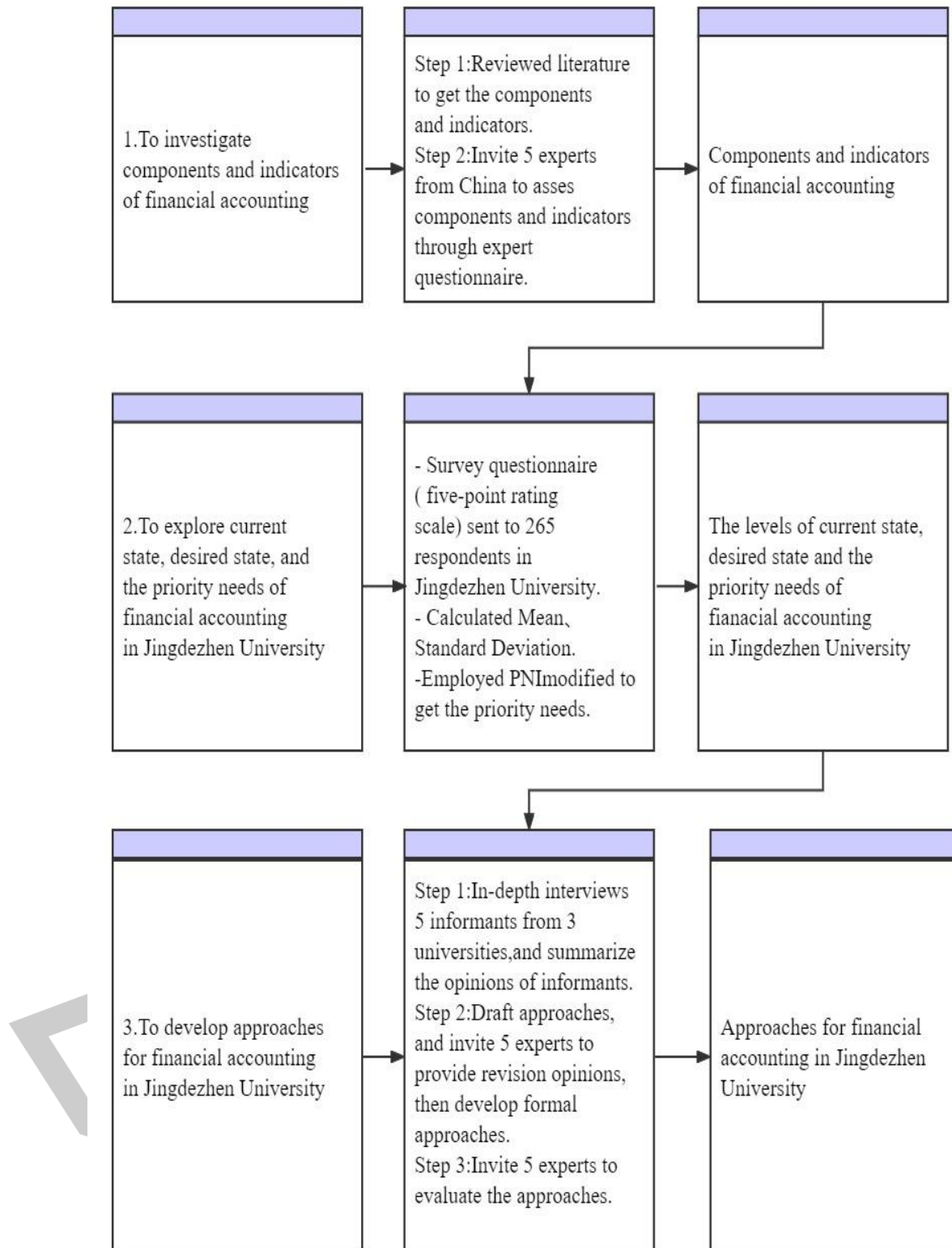


Figure 3 Research Methods and Process

Phase 1: To Investigate the Components and Indicators of Financial Accounting

Step 1: To Investigate the financial accounting components and indicators in this research, researcher conducts activities step by step. In the first step of this procedure, researcher reviewed literature from many sources such as books, academic article, report, research papers, and so on.

1. Data sources include books, academic article, report, research papers and research related to the studied variables that can be retrieved from libraries, the Internet, and online databases.

2. Research Instrument

In this section, researcher utilized a checklist to identify the 5 components of financial accounting, forming the basis for the first research objective.

3. Data Collection

The phase of collection data was carried out via a method of searching and examining, following the standards set during the phase of developing the research instrument. The researcher made use of databases and libraries to collect the chosen books, scholarly articles, research studies, and academic papers. Relevant information regarding the handling of financial accounting was drawn from each resource.

4. Data Manipulation and Analysis

Data manipulation and analysis were conducted to distill insights on the components and indicators of financial accounting in Jingdezhen University.

Step 2: The researcher invited 5 experienced experts in relevant fields from Jingdezhen University to fill out expert questionnaire, in order to identify the components and indicators of financial accounting.

1. Experts

The researcher employed the components expert questionnaire, in order to check the components of financial accounting with 5 experts. These experts at least hold the Doctoral degree or Professorship and more than 10 years of working

experience. Experts included:

1) Prof. Dr. Fang Man, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

2) Prof. Dr. Huang Shusheng, Vice Dean of Faculty of Education at Jingdezhen University. He majors in educational management and has been engaged in educational management research for a long time. He has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of working experiences as vice dean and dean of faculty of education.

3) Prof. Dr. Hu Yongjun, Director of Finance Department of Jingdezhen University. He has been engaged in financial management research for a long time. He holds a doctorate degree and has extensive experience in financial management. He has 10 years of working experience as deputy director and director of the Finance Department.

4) Prof. Dr. Xia Xiaohong, Dean of the Teaching Quality Assessment and Control Office of Jingdezhen University. She majors in educational management and has been engaged in educational management research for a long time. She has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of working experiences as vice dean and dean of faculty of education.

5) Prof. Dr. Si Chuncan, Dean of the Academic Affairs Office of Jingdezhen University. He majors in educational management and has been engaged in educational management research for a long time. He has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of experience in education.

2. Research Instrument

2.1 Instrument characteristics

In this part, the researcher will employ a expert questionnaire to identify the 5 components of financial accounting, which are validated the research objective one from selected experts.

2.2 Construction and quality determination of instrumental

Researchers invited experts to examine the validity of the content by checking the content validity used the Likert-Type Scales (five-point rating scale) format with a brief explanation for each indicator. If the value falls within the range of 3.50-5.00, the content is considered valid. The researcher revises the expert questionnaire based on expert suggestions and recommendations, and then submits the expert questionnaire to the advisor for final editing.

3. Data Collection

After the expert questionnaire has been constructed, the researcher will review the expert questionnaire before submitting it to the expert to ensure that the interpretation is accurate, clear and understandable. In the next step of data collection, the researcher will contact selected experts and submit expert questionnaires to verify accuracy and confirm the strength of these components. Finally, the researcher will collect back the expert questionnaire from the experts. After receiving the form, the researcher will adjust these components according to the expert's suggestions, in order to improve the highest quality of the components of financial accounting, which is beneficial to objective one and the research as a whole.

4. Data Manipulation and Analysis

In the expert questionnaire, the researcher included the 5 components of financial accounting and used the Likert-Type Scales (five-point rating scale) format with a brief explanation for each indicator. The rating ranges from 5 “very high” to 1 “very low”. The standard rating is set as follows:

5 refers to the suitability is very high.

4 refers to the suitability is high.

3 refers to the suitability is moderate.

2 refers to the suitability is low.

1 refers to the suitability is very low.

To obtain the results of first phase, the researcher used a statistical package program called the Statistical Package for the Social Sciences to find the mean score and standard deviation for each item of financial accounting components. The rank of the mean score is divided into 5 levels:

4.51-5.00 refers to the suitability is very high.

3.51-4.50 refers to the suitability is high.

2.51-3.50 refers to the suitability is moderate.

1.51-2.50 refers to the suitability is low.

1.00-1.50 refers to the suitability is very low.

Phase 2: To Explore Current State, Desired State, and the Priority Needs of Financial Accounting in Jingdezhen University

The researcher will consider population and sample as the first step to learn the current state and desired state of financial accounting of Jingdezhen University. The second step is to construct the checklist questionnaires. The third step is to work with 5 experts from China to test the validity of the questionnaire by IOC criteria. The fourth step is data collection, which is to explore the current state, desired state and the priority needs of financial accounting in Jingdezhen University. Finally, in order to obtain the complete results of the second stage, the researcher will analyze the data filled in by the respondents to get the mean score and standard deviation.

1. Population and Sample

1.1 The population used in this research consists of administrators and teachers in Jingdezhen University. According to the data provided by the surveyed subjects, there are a total of 780 people. Among them, there are 107 administrators and 673 teachers.

1.2 The sample group includes 36 administrators and 229 teachers in Jingdezhen University. Specific calculations are as follows:

$$n = \frac{N}{1 + N * e^2}$$

$$n = \frac{780}{1 + 780 * (0.05)^2} = 265$$

where,

n - Sample size

N - Population size

e - Acceptable sampling error

* 95% confidence level and p = 0.5 are assumed

At the same time, the research will use stratified random sampling to obtain the sample size for this research.

$$n_i = \frac{N_i}{N} * n$$

Where i=1,2,3,4

Table 7 Sample Selection for Questionnaires

Target group	Population	Sample Size
Jingdezhen University		
- Administrator	107	36
- Teacher	673	229
Total	780	265

2. Research Instrument

2.1 Instrument characteristics

The research instrument is questionnaire. The questionnaire consists of 2 main sections: personal information and key questions. The

questionnaire conducted through the Likert-Type Scales (five-point rating scale). The score value is 5 levels as follows:

5 refers to the level is very high.

4 refers to the level is high.

3 refers to the level is moderate.

2 refers to the level is low.

1 refers to the level is very low.

2.2 Construction and quality determination of instrumental

In the process of designing the questionnaire form, the researchers will follow the following steps. First, the researchers constructed the questionnaire based on the results of the study in Phase 1. Second, the researchers divided the question into 2 main sections. Third, the researcher submitted the first draft of the questionnaire form to the tutor for checking and editing, so as to verify the accuracy of the questionnaires. Fourth, submit the second draft of the questionnaire to the experts for more opinions and suggestions. The questionnaire forms should be verified by 5 experts, who have more than 10 years of working experience in the relevant field and hold Doctoral degree or Professorship. These experts were:

1) Prof. Dr. Fang Man, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

2) Prof. Dr. Huang Shusheng, Vice Dean of Faculty of Education at Jingdezhen University. He majors in educational management and has been engaged in educational management research for a long time. He has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of working experiences as vice dean and dean of faculty of education.

3) Prof. Dr. Hu Yongjun, Director of Finance Department of Jingdezhen University. He has been engaged in financial management research for a

long time. He holds a doctorate degree and has extensive experience in financial management. He has 10 years of working experience as deputy director and director of the Finance Department.

4) Prof. Dr. Xia Xiaohong, Dean of the Teaching Quality Assessment and Control Office of Jingdezhen University. She majors in educational management and has been engaged in educational management research for a long time. She has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of working experiences as vice dean and dean of faculty of education.

5) Prof. Dr. Si Chuncan, Dean of the Academic Affairs Office of Jingdezhen University. He majors in educational management and has been engaged in educational management research for a long time. He has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of experience in education.

Finally, the experts examined the content validity by through the Index of Item-Objective Congruence (IOC) to check the content validity of the questionnaire, with the accuracy of content validity between the IOC values of 0.60 and 1.00. Based on the opinions and suggestions of the experts, the researchers revised the questionnaire and sent the questionnaire form back to the advisor for final confirmation. The IOC considered the following aspects:

- +1 refers to experts are sure the question responds to the content.
- 0 refers to experts are not sure the question responds to the content.
- 1 refers to experts are sure the question doesn't responds to the content.

The researcher first selected 30 non-representative samples to test the reliability of the questionnaire during the questionnaire data collection period. The questionnaire used in the experiment was analyzed to find item-total correlations by

calculating the simple Pearson correlation coefficient between item scores and total scores. Questions with item-total correlation coefficients of 0.20 or higher were selected through Pearson's simple correlation coefficient. By examining the correlation between item scores and total scores (Item Total Correlation), the researcher identified questions that met the criteria and proceeded to assess reliability. The reliability assessment was conducted through Cronbach's Alpha Coefficient. The calculation details are as follows:

1) Finding the congruence value of questionnaire items involves using the Index of Item-Objective Congruence (IOC), which is determined by the congruence index between the questionnaire items and the content, aiming to ascertain the alignment of the questions. The formula for IOC, is as follows:

$$IOC = \frac{\sum R}{N}$$

Where:

IOC is the index of congruence between questionnaire items and content,

$\sum R$ is the sum of the scores of expert opinions,

N is the number of experts.

2) Determining the discriminant power of the questionnaire employs Pearson's correlation coefficient (r_{xy}). The formula for r_{xy} , is as follows:

$$r_{xy} = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]}}$$

Where:

r_{xy} is the correlation coefficient,

N is the number of data points,

$\sum X$ is the total sum of scores for X ,

$\sum Y$ is the total sum of scores for Y ,

$\sum X^2$ is the total sum of the square of X ,

$\sum Y^2$ is the total sum of the square of Y ,

$\sum XY$ is the total sum of the product of X and Y for each pair.

3) The reliability of a questionnaire is determined using Cronbach's Alpha Coefficient, which employs the formula as follows:

$$\alpha = \frac{k}{k-1} \left\{ 1 - \frac{\sum s_i^2}{s_t^2} \right\}$$

Where:

α is the reliability of the measurement tool,

K is the number of questionnaire items,

$\sum s_i^2$ is the variance for each item,

s_t^2 is the variance of the measurement tool.

3. Data Collection

In this section, the researcher submitted a request letter through an official process to the Faculty of Education in Mahasarakham University, and obtained approval from the Faculty of Education. After receiving the letter of approval, the researchers attached the letter of approval for data collection request to Jingdezhen University of Software Professional Technology to collect data. The researchers sent questionnaire forms to 265 respondents attached with the letter. Afterwards, the researchers followed up the questionnaire and agreed to meet with the target interviewees-the principal of Jingdezhen University, the vice president in charge of finance, all the staff of the planning and finance department, as well as the principals, office directors, and teachers.

4. Data Manipulation and Analysis

Upon receiving the completed questionnaires, the researcher will translate the responses into analyzable data. To derive the outcomes of the subsequent phase, the researcher utilized a software known as the Statistical Package for the Social Sciences (SPSS) to calculate the mean score and standard deviation for each item of the current state and desired state of financial accounting component. The

rank of the mean score is divided into 5 levels:

4.51-5.00 refers to the level is very high.

3.51-4.50 refers to the level is high.

2.51-3.50 refers to the level is moderate.

1.51-2.50 refers to the level is low.

1.00-1.50 refers to the level is very low.

Finally, the researchers calculated the Standard Deviation (S.D.) and Modified Priority Need Index (PNI_{mod}) based on the computed average scores and standard deviation. The Modified Priority Need Index (PNI_{mod}) is used to indicate the self-assessed priority needs of the respondents. A higher value of the modified PNI indicates higher needs. This tool is derived by dividing the difference between the expected mean and the actual mean by the actual mean.

$$\text{Modified PNI} = (I - D) / D$$

Where,

I was referred to desired state

D was referred to current state

The PNI_{modified} value are usually in the range of 0.00-1.00. The average score of the PNI_{modified} is seen as the key point in determining performance.

After using PNI_{modified} to get the results of priority needs, the researcher conducted in-depth interviews, in order to develop approaches for financial accounting of Jingdezhen University.

5. Statistics for Data Analysis

5.1 The statistics used to determine the quality of the instrument are the Index of Congruance (IOC) and Reliability of the Questionnaire

5.2 Basic statistics: mean, standard deviation, ranking.

5.3 Priority Needs of Index (PNI_{modified})

Phase 3: Develop Approaches for Financial Accounting of Jingdezhen University

The researcher conducted the study by using qualitative research with the following research methods.

Step 1: The researchers will go to 3 universities to conduct in-depth interviews. The steps are as follows:

1. Informants

In this research, 5 experts were selected to interview. These experts all hold Doctoral degree or Professorship and have more than 10 years of working experience in the field of university management. These experts are:

- 1) Prof. Dr. Chen Yunping, President of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president and president of the university for more than 10 years, and has rich management experience.
- 2) Prof. Dr. Fang Man, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.
- 3) Prof. Dr. Lu Huiming, Dean of Economics and Management at Jingdezhen University. He has been engaged in financial management research for a long time. He has a doctorate degree, rich experience in financial management, and 10 years of working experience as deputy dean and dean of the School of Economics and Management.
- 4) Prof. Dr. Lu Pinchang, President of Jingdezhen Ceramic University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president and president of the university for more than 10 years, and has rich management experience.
- 5) Prof. Dr. Chen Zhengjun, Dean of Economics and Management Faculty of Jiangxi Arts and Ceramics Technology Institute. He has been engaged in

financial management research for a long time. He has a doctorate degree, rich experience in financial management, and 10 years of working experience as deputy dean and dean of the School of Economics and Management.

2. Research Instrument

2.1 Instrument characteristics

The researcher will conduct the survey through semi-structured interview, and the interview questionnaire is divided into 2 parts: the first part is general information, including the expert's position, education level and work experience. The second part is the opinions of the interviewed questions. According to the ranking of PNI modified value, the interview experts give their opinions and suggestions on the 5 components of financial accounting.

2.2 Construction and quality determination of instrumental

In order to construct the interview questionnaire, the researcher will follow the following steps: First, the researcher will ask questions based on the literature reviewed, including the 5 components of financial accounting, to form the first draft of the interview questionnaire. Second, submit the interview questionnaire to the advisor for inspection, and modify it according to the advisor's opinion; Third, the revised interview questionnaire was given to experts to evaluate the consistency of the questions, and revise the interview questionnaire again according to the expert's opinion.

3. Data Collection

The researcher submitted a request letter through an official process to the Faculty of Education in Mahasarakham University, and obtained approval from the Faculty of Education. After receiving the letter of approval, the researcher will submit the cooperation request letter and interview questionnaire to the expert, and make an appointment with the experts for an interview, and the researcher will conduct the interview according to the agreed time.

4. Data Manipulation and Analysis

Collect interview materials and data, sort out the information content, and use qualitative data analysis techniques to analyze the data.

Step 2: Develop approaches for financial accounting of Jingdezhen University, and invite 5 experts to provide revision opinions, then develop formal approaches for financial accounting of Jingdezhen University.

1. Experts

The researcher invited 5 experts to provide revised opinions on the draft approaches. These experts all have more than 10 years of working experience in university education management and hold Doctoral degree or Professorship. These experts are:

1) Prof. Dr. Chen Yunping, President of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president and president of the university for more than 10 years, and has rich management experience.

2) Prof. Dr. Zheng Funian, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

3) Prof. Dr. Fang Man, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

4) Prof. Dr. Huang Zhijian, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president and president of the university for more than 10 years, and has rich management experience.

5) Prof. Dr. Lu Huiming, Dean of Economics and Management at Jingdezhen University. He has been engaged in financial management research for a

long time. He has a doctorate degree, rich experience in financial management, and 10 years of working experience as deputy dean and dean of the School of Economics and Management.

2. Research Instrument

The researcher conduct research on the content of the 5 components of financial accounting, develop first draft of the approaches, and finally the researcher invites 5 experts to provide revision opinions on the draft approaches for financial accounting of Jingdezhen University.

3. Data Collection

Collect the revision opinions of experts, and revise the approaches according to experts' opinions.

Step 3: Invite 5 experts to evaluate the approaches.

1. Experts

The researcher selected 5 experts to check the expert evaluation table. These experts all have more than 10 years of working experience in university education management and hold Doctoral degree or Professorship. These experts are:

1) Prof. Dr. Chen Yunping, President of Jingdezhen University.

He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president and president of the university for more than 10 years, and has rich management experience.

2) Prof. Dr. Zheng Funian, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

3) Prof. Dr. Fang Man, Vice president of Jingdezhen University.

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5) Prof. Dr. Lu Huiming, Dean of Economics and Management at Jingdezhen University. He has been engaged in financial management research for a long time. He has a doctorate degree, rich experience in financial management, and 10 years of working experience as deputy dean and dean of the School of Economics and Management.

2. Research Instrument

2.1 Instrument characteristics

The researcher constructed the expert evaluation table to assess the appropriateness, utility and feasibility of the approaches through used the Likert-Type Scales (five-point rating scale) .

2.2 Construction and quality determination of instrumental

The expert evaluation table designed according to the approaches for financial accounting. Then thesis advisor checked the correctness of the idioms.

3. Data Collection

After the evaluation table was finished, the researcher sent the expert evaluation table to the experts. When getting the evaluation form back, the researcher checked the expert evaluation tables to ensure that all the information was completed.

4. Data Manipulation and Analysis

The researchers invited experts to review an evaluation form based on a five-point Likert-type scale to rate appropriateness, utility and feasibility:

5 refers to the appropriateness, utility and feasibility are very high

4 refers to the appropriateness, utility and feasibility are high

3 refers to the appropriateness, utility and feasibility are moderate

2 refers to the appropriateness, utility and feasibility are low

1 refers to the appropriateness, utility and feasibility are very low

To obtain the results of phase 3, the researcher used a statistical package program called the Statistical Package for the Social Sciences to find the mean score and standard deviation for each item on the evaluation form.

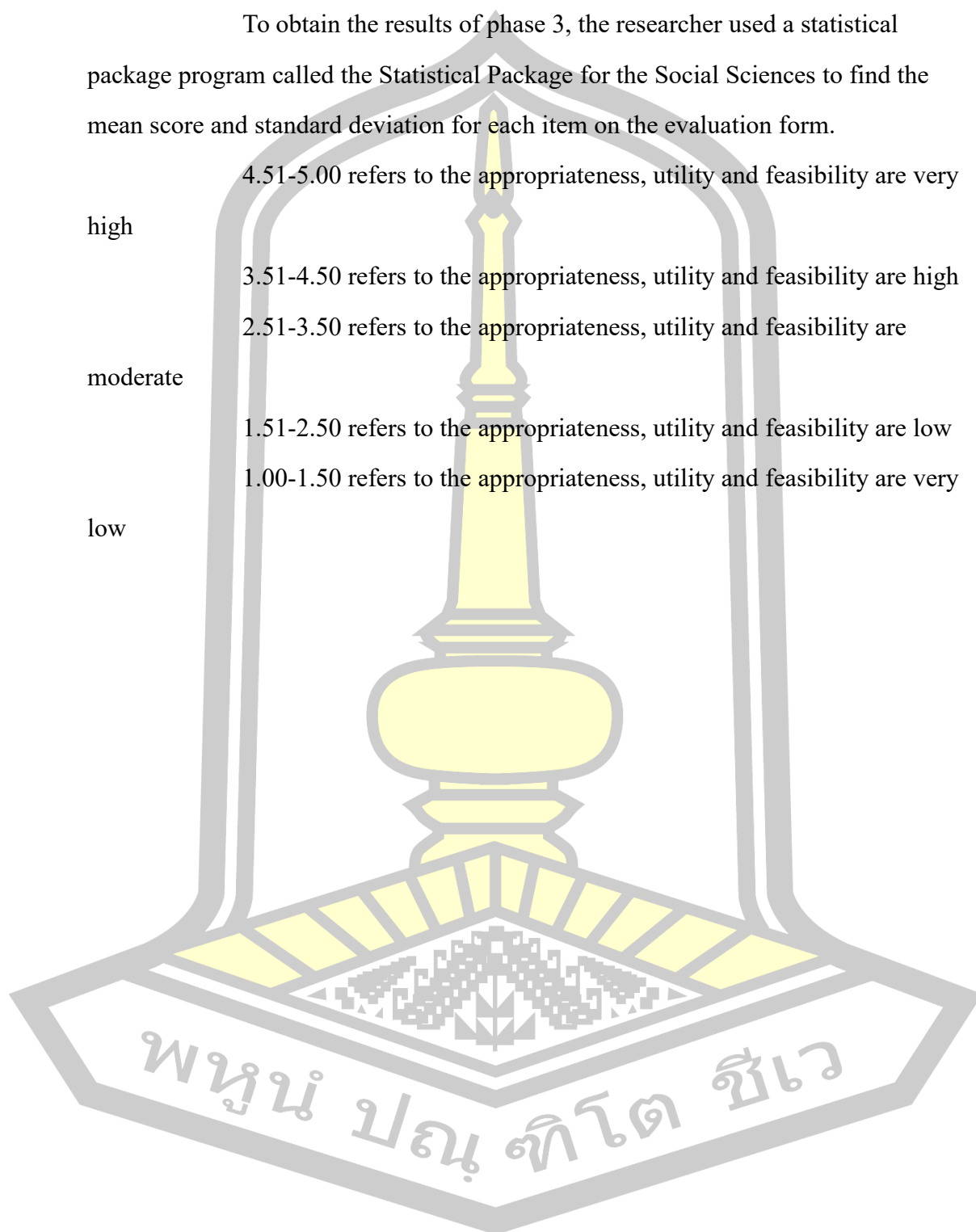
4.51-5.00 refers to the appropriateness, utility and feasibility are very high

3.51-4.50 refers to the appropriateness, utility and feasibility are high

2.51-3.50 refers to the appropriateness, utility and feasibility are moderate

1.51-2.50 refers to the appropriateness, utility and feasibility are low

1.00-1.50 refers to the appropriateness, utility and feasibility are very low



CHAPTER 4

RESULTS OF ANALYSIS

Through the analysis of Jingdezhen University's financial accounting, the following conclusions for the results are as follows:

1. The symbol for data analysis
2. Stages of data analysis
3. Results of data analysis

The Symbol for Data Analysis

In order to make the data understandable during the interpretation process, the researchers determined the symbols used in the data analysis results as follows:

n: Numbers of sample

\bar{x} : Mean

S.D.: Standard Deviation

PNImodified: Modified Priority Need Index

I: Desired State

D: Current State

Stages of Data Analysis

The purpose of this study is to formulate approaches for financial accounting of Jingdezhen University. The researchers divided the data analysis into 3 phases:

Phase 1: To investigate components and indicators of financial accounting.

Phase 2: To explore current state, desired state, and the priority needs of financial accounting in Jingdezhen University.

Phase 3. To develop approaches for financial accounting of Jingdezhen University.

Results of Data Analysis

Phase 1: To investigate components and indicators of financial accounting.

Results of step 1: Financial accounting of Jingdezhen University includes 5 components and 16 indicators, which are: (1) Budgeting with 2 indicators; (2) Accounting with 3 indicators; (3) Tax management with 3 indicators; (4) Internal audit and supervision with 4 indicators; (5) Informationization construction with 4 indicators.

Results of step 2: The researcher first sent expert confirmation forms investigating the financial accounting components and indicators of Jingdezhen University to 5 Chinese experts, and received 5 expert confirmation forms. The researcher analyzed the results of the 5 components and indicators of Jingdezhen University's financial accounting, as shown in Table 8-13:

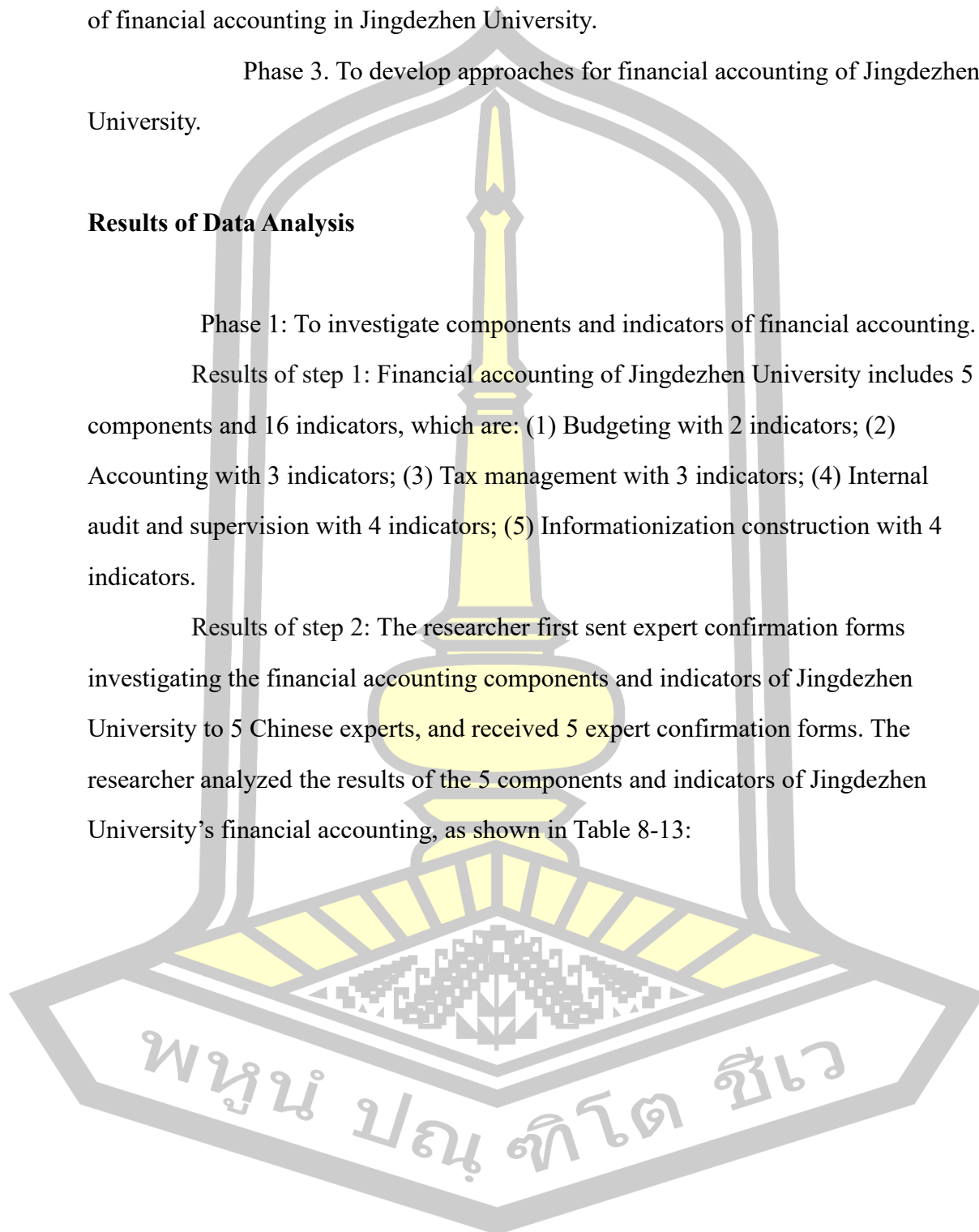


Table 8 Mean, Standard Deviation, and Interpretation of Suitability of 5 Components of Financial Accounting of Jingdezhen University

No	Components	Suitability		
		\bar{x}	S.D.	Interpretation
1	Budgeting	4.90	.224	Very high
2	Accounting	4.80	.183	Very high
3	Tax management	4.87	.183	Very high
4	Internal audit and supervision	4.85	.137	Very high
5	Informationization construction	4.80	.112	Very high
Total		4.84	.060	Very high

Table 8 shows that 5 components and each of which of financial accounting of Jingdezhen University are very high suitability.

Table 9 Mean, Standard Deviation, and Interpretation of Suitability of Budgeting

No	Budgeting	Suitability		
		\bar{x}	S.D.	Interpretation
1	Income budget	4.80	.447	Very high
2	Expenditure budget	5.00	.000	Very high
Total		4.90	.224	Very high

Table 9 shows that all 2 indicators of budgeting are very high suitability, which means that each item is suitable to use in the next step.

Table 10 Mean, Standard Deviation, and Interpretation of Suitability of Accounting

No	Accounting	Suitability		
		\bar{x}	S.D.	Interpretation
1	Income accounting	4.80	.447	Very high
2	Expenditure accounting	4.60	.548	Very high
3	Financial reports and presentations	5.00	.000	Very high
Total		4.80	.183	Very high

Table 10 shows that all 3 indicators of accounting are very high suitability, which means that each item is suitable to use in the next step.

Table 11 Mean, Standard Deviation, and Interpretation of Suitability of Tax Management

No	Tax Management	Suitability		
		\bar{x}	S.D.	Interpretation
1	Tax policies and regulations	4.80	.447	Very high
2	Tax planning	4.80	.447	Very high
3	Tax risk management	5.00	.000	Very high
Total		4.87	.183	Very high

Table 11 shows that all 3 indicators of Tax management are very high suitability, which means that each item is suitable to use in the next step.

Table 12 Mean, Standard Deviation, and Interpretation of Suitability of Internal Audit and Supervision

No	Internal Audit and Supervision	Suitability		
		\bar{x}	S.D.	Interpretation
1	Supervision of income and distribution	4.60	.548	Very high
2	Supervise various expenditures of the university	4.80	.447	Very high
3	Supervise budget and plan finance	5.00	.000	Very high
4	Supervision of currency and assets	5.00	.000	Very high
Total		4.85	.137	Very high

Table 12 shows that all 4 indicators of Internal audit and supervision are very high suitability, which means that each item is suitable to use in the next step.

Table 13 Mean, Standard Deviation, and Interpretation of Suitability of Informationization Construction

No	Informationization construction	Suitability		
		\bar{x}	S.D.	Interpretation
1	Accounting transaction processing information system	4.80	.447	Very high
2	Financial management information system	4.60	.548	Very high
3	Financial decision support system	5.00	.000	Very high
4	Organization interconnection system	4.80	.447	Very high
Total		4.80	.112	Very high

Table 13 shows that all 4 indicators of Informationization construction are very high suitability, which means that each item is suitable to use in the next step.

In summary, financial accounting of Jingdezhen University includes 5 components and 16 indicators, which are: 1) Budgeting with 2 indicators; 2) Accounting with 3 indicators; 3) Tax management with 3 indicators; 4) Internal audit and supervision with 4 indicators; 5) Informationization construction with 4 indicators. And assessed by experts that the suitability is very high.

Phase 2: To explore current state, desired state, and the priority needs of financial accounting in Jingdezhen University.

After 265 questionnaires were distributed, the researcher used SPSS software to calculate the mean and standard deviation of the current state and desired state, then analyzed the priority needs of Jingdezhen University's financial accounting, as shown in Table 14-19:

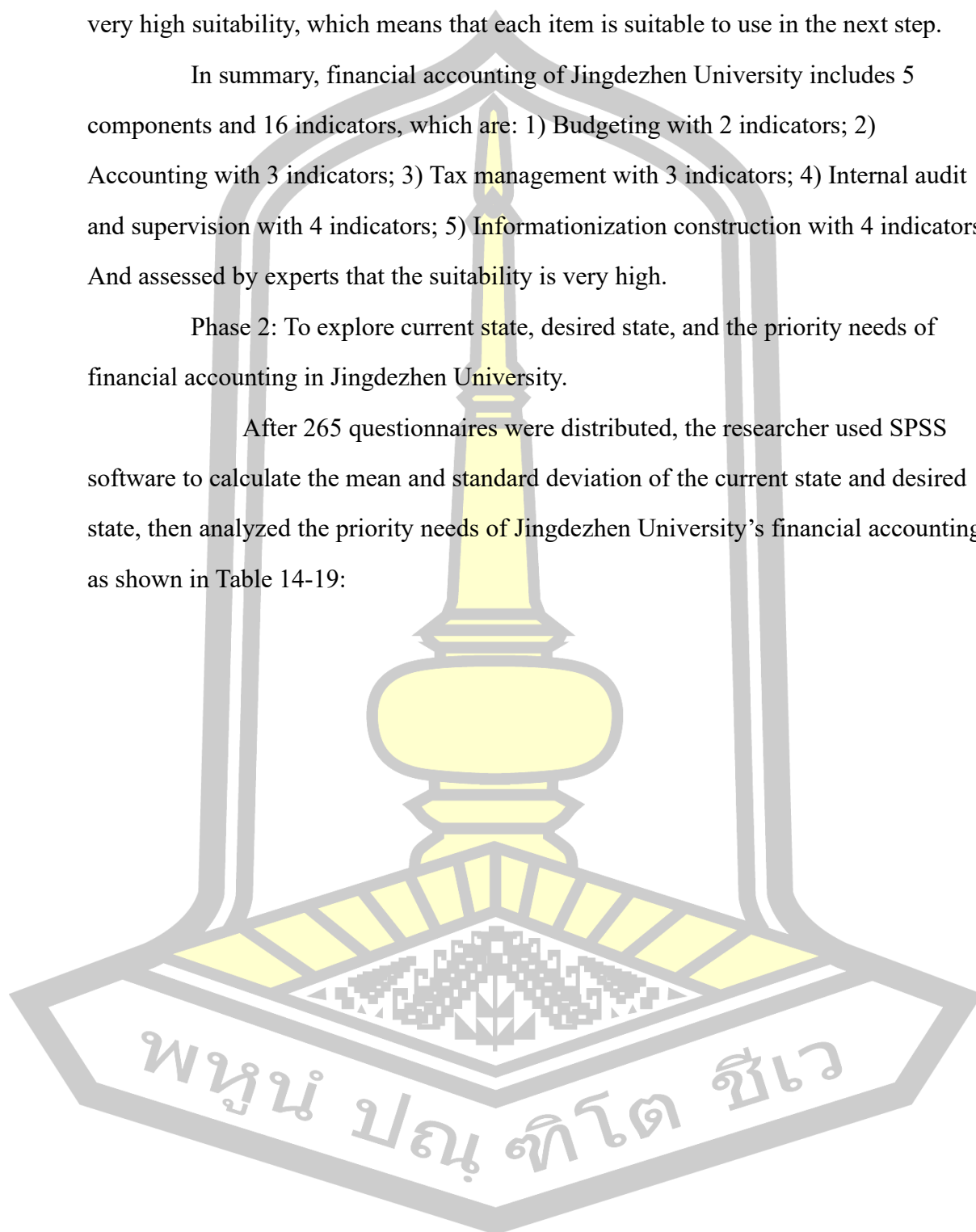


Table 14 Mean, Standard Deviation, Interpretation, PNImodified and Rank of Current State and Desired State of 5 Components

No	Financial Accounting of Jingdezhen University Components	Current State			Desired State			PNImodified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
1	Budgeting	3.19	.432	Moderate	4.71	.314	Very high	0.476	1
2	Accounting	3.24	.470	Moderate	4.72	.319	Very high	0.457	5
3	Tax management	3.19	.478	Moderate	4.65	.365	Very high	0.458	4
4	Internal audit and supervision	3.16	.478	Moderate	4.64	.375	Very high	0.468	2
5	Informationization construction	3.18	.463	Moderate	4.66	.388	Very high	0.465	3
Total		3.19	.362	Moderate	4.68	.274	Very high	0.467	

Table 14 shows that the survey results on the financial accounting state of Jingdezhen University are generally at a medium level. The average scores from high to low: 1) Accounting; 2) Budgeting; 3) Tax management; 4) Informationization construction; 5) Internal audit and supervision. In addition, the ideal status of financial

accounting at Jingdezhen University is generally at the highest level. From the 5 aspects, the average values from high to low: 1) Accounting; 2) Budgeting; 3) Informationization construction; 4) Tax management; 5) Internal audit and supervision. Priority demand indicators for financial accounting of Jingdezhen University, from high to low: 1) Budgeting; 2) Internal audit and supervision; 3) Informationization construction; 4) Tax management; 5) Accounting.

Table 15 Mean, Standard Deviation, Interpretation, PNImodified and Rank of Current State and Desired State of Budgeting

No	Budgeting	Current State			Desired State			PNImodified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
1	University budgeting can be implemented following the principle of two up and two down.	3.22	.720	Moderate	4.75	.491	Very high	0.475	2

Table 15 (Continued)

No	Budgeting	Current State			Desired State			PNImo dified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
2	In the process of budgeting, the strategic goals and economic situation of the university can be taken into consideration, and the budget of the university's income, expenditure and investment plan can be planned to ensure the rationality, scientificity and feasibility of the budget.	3.18	.711	Moderate	4.68	.548	Very high	0.472	3

Table 15 (Continued)

No	Budgeting	Current State			Desired State			PNImo dified	Rank
		\bar{x}	S.D.	Interpret ation	\bar{x}	S.D.	Interp retati on		
3	During the budget execution monitoring process, the needs of each executive department shall be fully considered, and effective measures shall be taken to strengthen budget control and avoid overspending or failure to fully utilize the budget.	3.22	.714	Moderate	4.70	.520	Very high	0.460	4

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Table 15 (Continued)

No	Budgeting	Current State			Desired State			PNImodified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
4	The university strictly regulates and controls the budget execution process and prohibits arbitrary changes in the scope of expenditures.	3.15	.716	Moderate	4.71	.519	Very high	0.495	1
Total		3.19	.432	Moderate	4.71	.314	Very high	0.476	1

Table 15 shows that the results of the current state and expected state of the “Budgeting” component of Jingdezhen University’s financial accounting are both medium and very high. In the current state of "Budgeting" in financial accounting at Jingdezhen University, 265 teachers who participated in the questionnaire survey believed that “University budgeting can be implemented following the principle of two up and two down.” and “During the budget execution monitoring process, the needs of each executive department shall be fully considered, and effective measures shall be taken to strengthen budget control and avoid overspending or failure to fully utilize the budget.” has the best performance. In the

expectation state of “Budgeting”, the survey showed that Jingdezhen University teachers evaluated 5 items that need to be improved in the future, and the evaluation values reached the highest level. The highest among them was “University budgeting can be implemented following the principle of two up and two down.” The modified demand index is used to evaluate the demand for “Budgeting”. The highest among them was “The university strictly regulates and controls the budget execution process and prohibits arbitrary changes in the scope of expenditures.”

Table 16 Mean, Standard Deviation, Interpretation, PNImodified and Rank of Current State and Desired State of Accounting

No	Accounting	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
1	The university's various income accounting items including tuition fees, accommodation fees, training fees, donations etc are standardized and the accounts are clear.	3.30	.711	Moderate	4.79	.453	Very high	0.452	3

Table 16 (Continued)

No	Accounting	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
2	The university's various expenditures, including labor costs, office supplies, equipment procurement, teaching and research funds, operating expenses etc are accurately calculated and can better reflect the actual expenditure costs of the university.	3.25	.732	Moderate	4.72	.514	Very high	0.452	2

Table 16 (Continued)

No	Accounting	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
3	University Financial Reports and Presentations accurately provide transparent financial information to faculty and staff across the University.	3.27	.674	Moderate	4.73	.500	Very high	0.446	4
4	The university's accounting has strict financial management and is legal and compliant to ensure the university's financial very high stability and good operations.	3.13	.768	Moderate	4.62	.617	Very high	0.476	1
Total		3.24	.470	Moderate	4.72	.319	Very high	0.457	5

Table 16 shows that the results of the current state and desired state of the “Accounting” component of Jingdezhen University’s financial accounting are both medium and very high. Among the current state of “Accounting” of Jingdezhen University’s financial accounting, “The university’s various income accounting items including tuition fees, accommodation fees, training fees, donations etc are standardized and the accounts are clear.” has the best performance. In the state of expectations for “Accounting”, the survey showed that Jingdezhen University teachers expressed their future expectations for “Accounting”. The highest among them was “The university’s various income accounting items including tuition fees, accommodation fees, training fees, donations etc are standardized and the accounts are clear.” The modified demand index is used to evaluate the demand for “Accounting”. The highest among them was “The university’s accounting has strict financial management and is legal and compliant to ensure the university’s financial very high stability and good operations.”

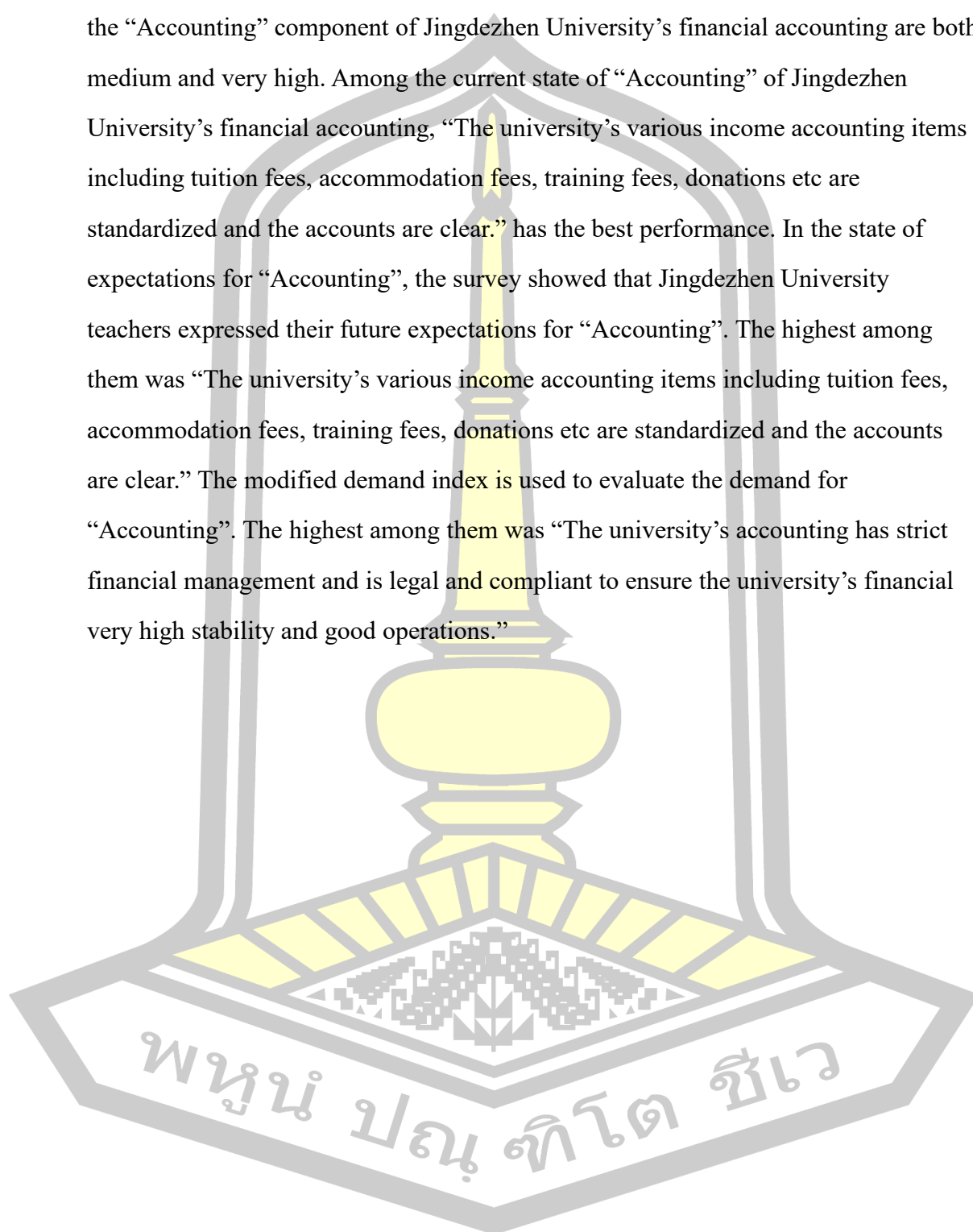


Table 17 Mean, Standard Deviation, Interpretation, PNImodified and Rank of Current State and Desired State of Tax Management

No	Tax Management	Current State			Desired State			PNImodified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
1	The university can effectively strengthen exchanges and cooperation with local tax authorities and strengthen the study of tax laws, regulations and policy documents.	3.23	.761	Moderate	4.68	.558	Very high	0.449	3
2	The university uses tax preferential policies to conduct legal tax planning and obtain more after-tax economic benefits.	3.12	.774	Moderate	4.61	.643	Very high	0.478	1

Table 17 (Continued)

No	Tax Management	Current State			Desired State			PNIm odified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
3	In order to reduce the burden of personal income tax, universities can guide their faculty and staff to carefully fill in the special additional deductions, thereby narrowing the tax base, reducing the tax amount, and fully enjoying the policy dividends of the new personal income tax law.	3.23	.746	Moderate	4.66	.627	Very high	0.443	4

Table 17 (Continued)

No	Tax Management	Current State			Desired State			PNImodified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
4	Universities can promptly identify tax-related risks and propose effective measures for early warning, thereby ensuring the orderly operation of university teaching activities.	3.17	.716	Moderate	4.66	.543	Very high	0.470	2
Total		3.19	.478	Moderate	4.65	.365	Very high	0.458	4

Table 17 shows that among the 265 Jingdezhen University teacher samples, the results of the current state and expected state of the “Tax management” component of Jingdezhen University’s financial accounting are both medium and very high. In the current state of “Tax management” of Jingdezhen University’s financial accounting, “The university can effectively strengthen exchanges and cooperation with local tax authorities and strengthen the study of tax laws, regulations and policy documents.” and “In order to reduce the burden of personal income tax, universities can guide their faculty and staff to carefully fill in the special additional deductions,

thereby narrowing the tax base, reducing the tax amount, and fully enjoying the policy dividends of the new personal income tax law.” performed best. In terms of expectations for “Tax management”, all 4 projects received high ratings. “The university can effectively strengthen exchanges and cooperation with local tax authorities and strengthen the study of tax laws, regulations and policy documents.” is the highest rating. The modified demand index is used to evaluate the demand for “Tax management”. The highest among them was “The university uses tax preferential policies to conduct legal tax planning and obtain more after-tax economic benefits.”

Table 18 Mean, Standard Deviation, Interpretation, PNImodified and Rank of Current State and Desired State of Internal Audit and Supervision

No	Internal Audit and Supervision	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
1	The university has established an internal audit department and can carry out financial audit and supervision work on a regular basis.	3.19	.724	Moderate	4.69	.572	Very high	0.470	2

Table 18 (Continued)

No	Internal Audit and Supervision	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
2	The university can monitor whether all expenditures are carried out in accordance with the scope and standards of the original budget, and whether there are any other private expenditures or misappropriations.	3.16	.759	Moderate	4.61	.607	Very high	0.459	4
3	The university can regularly supervise various revenues and expenditures, as well as the rationality of allocated budgets, and supervise comprehensive financial work.	3.15	.703	Moderate	4.62	.629	Very high	0.467	3

Table 18 (Continued)

No	Internal Audit and Supervision	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
4	During the supervision process, the university will review whether its accounting accounts are clear and complete, true, and free of errors, falsehoods and misstatements.	3.13	.719	Moderate	4.65	.532	Very high	0.486	1
Total		3.16	.478	Moderate	4.64	.375	Very high	0.468	2

Table 18 shows that the results of the current state and desired state of the “Internal audit and supervision” component of Jingdezhen University’s financial accounting are both medium and very high. Among the current state of “Internal audit and supervision” of Jingdezhen University’s financial accounting, “The university has established an internal audit department and can carry out financial audit and supervision work on a regular basis.” has the best performance. In the state of expectations for “Internal audit and supervision”, the survey showed that Jingdezhen University teachers expressed their future expectations for “Internal audit and supervision”. The highest among them was “The university has established an internal

audit department and can carry out financial audit and supervision work on a regular basis.” The modified demand index is used to evaluate the demand for “Internal audit and supervision”. The highest among them was “During the supervision process, the university will review whether its accounting accounts are clear and complete, true, and free of errors, falsehoods and misstatements.”

Table 19 Mean, Standard Deviation, Interpretation, PNImodified and Rank of Current State and Desired State of Informationization Construction

No	Informationization Construction	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
1	University financial information resources can be transmitted and shared inside and outside the financial system without being restricted by time and space, allowing information users to obtain all kinds of timely and effective financial information on time.	3.22	.696	Moderate	4.69	.511	Very high	0.457	4

Table 19 (Continued)

No	Informationization Construction	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
2	The university's existing financial system can provide timely and useful financial data, accurate and reliable decision-making basis.	3.16	.767	Moderate	4.62	.599	Very high	0.462	2

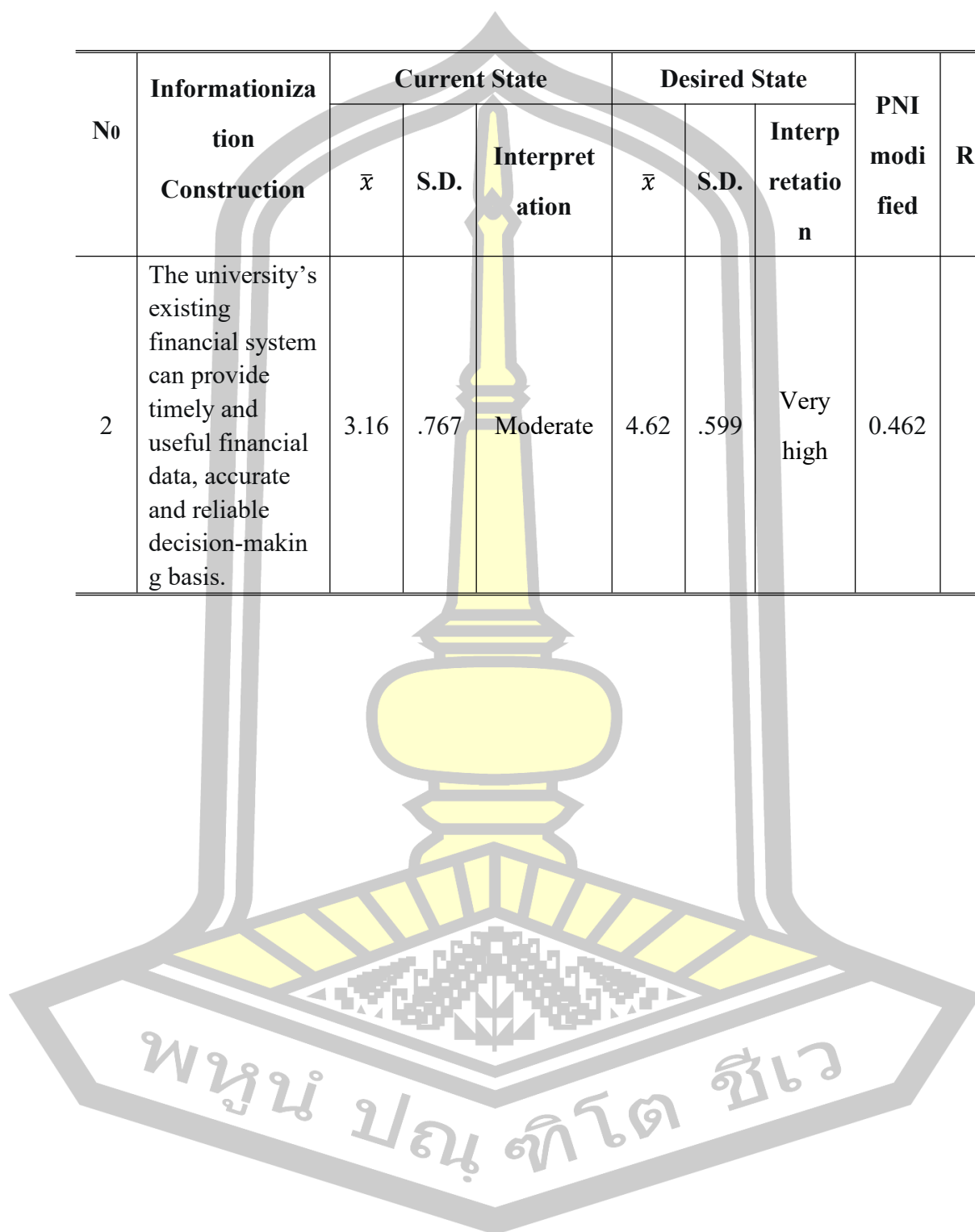


Table 19 (Continued)

No	Informationization Construction	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
3	The university's daily accounting affairs processing, financial processing and report accounting constitute a financial management system with accounting functions and accounting management functions, which can fully meet the accounting work of the university's financial department.	3.18	.714	Moderate	4.70	.529	Very high	0.478	1

Table 19 (Continued)

No	Informationization Construction	Current State			Desired State			PNI modified	Rank
		\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation		
4	The university's organizational interconnection system can automatically circulate financial information between the financial department and other departments, assist the university in the planning, organization, control, analysis, forecasting, decision-making and other stages of financial management, and improve the rationality of university fund allocation and utilization.	3.17	.685	Moderate	4.63	.639	Very high	0.461	3
Total		3.18	.463	Moderate	4.66	.388	Very high	0.465	3

Table 19 shows that the results of the current state and desired state of the “Informationization construction” component of Jingdezhen University’s financial accounting are both medium and very high. Among the current state of “Informationization construction” of Jingdezhen University’s financial accounting, “University financial information resources can be transmitted and shared inside and outside the financial system without being restricted by time and space, allowing information users to obtain all kinds of timely and effective financial information on time.” has the best performance. In the state of expectations for “Informationization construction”, the survey showed that Jingdezhen University teachers expressed their future expectations for “Informationization construction”. The highest among them was “The university’s daily accounting affairs processing, financial processing and report accounting constitute a financial management system with accounting functions and accounting management functions, which can fully meet the accounting work of the university’s financial department.” The modified demand index is used to evaluate the demand for “Informationization construction”. The highest among them was “The university’s daily accounting affairs processing, financial processing and report accounting constitute a financial management system with accounting functions and accounting management functions, which can fully meet the accounting work of the university’s financial department.”

In summary, the current state of financial accounting of Jingdezhen University is at a moderate level, desired state is at a very high level. The modified priority need index for financial accounting of Jingdezhen University is ranked from high to low: 1) Budgeting; 2) Internal audit and supervision; 3) Informationization construction; 4) Tax management; 5) Accounting.

Phase 3: To develop approaches for financial accounting of Jingdezhen University.

Step 1: Analysis of the interview results of 5 informants from 3 universities in Jingdezhen

1. Interview 5 informants from 3 universities in Jingdezhen

Based on the research results on the current state, desired state and the priority needs of Jingdezhen University, the researchers conducted interviews with 5 experts from 3 universities, including 2 university presidents, 1 university vice president, and 2 Deans of Economics and Management Dean, As follows:

1) Jingdezhen University is composed of the president, vice president and the dean of economics and management, they are Prof. Dr. Chen Yunping, President of Jingdezhen University, Prof. Dr. Fang Man, vice president of Jingdezhen University and Prof. Dr. Lu Huiming, Dean of Economics and Management at Jingdezhen University.

2) Jingdezhen Ceramic University is the president, he is Prof. Dr. Lu Pinchang, Dean of Economics and Management at Jingdezhen University.

3) Jiangxi Arts and Ceramics Technology Institute is the dean of economics and management, he is Prof. Dr. Chen Zhengjun, Dean of Economics and Management Faculty of Jiangxi Arts and Ceramics Technology Institute.

1.1 Budgeting

Informants suggested that universities should set clear goals and identify basic principles when preparing budgets. To ensure that the budget is well-founded, a deep understanding of the needs and rationales of each department and project is required. Plan the preparation timetable, responsible persons and review process to provide clear guidance for the preparation work. Ensure data accuracy, avoid human errors, and maintain good communication with various departments. Conduct preliminary review of budget data, coupled with rigorous compliance and plausibility checks. Follow up the entire budgeting process to ensure consistency with plans and principles. Finally, evaluate budget execution on a regular basis.

The investigators gave the following interview results, for example:

“Regarding budgeting, I believe that we first need to set clear goals to ensure that the budget can support the long-term development of the university. The

basic principles are fairness, transparency and sustainability. During the budgeting process, we need to have an in-depth understanding of the specific needs of each department and the feasibility of the project to ensure that the budget is fully based. Timetables, responsible persons, and review processes need to be clear, and good communication with various departments needs to be maintained throughout the process. The processing of data must be precise without any human error. Double review of compliance and rationality is also essential. We will track the progress of budgeting throughout the process and regularly evaluate budget execution.”

(The first interview subject, January 28, 2024)

“Data accuracy and compliance are critical during the budgeting process. We need to strictly review the budget data provided by various departments to ensure its authenticity and accuracy. At the same time, we need to maintain good communication with various departments to ensure that budget requirements truly reflect the actual situation. In order to improve the efficiency and quality of budgeting, we also need to introduce modern budget management tools and methods to realize the informatization and intelligence of budget management.”

(The second interview subject, January 28, 2024)

“I believe that in the budgeting process, factors such as the university’s scientific research strength, industry-university-research cooperation, and social influence are the keys to achieving strategic goals. These aspects need to be adequately covered in the budget. The impact of economic conditions on budgeting is mainly reflected in financial pressure. Therefore, in planning, we need to be careful and arrange expenditures reasonably. In order to balance income, expenditure and investment plans, we will actively seek external financial support, while optimizing internal management processes and improving the efficiency of fund use. During the budget execution monitoring process, we ensure that the needs of each executing department are met through regular assessments and audits. At the same time, information technology is adopted to strengthen budget control and management to

avoid overspending or waste.”

(The third interview subject, January 29, 2024)

“The impact of a university's financial situation on budgeting cannot be ignored. In budget planning, we need to balance the University's revenue, expenditure and investment plans to ensure the University's economic health and sustainable development. In order to achieve this goal, we need to conduct an in-depth study of the university's economic situation, analyze the revenue sources and expenditure structure, formulate a reasonable budget plan, and make adjustments and optimizations based on the actual situation.”

(The fourth interview subject, January 29, 2024)

“During the budgeting process, I believe that the key to achieving the university's strategic goals lies in the rational allocation of resources. This requires fully considering the development needs of the university in the budget, such as education and teaching, scientific research and innovation, and teacher team building. In order to ensure that these factors are reflected in the budget, we need to communicate in depth with various departments and departments to understand their actual needs and plans to ensure the reasonable allocation of resources.”

(The fifth interview subject, January 29, 2024)

1.2 Accounting

Informants suggested that there should be strict financial management in terms of accounting to ensure high stability and good operations, followed by accurate calculation of various expenses and income to reflect actual expenses, and finally the provision of transparent financial information to all faculty and staff. Specific measures include formulating financial plans and strictly complying with them, building clear financial accounting processes, creating data collection and analysis mechanisms, regularly checking the accounting process, ensuring accurate data entry, and continuously improving the financial management system.

The investigators gave the following interview results, for example:

“The standardization of financial management in universities is crucial to ensuring the economic order of universities. In order to ensure clear account entries, we need to establish clear financial management regulations and strictly adhere to them. In terms of expenditure accounting, we adopt refined management to ensure that every expenditure has clear records and reasonable basis. At the same time, we ensure that actual costs are accurately reflected through internal audits and other means. I believe it is important for financial reporting to be transparent and open, as it contributes to the credibility of the university. We publish financial reports regularly and set up a dedicated platform for faculty and staff to query financial information. We implement strict standards for accounting management to ensure financial stability from institutional perspective. At the same time, the training and management of accounting personnel should be strengthened to improve their professional level. When formulating financial plans, we will fully consider the actual situation and development needs of the university. Ensure the execution of the plan by formulating clear accounting goals and tasks and establishing an assessment mechanism.”

(The first interview subject, January 28, 2024)

“Standardized financial management can provide strong support for university operations. In terms of account management, we use advanced financial management software to ensure that account entries are clear and traceable. We ensure the accuracy of expenditure accounting by establishing a strict audit system, and take various measures to control unnecessary expenditures and accurately reflect actual costs. We attach great importance to the transparency and disclosure of financial reports. We not only release financial reports to faculty and staff, but also disclose them to the public through channels such as the campus network to ensure the right to know. In terms of accounting management, we have formulated a series of norms and standards and strengthened the training and supervision of accounting personnel to ensure financial stability. We formulate financial plans based on the university’s

long-term development plan and set specific accounting goals and tasks. Ensure that the plan is effectively implemented by establishing an effective assessment mechanism.”

(The second interview subject, January 28, 2024)

“I am fully aware of the importance of standardized financial management in universities. It is not only the foundation for university development, but also the key to protecting the rights and interests of faculty and staff. Therefore, we are committed to clarifying account management and formulating detailed financial management regulations. We use scientific methods to calculate expenditures to ensure that every expenditure is well-documented. At the same time, we focus on cost-benefit analysis and strive to accurately reflect actual costs. I believe that transparency in financial reporting is critical to enhancing the credibility of the university. Therefore, we not only release financial reports to faculty and staff, but also disclose them to the public through multiple channels. In terms of accounting management, we focus on standardization and professionalism. By strengthening the training and management of accounting personnel and formulating strict financial management systems, we ensure steady financial development. When formulating financial plans, we take the university’s long-term development goals into full consideration. By setting clear accounting goals and tasks and establishing an effective assessment mechanism, we ensure the smooth implementation of the plan. At the same time, we continue to adjust and optimize the financial management system based on actual conditions to adapt to the changing environment.”

(The third interview subject, January 29, 2024)

“The standardization of financial management in university is crucial to the stable development of schools. In order to achieve clarity of account entries, we not only formulated detailed financial management regulations, but also introduced advanced financial management software to assist management. We focus on the accuracy of expenditure accounting and take various measures to control unnecessary

expenditures. At the same time, we use internal auditing and other means to accurately reflect actual costs. Transparency in financial reporting is critical to maintaining the credibility of the university. We not only release financial reports to faculty and staff, but also disclose them to the public through channels such as the campus network. This helps protect faculty and staff's right to know and social supervision. In terms of accounting management, we focus on standardization and professionalism. By strengthening the training and management of accounting personnel and formulating strict financial management systems, we ensure steady financial development. When formulating financial planning, we fully consider the actual situation and development needs of the university. Ensure the smooth implementation of the plan by setting clear accounting goals and tasks and establishing an effective assessment mechanism. At the same time, we continue to optimize the financial management system to improve accounting efficiency.”

(The fourth interview subject, January 29, 2024)

“As a principal, I know the importance of standardizing financial management in university. In order to ensure the clarity of account entries, we not only formulated detailed financial management regulations and operating procedures, but also introduced advanced financial management software to assist management. In terms of expenditure accounting, we adopt refined management measures to control unnecessary expenditures and maximize benefits. At the same time, we use internal auditing and other means to accurately reflect actual costs and monitor the rationality and compliance of expenditures. I believe that transparent disclosure of financial reports is critical to maintaining the credibility of the university and ensuring the right of faculty and staff to know. Therefore, we not only release financial reports and regularly disclose content and data information such as budget execution and financial statements to faculty and staff to accept public supervision and social evaluation to ensure the authenticity and integrity of data information, but also use modern information technology and the platform conducts online inquiries for

relevant information to provide a more convenient and faster information service experience. In order to standardize accounting management in university and improve the quality and efficiency of financial management, I focus on strengthening the training and management of accounting personnel and formulating strict financial management systems and operating procedures to ensure the steady development of finance by establishing effective internal control systems and risk management mechanisms. When formulating financial planning, I fully considered the actual situation and development needs of the university, and focused on the realization of long-term development goals. By setting clear accounting goals and tasks and establishing an effective assessment mechanism to ensure the smooth implementation of the plan, we also continuously optimize the financial management system and improve accounting efficiency to adapt to the changing environment.”

(The fifth interview subject, January 29, 2024)

1.3 Tax management

Informants suggested that universities should prioritize improving tax management goal setting, comprehensively analyze tax risks and opportunities, and develop reasonable tax plans and response strategies based on the results to ensure the accuracy and timeliness of tax declarations, while strengthening faculty and staff's Tax training and guidance to improve their tax handling capabilities and awareness.

The investigators gave the following interview results, for example:

“As a college president, I believe that cooperation with local tax authorities is very important. We should communicate with the tax department regularly to understand the latest tax regulations and policies so that we can adjust the college's tax strategy in a timely manner. At the same time, we can also obtain more tax incentives and policy support through cooperation with the tax department, creating more opportunities for the development of the university. We should provide tax training and guidance to faculty to help them understand tax regulations and policies, and guide them on how to properly handle tax issues. In addition, we can

also invite tax experts to the school to give lectures or training to enhance the tax awareness and processing capabilities of faculty and staff. We can also set up a special consulting platform or service window to provide timely and accurate tax consulting and assistance services to faculty and staff to ensure that they can successfully complete tax declarations and reduce their tax burden.”

(The first interview subject, January 28, 2024)

“I think we should first establish a regular communication mechanism with local tax authorities to ensure that we understand changes in tax regulations in a timely manner and make corresponding adjustments. Within legal limits, universities should delve into tax incentives to maximize financial benefits. Universities should establish a tax risk early warning mechanism to ensure that tax-related risks are discovered and dealt with in a timely manner. We should set clear tax management goals and ensure they are consistent with the university’s overall strategic goals. Universities should conduct a comprehensive assessment of their tax risks and opportunities to provide a basis for decision-making. Based on these assessments, we should develop sound tax plans and strategies.”

(The second interview subject, January 28, 2024)

“It is our fundamental obligation to ensure the accuracy and timeliness of all tax returns. It is necessary to conduct regular tax self-examinations so that possible problems can be corrected in a timely manner. We should regularly evaluate our existing tax risk controls to ensure that they always reflect current market conditions and regulatory changes. We need to standardize effective measures and formulate rules and regulations within the university. Tax training is not only a responsibility for faculty, but also an investment in the overall development of the university. We should continue to optimize tax management processes to improve work efficiency and ensure compliance.”

(The third interview subject, January 29, 2024)

“I think cooperation with local tax authorities is key, and we can invite

them to come to the university regularly for exchanges and training. For teaching staff, in addition to training, an online platform can also be set up for them to learn the latest tax law knowledge at any time. In terms of taking advantage of tax incentives, we can hire professional tax consultants to give advice. For faculty and staff's personal tax issues, in addition to training, a hotline can also be set up to provide them with consultation and support. I believe prevention is better than cure, so it is necessary to identify tax-related risks in advance and provide early warning. We need to be clear that the goal of tax management is not just compliance, but also minimizing the tax burden on the university. Comprehensive tax risk and opportunity analysis can help us formulate better strategies and decisions. When developing a tax plan, consider the long-term goals of the university in addition to risks and opportunities. Incorporating effective measures into rules and regulations ensures that everyone knows their responsibilities and obligations. Optimizing tax management processes is about improving productivity and responsiveness so that it can better serve the University.”

(The fourth interview subject, January 29, 2024)

“I think cooperation with local tax authorities is not just about communication, we can also jointly carry out some research projects. In terms of taking advantage of tax incentives, we should actively research and try new methods. In terms of guiding teachers and staff to fill in special additional deductions, I think a detailed operating guide and video tutorial can be produced. When setting tax management goals, we should consider their relevance to the overall strategic goals of the university. Ensuring the accuracy and timeliness of tax returns is our fundamental obligation and responsibility. For the management of invoices and vouchers, I think electronic management should be used to improve efficiency and accuracy, promote electronic management of invoices and vouchers, improve work efficiency and accuracy, and reduce error rates. Establish a tax filing system to organize and archive tax data over the years for easy analysis and query. Internal controls are strengthened

to ensure that all business activities comply with tax regulations. Optimizing the tax management process is to improve work efficiency and responsiveness to better serve the university.”

(The fifth interview subject, January 29, 2024)

1.4 Internal audit and supervision

Informants recommended that universities review accounting accounts, establish internal audit departments, monitor various revenues and expenditures, and monitor the rationality of budget allocations. To improve the university’s performance in this area, recommendations include setting clear financial accounting objectives and principles, developing an annual internal audit plan, establishing a sound internal control system, establishing a dedicated audit committee or similar body, strengthening cooperation with relevant departments and faculty communication and collaboration, conduct in-depth analysis and evaluation of internal audit results, regularly inspect the implementation effect of the supervision mechanism, and adjust and optimize work plans based on audit results and supervision feedback. These measures help improve the compliance and accuracy of the university’s financial work and ensure the comprehensiveness and continuity of various audit and supervision tasks.

The investigators gave the following interview results, for example:

“First, I believe that the internal audit department is key to ensuring financial compliance and accuracy. Through regular audits, we can discover and correct financial problems in a timely manner to ensure that the university's economic activities are running on the right track. In order to better monitor revenue, expenditure and budget allocation, we need a sound internal control system. This includes clear segregation of responsibilities, transparent decision-making processes, and effective information exchange. For review of accounting accounts, we need to ensure that all accounts are true, complete and accurate. This requires us not only to have complete audit procedures, but also to have professional auditors.”

(The first interview subject, January 28, 2024)

“I believe it is critical to conduct internal audits on a regular basis. Through continuous auditing and supervision, we can detect problems in time and make corrections to ensure the compliance and accuracy of financial work. For budget execution, we need to have a strict monitoring mechanism. This includes regular budget reviews, comparison of actual expenditures to budget, and prevention of overspending or misuse of the budget. In order to better monitor revenue, expenditure and budget allocation, we need to continuously strengthen our internal control system. This requires clear control activities and procedures and ensuring that all staff comply with these regulations. We need to ensure the authenticity and accuracy of accounting accounts through various means. This includes rigorous audit procedures, training for faculty and staff, and preventive and corrective actions for misstatements, false statements and misstatements.”

(The second interview subject, January 28, 2024)

“First, the internal audit department needs to have financial audit and supervision functions. These functions include not only checking financial compliance but also verifying the accuracy of financial data. In order to ensure the rationality and effectiveness of budget execution, we need to formulate a detailed budget plan and establish an effective monitoring mechanism to track the implementation of the budget. In the process of supervising revenue and expenditure and budget allocation, we need to build a complete internal control system. This system should include clear control activities and procedures, as well as effective internal oversight mechanisms.”

(The third interview subject, January 29, 2024)

“The core role of the internal audit department is to ensure compliance and accuracy of financial work. Through regular auditing and supervision, we can detect and correct financial problems in a timely manner to ensure the smooth progress of the university’s economic activities. For the management of budget

execution, we need to formulate clear rules and regulations and establish an effective supervision mechanism. This includes regular budget reviews, comparison of actual expenditures to budget, and prevention of overspending or misuse of the budget. In order to better monitor revenue and expenditure and budget allocation, we need to continuously optimize the internal control system. This requires us to clarify the responsibilities and powers of each department, establish a transparent decision-making mechanism and effective information exchange channels.”

(The fourth interview subject, January 29, 2024)

“Internal audit not only helps identify financial problems, but also provides strong support for the long-term development of the university. Through the results of internal audits, we can better understand the financial situation of the university and develop more reasonable financial plans and budgets. In terms of monitoring whether expenditures comply with budget standards, we need to develop a clear budget plan and ensure that it is effectively implemented. For overspending or budget abuse, we need to establish an early warning mechanism to detect and take countermeasures in a timely manner. In order to improve the effectiveness of budget execution, we need to continue to build a sound internal control system. This includes clarifying the responsibilities and authorities of each department, formulating a transparent decision-making process, and establishing efficient information communication channels to ensure the standardization and effectiveness of financial work. To ensure the accuracy and reliability of accounting accounts, we need to strengthen audit procedures and provide ongoing training to faculty to enhance their financial awareness and professionalism. At the same time, we need to establish a strict early warning mechanism to promptly prevent and correct possible misreporting, false reporting, and false reporting.”

(The fifth interview subject, January 29, 2024)

1.5 Informationization construction

Informants suggested that in the construction of university financial

Informationization, improving daily accounting affairs processing, financial processing and reporting accounting to form a financial management system with accounting functions and accounting management functions should be listed as the current and future top priority to ensure that it attracts more multi-faculty trust in financial management systems. At the same time, universities need to evaluate and determine the required financial information system and its functional modules, formulate detailed project implementation plans, purchase qualified and reliable hardware and software equipment, select appropriate financial information systems, and conduct training on relevant personnel. Training and technical support. In addition, the university should also establish a maintenance mechanism, conduct comprehensive testing of various functions and performance of the financial information system, collect feedback from faculty and staff through various methods, and conduct in-depth analysis of problems encountered during the implementation process. During the specific implementation process, universities need to set clear informationization construction goals, ensure full coverage and scalability of the system, formulate detailed project implementation plans, purchase reliable hardware and software equipment, and select appropriate financial information systems. and provide training and technical support to relevant personnel.

The investigators gave the following interview results, for example:

“I think the biggest challenge is to ensure that financial information resources can be transmitted and shared without time and space restrictions. university are a global community, and we need a system that can provide accurate financial information anytime, anywhere. In addition, providing accurate and reliable decision-making data and having complete accounting and management functions are also challenges we face. We need to set clear informationization construction goals and ensure that the purchased financial information system can fully cover the main business needs of financial accounting. At the same time, systematic training and technical support are provided to relevant personnel who use the system to ensure that

they can use the system proficiently, and a maintenance mechanism is established to ensure the stable daily operation of the system.”

(The first interview subject, January 28, 2024)

“The implementation effect of the financial information system may be affected by a variety of factors, such as the performance of hardware and software, the operational proficiency of personnel, and the stability of the system. In addition, the usage habits and feedback of faculty and staff are also important factors that affect the implementation effect. When purchasing a financial information system, we need to ensure that the system performance is up to standard and reliable, and we need to formulate a detailed project implementation plan with clear time arrangements, personnel division of labor, and budget. At the same time, systematic training and technical support are provided to relevant personnel who use the system to improve their operational proficiency. In addition, we need to collect feedback from faculty and staff, conduct in-depth analysis of the problems encountered during the implementation process, find out the causes and impacts of the problems, and provide reference for subsequent improvements.”

(The second interview subject, January 28, 2024)

“The main challenge for our university in financial informatization is how to ensure the accuracy and reliability of data. I believe that the university’s financial investment and policy support are key factors affecting the implementation of the system. We responded by pushing for more resources. During the evaluation phase, we focus on the performance and efficiency of the system to ensure it meets the needs of the university. In order to adapt to future development, we will increase investment in financial informatization, such as increasing funds and introducing more advanced technologies. In terms of testing and evaluation of financial information systems, we need to conduct comprehensive tests on various functions and performance of the system to ensure the stability and reliability of the system. At the same time, we need to collect feedback from faculty and staff in a variety of ways

to understand their experience and problems with the system so that we can make subsequent optimizations. In addition, we also need to conduct in-depth analysis of the problems encountered during the implementation process to find out the causes and impacts of the problems, so as to provide reference for subsequent improvements.”

(The third interview subject, January 29, 2024)

“Our challenge is how to make the functions of financial informatization more comprehensive and flexible to meet the various needs of the university. Faculty engagement and university rules and regulations are also factor that influence implementation effectiveness. We standardize operations by establishing clear rules and regulations. During testing, we focused on the scalability and integration of the system to ensure that it can adapt to the future development of the university. In order to adapt to the needs of future development, universities should continue to optimize their financial information systems. This includes improving the automation of the system, adding new management functions, optimizing the user interface etc. In addition, universities should regularly upgrade and maintain systems to ensure they always reflect the latest technology and needs.”

(The fourth interview subject, January 29, 2024)

“Our university’s challenge in financial informatization is how to ensure the security and stability of the system. I believe that the university’s team building and collaboration capabilities are important factors that influence the effectiveness of implementation. We improve implementation effectiveness by strengthening team training and collaboration. During the evaluation phase, we focused on the system’s reliability and ease of use to ensure it met the university’s needs. In order to adapt to future development, we will increase investment in financial informatization, such as increasing funds and introducing more advanced technology and talents. At the same time, we will also strengthen cooperation and exchanges with external organizations to obtain more resources and support. Future

financial information systems need to be more intelligent and automated. For example, the system should be able to automatically perform data analysis to provide support for decision-making. In addition, with the development of the Internet and mobile devices, the system should be able to support mobile applications and online access. Finally, system security is also a requirement that cannot be ignored. We need to ensure the safe and stable operation of the system.”

(The fifth interview subject, January 29, 2024)

2. Summarize the opinions of informants and draw the interview results

The researchers conducted interviews with 5 informants from 3 universities in Jingdezhen. These schools and informants have relatively good practices in financial accounting. The researcher summarized the opinions of informants with the aim of improving the financial accounting level of Jingdezhen University, as shown in Table 20-24.

Table 20 Summary Results of “Budgeting”

Indicator	Interview Results	Results of the Summary
1. Budgeting needs to consider strategic goals and economic conditions. 2. Plan income, expenses and investments to ensure a reasonable budget. 3. The university budget follows the principle of two up and two down. 4. Strengthen budget monitoring to ensure efficient execution. 5. Fully consider department needs, strengthen budget control, and avoid overspending or underutilization.	1. Set the goals of budgeting and determine the basic principles of budgeting. 2. Understand in depth the budget needs and reasons of each department and project to ensure that budgeting is well-founded. 3. Plan the timetable, responsible person and review process for budgeting to provide clear guidance for the preparation work.	1. University should clarify the goals of budgeting. 2. University should determine the basic principles of budgeting. 3. Financial administrators should conduct demand research to understand the budget needs and reasons of various departments and projects to provide a basis for budgeting.

Table 20 (Continued)

Indicator	Interview Results	Results of the Summary
6. Budget execution must be standardized and arbitrary changes are prohibited.	<p>4. Ensure the accuracy of data in the budgeting process and strictly follow the plan to avoid human errors.</p> <p>5. Maintain good communication with various departments to ensure that budget requirements truly reflect the actual situation.</p> <p>6. Conduct a preliminary review of budget data, and then cooperate with strict compliance and rationality inspections to double guarantee data quality.</p> <p>7. Track the entire budgeting process to ensure it is consistent with plans and principles.</p> <p>8. Regularly evaluate budget implementation.</p> <p>9. Summarize experiences and provide feedback to the next budgeting.</p>	<p>4. Financial administrators should develop a detailed budgeting plan, including budgeting timetable, person in charge and review process etc.</p> <p>5. Financial administrators should prepare the budget strictly according to the plan to ensure the accuracy of the data.</p> <p>6. Financial administrators should strengthen communication with various departments to understand the actual situation and ensure that budget requirements reflect the true situation.</p> <p>7. Financial administrators should conduct a preliminary review of budget data to ensure its compliance and rationality.</p> <p>8. Financial administrators should monitor the entire budgeting process to ensure it complies with plans and principles.</p> <p>9. Financial administrators should conduct strict review and comparison of budget data to ensure its authenticity and accuracy.</p>

Table 20 (Continued)

Indicator	Interview Results	Results of the Summary
		<p>10. Financial administrators should conduct regular assessments of budget implementation, identify problems in a timely manner and make rectifications.</p> <p>11. Financial administrators should summarize experiences and lessons and optimize the process of budgeting and execution.</p> <p>12. Financial administrators should feedback the processing results to the next budgeting to continuously improve the budget management process.</p>

According to the summary results in Table 20, which will be used to draft Jingdezhen University's financial accounting approaches, in "Budgeting", we draw the conclusion:

- 1) University should clarify the goals of budgeting.
- 2) University should determine the basic principles of budgeting.
- 3) Financial administrators should conduct demand research to understand the budget needs and reasons of various departments and projects to provide a basis for budgeting.
- 4) Financial administrators should develop a detailed budgeting plan,

including budgeting timetable, person in charge and review process etc.

5) Financial administrators should prepare the budget strictly according to the plan to ensure the accuracy of the data.

6) Financial administrators should strengthen communication with various departments to understand the actual situation and ensure that budget requirements reflect the true situation.

7) Financial administrators should conduct a preliminary review of budget data to ensure its compliance and rationality.

8) Financial administrators should monitor the entire budgeting process to ensure it complies with plans and principles.

9) Financial administrators should conduct strict review and comparison of budget data to ensure its authenticity and accuracy.

10) Financial administrators should conduct regular assessments of budget implementation, identify problems in a timely manner and make rectifications.

11) Financial administrators should summarize experiences and lessons and optimize the process of budgeting and execution.

12) Financial administrators should feedback the processing results to the next budgeting to continuously improve the budget management process.

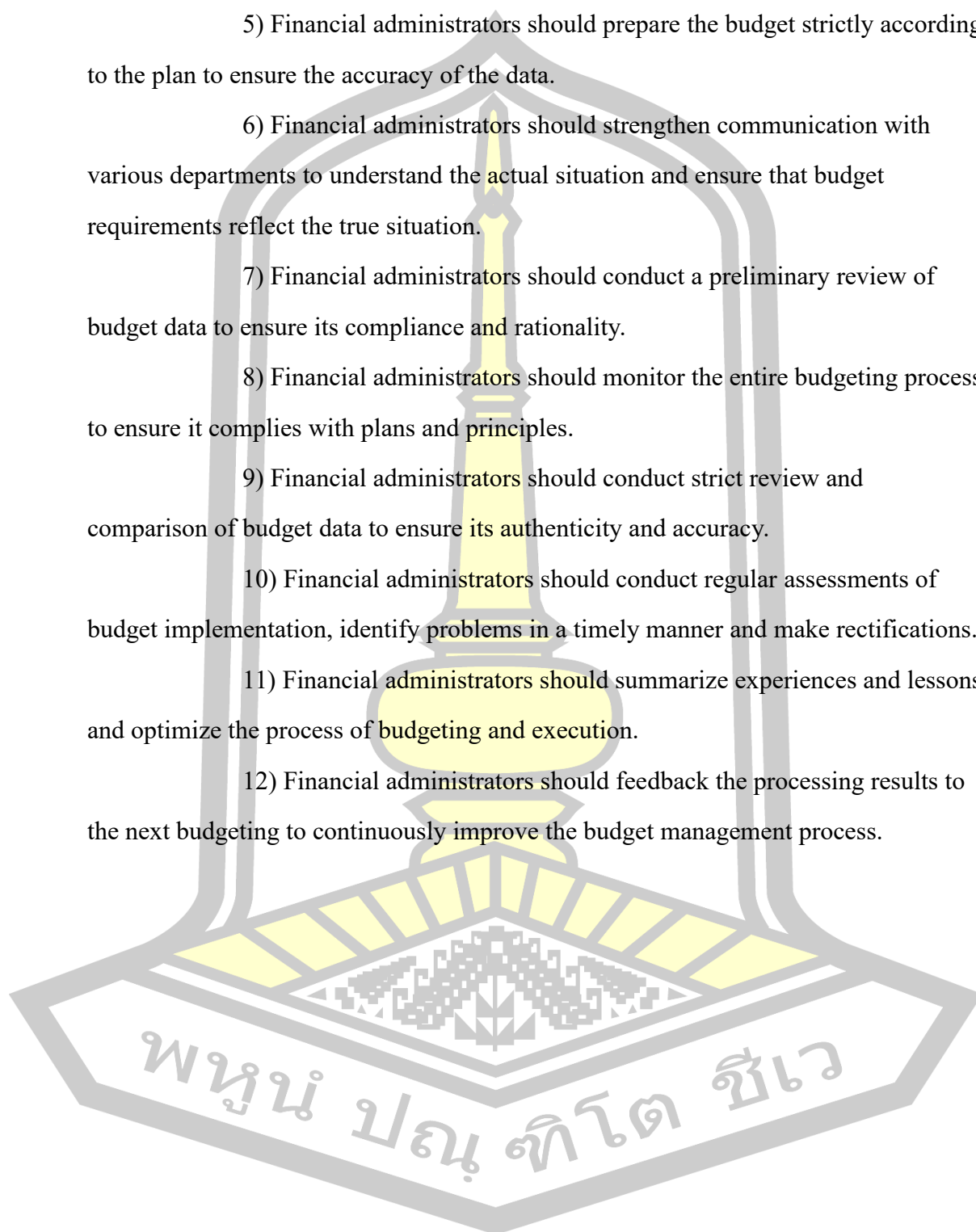


Table 21 Summary Results of “Accounting”

Indicator	Interview Results	Results of the Summary
<p>1. Income management is standardized and account entries are clear.</p> <p>2. Expenditure accounting is accurate and reflects actual costs.</p> <p>3. Financial reports are transparent and open to ensure faculty and staff’s right to know.</p> <p>4. Accounting management is standardized and financial stability is sound.</p>	<p>1. Develop a financial plan, set clear accounting goals and tasks, and strictly abide by them without deviating from the plan.</p> <p>2. Establish a financial accounting process and clearly define the responsible persons for each link to ensure the smooth progress of the process.</p> <p>3. Create a mechanism for collecting, sorting and analyzing financial data to provide data support for financial management.</p> <p>4. Regularly inspect the financial accounting process to ensure that the accounting work complies with norms and regulations and that there are no illegal operations.</p> <p>5. Ensure the accurate entry of financial data, prevent data loss or tampering, and ensure data accuracy.</p> <p>6. Continuously improve the financial management system and improve accounting efficiency based on actual conditions and needs.</p>	<p>1. University should formulate an annual financial plan and clarify accounting goals and tasks.</p> <p>2. University should establish a financial accounting process and clarify the responsible persons for each link.</p> <p>3. University should establish a mechanism for collecting, sorting, and analyzing financial data.</p> <p>4. Financial administrators should carry out accounting tasks in strict accordance with the financial plan.</p> <p>5. Financial administrators should ensure that financial data is entered accurately to prevent data loss or tampering.</p> <p>6. Financial administrators should conduct regular checks on financial data to ensure data accuracy.</p> <p>7. Financial administrators should continue to optimize the financial management system and improve accounting efficiency.</p>

According to the summary results in Table 21, which will be used to draft Jingdezhen University's financial accounting approaches, in "Accounting", we draw the conclusion:

- 1) University should formulate an annual financial plan and clarify accounting goals and tasks.
- 2) University should establish a financial accounting process and clarify the responsible persons for each link.
- 3) University should establish a mechanism for collecting, sorting, and analyzing financial data.
- 4) Financial administrators should carry out accounting tasks in strict accordance with the financial plan.
- 5) Financial administrators should ensure that financial data is entered accurately to prevent data loss or tampering.
- 6) Financial administrators should conduct regular checks on financial data to ensure data accuracy.
- 7) Financial administrators should continue to optimize the financial management system and improve accounting efficiency.

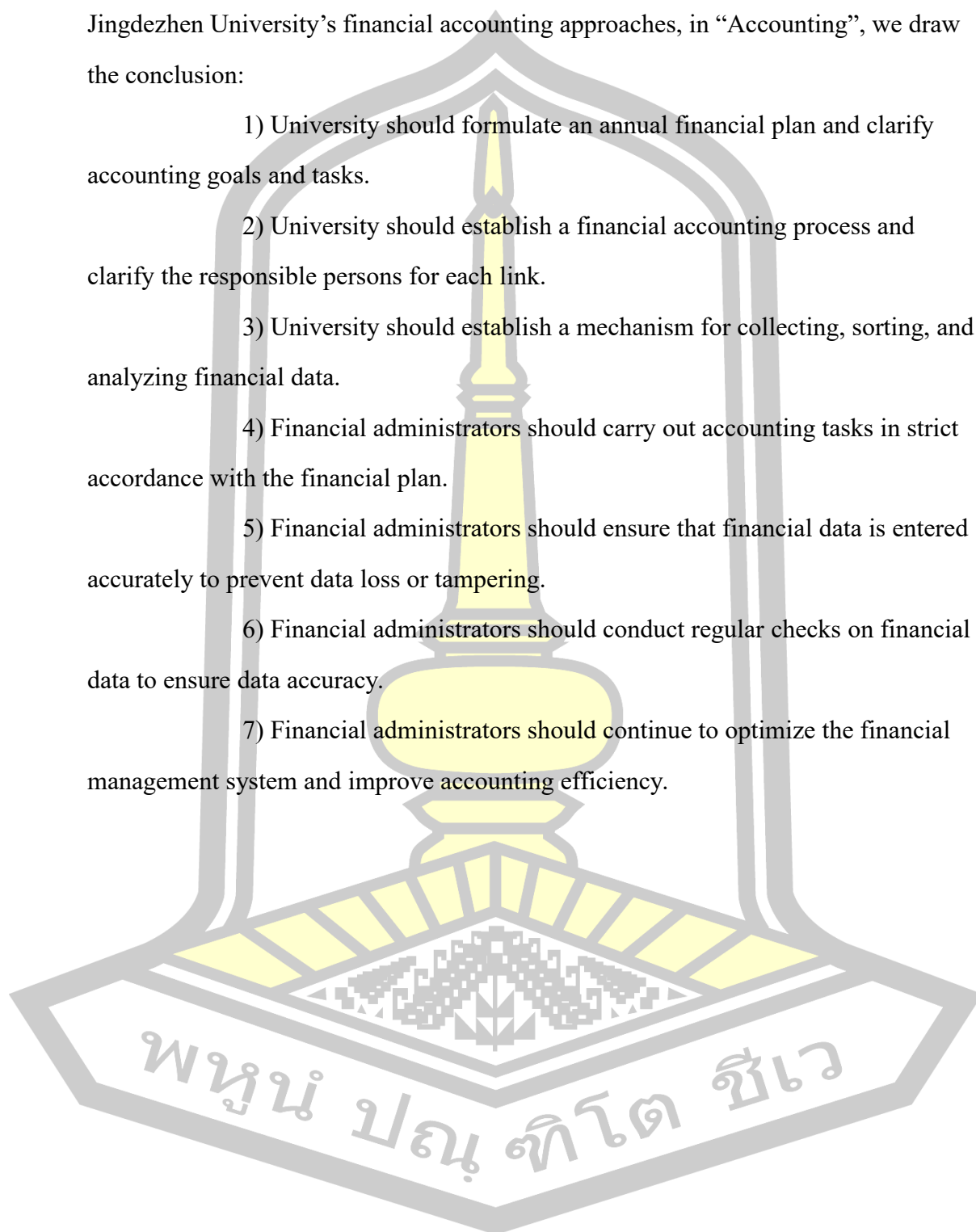


Table 22 Summary Results of “Tax Management”

Indicator	Interview Results	Results of the Summary
1. Strengthen cooperation with local tax authorities. 2. In-depth study of tax laws, regulations and policy documents. 3. Use tax preferential strategies legally to obtain more after-tax economic benefits. 4. Guide teachers and staff to fill in special additional deductions to reduce personal tax burden. 5. Identify tax-related risks in a timely manner and take early warning measures.	1. Set tax management goals. 2. Conduct a comprehensive analysis of the university’s tax risks and potential opportunities to better formulate strategies. 3. Establish a sound invoice and voucher management system to ensure the integrity and accuracy of vouchers. 4. Conduct regular tax self-examinations to promptly discover and correct non-compliant behaviors. 5. Evaluate existing tax risk control measures to confirm their effectiveness and applicability. 6. Incorporate effective measures into the university’s rules and regulations to form standardized operating procedures. 7. Strengthen tax training and guidance for faculty and staff to improve their tax processing capabilities and awareness. 8. Adjust and optimize tax management processes to improve work efficiency and compliance.	1. University should clarify the short-term and long-term goals of tax management and provide guidance for subsequent work. 2. Financial administrators should comprehensively analyze the tax risks and potential opportunities faced by the university to provide a basis for formulating strategies. 3. Financial administrators should establish a sound invoice and voucher management system to ensure the integrity and accuracy of vouchers. 4. Financial administrators should strengthen cooperation with local tax authorities and study tax laws, regulations and policy documents in depth. 5. Financial administrators should instruct faculty and staff to correctly fill in special additional deductions, reduce personal tax burden, and strengthen tax training and guidance for faculty and staff.

Table 22 (Continued)

Indicator	Interview Results	Results of the Summary
		<p>6. Financial administrators should carry out tax self-examination regularly to discover and correct non-compliance in a timely manner.</p> <p>7. Financial administrators should evaluate the university's existing tax risk control measures to confirm their effectiveness and applicability.</p> <p>8. Financial administrators should incorporate effective measures that have been tested in practice into the university's rules and regulations to form standardized operating procedures.</p> <p>9. Financial administrators should in view of existing problems and deficiencies, adjust and optimize the tax management process to improve work efficiency and compliance.</p>

According to the summary results in Table 22, which will be used to draft Jingdezhen University's financial accounting approaches, in "Tax management", we draw the conclusion:

- 1) University should clarify the short-term and long-term goals of tax management and provide guidance for subsequent work.

2) Financial administrators should comprehensively analyze the tax risks and potential opportunities faced by the university to provide a basis for formulating strategies.

3) Financial administrators should establish a sound invoice and voucher management system to ensure the integrity and accuracy of vouchers.

4) Financial administrators should strengthen cooperation with local tax authorities and study tax laws, regulations and policy documents in depth.

5) Financial administrators should instruct faculty and staff to correctly fill in special additional deductions, reduce personal tax burden, and strengthen tax training and guidance for faculty and staff.

6) Financial administrators should carry out tax self-examination regularly to discover and correct non-compliance in a timely manner.

7) Financial administrators should evaluate the university's existing tax risk control measures to confirm their effectiveness and applicability.

8) Financial administrators should incorporate effective measures that have been tested in practice into the university's rules and regulations to form standardized operating procedures.

9) Financial administrators should in view of existing problems and deficiencies, adjust and optimize the tax management process to improve work efficiency and compliance.

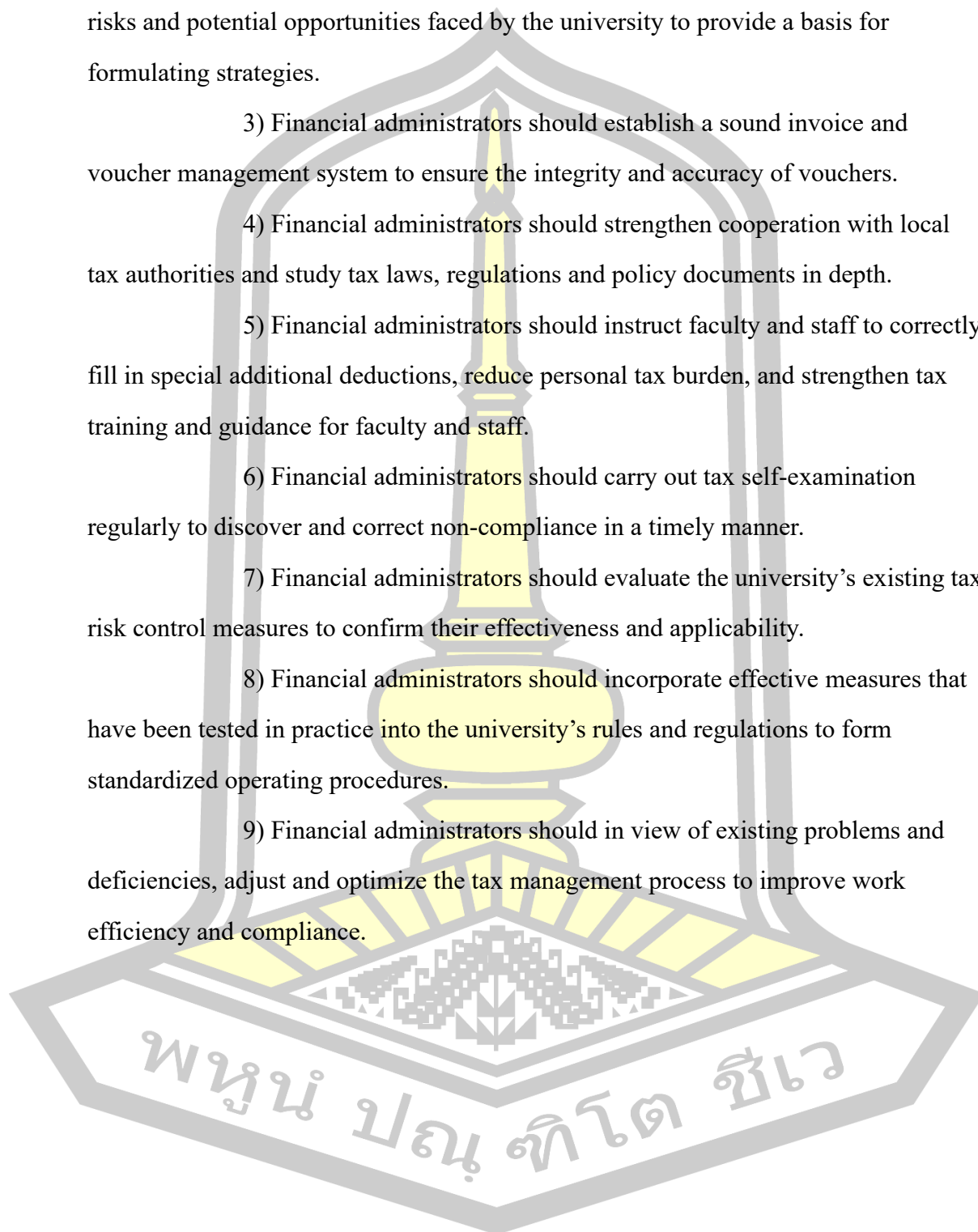


Table 23 Summary Results of “Internal Audit and Supervision”

Indicator	Interview Results	Results of the Summary
<p>1. Establish an internal audit department to conduct financial auditing and supervision on a regular basis.</p> <p>2. Monitor whether expenditures comply with budget standards.</p> <p>3. Supervise revenue and expenditure on a regular basis to ensure reasonable budget allocation.</p> <p>4. Supervise and review accounting accounts to ensure clarity, completeness and authenticity, and eliminate errors, falsehoods and false statements.</p>	<p>1. Set clear financial accounting objectives and principles to ensure compliance and accuracy of financial activities.</p> <p>2. Develop a detailed annual internal audit plan to clarify the audit scope, frequency and responsible personnel to ensure the comprehensiveness and continuity of the audit work.</p> <p>3. Establish a sound internal control system, strengthen the standardization and transparency of financial processes, and prevent and correct wrongdoings.</p> <p>4. Establish a special audit committee or similar organization to be responsible for supervising and guiding the internal audit work to ensure the independence and authority of the audit work.</p> <p>5. Strengthen communication and collaboration with relevant departments and faculty, and collect their opinions and suggestions on financial statements to meet their reasonable needs and expectations.</p>	<p>1. University should set financial accounting objectives for internal audit and oversight.</p> <p>2. Audit administrators should formulate an annual internal audit plan and clarify the audit focus, cycle and responsible person.</p> <p>3. Audit administrators should establish an effective financial accounting supervision mechanism, including internal control, audit committee etc.</p> <p>4. Audit administrators should carry out audits in accordance with the internal audit plan to ensure that financial accounting meets budget standards, revenue and expenditure are in order, and accounting accounts are genuine and free of fraud.</p> <p>5. Audit administrators should supervise the daily operations of financial accounting by establishing a supervision mechanism to ensure the smoothness and standardization of the process.</p>

Table 23 (Continued)

Indicator	Interview Results	Results of the Summary
	<p>6. Conduct in-depth analysis and evaluation of internal audit results, identify existing problems and risks in financial accounting, and propose improvement measures and suggestions.</p> <p>7. Regularly check the implementation effect of the supervision mechanism and discover and solve problems and deficiencies in the supervision process to ensure the effectiveness and continuity of supervision.</p> <p>8. Based on audit results and supervision feedback, continuously adjust and optimize the internal audit plan and supervision mechanism to improve the pertinence and effectiveness of audit and supervision work.</p>	<p>6. Audit administrators should provide training to personnel involved in financial accounting, strengthen internal and external communication, and ensure understanding and cooperation in auditing and supervision.</p> <p>7. Audit administrators should evaluate the results of internal audits and identify existing problems and room for improvement in financial accounting.</p> <p>8. Audit administrators should check the implementation effect of the supervision mechanism and discover and solve deficiencies in the supervision process.</p> <p>9. Audit administrators should collect feedback from relevant departments and faculty to understand the needs and opinions on financial statement supervision.</p> <p>10. Audit administrators should adjust and improve the internal audit plan based on the audit results to improve the pertinence and effectiveness of the audit.</p>

Table 23 (Continued)

Indicator	Interview Results	Results of the Summary
		11. Audit administrators should improve the supervision mechanism based on the results of the supervision effectiveness inspection to ensure effective supervision of financial accounting.

According to the summary results in Table 23, which will be used to draft Jingdezhen University's financial accounting approaches, in "Internal audit and supervision", we draw the conclusion:

- 1) University should set financial accounting objectives for internal audit and oversight.
- 2) Audit administrators should formulate an annual internal audit plan and clarify the audit focus, cycle and responsible person.
- 3) Audit administrators should establish an effective financial accounting supervision mechanism, including internal control, audit committee etc.
- 4) Audit administrators should carry out audits in accordance with the internal audit plan to ensure that financial accounting meets budget standards, revenue and expenditure are in order, and accounting accounts are genuine and free of fraud.
- 5) Audit administrators should supervise the daily operations of financial accounting by establishing a supervision mechanism to ensure the smoothness and standardization of the process.
- 6) Audit administrators should provide training to personnel involved in financial accounting, strengthen internal and external communication, and ensure understanding and cooperation in auditing and supervision.

7) Audit administrators should evaluate the results of internal audits and identify existing problems and room for improvement in financial accounting.

8) Audit administrators should check the implementation effect of the supervision mechanism and discover and solve deficiencies in the supervision process.

9) Audit administrators should collect feedback from relevant departments and faculty to understand the needs and opinions on financial statement supervision.

10) Audit administrators should adjust and improve the internal audit plan based on the audit results to improve the pertinence and effectiveness of the audit.

11) Audit administrators should improve the supervision mechanism based on the results of the supervision effectiveness inspection to ensure effective supervision of financial accounting.

Table 24 Summary Results of “Informationization Construction”

Indicator	Interview Results	Results of the Summary
1. Financial information resources can be transferred and shared without time and space restrictions. 2. The financial system provides accurate and reliable decision-making data. 3. The financial system has complete accounting and management functions. 4. Realize automatic circulation of financial information.	1. Set clear goals for informationization construction, including both short-term operational goals and long-term strategic goals.	1. University should set short-term and long-term goals for informationization construction to ensure the transmission and sharing of financial information resources without time and space restrictions. 2. Financial administrators should determine the financial information system and its functional modules that need to be built.

Table 24 (Continued)

Indicator	Interview Results	Results of the Summary
	<p>2. Evaluate and determine the required financial information system and its functional modules to ensure that the system can fully cover the main business needs of financial accounting and that each module has sufficient scalability and flexibility.</p> <p>3. Develop a detailed project implementation plan, clarifying the time schedule, personnel division of labor and budget to ensure the smooth progress of the project.</p> <p>4. Choose an appropriate financial information system. You can develop it yourself or purchase mature products on the market. However, you need to ensure that the system meets the financial accounting needs of the university and complies with relevant regulations and standards.</p> <p>5. Provide systematic training and technical support to relevant personnel who use the financial information system to ensure that they can use the system proficiently.</p>	<p>3. Financial administrators should develop a detailed project implementation plan.</p> <p>4. Financial administrators should develop or purchase the required financial information system.</p> <p>5. Financial administrators should provide systematic training and technical support to relevant personnel.</p> <p>6. Financial administrators should conduct a comprehensive test on the functions, performance and security of the financial information system.</p> <p>7. Financial administrators should ensure the daily operation and maintenance of the system.</p> <p>8. Financial administrators should collect feedback from faculty and staff to understand the use of the system and existing problems.</p>

Table 24 (Continued)

Indicator	Interview Results	Results of the Summary
	<p>6. Establish a maintenance mechanism to ensure the stable daily operation of the system, troubleshoot in a timely manner, and ensure the safety of the system.</p> <p>7. Conduct comprehensive tests on various functions and performance of the financial information system to ensure the stability and reliability of the system.</p> <p>8. Collect feedback from faculty and staff through various methods to understand their experience of using the system and existing problems, so as to provide a basis for subsequent optimization.</p> <p>9. Conduct an in-depth analysis of the problems encountered during the implementation process, find out the causes and impacts of the problems, and provide reference for subsequent improvements.</p>	<p>9. Financial administrators should summarize and analyze the problems encountered during the implementation process.</p> <p>10. Financial administrators should make necessary optimizations and improvements to the system based on testing and user feedback.</p>

According to the summary results in Table 24, which will be used to draft Jingdezhen University's financial accounting approaches, in "Informationization construction", we draw the conclusion:

1) University should set short-term and long-term goals for informationization construction to ensure the transmission and sharing of financial information resources without time and space restrictions.

2) Financial administrators should determine the financial information system and its functional modules that need to be built.

3) Financial administrators should develop a detailed project implementation plan.

4) Financial administrators should develop or purchase the required financial information system.

5) Financial administrators should provide systematic training and technical support to relevant personnel.

6) Financial administrators should conduct a comprehensive test on the functions, performance and security of the financial information system.

7) Financial administrators should ensure the daily operation and maintenance of the system.

8) Financial administrators should collect feedback from faculty and staff to understand the use of the system and existing problems.

9) Financial administrators should summarize and analyze the problems encountered during the implementation process.

10) Financial administrators should make necessary optimizations and improvements to the system based on testing and user feedback.

Step 2: Draft approaches, and invite 5 experts to provide revision opinions, then develop formal approaches for financial accounting of Jingdezhen University.

1. Draft approaches

Based on the current state and desired state of financial accounting of Jingdezhen University and the above summary results, the researchers drafted a set of financial accounting approaches for Jingdezhen University, as shown in Table 25:

Table 25 Draft Approaches for Financial Accounting of Jingdezhen University

Components	Approaches for Financial Accounting of Jingdezhen University
1.Budgeting	<ol style="list-style-type: none"> 1. University should clarify the goals of budgeting. 2. University should determine the basic principles of budgeting. 3. Financial administrators should conduct demand research to understand the budget needs and reasons of various departments and projects to provide a basis for budgeting. 4. Financial administrators should develop a detailed budgeting plan, including budgeting timetable, person in charge and review process etc. 5. Financial administrators should prepare the budget strictly according to the plan to ensure the accuracy of the data. 6. Financial administrators should strengthen communication with various departments to understand the actual situation and ensure that budget requirements reflect the true situation. 7. Financial administrators should conduct a preliminary review of budget data to ensure its compliance and rationality. 8. Financial administrators should monitor the entire budgeting process to ensure it complies with plans and principles. 9. Financial administrators should conduct strict review and comparison of budget data to ensure its authenticity and accuracy. 10. Financial administrators should conduct regular assessments of budget implementation, identify problems in a timely manner and make rectifications. 11. Financial administrators should summarize experiences and lessons and optimize the process of budgeting and execution. 12. Financial administrators should feedback the processing results to the next budgeting to continuously improve the budget management process.

Table 25 (Continued)

Components	Approaches for Financial Accounting of Jingdezhen University
2.Accounting	<ol style="list-style-type: none"> 1. University should formulate an annual financial plan and clarify accounting goals and tasks. 2. University should establish a financial accounting process and clarify the responsible persons for each link. 3. University should establish a mechanism for collecting, sorting, and analyzing financial data. 4. Financial administrators should carry out accounting tasks in strict accordance with the financial plan. 5. Financial administrators should ensure that financial data is entered accurately to prevent data loss or tampering. 6. Financial administrators should conduct regular checks on financial data to ensure data accuracy. 7. Financial administrators should continue to optimize the financial management system and improve accounting efficiency.

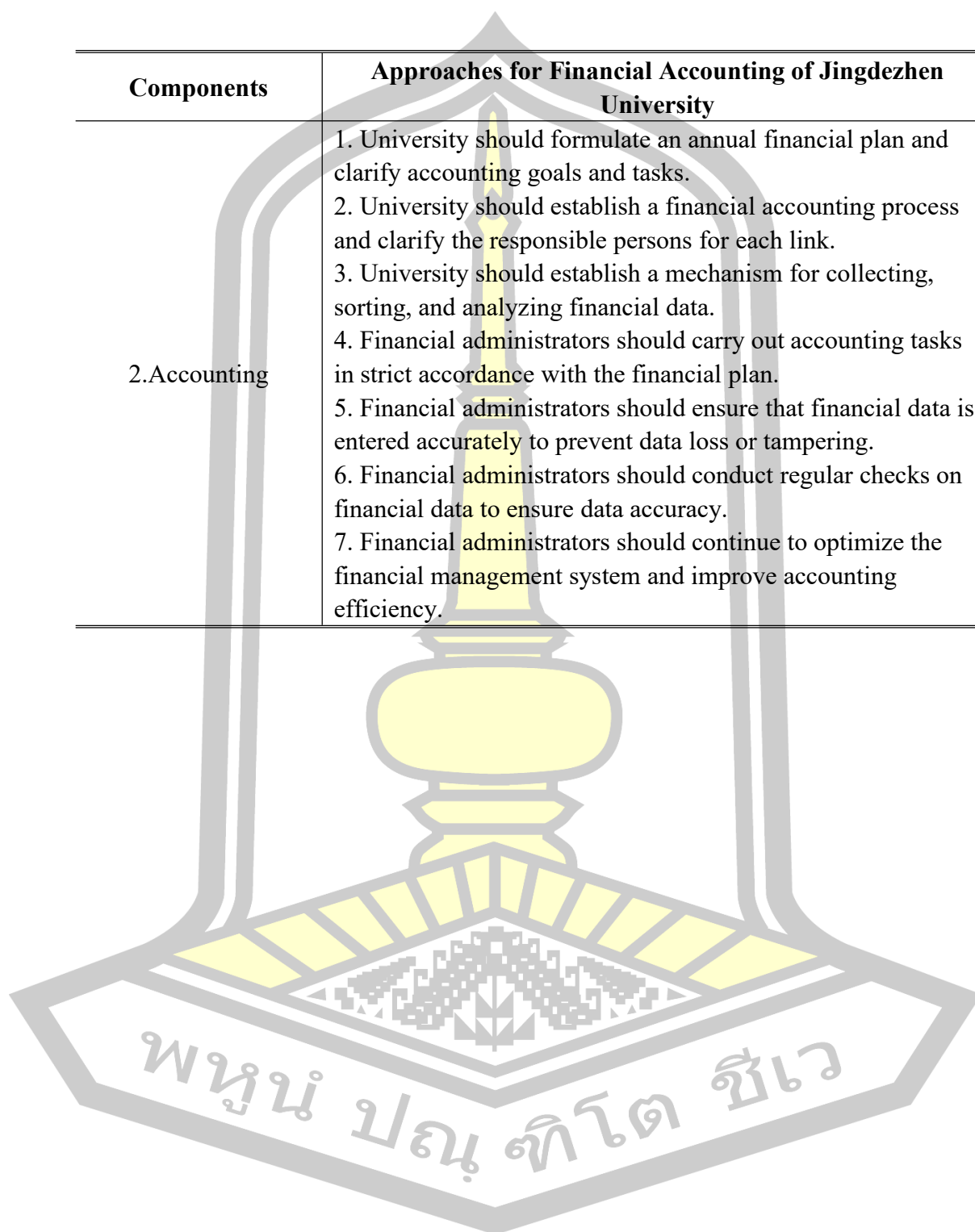


Table 25 (Continued)

Components	Approaches for Financial Accounting of Jingdezhen University
3. Tax management	<ol style="list-style-type: none"> 1. University should clarify the short-term and long-term goals of tax management and provide guidance for subsequent work. 2. Financial administrators should comprehensively analyze the tax risks and potential opportunities faced by the university to provide a basis for formulating strategies. 3. Financial administrators should establish a sound invoice and voucher management system to ensure the integrity and accuracy of vouchers. 4. Financial administrators should strengthen cooperation with local tax authorities and study tax laws, regulations and policy documents in depth. 5. Financial administrators should instruct faculty and staff to correctly fill in special additional deductions, reduce personal tax burden, and strengthen tax training and guidance for faculty and staff. 6. Financial administrators should carry out tax self-examination regularly to discover and correct non-compliance in a timely manner. 7. Financial administrators should evaluate the university's existing tax risk control measures to confirm their effectiveness and applicability. 8. Financial administrators should incorporate effective measures that have been tested in practice into the university's rules and regulations to form standardized operating procedures. 9. Financial administrators should in view of existing problems and deficiencies, adjust and optimize the tax management process to improve work efficiency and compliance.

Table 25 (Continued)

Components	Approaches for Financial Accounting of Jingdezhen University
4.Internal audit and supervision	<ol style="list-style-type: none"> 1. University should set financial accounting objectives for internal audit and oversight. 2. Audit administrators should formulate an annual internal audit plan and clarify the audit focus, cycle and responsible person. 3. Audit administrators should establish an effective financial accounting supervision mechanism, including internal control, audit committee etc. 4. Audit administrators should carry out audits in accordance with the internal audit plan to ensure that financial accounting meets budget standards, revenue and expenditure are in order, and accounting accounts are genuine and free of fraud. 5. Audit administrators should supervise the daily operations of financial accounting by establishing a supervision mechanism to ensure the smoothness and standardization of the process. 6. Audit administrators should provide training to personnel involved in financial accounting, strengthen internal and external communication, and ensure understanding and cooperation in auditing and supervision. 7. Audit administrators should evaluate the results of internal audits and identify existing problems and room for improvement in financial accounting. 8. Audit administrators should check the implementation effect of the supervision mechanism and discover and solve deficiencies in the supervision process. 9. Audit administrators should collect feedback from relevant departments and faculty to understand the needs and opinions on financial statement supervision. 10. Audit administrators should adjust and improve the internal audit plan based on the audit results to improve the pertinence and effectiveness of the audit. 11. Audit administrators should improve the supervision mechanism based on the results of the supervision effectiveness inspection to ensure effective supervision of financial accounting.

Table 25 (Continued)

Components	Approaches for Financial Accounting of Jingdezhen University
5.Informationization construction	<ol style="list-style-type: none"> 1. University should set short-term and long-term goals for informationization construction to ensure the transmission and sharing of financial information resources without time and space restrictions. 2. Financial administrators should determine the financial information system and its functional modules that need to be built. 3. Financial administrators should develop a detailed project implementation plan. 4. Financial administrators should develop or purchase the required financial information system. 5. Financial administrators should provide systematic training and technical support to relevant personnel. 6. Financial administrators should conduct a comprehensive test on the functions, performance and security of the financial information system. 7. Financial administrators should ensure the daily operation and maintenance of the system. 8. Financial administrators should collect feedback from faculty and staff to understand the use of the system and existing problems. 9. Financial administrators should summarize and analyze the problems encountered during the implementation process. 10. Financial administrators should make necessary optimizations and improvements to the system based on testing and user feedback.

2. Invite 5 experts to provide revision opinions to the draft financial accounting approaches of Jingdezhen University

The researchers invited 5 experts to revision opinions to the draft financial accounting approaches of Jingdezhen University. These experts all hold doctoral degrees, professor titles and more than 5 years of experience in the field of education management. They are:

1) Prof. Dr. Chen Yunping, President of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president and president of the university for more than 10 years, and has rich management experience.

2) Prof. Dr. Zheng Funian, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

3) Prof. Dr. Fang Man, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

4) Prof. Dr. Huang Zhijian, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president and president of the university for more than 10 years, and has rich management experience.

5) Prof. Dr. Lu Huiming, Dean of Economics and Management at Jingdezhen University. He has been engaged in financial management research for a long time. He has a doctorate degree, rich experience in financial management, and 10 years of working experience as deputy dean and dean of the School of Economics and Management.

The expert suggestions on the draft approaches for financial accounting of Jingdezhen University are shown in Table 26.

Table 26 Results of Expert Interviews on Jingdezhen University's Draft Approaches for Financial Accounting

Interview Key Points	Expert Feedback	Revision Opinions
1.Budgeting	Explicit (Reserved)	Reserved
2.Accounting	Clear, but it is recommended to add: Collect feedback from relevant departments and faculty to understand their needs and opinions on financial reporting.	Adjust according to expert advice.
3.Tax management	Explicit (Reserved)	Reserved
4.Internal audit and supervision	Explicit (Reserved)	Reserved
5.Informationization construction	Explicit (Reserved)	Reserved

3. Develop approaches for financial accounting of Jingdezhen University

Based on the experts' revision opinions, the researchers re-formulated approaches for financial accounting of Jingdezhen University, as shown in Table 27:



Table 27 Approaches for Financial Accounting of Jingdezhen University

Components	Approaches for Financial Accounting of Jingdezhen University
1.Budgeting	<ol style="list-style-type: none"> 1. University should clarify the goals of budgeting. 2. University should determine the basic principles of budgeting. 3. Financial administrators should conduct demand research to understand the budget needs and reasons of various departments and projects to provide a basis for budgeting. 4. Financial administrators should develop a detailed budgeting plan, including budgeting timetable, person in charge and review process etc. 5. Financial administrators should prepare the budget strictly according to the plan to ensure the accuracy of the data. 6. Financial administrators should strengthen communication with various departments to understand the actual situation and ensure that budget requirements reflect the true situation. 7. Financial administrators should conduct a preliminary review of budget data to ensure its compliance and rationality. 8. Financial administrators should monitor the entire budgeting process to ensure it complies with plans and principles. 9. Financial administrators should conduct strict review and comparison of budget data to ensure its authenticity and accuracy. 10. Financial administrators should conduct regular assessments of budget implementation, identify problems in a timely manner and make rectifications. 11. Financial administrators should summarize experiences and lessons and optimize the process of budgeting and execution. 12. Financial administrators should feedback the processing results to the next budgeting to continuously improve the budget management process.

Table 27 (Continued)

Components	Approaches for Financial Accounting of Jingdezhen University
2.Accounting	<ol style="list-style-type: none"> 1. University should formulate an annual financial plan and clarify accounting goals and tasks. 2. University should establish a financial accounting process and clarify the responsible persons for each link. 3. University should establish a mechanism for collecting, sorting, and analyzing financial data. 4. Financial administrators should carry out accounting tasks in strict accordance with the financial plan. 5. Financial administrators should ensure that financial data is entered accurately to prevent data loss or tampering. 6. Financial administrators should conduct regular checks on financial data to ensure data accuracy. 7. Financial administrators should collect feedback from relevant departments and faculty to understand their needs and opinions on financial reporting. 8. Financial administrators should continue to optimize the financial management system and improve accounting efficiency.

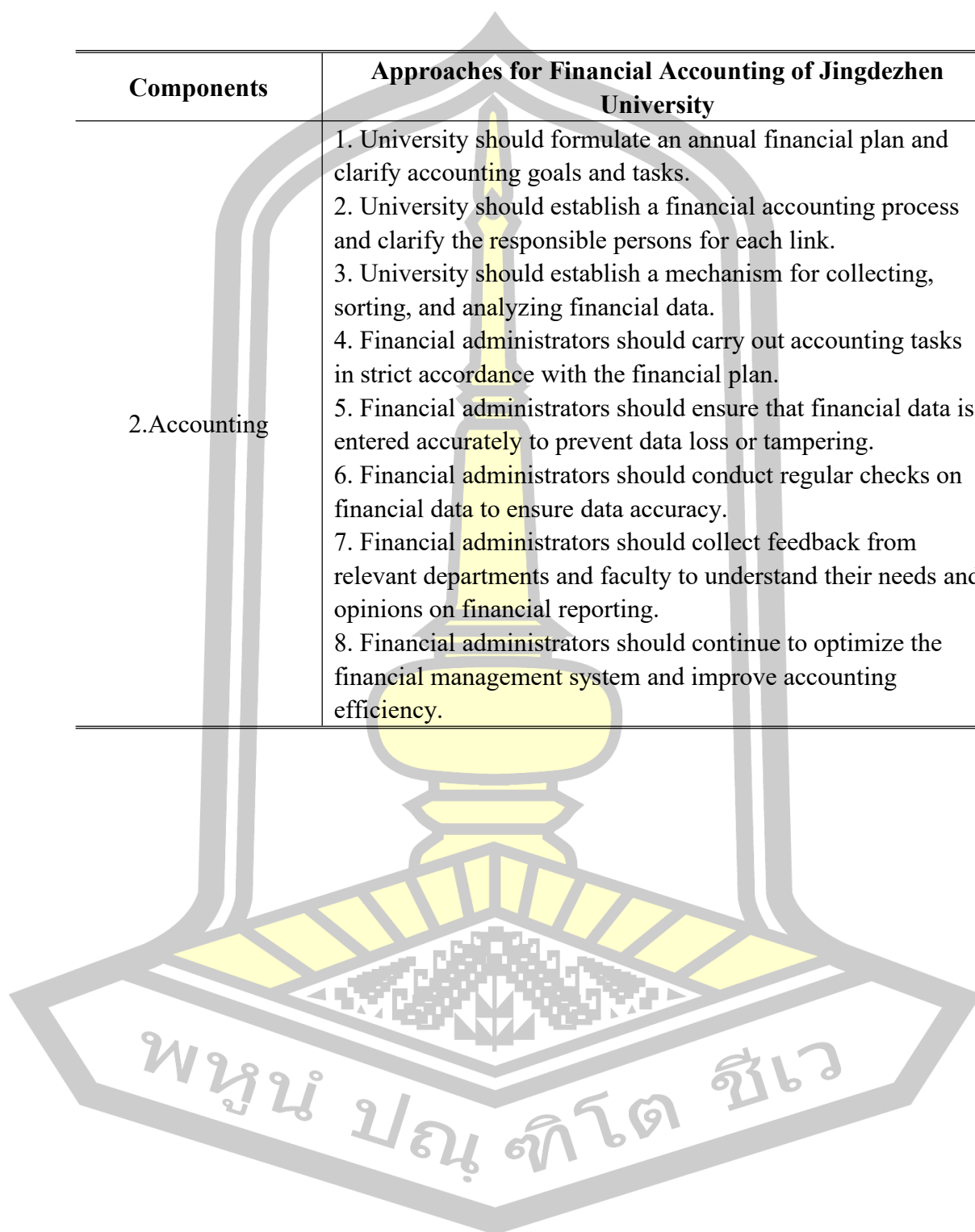


Table 27 (Continued)

Components	Approaches for Financial Accounting of Jingdezhen University
3. Tax management	<ol style="list-style-type: none"> 1. University should clarify the short-term and long-term goals of tax management and provide guidance for subsequent work. 2. Financial administrators should comprehensively analyze the tax risks and potential opportunities faced by the university to provide a basis for formulating strategies. 3. Financial administrators should establish a sound invoice and voucher management system to ensure the integrity and accuracy of vouchers. 4. Financial administrators should strengthen cooperation with local tax authorities and study tax laws, regulations and policy documents in depth. 5. Financial administrators should instruct faculty and staff to correctly fill in special additional deductions, reduce personal tax burden, and strengthen tax training and guidance for faculty and staff. 6. Financial administrators should carry out tax self-examination regularly to discover and correct non-compliance in a timely manner. 7. Financial administrators should evaluate the university's existing tax risk control measures to confirm their effectiveness and applicability. 8. Financial administrators should incorporate effective measures that have been tested in practice into the university's rules and regulations to form standardized operating procedures. 9. Financial administrators should in view of existing problems and deficiencies, adjust and optimize the tax management process to improve work efficiency and compliance.

Table 27 (Continued)

Components	Approaches for Financial Accounting of Jingdezhen University
4.Internal audit and supervision	<ol style="list-style-type: none"> 1. University should set financial accounting objectives for internal audit and oversight. 2. Audit administrators should formulate an annual internal audit plan and clarify the audit focus, cycle and responsible person. 3. Audit administrators should establish an effective financial accounting supervision mechanism, including internal control, audit committee etc. 4. Audit administrators should carry out audits in accordance with the internal audit plan to ensure that financial accounting meets budget standards, revenue and expenditure are in order, and accounting accounts are genuine and free of fraud. 5. Audit administrators should supervise the daily operations of financial accounting by establishing a supervision mechanism to ensure the smoothness and standardization of the process. 6. Audit administrators should provide training to personnel involved in financial accounting, strengthen internal and external communication, and ensure understanding and cooperation in auditing and supervision. 7. Audit administrators should evaluate the results of internal audits and identify existing problems and room for improvement in financial accounting. 8. Audit administrators should check the implementation effect of the supervision mechanism and discover and solve deficiencies in the supervision process. 9. Audit administrators should collect feedback from relevant departments and faculty to understand the needs and opinions on financial statement supervision. 10. Audit administrators should adjust and improve the internal audit plan based on the audit results to improve the pertinence and effectiveness of the audit. 11. Audit administrators should improve the supervision mechanism based on the results of the supervision effectiveness inspection to ensure effective supervision of financial accounting.

Table 27 (Continued)

Components	Approaches for Financial Accounting of Jingdezhen University
5.Informationization construction	<ol style="list-style-type: none"> 1. University should set short-term and long-term goals for informationization construction to ensure the transmission and sharing of financial information resources without time and space restrictions. 2. Financial administrators should determine the financial information system and its functional modules that need to be built. 3. Financial administrators should develop a detailed project implementation plan. 4. Financial administrators should develop or purchase the required financial information system. 5. Financial administrators should provide systematic training and technical support to relevant personnel. 6. Financial administrators should conduct a comprehensive test on the functions, performance and security of the financial information system. 7. Financial administrators should ensure the daily operation and maintenance of the system. 8. Financial administrators should collect feedback from faculty and staff to understand the use of the system and existing problems. 9. Financial administrators should summarize and analyze the problems encountered during the implementation process. 10. Financial administrators should make necessary optimizations and improvements to the system based on testing and user feedback.

Step 3: Invite 5 experts verified the appropriateness, utility and feasibility of the approaches for financial accounting of Jingdezhen University

Table 28 Mean, Standard Deviation and Appropriateness, Utility and Feasibility of the Approaches for Financial Accounting of Jingdezhen University

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
1.Budgeting									
1.1 University should clarify the goals of budgeting.	4.80	.447	Very high	4.80	.447	Very high	5.00	.000	Very high
1.2 University should determine the basic principles of budgeting.	4.60	.548	Very high	4.80	.447	Very high	4.80	.447	Very high
1.3 Financial administrators should conduct demand research to understand the budget needs and reasons of various departments and projects to provide a basis for budgeting.	4.80	.447	Very high	4.80	.447	Very high	4.80	.447	Very high
1.4 Financial administrators should develop a detailed budgeting plan, including budgeting timetable, person in charge and review process, etc.	4.80	.447	Very high	4.80	.447	Very high	5.00	.000	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
1.Budgeting									
1.5 Financial administrators should prepare the budget strictly according to the plan to ensure the accuracy of the data.	4.60	.548	Very high	4.80	.447	Very high	5.00	.000	Very high
1.6 Financial administrators should strengthen communication with various departments to understand the actual situation and ensure that budget requirements reflect the true situation.	4.60	.548	Very high	5.00	.000	Very high	4.60	.548	Very high
1.7 Financial administrators should conduct a preliminary review of budget data to ensure its compliance and rationality.	5.00	.000	Very high	4.80	.447	Very high	4.80	.447	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
1.Budgeting									
1.8 Financial administrators should monitor the entire budgeting process to ensure it complies with plans and principles.	4.60	.548	Very high	5.00	.000	Very high	4.60	.548	Very high
1.9 Financial administrators should conduct strict review and comparison of budget data to ensure its authenticity and accuracy.	4.80	.447	Very high	4.80	.447	Very high	5.00	.000	Very high
1.10 Financial administrators should conduct regular assessments of budget implementation, identify problems in a timely manner and make rectifications.	4.80	.447	Very high	4.60	.548	Very high	4.80	.447	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
1.Budgeting									
1.11 Financial administrators should summarize experiences and lessons and optimize the process of budgeting and execution.	4.80	.447	Very high	5.00	.000	Very high	4.60	.548	Very high
1.12 Financial administrators should feedback the processing results to the next budgeting to continuously improve the budget management process.	4.60	.548	Very high	4.80	.447	Very high	5.00	.000	Very high
2.Accounting									
2.1 University should formulate an annual financial plan and clarify accounting goals and tasks.	4.60	.548	Very high	4.80	.447	Very high	4.80	.447	Very high
2.2 University should establish a financial accounting process and clarify the responsible persons for each link.	4.60	.548	Very high	4.80	.447	Very high	5.00	.000	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
2.Accounting									
2.3 University should establish a mechanism for collecting, sorting, and analyzing financial data.	4.60	.548	Very high	4.80	.447	Very high	4.80	.447	Very high
2.4 Financial administrators should carry out accounting tasks in strict accordance with the financial plan.	4.80	.447	Very high	4.80	.447	Very high	4.60	.548	Very high
2.5 Financial administrators should ensure that financial data is entered accurately to prevent data loss or tampering.	4.80	.447	Very high	4.80	.447	Very high	4.80	.447	Very high
2.6 Financial administrators should conduct regular checks on financial data to ensure data accuracy.	4.80	.447	Very high	4.60	.548	Very high	5.00	.000	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
2.Accounting									
2.7 Financial administrators should collect feedback from relevant departments and faculty to understand their needs and opinions on financial reporting.	4.80	.447	Very high	4.60	.548	Very high	4.60	.548	Very high
2.8 Financial administrators should continue to optimize the financial management system and improve accounting efficiency.	4.80	.447	Very high	4.60	.548	Very high	4.80	.447	Very high
3.Tax management									
3.1 University should clarify the short-term and long-term goals of tax management and provide guidance for subsequent work.	4.80	.447	Very high	4.80	.447	Very high	4.80	.447	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
3.Tax management									
3.2 Financial administrators should comprehensively analyze the tax risks and potential opportunities faced by the university to provide a basis for formulating strategies.	4.60	.548	Very high	4.80	.447	Very high	4.60	.548	Very high
3.3 Financial administrators should establish a sound invoice and voucher management system to ensure the integrity and accuracy of vouchers.	4.80	.447	Very high	4.80	.447	Very high	4.60	.548	Very high
3.4 Financial administrators should strengthen cooperation with local tax authorities and study tax laws, regulations and policy documents in depth.	4.60	.548	Very high	4.80	.447	Very high	4.80	.447	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
3.Tax management									
3.5 Financial administrators should instruct faculty and staff to correctly fill in special additional deductions, reduce personal tax burden, and strengthen tax training and guidance for faculty and staff.	4.80	.447	Very high	4.80	.447	Very high	4.60	.548	Very high
3.6 Financial administrators should carry out tax self-examination regularly to discover and correct non-compliance in a timely manner.	4.60	.548	Very high	4.80	.447	Very high	4.40	.548	High
3.7 Financial administrators should evaluate the university's existing tax risk control measures to confirm their effectiveness and applicability.	4.60	.548	Very high	4.80	.447	Very high	5.00	.000	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
3.Tax management									
3.8 Financial administrators should incorporate effective measures that have been tested in practice into the university's rules and regulations to form standardized operating procedures.	4.60	.548	Very high	4.80	.447	Very high	4.80	.447	Very high
3.9 Financial administrators should in view of existing problems and deficiencies, adjust and optimize the tax management process to improve work efficiency and compliance.	4.60	.548	Very high	4.80	.447	Very high	4.80	.447	Very high
4.Internal audit and supervision									
4.1 University should set financial accounting objectives for internal audit and oversight.	4.80	.447	Very high	5.00	.000	Very high	4.80	.447	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
4.Internal audit and supervision									
4.2 Audit administrators should formulate an annual internal audit plan and clarify the audit focus, cycle and responsible person.	4.80	.447	Very high	4.60	.548	Very high	4.80	.447	Very high
4.3 Audit administrators should establish an effective financial accounting supervision mechanism, including internal control, audit committee, etc.	4.80	.447	Very high	4.80	.447	Very high	4.60	.548	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
4.Internal audit and supervision									
4.4 Audit administrators should carry out audits in accordance with the internal audit plan to ensure that financial accounting meets budget standards, revenue and expenditure are in order, and accounting accounts are genuine and free of fraud.	4.60	.548	Very high	4.80	.447	Very high	4.80	.447	Very high
4.5 Audit administrators should supervise the daily operations of financial accounting by establishing a supervision mechanism to ensure the smoothness and standardization of the process.	4.60	.548	Very high	4.80	.447	Very high	4.80	.447	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
4.Internal audit and supervision									
4.6 Audit administrators should provide training to personnel involved in financial accounting, strengthen internal and external communication, and ensure understanding and cooperation in auditing and supervision.	4.80	.447	Very high	4.80	.447	Very high	5.00	.000	Very high
4.7 Audit administrators should evaluate the results of internal audits and identify existing problems and room for improvement in financial accounting.	4.60	.548	Very high	5.00	.000	Very high	4.60	.548	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
4.Internal audit and supervision									
4.8 Audit administrators should check the implementation effect of the supervision mechanism and discover and solve deficiencies in the supervision process.	4.80	.447	Very high	4.80	.447	Very high	5.00	.000	Very high
4.9 Audit administrators should collect feedback from relevant departments and faculty to understand the needs and opinions on financial statement supervision.	4.60	.548	Very high	4.80	.447	Very high	5.00	.000	Very high
4.10 Audit administrators should adjust and improve the internal audit plan based on the audit results to improve the pertinence and effectiveness of the audit.	4.80	.447	Very high	4.80	.447	Very high	5.00	.000	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
4.Internal audit and supervision									
4.11 Audit administrators should improve the supervision mechanism based on the results of the supervision effectiveness inspection to ensure effective supervision of financial accounting.	4.80	.447	Very high	4.60	.548	Very high	4.80	.447	Very high
5.Informationization construction									
5.1 University should set short-term and long-term goals for informationization construction to ensure the transmission and sharing of financial information resources without time and space restrictions.	4.80	.447	Very high	4.80	.447	Very high	5.00	.000	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
5.Informationization construction									
5.2 Financial administrators should determine the financial information system and its functional modules that need to be built.	4.60	.548	Very high	4.80	.447	Very high	4.60	.548	Very high
5.3 Financial administrators should develop a detailed project implementation plan.	4.80	.447	Very high	4.80	.447	Very high	5.00	.000	Very high
5.4 Financial administrators should develop or purchase the required financial information system.	4.40	.548	High	4.80	.447	Very high	4.80	.447	Very high
5.5 Financial administrators should provide systematic training and technical support to relevant personnel.	4.60	.548	Very high	4.80	.447	Very high	5.00	.000	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
5.Informationization construction									
5.6 Financial administrators should conduct a comprehensive test on the functions, performance and security of the financial information system.	5.00	.000	Very high	4.80	.447	Very high	4.80	.447	Very high
5.7 Financial administrators should ensure the daily operation and maintenance of the system.	4.80	.447	Very high	4.80	.447	Very high	5.00	.000	Very high
5.8 Financial administrators should collect feedback from faculty and staff to understand the use of the system and existing problems.	5.00	.000	Very high	4.80	.447	Very high	4.80	.447	Very high
5.9 Financial administrators should summarize and analyze the problems encountered during the implementation process.	5.00	.000	Very high	4.80	.447	Very high	4.60	.548	Very high

Table 28 (Continued)

Evaluation items	Appropriateness			Utility			Feasibility		
	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation	\bar{x}	S.D.	Interpretation
5.Informationization construction									
5.10 Financial administrators should make necessary optimizations and improvements to the system based on testing and user feedback.	4.80	.447	Very high	5.00	.000	Very high	4.80	.447	Very high
Total	4.73	.151	Very high	4.80	.157	Very high	4.81	.108	Very high

It can be seen from Table 28 that the approaches for financial accounting of Jingdezhen University are the most appropriateness, utility and feasibility. The average values of appropriateness, utility and feasibility are: 4.73, 4.80, 4.81.

In summary, the approaches for financial accounting of Jingdezhen University include the following 5 aspects: (1) Budgeting; (2) Accounting; (3) Tax management; (4) Internal audit and supervision; (5) Informationization construction. These 5 aspects can be refined into 50 detailed financial accounting rules of Jingdezhen University. Validated by experts, the approaches were rated at the highest level of appropriateness, utility and feasibility.

CHAPTER 5

CONCLUSION

This article is a study about develop approaches for financial accounting of Jingdezhen University. The researcher analyzed the data, drew conclusions, discussed the results, and made recommendations. Following steps:

1. Research objectives
2. Research results
3. Results of discussion
4. Suggestions

Research Objectives

1. To investigate components and indicators of financial accounting.
2. To explore current state, desired state, and the priority needs of financial accounting in Jingdezhen University.
3. To develop approaches to financial accounting of Jingdezhen University.

Research Results

Phase 1: Results of investigate components and indicators of financial accounting

In the expert checklist, experts rated the 5 components and indicators of Jingdezhen University's financial accounting through the Likert-Type Scales (five-point scale). The results show that the suitability levels of each component and indicators are high; therefore, all components and indicators are suitable for use in

Jingdezhen University's financial accounting.

Phase 2: Results of explore level of current state, desired state, and the priority needs of financial accounting in Jingdezhen University.

The researchers' findings are as follows:

The current situation of financial accounting in Jingdezhen University is generally at a medium level, and the ideal state is generally at a very high level. The revised priority demand indicators for financial accounting of Jingdezhen University, from high to low: 1) Budgeting; 2) Internal audit and supervision; 3) Informationization construction; 4) Tax management; 5) Accounting.

Phase 3: Develop approaches to financial accounting of Jingdezhen University

Jingdezhen University's financial accounting include 5 components: 1) Budgeting; 2) Accounting; 3) Tax management; 4) Internal audit and supervision; 5) Informationization construction. These 5 aspects can be refined into 50 detailed approaches for financial accounting. The mean value for appropriateness was 4.73, the mean value for utility was 4.80, and the mean value for feasibility was 4.81, indicating strong agreement among experts to use these approaches. Sorted by modified priority need index requirements, details are as follows:

(1) Budgeting.

Budgeting is a core link in university operations. It is related to various affairs and long-term development of the university. When preparing university budgets, we must adhere to certain principles, the most well-known of which is the "two up, two down" principle. This principle emphasizes the importance of communication and coordination to ensure that budget proposals are consistent with the university's strategic goals and truly reflect its economic situation. Budgeting is not something that happens overnight, but is a process that requires careful consideration and multiple trade-offs. During this process, careful assessment and consideration of the needs of each department and department is indispensable. We

need to ensure that the budget can meet actual teaching, research and management needs, while avoiding waste or uneven distribution of resources. Budget execution is an extension of budgeting and a key link in testing whether the budget plan is scientific and reasonable. In order to ensure the strict implementation of the budget, universities need to adopt a series of control measures, such as establishing a special fund supervision mechanism and improving the transparency of budget use. These measures not only help prevent overspending, but also encourage various departments to use budget funds more rationally and efficiently. In addition, universities need to fully consider the specific needs of each executive department during the budget execution process. Only by deeply understanding the operating model and actual difficulties of each department can we formulate a budget plan that truly meets its development needs. Such a budget plan will not only help improve the overall operational efficiency of the university, but also lay a solid foundation for its sustainable development. To sum up, university budgeting is a complex and important task, which requires us to comprehensively consider many factors to ensure that the budget is scientific, rational and practical. Only in this way can we provide a strong guarantee for the steady development of the university and lay a solid foundation for its invincibility in the fierce competition among universities.

(2) Accounting.

At an accounting level, we found that the majority of respondents held strong views on the job of university accountants. They generally believe that the university's accounting work needs to be urgently strengthened in terms of financial management to ensure that the financial situation remains highly stable and that it always maintains excellent operating conditions. This perspective primarily involves the accuracy and compliance of financial records to prevent any financial irregularities from occurring. In addition, interviewees also emphasized the importance of accurate accounting of the university's expenditures and income. They believe that this is not only directly related to the accuracy and reliability of financial

data, but also profoundly affects the accurate reflection of the actual operating costs of the university. In order to improve financial transparency, interviewees generally suggested that the university's various income and expense accounting items should be standardized and the accounts should be clear. In this way, it can not only improve the readability and understandability of financial reports, but also facilitate the review and understanding of stakeholders. Additionally, the University has a responsibility to provide accurate and transparent financial information to its faculty and staff through financial reports and presentations. This kind of transparency not only increases employee trust in the university, it also helps the university make more informed, evidence-based decisions. Taken together, accounting is not a simple task, it involves many aspects of work. From strengthening financial management, accurately accounting for costs and income, maintaining clarity of accounts, and providing transparent financial information, these are all important aspects that college accounting needs to pay attention to. These aspects of work are not only directly related to the quality of the university's financial management, but also have a deeper impact on the university's overall operations and reputation. Therefore, university management should attach great importance to these needs and actively take effective measures to ensure that all aspects of work can meet the expectations of all parties. Only in this way can the university make great progress in financial management and lay a solid foundation for future development.

(3) Tax management.

In terms of tax management, universities need to demonstrate extremely high professionalism and sophisticated planning skills. Reasonable use of tax incentives is a necessary skill, which not only helps reduce tax burdens, but also injects strong impetus into the sustainable development of universities. Timely identification and response to tax risks is another key link, which requires the establishment of an efficient risk warning mechanism so that it can respond quickly when problems arise. In addition, strengthening exchanges and cooperation with local

tax authorities is also crucial. This collaboration not only helps build a trusting relationship but also provides the university with more customized tax services. Universities should demonstrate sincerity and compliance with the law when dealing with tax authorities to gain additional support and guidance. At the same time, rational use of the special additional deduction policy for personal income tax is also an aspect that cannot be ignored. Through careful planning and rational operation, universities can help employees reduce their tax burden and increase work motivation and satisfaction. To sum up, the tax management of universities is a systematic and complex task. It not only involves the financial management of the university, but also directly affects the overall operation of the university and the vital interests of the faculty and staff. Therefore, universities must attach great importance to it and take practical and effective measures to meet the expectations of all parties. Only in this way can universities achieve more stable and sustainable development and make greater contributions to my country's science and education.

(4) Internal audit and supervision.

Among Jingdezhen University respondents, the need for internal audit and oversight was highly emphasized and considered a significant concern after budgeting, the first priority. This profoundly reflects the indispensable role of internal audit and supervision in the university's financial management work. In the process of financial management, universities need to strengthen internal auditing and supervision of accounting accounts to ensure their accuracy, authenticity and completeness. In order to achieve this goal, it is essential to establish a sound internal audit organization. This not only involves the deployment of professional audit personnel, but also requires a complete set of audit processes and systems to ensure the effective execution of audit work. In addition, universities need to strengthen all-round supervision and management of revenue, expenditure and budget allocation to prevent any form of irregularities or abuses. However, it has to be admitted that Jingdezhen University still has some shortcomings in internal auditing and

supervision. Especially in the management of accounting accounts, it is necessary to further improve its accuracy, authenticity and completeness. In order to solve this problem, universities must increase their attention and investment in internal audit and supervision work, not only upgrading hardware facilities, but also working hard on personnel training and system construction. In conclusion, internal audit and oversight are critical to the financial management of the university and cannot be ignored. Only by establishing a sound internal audit institution and strengthening personnel training and system construction can the quality and efficiency of internal audit and supervision be truly improved. At the same time, it is also necessary to strengthen all-round supervision and management of revenue, expenditures, budget allocation, etc, to ensure that the university's financial management is compliant, reasonable, and transparent. Such measures can not only improve the management level of the university, but also enhance the social credibility of the university and lay a solid foundation for the sustainable development of the university.

(5) Informationization construction.

In terms of financial informatization construction, the university has clearly identified 4 high-priority improvement needs, which are daily accounting transaction processing, financial report accounting, intra-organizational connectivity and the sharing of financial information resources. These key points are critical to improving the quality and efficiency of the university's financial management system, so the urgency for improvement cannot be ignored. In order to ensure that the university can attract more faculty and staff to trust the quality of the financial management system it provides, the existing information system must be comprehensively optimized and upgraded. In terms of daily accounting transaction processing, the degree of automation and data processing speed need to be further improved to reduce the workload of employees and reduce human errors. In terms of financial reporting accounting, the accuracy and timeliness of reporting should be improved to provide more comprehensive and detailed information to meet the needs

of internal and external stakeholders. In addition, enhancing intra-organizational connectivity is an important need for improvement. Universities should strengthen communication and collaboration among various departments, break down information silos, and achieve data sharing and process collaboration. By establishing an effective information transfer mechanism and cooperation platform, decision-making efficiency and response speed can be improved, and the university's teaching and scientific research activities can be better supported. Finally, it is also crucial to achieve the sharing of financial information resources. By establishing a unified financial management system and integrating various financial information resources, the consistency and reliability of data can be improved and the risk of information asymmetry can be reduced. At the same time, sharing financial information resources can also help strengthen internal control and risk management and improve the governance level of the university. To sum up, the key needs of universities in the construction of financial accounting informatization are mainly focused on improving the efficiency of daily accounting processing, providing reliable data support, enhancing intra-organizational connectivity and realizing the sharing of financial information resources. These improvements will help improve the quality and efficiency of the university's financial management system, thereby better supporting the university's teaching and research activities and laying a solid foundation for its long-term development.

Results of Discussion

Through the study of financial accounting of Jingdezhen University, we draw the following conclusions:

1. Financial accounting of Jingdezhen University includes 5 components and 16 indicators, which are: 1) Budgeting with 2 indicators; 2) Accounting with 3 indicators; 3) Tax management with 3 indicators; 4) Internal audit

and supervision with 4 indicators; 5) Informationization construction with 4 indicators. After expert evaluation, it is believed that the 5 components are suitable. This is accordance with the research by Lu Jin (2022). He thinks such as budgeting, accounting, internal audit and supervision, and informationization construction, has paved the way for a more refined and sophisticated financial management system across the academic sector. The regulations have been instrumental in promoting a culture of strategic financial planning and accountability, ensuring that budgeting processes are aligned with the institutions' long-term objectives. Moreover, the modernization of accounting practices has led to the enhancement of financial record accuracy and reliability, crucial for informed decision-making and governance. The strengthening of internal audit and supervision mechanisms further ensures that universities adhere to compliance standards and governance principles, thereby fostering integrity and transparency in financial operations. Lastly, the emphasis on informationization construction has accelerated the digital transformation of financial activities, making data management more efficient and facilitating seamless financial transactions. In addition, the research by Xu Jing (2023) has similar views to this study. By segmenting financial operations into budgeting, accounting, tax management, internal audit and supervision, and informationization construction, university has established a robust mechanism for ensuring the efficacy, transparency, and accountability of its financial practices. This approach facilitates a more nuanced and strategic resource management, enabling the university to navigate the complexities of fiscal operations while aligning with overarching institutional goals and adhering to regulatory standards. The comprehensive integration and expert endorsement of these components affirm their relevance and efficacy in enhancing the financial management landscape of universities, further validating the pivotal role of these theories in reshaping university financial systems to meet contemporary demands and challenges.

2. The current situation of financial accounting in Jingdezhen

University is generally at a medium level, and the ideal state is generally at a very high level. The revised priority demand indicators for financial accounting of Jingdezhen University, from high to low: 1) Budgeting; 2) Internal audit and supervision; 3) Informationization construction; 4) Tax management; 5) Accounting. These are important factors affecting the financial accounting of Jingdezhen University. Several aspects are consistent with the research of Eric Morgan and Malcolm Prowle (2005). He believes that in educational institutions, financial accounting management is a key part and plays an important role in maintaining the financial stability of the university, ensuring the quality of teaching and promoting the long-term development of the university. The ranking of financial accounting needs by managers and teachers at Jingdezhen University reflects this point of view. First of all, budget management is an important factor affecting the financial accounting of Jingdezhen University. Educational institutions are different from enterprises in that their income sources are relatively single, mainly relying on financial allocations and student tuition fees. Therefore, the importance of budget management is self-evident. Through reasonable budgeting and execution, it is possible to ensure that the university's various expenditures are effectively controlled and unnecessary waste is avoided. Secondly, internal audit and oversight are also key factors. Universities need to establish a sound internal audit mechanism to conduct comprehensive supervision and inspection of financial activities to ensure the authenticity and accuracy of financial information. Only in this way can the university's financial security be guaranteed and corruption and irregularities prevented. Finally, accounting work, as the basic work of financial accounting, is also an important factor affecting the level of financial accounting. High-quality accounting work can provide accurate financial data to provide strong support for the university's management decisions. In addition, the research by Yang Yufeng & Li Wenmei (2019) has similar views to this study. He believes that the core elements of financial management in universities mainly include budget management, internal auditing, informationization construction and tax

management. These elements are also of great significance in the financial management of Jingdezhen University. In order to improve the level of financial management, meet the needs of faculty and staff, and achieve the long-term development of the university, Jingdezhen University needs to start from these core elements and strengthen budget management, internal auditing, informationization construction, and tax management. Through scientific and reasonable budgeting and execution, we optimize the allocation of resources and improve the efficiency of fund use. Strengthen internal auditing, establish a sound supervision mechanism, and promptly discover and correct problems in financial management. At the same time, informationization construction is also an important aspect of financial accounting work. With the development of information technology, financial accounting informatization has become a trend. By establishing financial databases and information systems, rapid processing of financial data and information sharing can be achieved, work efficiency can be improved, and human errors can be reduced. In addition, tax management is also a factor that cannot be ignored. As an independent legal entity, the university needs to comply with national tax regulations and pay taxes in accordance with the law. Reasonable planning of tax work can effectively reduce the tax risks and burdens of universities. Through the implementation of these measures, Jingdezhen University will comprehensively improve its financial management level and provide a strong guarantee for the sustainable development of the university.

3. Approaches for financial accounting of Jingdezhen University are appropriate, utility and feasible. The mean value for appropriateness was 4.73, the mean value for utility was 4.80, and the mean value for feasibility was 4.81. The researcher concluded that the approaches are standards used for financial accounting practices at Jingdezhen University. Through in-depth research on the financial accounting of Jingdezhen University, starting from its current state, desired state and needs, we can improve the management level more effectively. Jingdezhen

University's financial accounting consists of 5 elements, arranged in order of priority as follows: 1) Budgeting; 2) Internal audit and supervision; 3) Informationization construction; 4) Tax management; 5) Accounting. This is consistent with the research results of Chai Peichen (2017), who believes that financial accounting approaches should be based on practicability, feasibility, and appropriateness to improve management levels. He also pointed out that the elements of financial accounting should be arranged in order of priority to achieve better management results. The implementation of financial accounting approaches will help improve the management level of the university and make the university's financial management more standardized, efficient and transparent. This will help the university achieve its educational goals, improve the quality of education, and contribute to the sustainable development of the university. In order to better implement the financial accounting approaches, we need to conduct an in-depth study of the current state and needs of the university, understand its desired state, and develop a corresponding implementation plan. We need to focus on the appropriateness, practicality and feasibility of the approaches to ensure their effectiveness. The research results of Luo Fukai & Wang Jing (2019) also believe that these elements are the key to achieving efficient financial accounting. In order to better implement the approaches, we should first strengthen budget management and formulate reasonable budget plans to ensure the effective use of funds. Secondly, the internal audit and supervision mechanism should be improved, the supervision of financial activities should be strengthened, and the occurrence of irregularities should be prevented. At the same time, attention should be paid to informatization construction, improving the informatization level of financial management, and improving work efficiency. In addition, tax management should be strengthened to ensure timely payment of taxes and avoid tax risks. Finally, accounting behavior should be standardized to ensure the authenticity, completeness and accuracy of financial information. Only in this way can efficient management of financial accounting be better achieved. This not only helps to improve the financial

management level of the university, but also provides a strong guarantee for the sustainable development of the university.

In summary, Jingdezhen University's financial accounting includes 5 components: 1) Budgeting; 2) Accounting; 3) Tax management; 4) Internal audit and supervision; 5) Informationization construction. The university can customize the system according to the needs of administrators and teachers formulate plans to improve the financial accounting level of Jingdezhen University, improve the efficiency of fund use, and promote the healthy development of Jingdezhen University's education.

Suggestions

1. General Suggestions

Through the research on the financial accounting of Jingdezhen University, we draw the following conclusions:

1.1 Establish a special budgeting team, composed of financial and administrative departments and key project leaders, to ensure the rationality of the budget and the effectiveness of execution. budgeting should be consistent with the long-term strategic goals of the university, using the principle of two up and two down, planning in a targeted manner, and prioritizing the allocation of resources to projects of strategic significance.

1.2 Establish clear budget execution specifications and prohibit arbitrary changes in the scope of expenditures during the execution process to ensure the stability and transparency of budget execution.

1.3 It is recommended that during the budget execution monitoring process, the needs of each executive department should be fully considered, budget control should be strengthened, and budget overspending or underutilization should be avoided. Strengthen the monitoring and evaluation of budget implementation, and

promptly identify and solve problems in budget implementation.

1.4 Establish a sound accounting system to ensure that the accounting of various expenditures and incomes is clear, complete, true, error-free, false and misstated. Promote standardized processing of various income accounting items such as tuition fees and accommodation fees, and emphasize the accurate calculation of expenditure items, including labor costs, office supplies, equipment procurement etc. To better reflect the school's actual expenditure costs.

1.5 Establish a high-standard financial management system to ensure that all financial transactions comply with accounting standards and laws and regulations, and improve the authenticity and accuracy of financial information. Establish a strict financial approval process, including the review of original vouchers, the preparation of accounting vouchers and the issuance of financial reports etc. To ensure that each expenditure has appropriate authorization and approval.

1.6 Strengthen the construction of the financial management team, formulate training plans, and regularly organize financial management training, including training in budget management, accounting, tax management etc. To improve the professional quality and skill level of the team. Employees are encouraged to engage in ongoing learning and professional development to adapt to changes in the financial accounting field.

1.7 Understand and grasp changes in tax policies in a timely manner, promote close cooperation with local tax authorities, and strengthen research on tax laws, regulations and policy documents to maximize the reduction of personal income tax burdens. It is recommended that universities regularly review changes in tax regulations to ensure timely adjustments to tax planning strategies.

1.8 Establish a tax management mechanism and a tax management information system to comprehensively manage the university's tax work, improve the efficiency and accuracy of tax processing, and reduce tax risks.

1.9 Conduct regular tax self-examinations, promptly identify

tax-related risks, and propose effective early warning measures to ensure that the university's teaching activities are carried out in an orderly manner and that the university's tax management meets the requirements of laws and regulations.

1.10 Establish a sound internal audit system, improve internal control processes and systems, ensure that the audit process is independent and objective, correct potential problems in a timely manner, prevent the occurrence of financial risks, and conduct a comprehensive review and supervision of the university's financial work.

1.11 Develop a detailed internal audit plan, including regular audits, special audits and outgoing audits, to ensure audit coverage of all key businesses and processes. Regularly supervise the rationality of various expenditures, ensure the rationality of budget allocation, and supervise the steady progress of comprehensive financial work.

1.12 Publicize the audit results, strengthen the application and rectification of audit results, and ensure that problems discovered in the audit are solved in a timely manner.

1.13 Establish a complete financial management information system, select appropriate financial management software, realize the informatization, automation and intelligence of the university's financial work, and improve the efficiency and accuracy of financial management.

1.14 Establish an information sharing mechanism to ensure the timely transmission and sharing of financial information, and promote information exchange and cooperation among various departments of the university to support decision-making and improve the rationality of university fund allocation and utilization.

1.15 Strengthen the security and stability of information systems, including data encryption, identity authentication and access control, to ensure the security and integrity of financial data. Regularly upgrade and maintain the financial

management information system to ensure its stability and efficiency and meet the needs of the university's financial management.

1.16 Establish an assessment and incentive mechanism for financial management work, encourage team members to actively innovate and improve financial management processes, improve work efficiency and quality, and promote continuous improvement and innovation in financial management work.

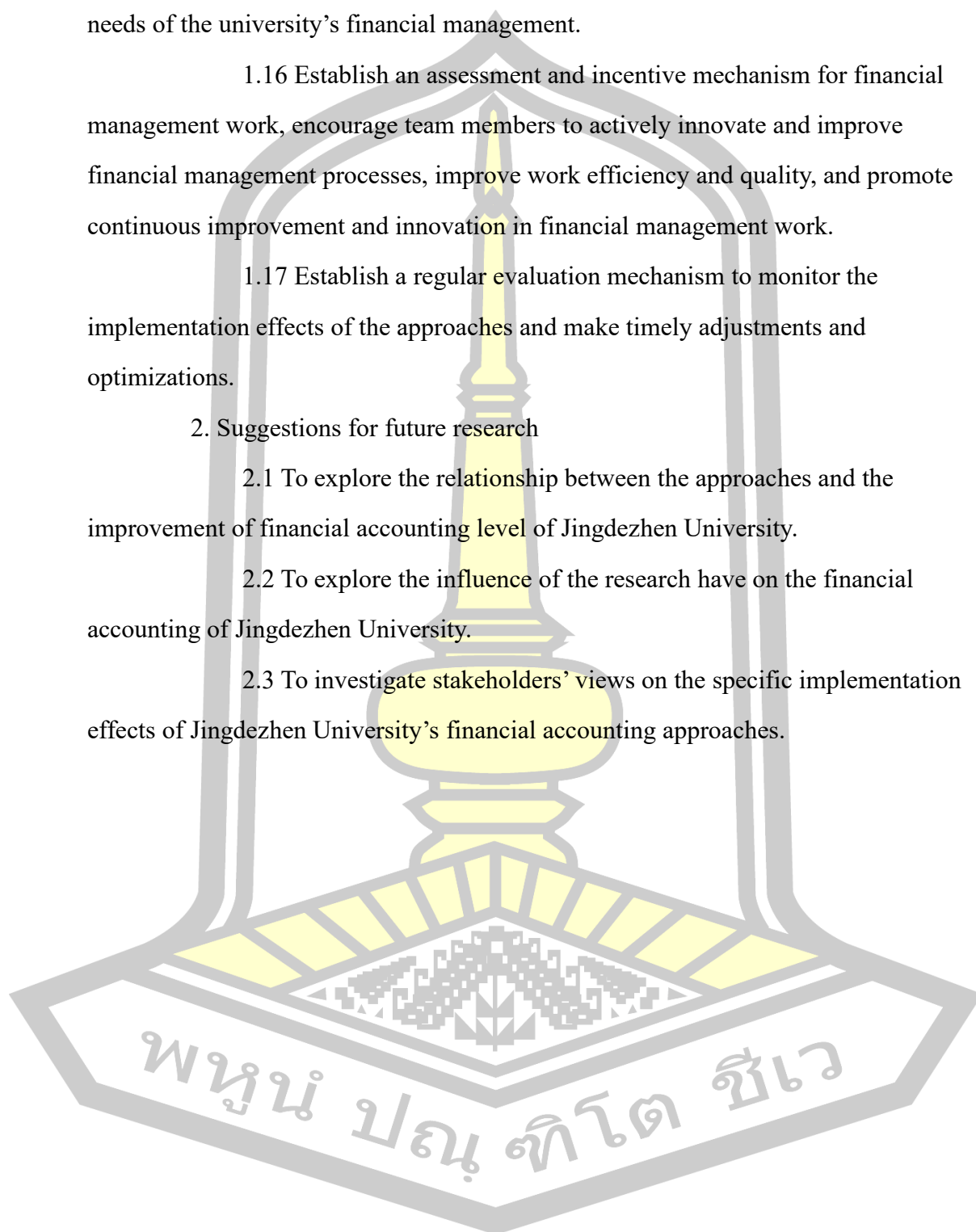
1.17 Establish a regular evaluation mechanism to monitor the implementation effects of the approaches and make timely adjustments and optimizations.

2. Suggestions for future research

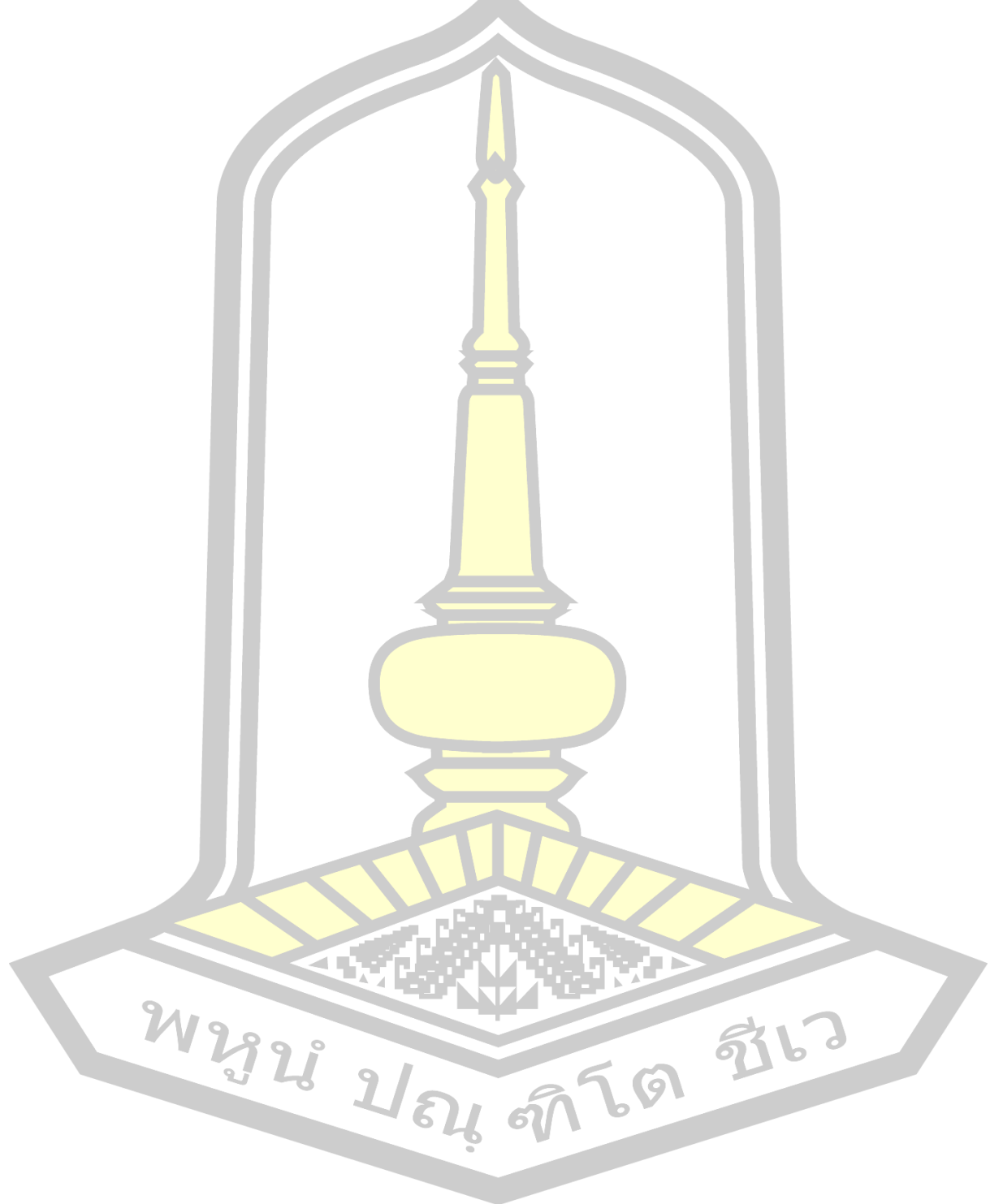
2.1 To explore the relationship between the approaches and the improvement of financial accounting level of Jingdezhen University.

2.2 To explore the influence of the research have on the financial accounting of Jingdezhen University.

2.3 To investigate stakeholders' views on the specific implementation effects of Jingdezhen University's financial accounting approaches.



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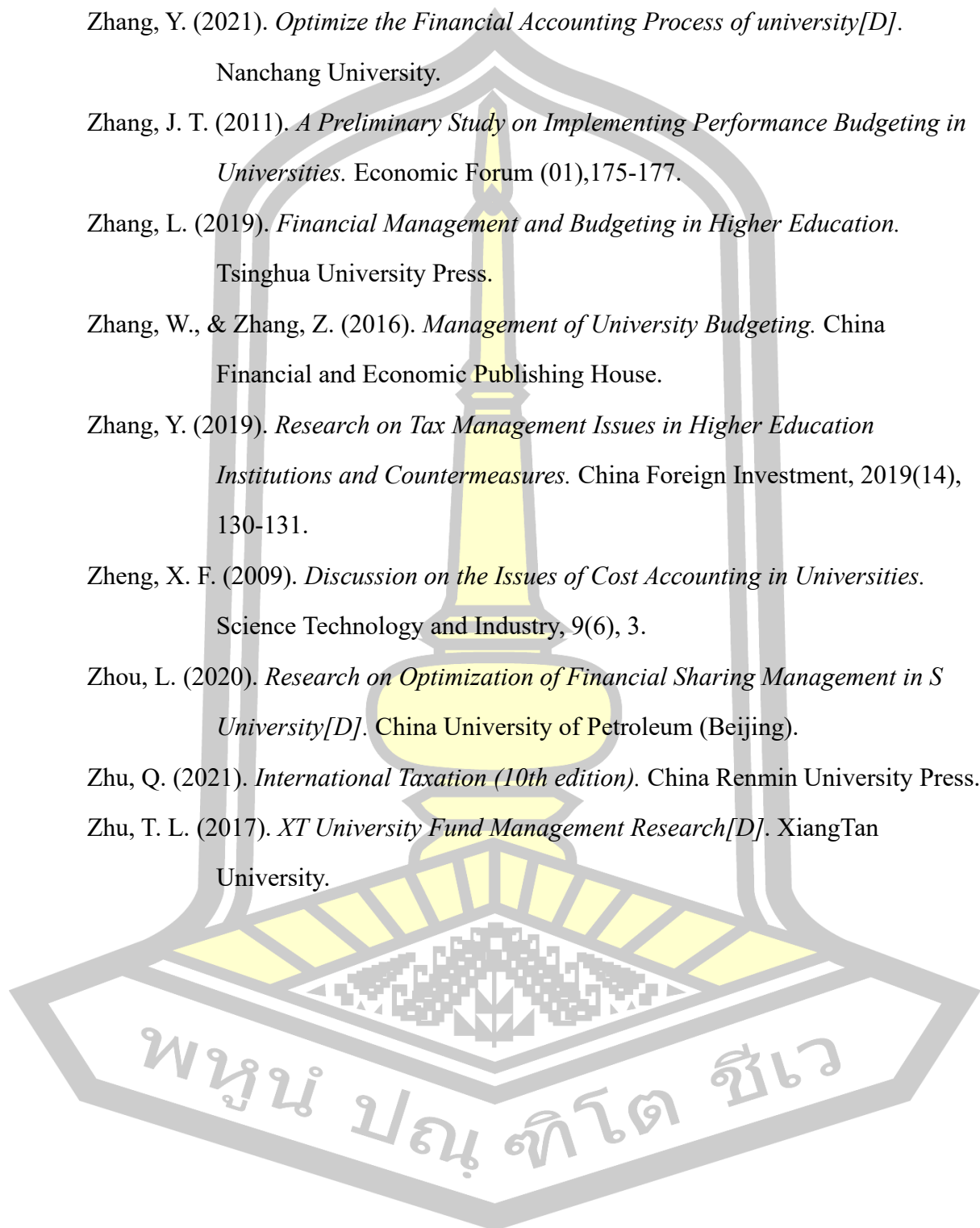
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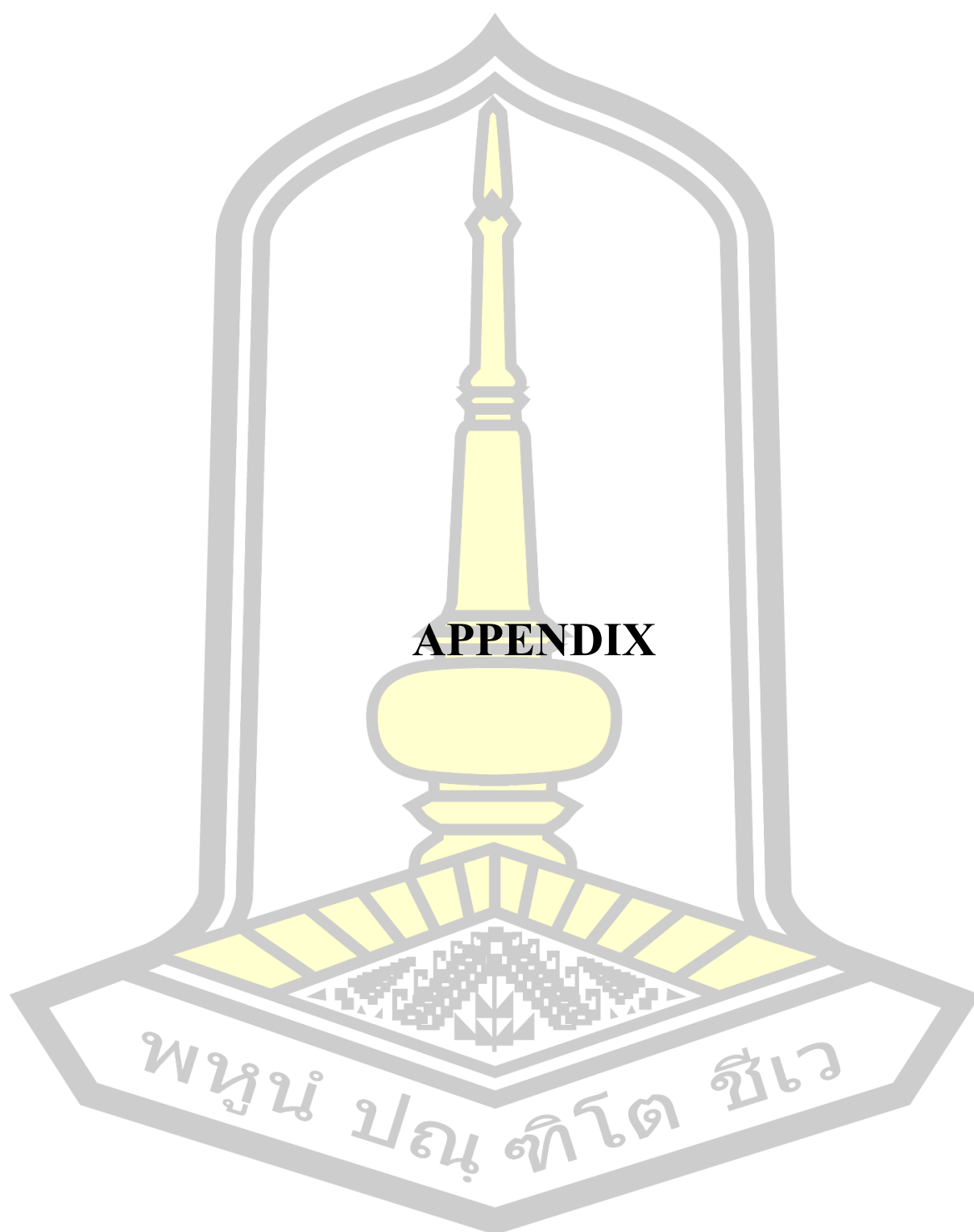
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List of Experts to Check the Components and Indicators

1) Prof. Dr. Fang Man, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

2) Prof. Dr. Huang Shusheng, Vice Dean of Faculty of Education at Jingdezhen University. He majors in educational management and has been engaged in educational management research for a long time. He has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of working experiences as vice dean and dean of faculty of education.

3) Prof. Dr. Hu Yongjun, Director of Finance Department of Jingdezhen University. He has been engaged in financial management research for a long time. He holds a doctorate degree and has extensive experience in financial management. He has 10 years of working experience as deputy director and director of the Finance Department.

4) Prof. Dr. Xia Xiaohong, Dean of the Teaching Quality Assessment and Control Office of Jingdezhen University. She majors in educational management and has been engaged in educational management research for a long time. She has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of working experiences as vice dean and dean of faculty of education.

5) Prof. Dr. Si Chuncan, Dean of the Academic Affairs Office of Jingdezhen University. He majors in educational management and has been engaged in educational management research for a long time. He has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of experience in education.

List of Experts to Evaluate the Research Instruments

1) Prof. Dr. Fang Man, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

2) Prof. Dr. Huang shusheng, Vice Dean of Faculty of Education at Jingdezhen University. He majors in educational management and has been engaged in educational management research for a long time. He has a doctorate degree in education, rich experience in educational evaluation management, and 10 years of working experiences as vice dean and dean of faculty of education.

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List of Interviewed Informants

1) Prof. Dr. Chen Yunping, President of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president and president of the university for more than 10 years, and has rich management experience.

2) Prof. Dr. Fang Man, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

3) Prof. Dr. Lu Huiming, Dean of Economics and Management at Jingdezhen University. He has been engaged in financial management research for a long time. He has a doctorate degree, rich experience in financial management, and 10 years of working experience as deputy dean and dean of the School of Economics and Management.

4) Prof. Dr. Lu Pinchang, President of Jingdezhen Ceramic University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president and president of the university for more than 10 years, and has rich management experience.

5) Prof. Dr. Chen Zhengjun, Dean of Economics and Management Faculty of Jiangxi Arts and Ceramics Technology Institute. He has been engaged in financial management research for a long time. He has a doctorate degree, rich experience in financial management, and 10 years of working experience as deputy dean and dean of the School of Economics and Management.

List of Experts to Evaluate the Appropriately, Utility and Feasibility of Approaches

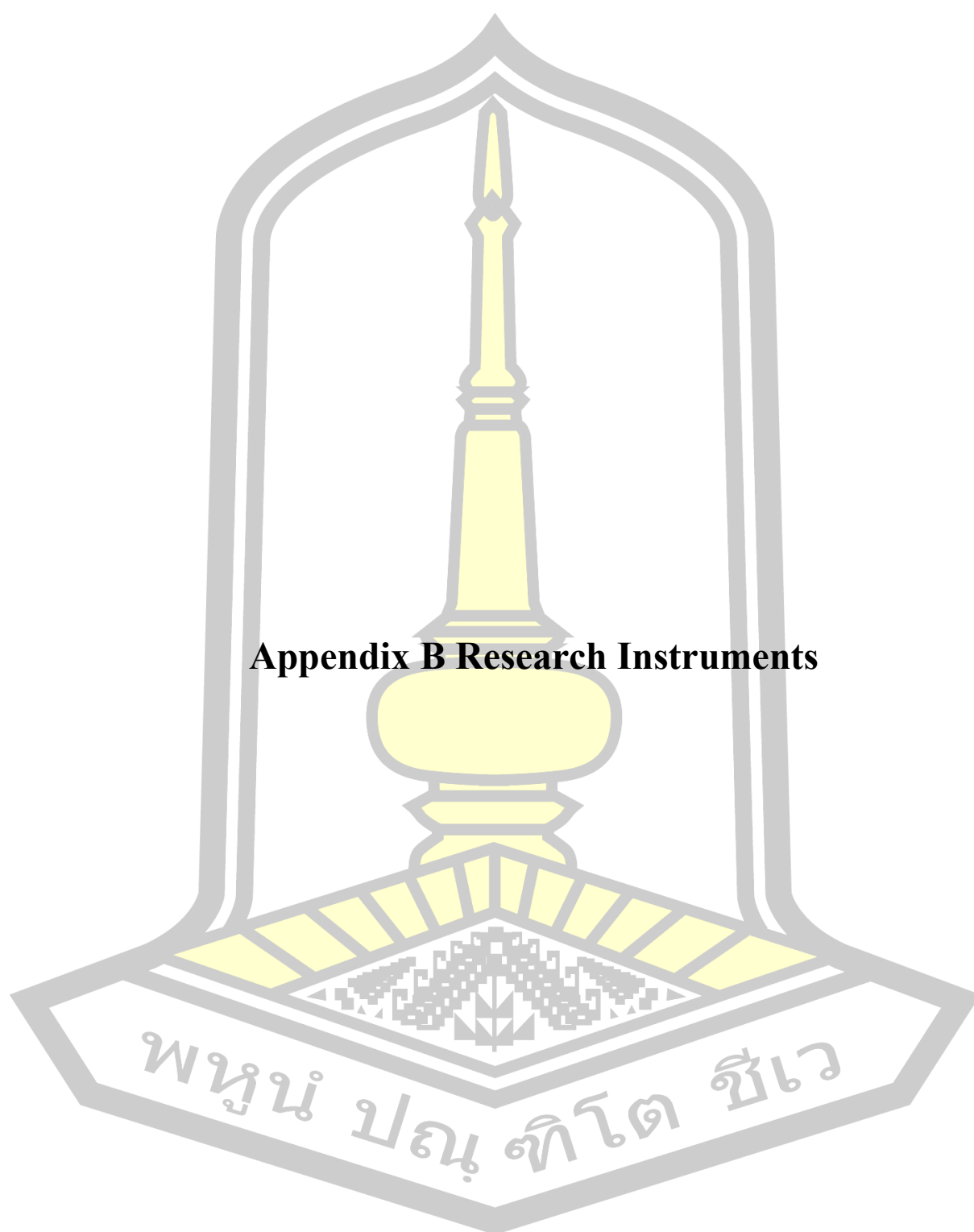
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2) Prof. Dr. Zheng Funian, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

3) Prof. Dr. Fang Man, Vice president of Jingdezhen University. He has been engaged in educational management research for a long time, he has a doctorate degree, and has served as vice president of the university for more than 10 years, and has rich management experience.

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Appendix B Research Instruments

Expert Questionnaire for Doctoral Degree Thesis

From: Ms. Yu Jun (Ed.D. student in Educational Administration and Development, Faculty of Education, Mahasarakham University, Thailand.)

I would like to inform you that I am presently conducting research on the title: “**Approaches for Financial Accounting in Jingdezhen University, Jiangxi Province, China**”. I am required the experts in the field of above topic to verify the content suitability of the components and indicators. There are 2 parts as follows:

Part 1: The operational definitions of the important terms

Financial accounting refers to the process of recording, summarizing, and reporting economic activities within businesses and higher education institutions. Its goal is to provide accurate, reliable, and transparent financial information to external stakeholders, such as investors, creditors, and regulatory bodies, to facilitate their economic decisions. This process follows general accounting principles and standards and must adhere to relevant national accounting standards and regulations to ensure the legality and standardization of financial activities. Specifically, in higher education institutions, financial accounting involves the recording and tracking of sources of income and expenditure directions, monitoring the status of assets and liabilities, and other financial activities. The information is used for budgeting, making financial decisions, evaluating financial performance, and providing accurate and transparent financial reports and presentations to both internal and external stakeholders. The following 5 components are key to the operation of financial accounting in institutions of higher education, namely:

1.1 Budgeting refers to the process of planning the use of financial resources for businesses and higher education institutions, involving the forecasting of income and expenses to formulate financial plans accordingly. In higher

education institutions, budgeting is divided into income budgeting and expenditure budgeting, following the principle of "submitting upwards twice and revising downwards twice" before being approved as the formal budget. This process aims to ensure the rational allocation of resources, support activities such as education and research, and provide data support for strategic planning. It also strictly controls the budget execution to prevent arbitrary changes in the expenditure scope.

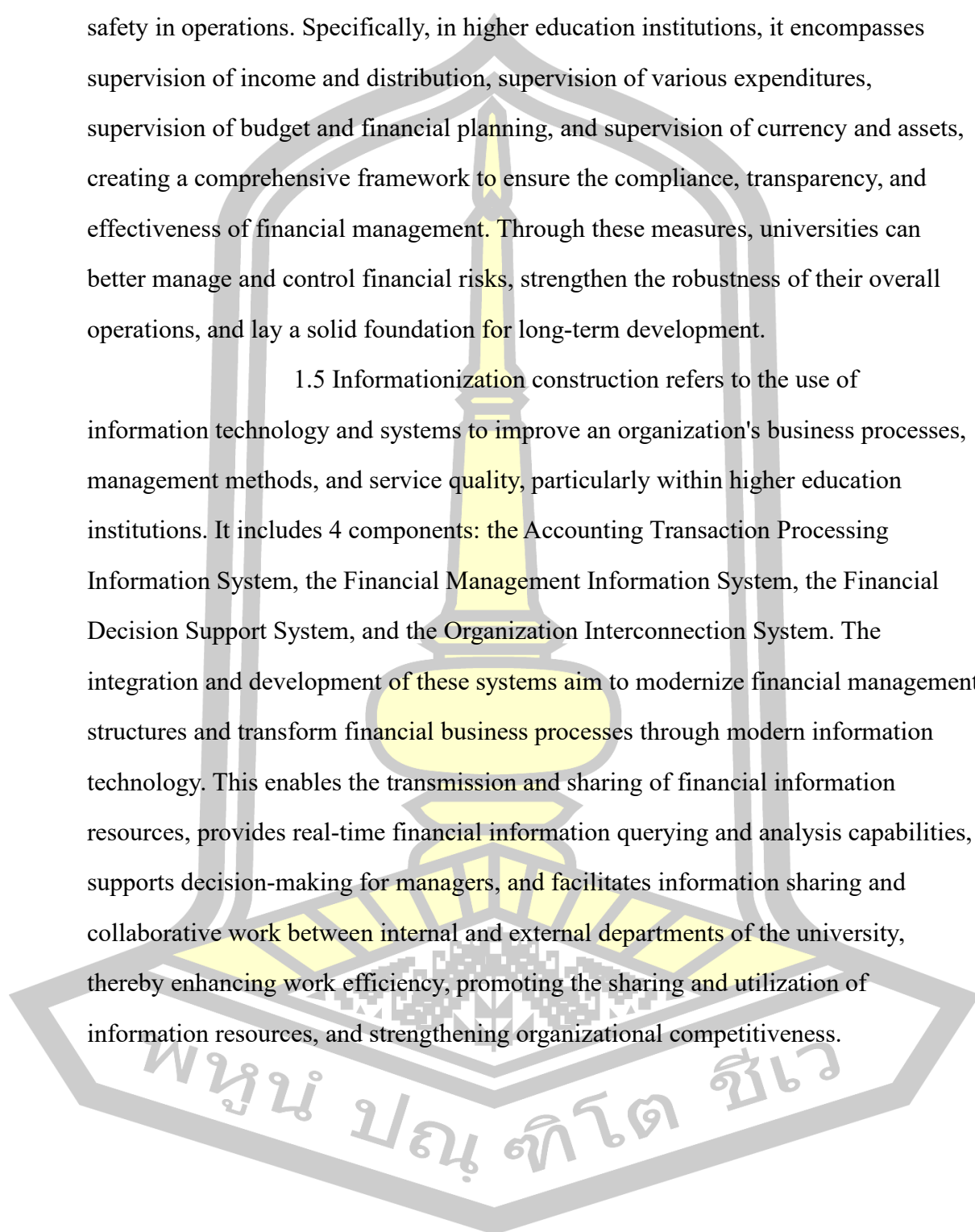
1.2 Accounting refers to the systematic recording, classifying, summarizing, and reporting of economic activities, aimed at accurately reflecting an organization's financial status and performance. Within higher education institutions, it focuses on the detailed accounting of income and expenditures and the preparation of financial reports, including various sources of income (such as tuition fees and project revenues) and the rational classification and processing of expenditures. By generating financial reports, such as balance sheets and income statements, accounting provides key financial information to both internal and external stakeholders, supporting transparency and the long-term development of universities.

1.3 Tax management refers to the process of tax collection, planning, reporting, payment, and compliance supervision for individuals, businesses, and educational institutions, aimed at adhering to tax laws and effectively implementing tax policies. In higher education institutions, tax management includes 3 components: tax policies and regulations, tax planning, and tax risk management. This involves adhering to national tax policies and regulations, developing strategies to minimize tax liabilities, identifying, assessing, and controlling potential tax risks, as well as implementing appropriate management and preventative measures. These 3 components complement each other, collectively ensuring the legality, standardization, and safety of the university's financial activities.

1.4 Internal audit and supervision refer to the independent and objective evaluation and improvement of an organization's financial reporting, operational processes, risk management, and governance structure, aimed at

enhancing efficiency, effectiveness, and transparency, and ensuring compliance and safety in operations. Specifically, in higher education institutions, it encompasses supervision of income and distribution, supervision of various expenditures, supervision of budget and financial planning, and supervision of currency and assets, creating a comprehensive framework to ensure the compliance, transparency, and effectiveness of financial management. Through these measures, universities can better manage and control financial risks, strengthen the robustness of their overall operations, and lay a solid foundation for long-term development.

1.5 Informationization construction refers to the use of information technology and systems to improve an organization's business processes, management methods, and service quality, particularly within higher education institutions. It includes 4 components: the Accounting Transaction Processing Information System, the Financial Management Information System, the Financial Decision Support System, and the Organization Interconnection System. The integration and development of these systems aim to modernize financial management structures and transform financial business processes through modern information technology. This enables the transmission and sharing of financial information resources, provides real-time financial information querying and analysis capabilities, supports decision-making for managers, and facilitates information sharing and collaborative work between internal and external departments of the university, thereby enhancing work efficiency, promoting the sharing and utilization of information resources, and strengthening organizational competitiveness.



Part 2: The components and indicators of financial accounting

(Please tick [✓] in the box you choose)

No	Financial Accounting Components and Indicators	Suitability				
		5	4	3	2	1
1.Budgeting						
1.1	Income budget					
1.2	Expenditure budget					
2.Accounting						
2.1	Income accounting					
2.2	Expenditure accounting					
2.3	Financial reports and presentations					
3.Tax management						
3.1	Tax policies and regulations					
3.2	Tax planning					
3.3	Tax risk management					
4.Internal audit and supervision						
4.1	Supervision of income and distribution					
4.2	Supervise various expenditures of the university					
4.3	Supervise budget and plan finance					
4.4	Supervision of currency and assets					
5.Informationization construction						
5.1	Accounting transaction processing information system					
5.2	Financial management information system					
5.3	Financial decision support system					
5.4	Organization interconnection system					

Please check the level based on following criteria:

5 refers to the suitability is very high

4 refers to the suitability is high

3 refers to the suitability is moderate

2 refers to the suitability is low

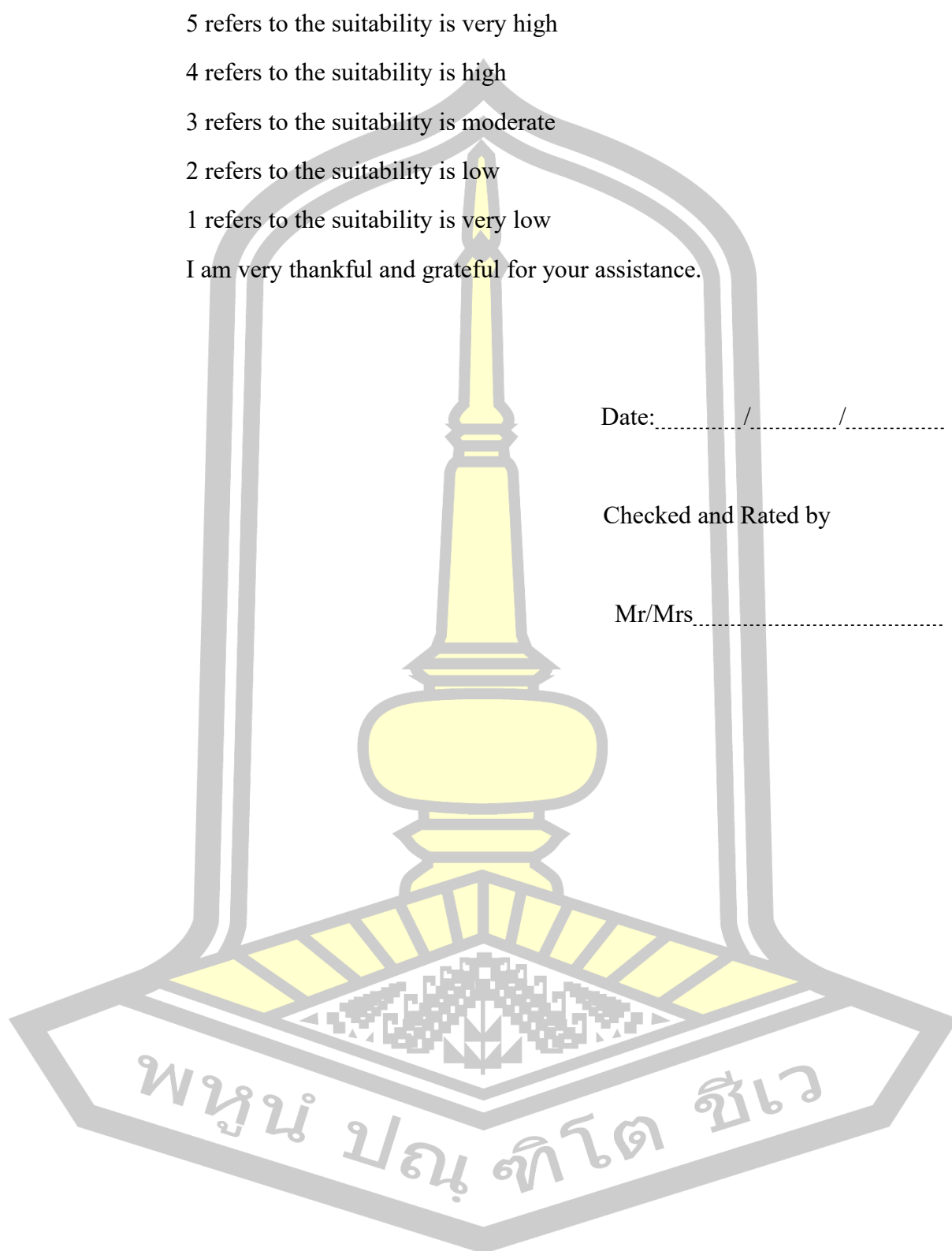
1 refers to the suitability is very low

I am very thankful and grateful for your assistance.

Date:...../...../.....

Checked and Rated by

Mr/Mrs.....



Survey Questionnaire for Doctoral Degree Thesis

**Title: Approaches for Financial Accounting in Jingdezhen University,
Jiangxi Province, China**

Part I : Personal Profile

1.Name of University (Please specify):.....

2.Profession: ☐Administrator ☐Teacher

Part II : The level of financial accounting management

Direction: How do you rate the level of financial accounting in your university? Please check the appropriate column that best describes your university level of financial accounting based on following criteria:

5 refers to the level of financial accounting is *very high*

4 refers to the level of financial accounting is *high*

3 refers to the level of financial accounting is *moderate*

2 refers to the level of financial accounting is *low*

1 refers to the level of financial accounting is *very low*

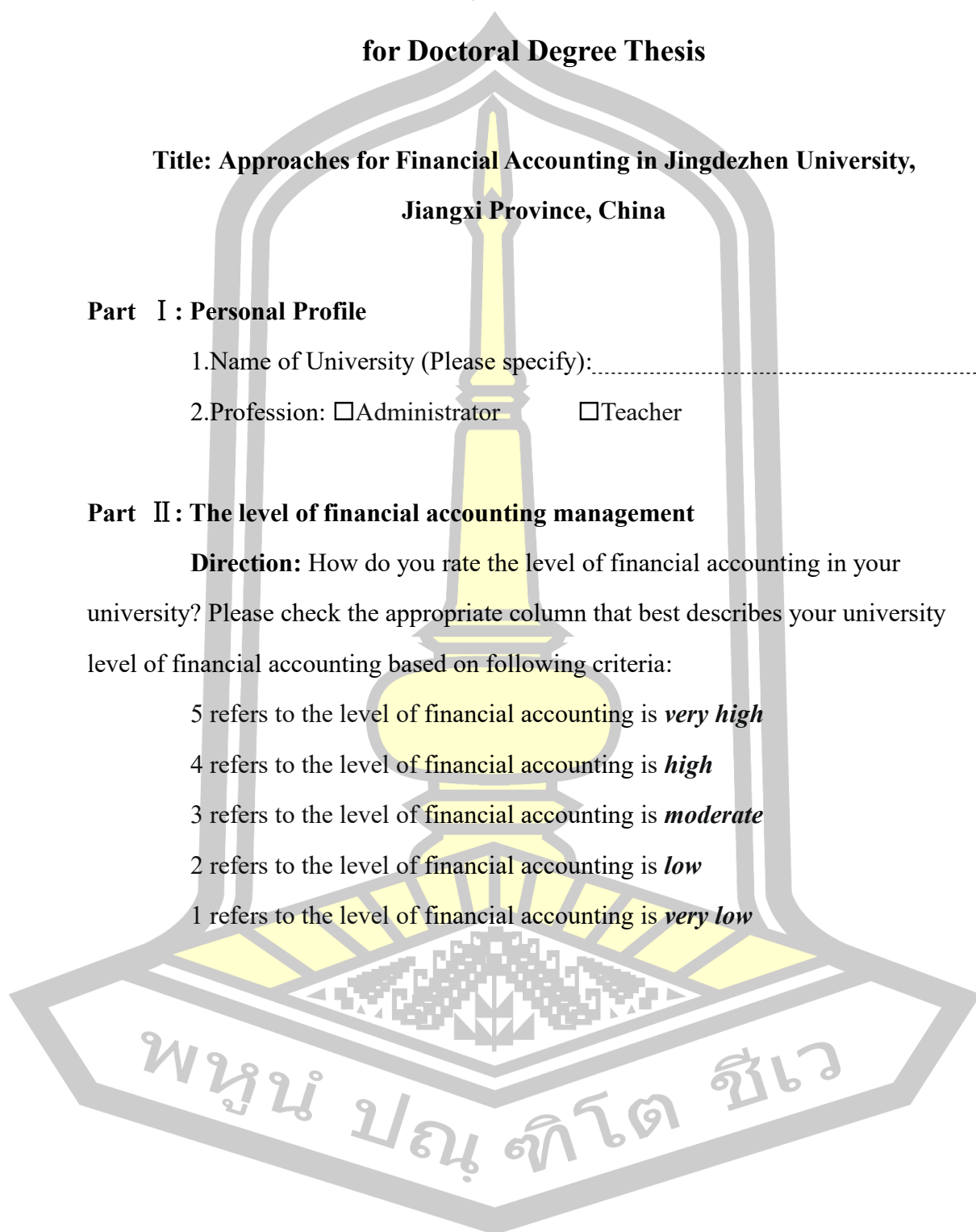


Table (Continued)

No	Financial Accounting	Current State					Desired State				
		5	4	3	2	1	5	4	3	2	1
5.Informationization Construction											
5.3	The university’s daily accounting affairs processing, financial processing and report accounting constitute a financial management system with accounting functions and accounting management functions, which can fully meet the accounting work of the university’s financial department.										

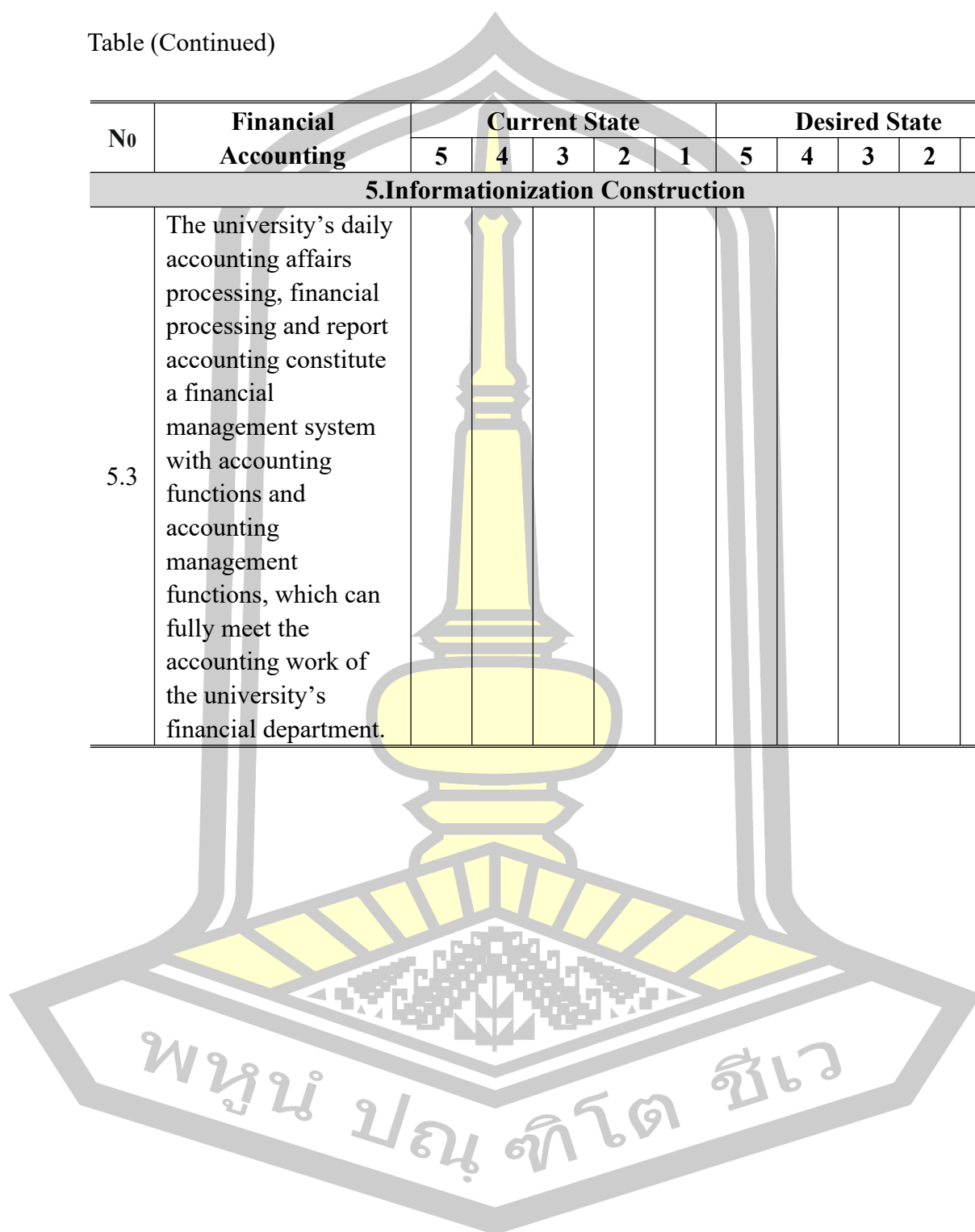


Table (Continued)

No	Financial Accounting	Current State					Desired State				
		5	4	3	2	1	5	4	3	2	1
5.Informationization Construction											
5.4	The university's organizational interconnection system can automatically circulate financial information between the financial department and other departments, assist the university in the planning, organization, control, analysis, forecasting, decision-making and other stages of financial management, and improve the rationality of university fund allocation and utilization.										

Comments:

What would you like to improve or put in the agenda in your university in order to promote the quality of financial accounting? Please leave your comments below:

.....

.....

Interview Outline for Doctoral Degree Thesis

**Title: Approaches for Financial Accounting in Jingdezhen University,
Jiangxi Province, China**

Part I : General Information

Interviewer:

Interview time:

Interview place:

Interviewee name:

Interviewee's workplace:

Interviewee's title:

Interviewee's working experiences:

☐ 1-10 years

☐ 11-20 years

☐ 21 years up

Part II : Interview Content

1. In the budgeting process, what factors do you think are key to achieving the school's strategic goals? How are these factors reflected in the budget?

.....

.....

2. How do you think the financial situation of the university affects budgeting? How do you balance university revenue, spending, and investment plans in budget planning?

.....

.....

3. In the process of budget execution monitoring, how to ensure that the

needs of each execution department are met? What measures can be taken to strengthen budget control and avoid overspending or underutilizing the budget?

4. What do you think of the importance of standardizing financial management in universities? How do you think universities should ensure clear accounting entries?

5. In university financial management, how do you ensure the accuracy of expenditure accounting and how do you accurately reflect actual costs?

6. What do you think about the issue of transparency and disclosure of financial reports? How do you think the right to know of faculty and staff can be protected?

7. Under your management, how do you ensure the standardization and financial stability of accounting management in university? How do you develop a financial plan and ensure clarity of accounting goals and objectives? How do you ensure that you don't deviate from your plan?

8. How do you think universities should strengthen cooperation with local tax authorities to better understand tax regulations and policies and reduce tax risks?

9. How do you think faculty should learn more about tax laws, regulations and policy documents to ensure they accurately understand and comply with them?

10. In terms of legally using tax preferential strategies, what measures do you think universities should take to obtain more after-tax financial benefits?

11. In terms of guiding faculty members to fill in special additional deductions, what specific training and guidance do you think the university should provide to reduce the individual tax burden of faculty members?

12. In the process of setting up an internal audit department to ensure regular financial auditing and supervision, what key functions do you think the internal audit department should have? How do these functions ensure financial compliance and accuracy?

13. In terms of monitoring whether expenditures comply with budget standards, what measures do you think should be taken to ensure the rationality and effectiveness of budget execution? How to prevent overspending or budget abuse?

14. In the process of supervising revenue and expenditure and budget allocation, how do you think an effective internal control system should be established? What key control activities and procedures should this system include?

15. In terms of supervising and reviewing accounting accounts, what measures do you think should be taken to ensure the authenticity and accuracy of the accounts? How to prevent and correct misreporting, false reporting and false reporting?

16. What do you think are the main challenges in financial informatization in universities?

17. What factors do you think may affect the implementation of financial information systems? How to deal with these factors?

18. What specific suggestions and experiences do you have to share in terms of testing and evaluation of financial information systems?

19. How do you think universities should continue to optimize their financial information systems to meet the needs of future development?

I am very thankful and grateful for your assistance.

Date: _____ / _____ / _____

Checked and Rated by

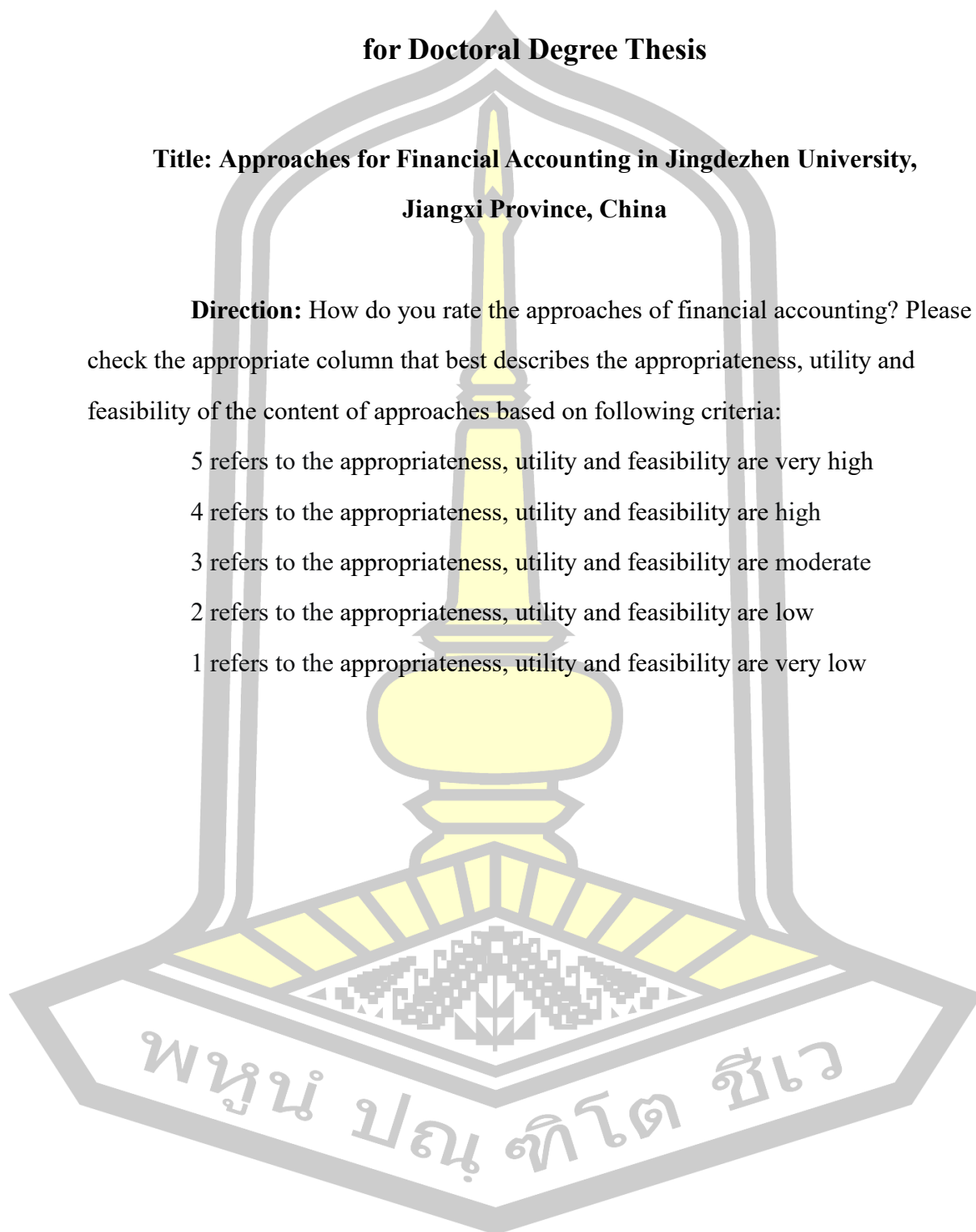
Mr/Mrs _____

Expert Evaluation Table for Approaches for Doctoral Degree Thesis

**Title: Approaches for Financial Accounting in Jingdezhen University,
Jiangxi Province, China**

Direction: How do you rate the approaches of financial accounting? Please check the appropriate column that best describes the appropriateness, utility and feasibility of the content of approaches based on following criteria:

- 5 refers to the appropriateness, utility and feasibility are very high
- 4 refers to the appropriateness, utility and feasibility are high
- 3 refers to the appropriateness, utility and feasibility are moderate
- 2 refers to the appropriateness, utility and feasibility are low
- 1 refers to the appropriateness, utility and feasibility are very low



[illegible]

Table (Continued)

No	Items	Appropriateness					Utility					Feasibility				
		5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
5.Informationization Construction																
5.9	Financial administrators should summarize and analyze the problems encountered during the implementation process.															
5.10	Financial administrators should make necessary optimizations and improvements to the system based on testing and user feedback.															

More comments and suggestions:

.....

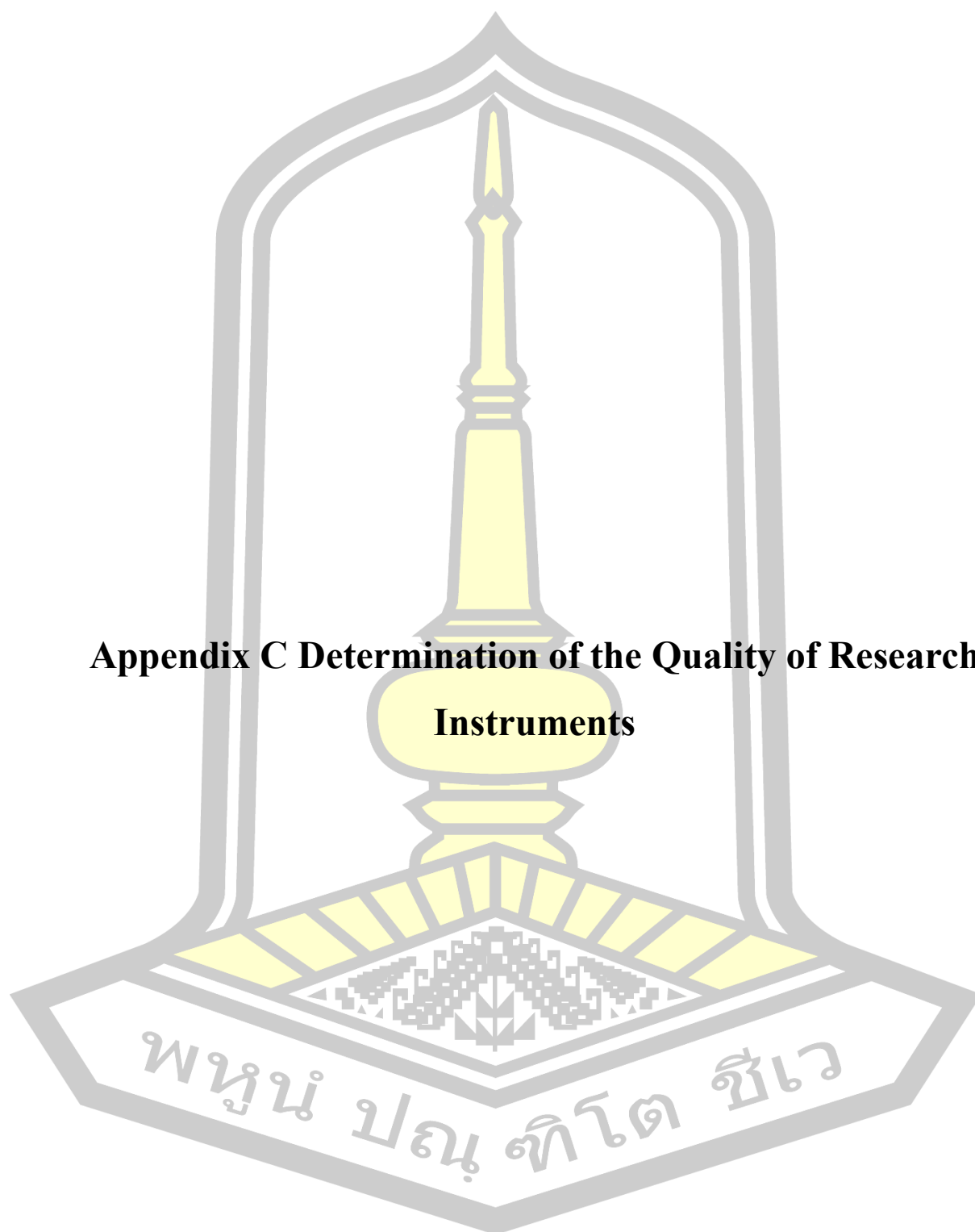
.....

I am very thankful and grateful for your assistance.

Date: / /

Checked and Rated by

Mr/Mrs



**Appendix C Determination of the Quality of Research
Instruments**

Item-Objective Congruence Index (IOC) Based on Financial Accounting of Jingdezhen University

Table 29 Item-Objective Congruence Index (IOC) Survey Results

No	Experts					Include	IOC	Results
	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5			
1	+1	+1	+1	+1	+1	5	1.00	Consistent
2	+1	+1	+1	+1	+1	5	1.00	Consistent
3	+1	+1	+1	+1	+1	5	1.00	Consistent
4	+1	+1	+1	+1	+1	5	1.00	Consistent
5	+1	+1	+1	+1	+1	5	1.00	Consistent
6	+1	+1	0	+1	+1	5	0.80	Consistent
7	+1	+1	+1	+1	+1	5	1.00	Consistent
8	+1	+1	+1	+1	+1	5	1.00	Consistent
9	+1	+1	+1	+1	+1	5	1.00	Consistent
10	+1	+1	+1	0	+1	5	0.80	Consistent
11	+1	+1	+1	+1	+1	5	1.00	Consistent
12	+1	+1	+1	+1	+1	5	1.00	Consistent
13	+1	+1	+1	+1	+1	5	1.00	Consistent
14	+1	+1	+1	+1	+1	5	1.00	Consistent
15	+1	+1	+1	+1	+1	5	1.00	Consistent
16	+1	+1	+1	+1	+1	5	1.00	Consistent
17	+1	+1	+1	+1	+1	5	1.00	Consistent
18	+1	+1	+1	+1	+1	5	1.00	Consistent
19	+1	+1	+1	+1	+1	5	1.00	Consistent
20	+1	+1	+1	+1	+1	5	1.00	Consistent

พหุ ประถมศึกษา

Table 30 Pearson's Correlation Coefficient of the Questionnaire on the Current State and Desired State of Financial Accounting of Jingdezhen University

No	Pearson's Correlation Coefficient (r_{xy})		No	Pearson's Correlation Coefficient (r_{xy})	
	Current state	Desired state		Current state	Desired state
1	.436	.435	11	.505	.526
2	.460	.470	12	.425	.320
3	.433	.423	13	.489	.500
4	.457	.430	14	.495	.439
5	.557	.470	15	.505	.485
6	.485	.554	16	.582	.568
7	.457	.364	17	.511	.533
8	.568	.536	18	.559	.596
9	.519	.489	19	.500	.652
10	.515	.510	20	.495	.485

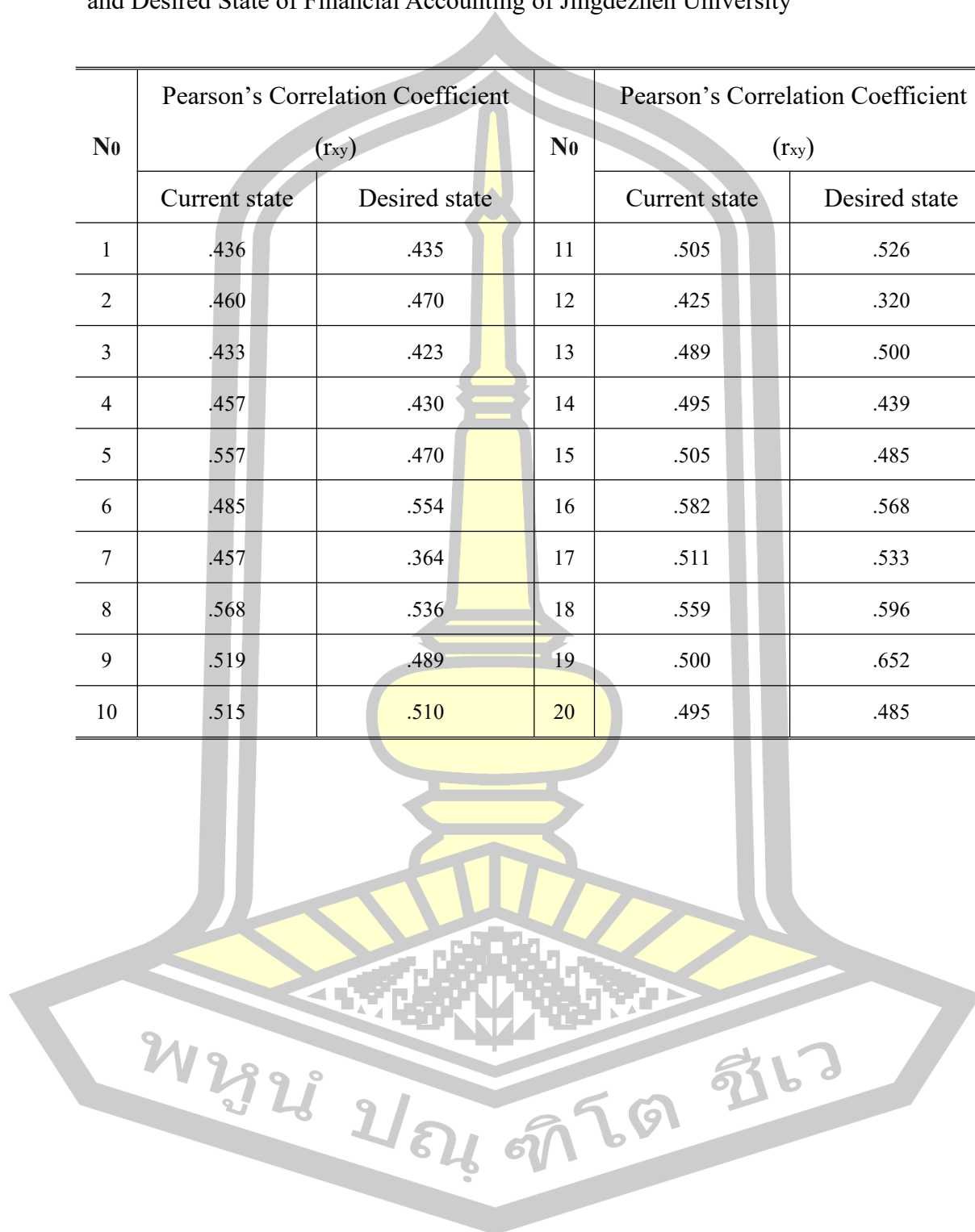
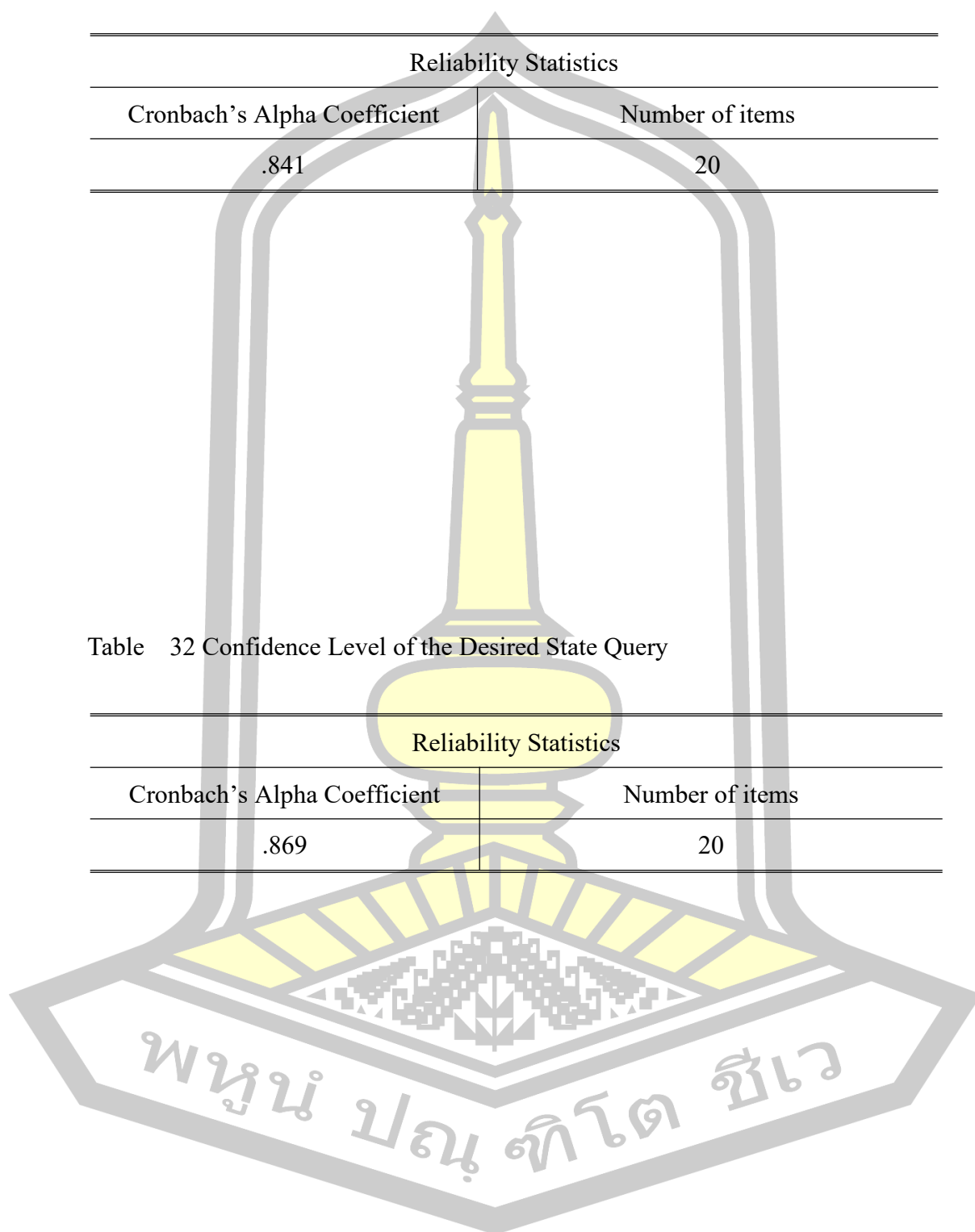


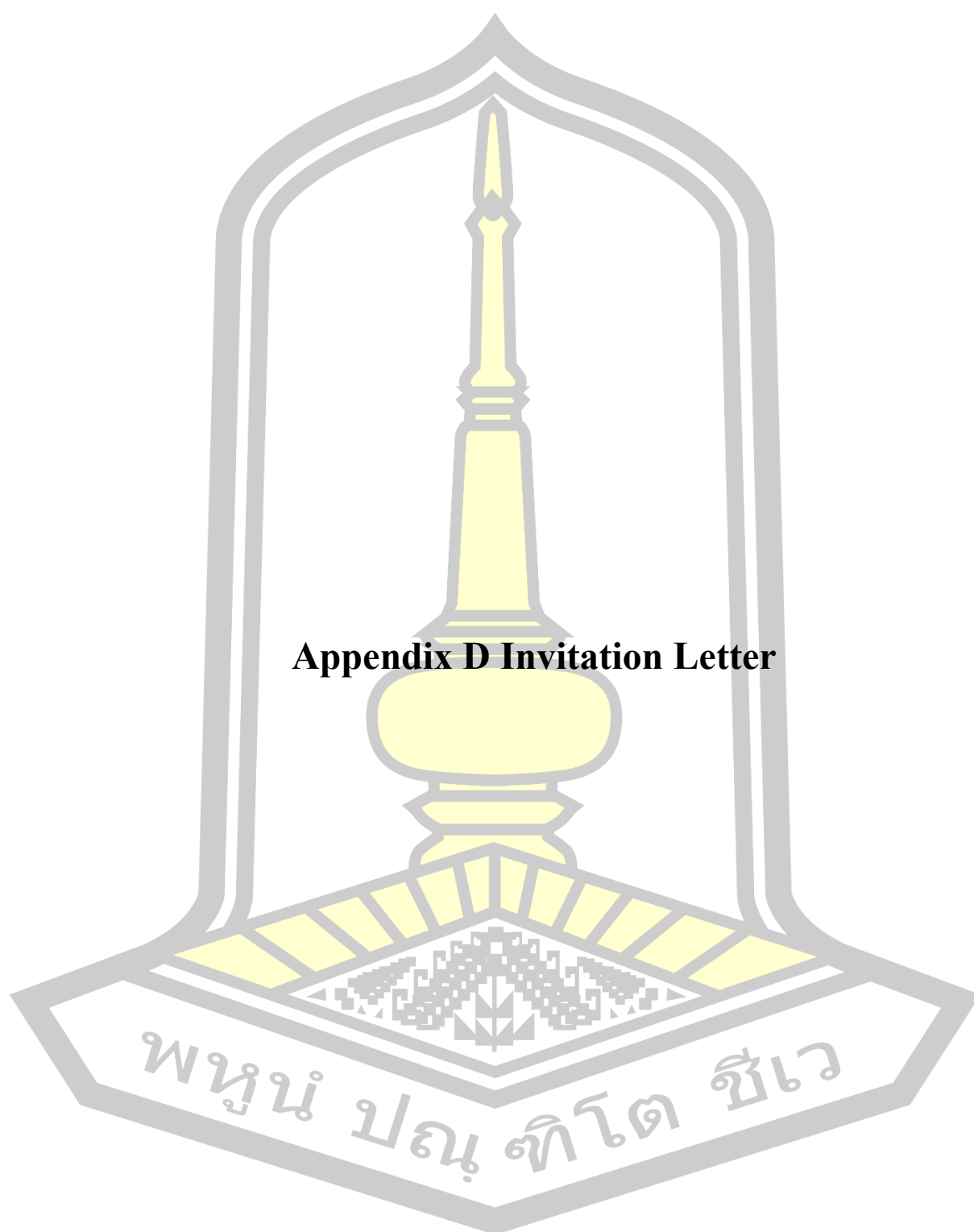
Table 31 Confidence Level of the Current State Query

Reliability Statistics	
Cronbach's Alpha Coefficient	Number of items
.841	20

Table 32 Confidence Level of the Desired State Query

Reliability Statistics	
Cronbach's Alpha Coefficient	Number of items
.869	20





Appendix D Invitation Letter



FACULTY OF EDUCATION
MAHASARAKHAM UNIVERSITY

79/2 Muang, Maha Sarakham,
44000, THAILAND
Tel/fax +66 43 713 174
Email: cia.edu@msu.ac.th

Center for International Affairs

MHERSI No. 0605.5 (2)/5521

Date: December 14, 2023

To: **Whom It May Concern**

Jingdezhen University,
Jingdezhen City, Jiangxi Province, China

Subject: **Data Collection Permission Request**

Our student, **Ms. Yu Jun**, student number **64010561034**, majoring in the **Educational Administration and Development Program** is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of Assoc. Prof. Tharinthorn Namwan.

To ensure this project's success and quality, we seek your permission to allow our students to process data collection within your institution.

The details of the data collection are as follows:

Thesis title: **Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**

The period of data collection: **December 2023 to January 2024**

We believe that your institution provides a valuable environment and resources that are essential for the successful execution of this research. The data collection process will be carried out diligently and with the utmost respect for your institution's policies and procedures. We acknowledge that the student has made the necessary preparations, including obtaining the Thesis title approval from our institution.

Should you require further information or clarification regarding this permission, please feel free to email us.

Yours sincerely,

Assoc. Prof. Chowwalit Chookhampaeng

Dean, Faculty of Education,
Maharakham University



FACULTY OF EDUCATION
MAHASARAKHAM UNIVERSITY

79/2 Muang, Maha Sarakham,
44000, THAILAND
Tel/fax +66 43 713 174
Email: cia.edu@msu.ac.th

Center for International Affairs

MHERSI No. 0605.5 (2)/CL5674

Date: December 28, 2023

To: **Whom It May Concern**

Jingdezhen Ceramic University,
Jingdezhen City, Jiangxi Province, China

Subject: **Data Collection Permission Request**

Our student, **Ms. Yu Jun**, student number **64010561034**, majoring in the **Educational Administration and Development Program** is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of Assoc. Prof. Tharinthorn Namwan.

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The period of data collection: **December 2023 to January 2024**

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Assoc. Prof. Chowwalit Chookhampaeng

Dean, Faculty of Education,
Mahasarakham University



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79/2 Muang, Maha Sarakham,
44000, THAILAND
Tel/fax +66 43 713 174
Email: cia.edu@msu.ac.th

Center for International Affairs

MHERSI No. 0605.5 (2)/CL5674

Date: December 28, 2023

To: **Whom It May Concern**

Jiangxi Arts and Ceramics Technology Institute,
Jingdezhen City, Jiangxi Province, China

Subject: **Data Collection Permission Request**

Our student, **Ms. Yu Jun**, student number **64010561034**, majoring in the **Educational Administration and Development Program** is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of Assoc. Prof. Tharinthorn Namwan.

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Center for International Affairs

MHERSI No. 0605.5 (2)/CL37

Date: January 3, 2024

To:

Prof. Chen Yunping

President of Jingdezhen University, China

Subject:

Thesis Reviewer Invitation

Our student, **Ms. Yu Jun**, ID **64010561034** majoring in the **Ed.D. Educational Administration and Development** program is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of Assoc. Prof. Tharinthorn Namwan.

To ensure the successful execution and the highest quality of this research project, we are seeking your valuable expertise and experience. Therefore, I am delighted to formally invite you to serve as a reviewer for the research instrument designed for this thesis project.

Your participation in this academic endeavor is highly valued and appreciated. Should you require any further information or have questions regarding this invitation, please do not hesitate to email us.

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Dean, Faculty of Education,
Mahasarakham University



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Center for International Affairs

MHERSI No. 0605.5 (2)/CL5522

Date: December 14, 2023

To:

Prof. Fang Man

Vice President of Jingdezhen University, China

Subject:

Thesis Reviewer Invitation

Our student, **Ms. Yu Jun**, student ID **64010561034** majoring in the **Ed.D. Educational Administration and Development** program is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of **Assoc. Prof. Tharinthorn Namwan**.

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Dean, Faculty of Education,
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44000, THAILAND
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Center for International Affairs

MHERSI No. 0605.5 (2)/CL37

Date: January 3, 2024

To:

Prof. Lu Pinchang

President of Jingdezhen Ceramic University, China

Subject:

Thesis Reviewer Invitation

Our student, **Ms. Yu Jun**, ID **64010561034** majoring in the **Ed.D. Educational Administration and Development** program is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of Assoc. Prof. Tharinthorn Namwan.

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Center for International Affairs

MHERSI No. 0605.5 (2)/CL37

Date: January 3, 2024

To:

Prof. Lu Huiming

Dean, Faculty of Economics and Management,
Jingdezhen University, China

Subject:

Thesis Reviewer Invitation

Our student, **Ms. Yu Jun**, ID **64010561034** majoring in the **Ed.D. Educational Administration and Development** program is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of Assoc. Prof. Tharinthorn Namwan.

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MHERSI No. 0605.5 (2)/CL37

Date: January 3, 2024

To:

Prof. Chen Zhengjun

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Jiangxi Arts and Ceramics Technology Institute, China

Subject:

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Tel/fax +66 43 713 174
Email: cia.edu@msu.ac.th

Center for International Affairs

MHERSI No. 0605.5 (2)/CL5522

Date: December 14, 2023

To:

Prof. Hu Yongjun

Director, Finance Department,
Jingdezhen University, China

Subject:

Thesis Reviewer Invitation

Our student, **Ms. Yu Jun**, student ID **64010561034** majoring in the **Ed.D. Educational Administration and Development** program is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of **Assoc. Prof. Tharinthorn Namwan**.

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Email: cia.edu@msu.ac.th

Center for International Affairs

MHERSI No. 0605.5 (2)/CL5522

Date: December 14, 2023

To:

Prof. Huang Shusheng
Vice Dean, Faculty of Education,
Jingdezhen University, China

Subject:

Thesis Reviewer Invitation

Our student, **Ms. Yu Jun**, student ID **64010561034** majoring in the **Ed.D. Educational Administration and Development** program is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of **Assoc. Prof. Tharinthorn Namwan**.

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Center for International Affairs

MHERSI No. 0605.5 (2)/CL5522

Date: December 14, 2023

To:

Prof. Si Chuncan

Dean, Academic Affairs Office,
Jingdezhen University, China

Subject:

Thesis Reviewer Invitation

Our student, **Ms. Yu Jun**, student ID **64010561034** majoring in the **Ed.D. Educational Administration and Development** program is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of **Assoc. Prof. Tharinthorn Namwan**.

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Mahasarakham University



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MAHASARAKHAM UNIVERSITY

79/2 Muang, Maha Sarakham,
44000, THAILAND
Tel/fax +66 43 713 174
Email: cia.edu@msu.ac.th

Center for International Affairs

MHERSI No. 0605.5 (2)/CL5522

Date: December 14, 2023

To:

Prof. Xia Xiaohong

Director, Teaching Quality Assessment and Control Office,
Jingdezhen University, China

Subject:

Thesis Reviewer Invitation

Our student, **Ms. Yu Jun**, student ID **64010561034** majoring in the **Ed.D. Educational Administration and Development** program is currently undertaking a research project titled "**Developing a Guideline for Financial Accounting of Jingdezhen University, Jiangxi Province, China**" under the guidance of **Assoc. Prof. Tharinthorn Namwan**.

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Yours sincerely,

Assoc. Prof. Chowwalit Chookhampaeng

Dean, Faculty of Education,
Mahasarakham University

Appendix E Expert Interview Photographs





Face-to-face interviews with expert in Jingdezhen University



Face-to-face interviews with expert in Jingdezhen University



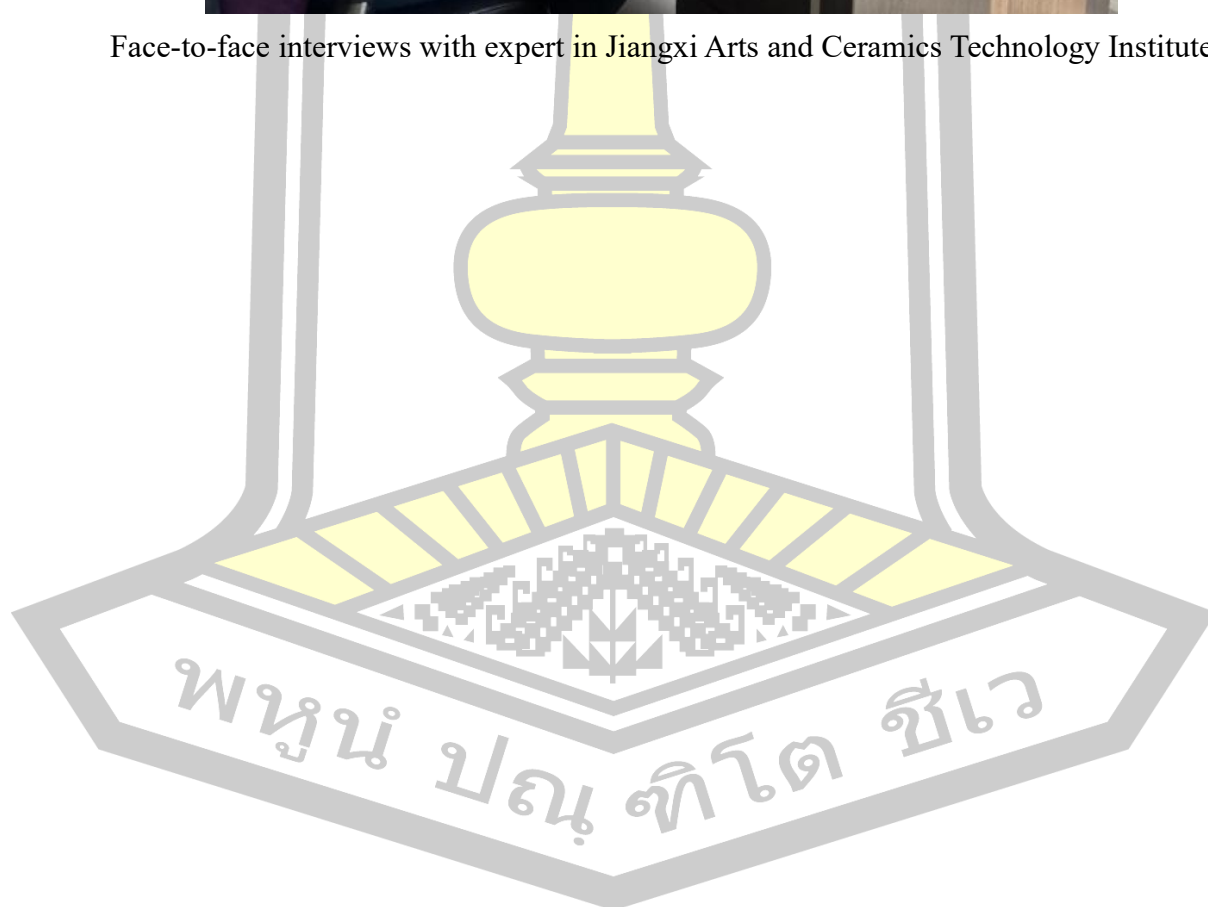
Face-to-face interviews with expert in Jingdezhen University



Face-to-face interviews with expert in Jingdezhen Ceramic University



Face-to-face interviews with expert in Jiangxi Arts and Ceramics Technology Institute



BIOGRAPHY

NAME Jun Yu

DATE OF BIRTH 5 March 1985

PLACE OF BIRTH Jingdezhen City, Jiangxi Province, China

ADDRESS Room 1508, Unit 2, Pearl Garden, Jingdezhen City, Jiangxi Province, China

PLACE OF WORK Jingdezhen University, Jiangxi Province, China

EDUCATION

2002 High School: Jingdezhen No. 2 Middle School, Jiangxi Province.China

2006 Bachelor Degree: Jiangxi University of Finance And Economics, Jiangxi Province.China

2014 Master:Jingdezhen Ceramic University,Jiangxi Province.China

2024 Doctor: Educational Administration and Development, Faculty of Education, Mahasarakham University, Thailand

พูน ปณ ทิโต ชีเว