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Research on the Problems and Solutions in Vocational College Asset Management Taking H Vocational College as an Example

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Abstract

Vocational College assets are essential material conditions for ensuring the normal operation of teaching, scientific research, and daily administrative tasks. The level of asset management directly impacts the effectiveness of resource allocation and the efficiency of fiscal fund utilization, while also playing a crucial role in the normal functioning and development of the institution. However, in practice, vocational colleges still exhibit notable deficiencies. Taking H Vocational College as an example, this study analyzes its current asset management status and key workflows, identifying the following primary issues: insufficient professional expertise among administrators, lack of comprehensive supervision in acceptance processes, weak management team capabilities, ineffective integration of information tools,low asset utilization, and inadequate implementation of relevant regulations. Based on these problems, several improvement measures are proposed, aiming to provide reference for similar vocational colleges in strengthening and refining their asset management practices.

Keywords

Vocational Colleges; Asset Management; Asset Utilization Efficiency.

1. Introduction

Under the current context of connotative development in higher education, Vocational College assets represent economic resources formed through the conversion of fiscal funds into material wealth, with their management level reflecting the overall governance capability of an institution. Assets must not only meet the formal requirement of "ownership or control" but also achieve "expected economic benefits" and "service potential." Universities should further emphasize their fundamental mission of talent cultivation under such management standards. Therefore, this study takes H Vocational College as the research subject, summarizing its asset status, identifying existing issues, and proposing improvement measures.

2. The Importance of Strengthening University Asset Management

The asset scope of universities primarily includes fixed assets and intangible assets. Fixed assets mainly consist of teaching and research equipment, administrative office equipment, safety protection devices, information technology equipment, and student desks and chairs. Intangible assets mainly include teaching software, administrative office software, information technology software, and various invention patents. Assets play an irreplaceable role in the daily operations and development of universities, serving as indispensable components in teaching, research, and administrative work. They are a critical link in fulfilling the educational mission of universities [1].

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Asset management encompasses the entire process of asset acceptance, usage, transfer, disposal, and liquidation, with its importance being self-evident. Through asset management, it can standardize asset procurement and mitigate procurement risks; enable scientific and rational allocation of assets, revitalize idle assets, and enhance asset utilization efficiency; and further maximize the value of scrapped assets via methods such as bidding, thereby conserving fiscal expenditures.

Moreover, high-quality asset management is an inherent requirement for vocational colleges to achieve effective internal control. It not only provides momentum for normal operations but also enhances the utilization value of assets, minimizing daily educational and teaching costs. It further ensures better implementation of the spirit of the Party Central Committee's document on "Frugality and Waste Prevention in Party and Government Agencies," adheres to the "living within our means" principle, allocates limited fiscal resources where they are most needed, and frees up more funds for development priorities and the expectations of teachers and students [2].

3. Current Status of Asset Management at H Vocational College

3.1. Overall Status of Assets at H Vocational College

H Vocational College has established a total of 21 organizational units, including 15 administrative departments and 6 secondary colleges. There are 16,462 asset cards in total, comprising 15,669 fixed assets and 793 intangible assets. According to the sub-items of the unit's accounting categories, there are 15,570 items of equipment and furniture, 781 items of other intangible assets such as patents, 65 items of other fixed assets, 31 items of buildings, 9 items of data assets, 3 items of land, and 3 items of other buildings. The asset management work is handled by the School's Financial and Asset Office (Bidding and Procurement Office) (hereinafter referred to as the Financial and Asset Office), with one mid-level cadre specifically responsible for asset management, along with one part-time administrative teacher and one management assistant. Additionally, to facilitate asset management, each department has appointed one part-time asset administrator to oversee the acceptance, inventory, storage, issuance, maintenance, repair, periodic inventory checks, disposal applications, and other asset management tasks as coordinated by the Financial and Asset Office [3].

3.2. Asset Management Workflow of H Vocational College

The asset management work at H Vocational College primarily includes asset acceptance, recording and review, transfer, disposal, and inventory. Asset management follows the principle of "whoever uses, manages, and is responsible." Each department serves as the actual managing department for the use of the assets under its charge.

3.2.1. Asset Acceptance

Asset acceptance is divided into self-acceptance and university-level acceptance: items below 50,000 yuan are self-accepted by respective departments, while those above 50,000 yuan require university-level acceptance. For goods, self-acceptance involves factory inspection, unpacking inspection, installation, debugging, and technical acceptance by the project unit. Upon completion, the project unit submits records, acceptance applications, and other documents to proceed with asset warehousing and follow-up procedures. For services, self-acceptance is conducted by the project unit based on service implementation during the contract period and combined with service effectiveness evaluation. The project unit then submits evaluation forms, records, acceptance reports, and other materials to complete subsequent asset acceptance procedures [4].

The college-level acceptance is primarily organized by the Finance and Asset Department, Audit Department, relevant administrative departments, and project units in accordance with

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regulations. The Finance and Asset Department oversees the unified management of the acceptance process, while the Audit Department ensures compliance and authenticity. For physical goods, the original packaging of purchased fixed assets must be present on-site, and each asset's model, manufacturer, brand, quantity, etc., must be verified against the bidding announcement. For intangible assets such as software, the corresponding functions specified in the bidding announcement and manufacturer authorization documents must be checked. For service projects, the relevant administrative department and user department must participate in the joint acceptance. The acceptance team confirms the fulfillment of goods, technology, and service commitments, then issues an acceptance conclusion and recommendations. After the acceptance is confirmed and completed, the team members sign the acceptance opinion document, and the project unit issues the final acceptance report based on the opinion document.

3.2.2. Asset Storage and Requisition

H Vocational College Procurement Specialized Asset Management System is used for internal asset management of the school. After the acceptance of the procurement department, the asset administrators of each procurement department upload the invoice (including unit price), acceptance report, name of the procurement unit, contact person of the procurement unit, contact phone number of the procurement unit, and determine the asset user (custodian) and other materials through the asset management system. The asset classification, quantity, unit price, amount and other information are entered, and after being reviewed and approved by the using department and the finance department, asset storage information is generated. After successful storage, submit the process from the asset management system to handle asset requisition.

3.2.3. Asset Transfer

If there is a transfer of fixed asset users within the department, the asset administrators of each department shall submit an asset change application in the college asset management system and fill out the "Fixed Asset Department Internal Transfer Form". After approval by the main person in charge of the department, the handover procedures shall be handled; The fixed asset transfer procedures between various departments within the hospital are handled uniformly by the asset management department, and each department has no right to transfer on its own. After the transfer of assets between departments is confirmed and approved by the heads of both departments, an asset change application is submitted in the college's asset management system and the "Fixed Asset Transfer Form" is filled out, specifying the asset name, specifications, transfer quantity, and reasons. The transfer handover procedures are then processed at the asset management department [5].

3.2.4. Asset Scrapping

Any fixed assets that need to be scrapped must undergo technical appraisal by three or more technical personnel in the department, and a written appraisal opinion must be issued and signed. According to the appraisal opinion, the "Internal Declaration Form for State owned Assets Disposal of Provincial Administrative Institutions in Anhui Province" must be truthfully filled out. At the same time, the "Asset Management Disposal Report Form" must be filled out and submitted in the fixed asset management system to the asset management department. The department using fixed assets shall not dispose of scrapped asset residues on their own. Scrapped asset residues shall be centrally and uniformly handled by the school's fixed asset management department (finance department). Each department using fixed assets shall promptly handle the transfer procedures for residues after scrapping, and uniformly place the residues in the designated location of the finance department. The finance department shall count and register the scrapped fixed asset residues item by item. The disposal of residual materials takes the form of public auction to the society.

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4. Problems in Asset Management

4.1. The Professionalism of Management Personnel is Insufficient

There is a lack of professional asset management personnel in the finance department of H Vocational College. Although the personnel responsible for asset management in the Treasury Department have a background in finance, they lack sufficient knowledge and professional quality in asset management. The asset and equipment involved in the school are too specialized, and the classification of assets when they are received is inaccurate. The classification of assets when they are received is also inaccurate, sometimes even relying solely on their names for classification, and cannot be classified according to their essence. Part time asset administrators in various departments are unable to provide professional guidance or advice from a financial and professional classification perspective when handling inventory procedures. Due to a lack of financial expertise, it is sometimes not possible to independently complete accurate and timely submission of monthly and annual asset reports when submitting asset statements at the end of the month and year.

Although fixed assets at the school level can be inspected based on product models and other information. However, in the process of intangible asset acceptance, especially when it involves the use of professional software, due to a lack of corresponding professional knowledge, it is not possible to conduct acceptance from a professional perspective. Only the acceptance of whether the product module is consistent with the procurement requirements can be carried out, and more still relies on the procurement department to judge the acceptance; Due to a lack of knowledge in construction and installation engineering, it is not possible to conduct acceptance from a professional perspective. Therefore, it is necessary to conduct acceptance in conjunction with the General Affairs Office; Due to the inability to participate in the entire process of complex equipment acceptance and accompanying training services, an objective and comprehensive evaluation cannot be conducted.

4.2. The Acceptance Process Lacks Comprehensive Supervision

In the acceptance process, it is too simplistic to distinguish between self acceptance and school level acceptance based solely on the dimensions of assets and services above and below 50000 yuan; Moreover, the self acceptance is entirely carried out by the implementation units of each project, with a high degree of autonomy and a lack of relevant constraint mechanisms, which cannot fully guarantee the compliance and fairness of the acceptance and poses significant risks.

4.3. The Management Team has Weak Strength

All asset managers in various departments are part-time and have not received professional training, lacking knowledge of asset management. They have not fully understood the spirit of asset related knowledge, acceptance procedures, and other documents. In daily work, there is often a lack of resources and an inability to balance the fine management of assets on a daily basis. The daily asset inventory work has not been fully implemented, often only conducting asset inventory on a sudden basis when the school issues asset inventory tasks, and failing to integrate asset management and maintenance work into daily operations. In practical work, due to having one's own job responsibilities, when there is a conflict between asset management and one's own working hours, it is not possible to fully consider asset management, resulting in confusion in physical asset management; In addition, due to the increase in workload that does not belong to their own job positions, part-time asset managers have low work enthusiasm and initiative.

When there are changes in asset managers in various departments, due to insufficient asset management capabilities, they are unable to complete the handover of asset work, and the

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person in charge cannot immediately handle the asset management work, resulting in a lack of overall team strength.

4.4. Information Tools Cannot Be Linked Together

Although H Vocational College has purchased an asset management system, it is only used for internal asset management process management and cannot be linked with the provincial asset management system. The two systems cannot achieve information sharing, and information barriers still exist.

In the asset card entry process, the asset card information cannot be synchronized to the provincial asset management system in the internal management process, resulting in duplicate work. After the asset card is generated in the internal asset management system, it often needs to be re entered into the provincial system, especially at key time points such as the end of the quarter and the end of the year when the workload increases, which in turn affects the financial work settlement time. Meanwhile, due to inconsistent requirements for asset related information and fields when entering asset card information in the two systems, verifying the differences in assets between the two systems still requires a significant amount of time.

4.5. The Asset Utilization Rate is not High

Some of the purchased equipment is only used for a single competition or training, with fewer subsequent uses, lower utilization rates, and higher idle rates; Due to the lack of effective management and maintenance during asset use, situations such as insufficient care and protection may occur, accelerating asset depreciation; Due to the rapid replacement of some assets, but the need to purchase new equipment for actual work, the existing equipment has not been fully utilized and has become idle, resulting in the underutilization of funds and assets.

4.6. The Implementation of the System is not Strong Enough

Although H Vocational College formulated the Interim Measures for Fixed Asset Management in 2016, they have not been fully implemented. For example, regular evaluations and summaries of asset management work cannot be carried out on schedule. Secondly, the relevant content of the management measures has not been updated in a timely manner, and the new national standard categories are not reflected in the measures. The original national standard categories are still used for asset classification; The current asset management work belongs to the Financial Assets Department, while the management method is still under the General Affairs Department; There is no specific manifestation of the acceptance and management of intangible assets.

5. Solutions to Asset Management Issues

5.1. Strengthen Professional Training and Establish a Professional Team

Strengthen the professional level of the management team through online and offline methods. By registering for online professional knowledge training, such as learning about finance and asset valuation, one can enhance their professional competence. This not only allows them to better learn and strengthen their asset knowledge, but also enables them to understand financial expertise and improve their overall level; Offline, one can learn from the asset management experience of excellent universities and enrich their team management skills through visiting sister universities for exchange and learning.

Establish an expert database. By collecting experts in relevant fields through official official account and websites, when professional acceptance is involved, experts can be transferred from the expert database and the school acceptance team can form a professional acceptance team, which can not only improve the level of asset management, but also improve the quality

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and professionalism of acceptance, and can also conduct acceptance objectively and impartially to avoid possible risks in asset procurement.

5.2. Establish Incentive and Reward Mechanisms to Enhance Work Enthusiasm

Increase subsidies for part-time asset managers in various departments. By using various methods to increase rewards and linking them to salary performance, such as increasing the distribution of salary in the form of bonuses, calculating annual workload, awarding points for excellence, and promoting grades, measures can be taken to stimulate the work motivation of part-time administrators; At the same time, it is necessary to strengthen punishment measures, such as not managing according to regulations, resulting in fixed assets with assets but no accounts, and having accounts but no assets, leading to serious discrepancies between the department's fixed asset accounts and reality; If personnel changes occur and the handover procedures are not completed, resulting in unclear responsibilities for departmental asset management, measures such as campus notification, fines, and cancellation of qualifications for evaluation shall be taken.

5.3. Strengthen Investment in Informatization and Break Down Information Barriers

Strengthen capital investment, introduce third-party professional information technology capabilities through bidding and other methods, update and transform the campus asset management system, adjust and improve work processes, open up information channels with provincial asset management systems, achieve information circulation, reduce basic repetitive work such as asset input, and improve work efficiency.

5.4. Establish a Public Property Warehouse System to Improve Asset Utilization

Improve the management measures for public property warehouses and include idle and underutilized assets in the management of public property warehouses. Regularly carry out asset inventory work, establish a normalized system for asset inventory spot checks, and establish a public property warehouse asset ledger for assets that have been idle for more than half a year, have low utilization rates, and have no usage demand but still have value, which will be coordinated and adjusted by the finance department. When other departments have usage needs, priority should be given to asset allocation from the public property warehouse to achieve the sharing, scientific integration, and revitalization of idle assets. Not only can it improve asset utilization, but it can also save funds and maximize the educational and teaching effects of funds.

5.5. Strengthen Supervision and Management to Ensure the Implementation of the System

By actively visiting excellent universities to learn about asset management work experience, transforming the learned work experience into one's own practices, and promptly referring to and revising asset management methods, the regulations are improved according to the latest organizational structure and asset management needs. Establish a supervision and inspection team composed of disciplinary inspection, finance, audit, and asset managers from various departments, periodically supervise and inspect the asset management situation of each department, and report the results of the supervision and inspection; When necessary, third-party supervisory agencies can be introduced through bidding and other forms to conduct asset audits, timely discover and solve problems in asset management, and make asset management work more standardized and scientific. Regularly hold asset management exchange forums every month, inviting asset managers from orderly and efficient asset management

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departments to share their experiences for other departments to learn, exchange and explore, and implement methods and systems into regular work.

Although asset management in universities may seem like a general task, it is actually a highly comprehensive job that involves both accounting and internal control management. The effectiveness of asset management ultimately needs to be measured by some quantifiable indicators, such as whether the asset turnover rate has increased, whether the proportion of idle assets has decreased, and whether the residual value recovery rate in the scrapping and disposal process has increased. In the future, similar universities may consider incorporating the entire asset lifecycle operation status into the scope of performance evaluation, and conducting comprehensive supervision and statistics on the entire process of asset use and management. For example, aspects such as asset utilization rate, length of idle time of assets, and disposal income should be included. In this way, only by doing relevant work well in daily work can we achieve the goal of "making the best use of resources and maximizing the effectiveness of financial resources" and maximize the benefits of limited educational resources.

6. Conclusion

High quality asset management is an inherent requirement for schools to achieve high-quality internal control management. It can not only provide impetus for the normal operation of schools, but also more efficiently utilize the value of assets and minimize daily education and teaching costs. This article takes H Vocational College as the research object, summarizes the asset situation of the university, identifies the existing problems, and proposes improvement measures. The improvement measures are as follows: firstly, strengthen professional training and establish a professional team; Secondly, establish incentive and reward mechanisms to enhance work enthusiasm; Thirdly, strengthen investment in informatization and break down information barriers; Fourthly, establish a public property warehouse system to improve asset utilization efficiency; Fifth, strengthen supervision and management to ensure the implementation of the system.

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