

GUIDELINES FOR OPTIMIZATION OF UNIVERSITY  
STATE-OWNED ASSETS MANAGEMENT  
IN GUANGXI PUBLIC UNIVERSITIES

ZHU YINPEI

A thesis submitted in partial fulfillment of the requirements for  
the Degree of Doctor of Philosophy Program in Educational Administration

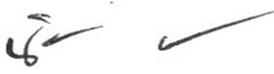
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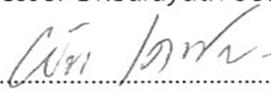
**Thesis Title** Guidelines for optimization of Universitys state-owned assets management in Guangxi public Universities

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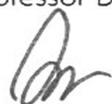
  
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### ABSTRACT

The purpose of this research is to research the current situation of state-owned assets management in Guangxi public universities, formulate guidelines to optimize management, and evaluate the suitability and feasibility of these guidelines for optimization of state-owned assets management.

The sample group of this research were 201 middle-level managers from the selected 20 universities in Guangxi. The interviewees in this research were 10 high-level administrators in Guangxi public universities. The expert group to evaluate the suitability and feasibility of the guidelines is composed of 9 experts. The research tools used in this research included questionnaires, structured interviews and evaluation forms. Data were analyzed by percentage, mean, standard deviation and content analysis.

The results were found that the level of state-owned assets management in Guangxi public universities in five aspects was at high level, the highest mean was communication and feedback, followed by management objectives, and the rate of return on assets was the lowest mean. According to the current situation of state-owned assets management in Guangxi public universities, the guidelines for optimization of state-owned assets management formed in five aspects, which contain 35 measures. Finally, the results about evaluation of the suitability and feasibility of guidelines were at high level.

**Keywords:** Optimization, State-Owned Assets, Public Universities, Guangxi

ชื่อเรื่อง	แนวทางการเพิ่มประสิทธิภาพการจัดการทรัพย์สินของรัฐในมหาวิทยาลัยวงวาลี
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### บทคัดย่อ

วัตถุประสงค์ของการวิจัยนี้คือ เพื่อศึกษาสภาพปัจจุบันของการจัดการทรัพย์สินของรัฐในมหาวิทยาลัยรัฐ มณฑลวงวาลี เสนอแนวทาง และประเมินความเหมาะสมและความเป็นไปได้ของแนวทางการเพิ่มประสิทธิภาพการจัดการทรัพย์สินของรัฐ กลุ่มตัวอย่างในการวิจัยครั้งนี้ ได้แก่ ผู้บริหารระดับกลาง มหาวิทยาลัยในมณฑลวงวาลี จำนวน 20 แห่ง รวมทั้งสิ้น 201 คน กลุ่มผู้ให้ข้อมูลสัมภาษณ์ ได้แก่ ผู้บริหารระดับสูง มหาวิทยาลัยรัฐในมณฑลวงวาลี จำนวน 10 คน ผู้เชี่ยวชาญประเมินความเหมาะสมและความเป็นไปได้ของแนวทาง ได้แก่ ผู้ทรงคุณวุฒิ จำนวน 9 คน เครื่องมือที่ใช้ในการวิจัยครั้งนี้ ได้แก่ แบบสอบถาม แบบสัมภาษณ์แบบมีโครงสร้าง และแบบประเมิน สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ค่าร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์เนื้อหา

ผลการวิจัย ระดับของการจัดการทรัพย์สินของรัฐในมหาวิทยาลัยรัฐ มณฑลวงวาลี โดยภาพรวมทั้ง 5 ด้าน มีค่าเฉลี่ยอยู่ในระดับสูง พบว่า การสื่อสารและการให้ข้อมูลป้อนกลับ มีค่าเฉลี่ยสูงสุด รองลงมาคือ เป้าหมายการจัดการ ส่วนอัตราผลตอบแทนจากสินทรัพย์ มีค่าเฉลี่ยต่ำสุด อ้างอิงตามสภาพปัจจุบันของการจัดการทรัพย์สินของรัฐในมหาวิทยาลัยรัฐ มณฑลวงวาลี พบว่าแนวทางการเพิ่มประสิทธิภาพการจัดการทรัพย์สินของรัฐ ประกอบด้วย 5 ด้าน รวมทั้งสิ้น 35 มาตรการ ผลการประเมินความเหมาะสมและความเป็นไปได้ของแนวทาง อยู่ในระดับสูง

**คำสำคัญ:** แนวทาง การเพิ่มประสิทธิภาพ ทรัพย์สินของรัฐ มหาวิทยาลัยรัฐ มณฑลวงวาลี

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Zhu Yinpei

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# Chapter 1

## Introduction

### Rationale

The university state-owned assets management refers to the effective management and operation of state-owned assets owned by universities to ensure their safety, integrity and effective use. With the rapid development of university education, the scale of university state-owned assets is expanding, and the management difficulty is increasing day by day. Therefore, optimizing the management of university state-owned assets is of great significance for improving the efficiency of the use of university state-owned assets and guaranteeing the teaching, scientific research and social service functions of universities.

World level: With the popularization and development of global higher education, the number and scale of colleges and universities have expanded rapidly, the scale of state-owned assets has been growing, and the management problems have become increasingly prominent. Economic globalization has intensified the competition of colleges and universities. Optimizing the management of state-owned assets can improve the competitiveness, attract excellent teachers and students, and promote international cooperation and exchange. Universities in different countries and regions have adopted different modes of state-owned assets management. For example, some countries use centralized management, with the central government or education department managing the assets of universities. Others are decentralized, with asset management devolved to individual universities. This diversity leads to differences in management efficiency and effectiveness. The state-owned assets management experience of universities in different countries and regions can learn from each other.

The management of state-owned assets is regarded worldwide as an important means to achieve national economic growth, social equity and welfare improvement. By effectively managing state-owned assets, countries can play their

role in strategic industries and key sectors, promote economic development, achieve public interest, and ensure equitable distribution and sustainable use of resources.

At the same time, the management of state-owned assets in universities is faced with many challenges and problems. Universities in different countries and regions have adopted diversified asset management models, which leads to differences in management efficiency and effectiveness. It is a hot research topic to evaluate the use efficiency of state-owned assets in colleges and universities, but it is difficult to accurately measure the actual value and contribution of assets with existing indicators, and there are differences in the evaluation methods of different types of assets. The rationality of asset allocation directly affects the quality of teaching and scientific research, but some universities have problems such as idle assets and repeated purchases. With the development of information technology, the informatization degree of state-owned assets management in colleges and universities is constantly improving, but there are still problems such as imperfect information system and inaccurate data. The state-owned assets of colleges and universities also face various risks, and effective risk management measures need to be taken. It is very important to establish a scientific and reasonable asset performance evaluation system, but the current performance evaluation index pays too much attention to financial index and neglects the social benefit and long-term value of assets.

University leaders often adhere to traditional government models, which limits their ability to adopt modern asset management practices. This mindset creates barriers to innovation and adaptation in effectively managing assets. While there is pressure to increase revenues from asset management, leaders also face expectations to reduce public subsidies. These conflicting requirements complicate asset management decisions and priorities. Institutions are often unprepared for the shift to more autonomous asset management, lacking the training and resources needed to implement effective strategies (Slamet, 2023).

The world currently faces unprecedented technical, environmental, economic, and political challenges, which together represent a significant threat to global stability and to the way of life as we know it. Climate change and global

warming, an exponentially growing and aging population, and insufficient global reserves in technologically important resources have taken us to the precipice of catastrophe and now require urgent action (D, A, Cardwell, 2024, p.2-7).

China level: In recent years, China's higher education has made remarkable achievements in the wave of reform and development. The number and scale of colleges and universities have mushroomed rapidly, cultivating a large number of outstanding talents for the country. At the same time, state-owned assets management has gradually become a key link of university management, which plays a vital role in improving the quality and efficiency of education. The Chinese government attaches great importance to the management of state-owned assets and has issued a series of policies and regulations aimed at strengthening the management of state-owned assets in universities, improving the efficiency of the use of assets and preventing the loss of state-owned assets. These policies and regulations provide clear guidance and norms for the management of state-owned assets in colleges and universities, and promote the improvement of management level. As an important base of scientific and technological innovation and personnel training, the effective management of state-owned assets has far-reaching significance for promoting economic development and social progress. Through rational allocation and effective use of state-owned assets, colleges and universities can better play their own advantages and provide strong support for the country's economic construction and social development.

In this context, state-owned assets management has become an important part of university management, which is crucial to improve the quality and efficiency of education. The Chinese government attaches great importance to the management of state-owned assets and has issued a series of policies and regulations to strengthen the management of state-owned assets in universities and colleges, improve the efficiency of the use of assets and prevent the loss of state-owned assets. As an important base for scientific and technological innovation and personnel training, the effective management of state-owned assets has far-reaching significance for promoting economic development and social progress, enabling colleges and

universities to better play their own advantages and provide strong support for national economic construction and social development.

On the other hand, with the increasing scale of state-owned assets in colleges and universities, including land, buildings, equipment, how to effectively manage and utilize these assets has become an important issue. However, some colleges and universities have problems such as unsound asset management system and unclear responsibilities, which lead to low efficiency. At the same time, the asset allocation is unreasonable, there is blindness and repetition, and the waste of resources is serious. In addition, due to the lack of effective supervision and evaluation mechanisms, the efficiency of asset use is not high, and there is idle and waste. Although many colleges and universities have begun to promote the informatization construction of state-owned assets management, there are still problems such as imperfect information system and inaccurate data. In the management process, there is also the risk of asset loss, such as asset theft, misappropriation and so on. At present, the performance evaluation system of state-owned assets management in Chinese universities is not perfect enough, and it is difficult to evaluate the effect of assets management comprehensively and objectively.

Starting with the new norms for the disposal management of state-owned assets in colleges and universities, this paper deeply analyzes the problems commonly existing in the disposal management of state-owned assets in colleges and universities, such as lack of management consciousness, low reuse rate, imprecise standards, single methods and channels, and inadequate management of competitive recyclers. Put forward implementation measures such as improving the disposal system, strengthening the adjustment and encouragement of asset reuse, refining standards and standardizing disposal approval, expanding disposal channels through donation exhibitions, using information means to improve the fair and open disposal, and standardizing the standardized management of all-calibre state-owned assets including material intangible assets, so as to promote the standardization and legalization of the disposal of state-owned assets in colleges and universities. Improve the management

level and ability of state-owned assets in colleges and universities (Zheng Xu. 2022, p.52-57).

The disposal of state-owned assets in colleges and universities is an indispensable link in asset management, so it is of great significance to strengthen the management of administrative state-owned assets. Standardizing the disposal of state-owned assets in colleges and universities can continuously improve the efficiency of the use and management of state-owned assets, and play an important role in promoting the preservation and appreciation of state-owned assets. Asset disposal is a coordinated and targeted work, and some problems need to be studied and standardized (Hai-ying Zhao. 2023, p.148-151) .

Guangxi level: As an important province in China, Guangxi Zhuang Autonomous Region has many universities. With the rapid development of Guangxi economy and the popularization of higher education, the importance of state-owned assets management in universities has become increasingly prominent.

At present, the state-owned assets management of Guangxi colleges and universities has made some achievements. All colleges and universities have established state-owned assets management institutions, formulated corresponding management systems and processes, and strengthened the registration, inventory and evaluation of assets. At the same time, Guangxi colleges and universities also actively promote the construction of state-owned assets information, improve the efficiency and transparency of asset management.

However, there are still some problems in the management of state-owned assets in Guangxi universities. First of all, the state-owned assets management system is not perfect, there are some loopholes and deficiencies, resulting in assets management is not standardized and scientific. Secondly, the state-owned assets management information construction is relatively lagging behind, the information system is not perfect, the data is not accurate and timely, which affects the efficiency and decision-making of asset management. In addition, the construction of state-owned assets management team also needs to be strengthened, and the professional quality and business ability of managers need to be improved.

In view of the above problems, universities in Guangxi should strengthen the system construction of state-owned assets management, improve the management system and process, strengthen internal control and supervision, and ensure the standardization and science of state-owned assets management. At the same time, universities in Guangxi should speed up the construction of state-owned assets management information, improve the information system, improve the accuracy and timeliness of data, and provide strong support for asset management. In addition, Guangxi colleges and universities should strengthen the construction of state-owned assets management team, improve the professional quality and professional ability of management personnel, and provide a strong talent guarantee for state-owned assets management.

The effective management of state-owned assets can guarantee the security of national property and the interests of national economic development. The implementation of state-owned assets management is an inevitable requirement for the state authority to carry out management and supervision of state-holding enterprises, and an inevitable choice to ensure the safety of state-owned assets and improve the operating efficiency of state-owned assets (Li Liang. 2019, p.8-12).

The equipment procurement activities of universities, the State-owned Assets Management Office was responsible for the daily procurement management of teaching and research equipment. The State-owned Assets Management Office of the university has a procurement management section, which currently has a section chief and a procurement management officer. According to the division of labor within the State-owned Assets Management Office, the equipment procurement work is in the charge of the Director. In order to regulate the university's equipment procurement behavior, College has formulated the university's interim measures for government procurement, management measures for the self-procurement of materials and services, and interim measures for the acceptance management of equipment (Kang Juanping. 2020, p.124-126).

In conclusion, the state-owned assets management of Guangxi universities has made some progress in system construction, information application, asset registration and inventory, asset utilization efficiency and asset custody and

supervision, however, it is also necessary to further strengthen the scientific, standardized and refined asset management, solve some existing problems and challenges, and further improve the level of asset management in Guangxi public universities.

Through the research on the current situation of state-owned assets management at the world level, China level and Guangxi local level, I deeply realize that more and more experts and scholars have realized the importance of the optimization of university asset management, and university management departments are actively exploring and researching how to optimize university asset management. To promote asset management optimization, effective theoretical tools are very important. I also found that the setting of goals is the basis of the optimization of state-owned assets management. Through clear goal setting, the direction and focus of asset management can be clarified. At the same time, supervision, training and incentive are also important means to ensure the smooth progress of state-owned assets management in universities. The purpose of this paper is to solve the waste and idle phenomenon of the state-owned assets in the process of asset management, optimize the allocation of resources, and achieve the effect of optimal management, in order to improve the economic benefits and competitiveness of colleges and universities, to provide a better support platform for the sustainable development of colleges and universities in teaching, scientific research, social services and other aspects.

### **Research Questions**

1. What is the current situation of university state-owned assets management in Guangxi?
2. What are the guidelines for optimization of university state-owned assets management in Guangxi public universities?
3. Are the guidelines for optimization of university state-owned assets management in Guangxi public universities suitable and feasible?

## **Objectives**

1. To study the current situation of university state-owned assets management in Guangxi public universities.
2. To establish the guidelines for optimization of university state-owned assets management in Guangxi public universities.
3. To evaluate the suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities.

## **Scope of the Research**

### **Population and the Sample Group**

#### **Population**

The population of this research were 420 middle-level managers who manage university state-owned assets in 20 public universities in Guangxi. These 20 universities are distributed in the east, south, west, north and central Guangxi. In the past five years, these universities developed steadily and their assets increased.

#### **The sample group**

The sample group of this research were 201 middle-level managers who manage university state-owned assets from the selected 20 universities in Guangxi by using systematic random sampling, according to Krejcie and Morgan (1970) sampling table, through field investigation, questionnaire survey, and analysis of the state-owned assets management optimization strategy of universities in Guangxi.

#### **The interviewee**

The interviewees in this research were 10 high-level administrators from the 10 universities that comprehensive strength ranks high, 1 administrators from each university in Guangxi. The qualifications of interviewees are as follows: 1) at least 6 years of work experience in university state-owned assets management in Guangxi, 2) have extensive experience in university state-owned assets management, 3) graduated with master's degree or above.

### **Expert group**

The experts for evaluation of the suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities were 9 high-level administrators in Guangxi. The qualifications of the experts are as follows: 1) at least 10 years of work experience in university state-owned assets management in universities, 2) have extensive experience in university state-owned assets management, 3) graduated with master's degree or above, 4) academic title is associate professor or above.

### **The Variable**

According to the related theories and research, Key factors of optimization of university state-owned assets management will be researched from the following variables:

1. Management objectives
2. The rate of return on assets
3. Communication and feedback
4. Risk control
5. Development opportunities

### **Advantages**

1. To provide new theoretical viewpoints and development directions for the theory and practice of asset management and improve the efficiency and effect of state-owned assets management in Guangxi universities, while making contributions to the theoretical development in the field of asset management by providing strategies for university state-owned assets management optimization in Guangxi universities.

2. To provide practical guidance and decision support for middle-level leaders of state-owned assets management in Guangxi universities by researching the optimization strategies of state-owned assets management in Guangxi universities. By analyzing and summarizing the successful experience and best practice of state-owned assets management in Guangxi universities, suggestions and methods for implementing optimization guidelines to help practitioners optimize asset management can be put forward.

3. To provide policy suggestions and decision-making support for relevant government departments. By researching the optimization guideline of state-owned assets management of universities in Guangxi, the problems and challenges in the state-owned assets management of universities in Guangxi can be found, which provides a basis for the government to formulate relevant policies, and puts forward corresponding improvement measures to promote the sustainable development of state-owned assets management of universities in Guangxi.

### Definition of Terms

**University state-owned assets** refer to assets owned by the state or local government and entrusted to the management of universities, which are the basis and support of teaching, research and service to society. It includes but is not limited to the following aspects: 1) Land and buildings, 2) Equipment and facilities, 3) Library and document resources, 4) Scientific research achievements and intellectual property rights, 5) University-owned enterprises and projects. University state-owned enterprises and projects also belong to the category of state-owned assets of universities. University state-owned assets are various forms of assets owned and managed by universities as public institutions.

**Management objectives** refer to the alignments of organizational vision and strategy by middle-level leaders in goal setting, so that goal setting can provide effective guidance and support for the improvement and development of asset management. By understanding the overall objective of the organization, administrators set goals that are aligned with the organization's vision, mission, and strategic direction, and insist that goals are specific, measurable, and achievable. Administrators understand the definition of key performance indicators for management objectives and the key performance indicator monitoring measures; communicate management goals with team members to ensure that they can understand and accept the objectives, regularly review and evaluate the achievement of the objectives, and make necessary adjustments and optimizations according to the evaluation results to ensure the realization of asset management objectives and the improvement of organizational performance.

**The rate of return on assets** refers to the ratio of the profit or income created by the state-owned assets of colleges and universities to the total assets in a certain period. Return on assets mainly involves the management of teaching facilities and equipment scientific research equipment and laboratories, student living facilities, and social service facilities. Assets with a high rate of return on fixed assets can effectively use assets to create value. Assets with a high low of return may indicate a poor resource allocation or management problem that needs to be further identified and resolved. Idle assets can not produce or produce low income, which will affect the improvement of the return on assets. By researching the rate of return on assets, administrators can identify areas of focus and concentrate more resources on these key areas, promote resource allocation properly, optimize asset management, and control asset management risk.

**Communication and feedback** refers to the ability and mechanism for administrators to communicate effectively and give timely feedback with management institutions at all levels, superior leaders, subordinate departments and relevant stakeholders. Administrators clearly communicate goals to team members so that team members have a clear understanding of the goals. Administrators share information and communicate with team members through face-to-face, telephone, email and other communication methods, give feedback on the progress, provide questions with goal implementation and give suggestions for improvement of goal implementation. Administrators encourage cooperation among team members. They are good at expressing their opinions and views in clear, accurate and authoritative language during communication, and maintain a positive and cooperative attitude.

**Risk control** refers to the risk assessment, monitoring and control of assets to reduce various risks that may be faced in the process of asset management. Risk assessment requires administrators to clarify possible operational risks, market risks, legal risks, natural disaster risks, regulatory risks, technical risks, etc. administrators should be able to assess the magnitude of these risks, clarify the responsibilities and authority of all levels of management, and are aware of policies, procedures and processes related to risk control. Risk monitoring requires regular tracking and monitoring the risk profile of assets, and timely detection and reporting of risks. Risk

control requires administrators to diversify asset allocation according to the results of risk assessment, strengthen asset protection measures, and strengthen the employees' risk awareness through training and publicity.

**Development opportunities** refer to the opportunities and conditions that are conducive to promoting and improving the efficiency of asset management. By strengthening learning, administrators can keep abreast of government support policies for asset management, seize development opportunities, make timely decisions and actions, and improve growth opportunities by adjusting and optimizing asset allocation. Administrators can obtain asset capital support through equity financing, bond issuance and other ways to promote the development and reform of the university. Administrators use assets to support scientific and technological innovation projects, technology transfer and industry incubation, and promote industry-university-research cooperation and the transformation of scientific and technological achievements. Administrators also use assets to expand educational services, to support international exchange programs and platforms, so as to provide universities more autonomy and development space.

## Research Framework

Based on the analysis of related theories and researches, the key factors affecting the university state-owned assets management are outline as follows:

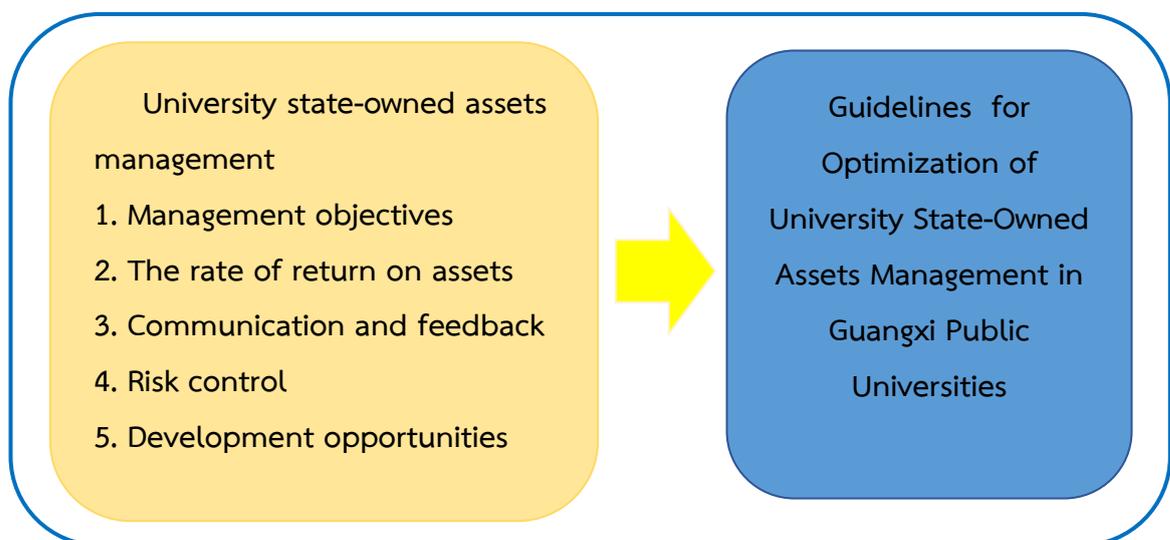


Figure 1.1 Research Framework

## Chapter 2

### Literature Review

State-owned assets management in universities is the material guarantee for carrying out teaching and research activities, and objective management is an effective management method. The guideline for optimization of university state-owned assets management in Guangxi public universities can help universities realize the optimization of state-owned assets management, improve the efficiency of asset management, and promote the overall development of Guangxi education management. For this, scholars have carried out research on concepts; theories and related researches from different angles.

1. Concept of educational administration
2. Concept and theory used in university state-owned assets management
3. Concept and application of objective management
4. Content of state-owned assets management in universities in Guangxi
5. Related Research

#### Concept of Educational Administration

##### Definition of educational administration

Educational administration refers to an activity in which educational administrators use certain management principles and methods to rationally allocate educational resources, guide and organize educational personnel to complete educational tasks and achieve educational goals under specific conditions. Education administration includes school management, education administration department management, education institution management and so on.

Drucker, P F. (1954) proposed that education administration is the art of getting things done through people in educational institutions. It involves planning, organizing, directing, and controlling the resources and activities of an educational organization to achieve its goals. In his book *The Practice of Management*, Drucker believes that the primary goal of educational organizations is to provide high-quality

educational services and to cultivate and develop students' abilities. He stressed the close relationship between the goals and operations of the organization, pointing out that education administrators should clarify the vision and goals of the education organization, and formulate corresponding strategies and plans to achieve these goals. He believes that educational administrators should assume the role of leaders and need to have certain leadership and management skills. He stressed that administrators should focus on student learning outcomes and teaching quality, and work with teachers and staff to improve the performance of educational organizations. Drucker also believes that educational administrators should monitor and evaluate the performance of educational organizations through effectiveness evaluation. He emphasized the importance of effectiveness evaluation and put forward some methods to evaluate the performance of educational organizations, such as setting goals and indicators and establishing performance evaluation systems. He also believes that educational organizations should actively seek innovation and adapt to the changing educational environment. He advocates for education administrators to focus on education reform and change, driving the innovative development of organizations to meet the needs of students and society.

Fullan Michael (1982) proposed that effective educational administration requires a strong focus on instructional Leadership Michael Fullan's research in educational management focuses on organizational change, leadership, and educational policy. He emphasized the importance of educational change, and he proposed a "trilogy" model of change, including three elements: motivation, ability and opportunity. He believes that change requires clear goals and motivation, the necessary capabilities and knowledge, and the right opportunities and support. Fullan believes that leadership is a key factor in driving change in education, and he has developed the concepts of "primary leaders" and "second leaders." Primary leaders refer to administrators such as principals and deans in universitys and educational institutions, while secondary leaders refer to teachers and other educational practitioners. He believes that leaders need to be able to communicate effectively, work in teams and solve problems, while being able to motivate others and innovate. He is concerned about the impact of educational policy on educational practice, and

he has proposed the concept of "smart policy". He believes that policy makers should make reference to research evidence and practical experience to formulate policy measures that are operable, sustainable and evaluable. Fullan focuses on the role of educational assessment and monitoring, and he advocates data-based decision-making and feedback loops. He stressed that educational evaluation should take into account multiple dimensions of students and teachers, including learning outcomes, teaching quality and educational process.

Lunenburg, F. C. (2011, p.1-10) proposed that educational management is the process of utilizing organizational and human resources to achieve organizational goals. It includes planning, organizing, leading and controlling all aspects of the university system to ensure optimal educational services and support for student development. The central task of education management is to provide effective leadership for universities, promote the development of teachers and students, and ensure the quality of education and the efficiency of university operations. This definition emphasizes the goal-oriented and organizational nature of educational management as the process of achieving organizational goals by planning, organizing, leading, and controlling all aspects of the university system. Lunenburg emphasized the importance of educational management in providing the best educational services and supporting student development, as well as the task of providing universities with effective leadership, promoting teacher and student development, and ensuring the quality and efficient operation of education. This definition provides a clear framework for the discipline of educational administration, helping educational administrators understand their roles and responsibilities, and the importance of educational administration within the university system.

Sergiovanni, Thomas J. (2013, p.1-11) proposed that education administration should prioritize the development of a positive university culture. He believed that the ultimate goal of educational management was to serve the growth and development of students. His definition and understanding of educational management mainly focused on university leadership and university culture. He stressed that university management should be student-centered, focusing on student learning outcomes and well-being, and building close partnerships with

students, teachers, parents and the community. Sergiovanni emphasized the importance of university leadership, believing that the primary task of a university leader is to shape the mission and vision of the university and to inspire and support the efforts of teachers and students through positive leadership behaviors. He describes leadership as "synergy" and sees leadership as a collective act and collaborative effort rather than just an individual responsibility. He believes that university culture is at the heart of the university and has a profound impact on university goals, behavior, and relationships. He emphasized that university leaders should strive to shape a positive, shared university culture that encourages interaction and collaboration between teachers and students to achieve the university's common goals. University leaders should be leaders of learners and teachers who possess a level of educational expertise and leadership that can provide learning opportunities and support the professional development of teachers. He stressed that leaders should focus on the overall development of students, while promoting collaboration and cooperation within the university by building positive interpersonal relationships and communication channels.

Bush Tony (2003, p.213-217) proposed that educational management should pay attention to both theory and practice. He believes that educational management is both a discipline and a practical activity. From a theoretical perspective, Bush believes that educational management is a discipline that provides guidance and support for educational practice through the research and understanding of educational organization, educational policy, leadership, and management. The theories of educational management include organizational theory, administrative theory, leadership theory and policy theory, etc. These theories help us understand the operation mechanism of educational organizations, the process of management decision-making and the role and responsibility of leaders in educational practice. From a practical point of view, Bush emphasizes that educational management is a specific organizational behavior whose purpose is to improve the effectiveness and performance of educational organizations. Educational administrators need leadership, management skills and decision-making abilities. They are responsible for developing and implementing educational policies, organizing and managing

educational resources, coordinating educational teams, and evaluating and improving educational efforts. The practice of educational management needs to be flexibly adjusted according to the specific educational environment and needs, and different educational institutions and cultural backgrounds may require different management methods and strategies. Only with the support of theory and practice can educational management promote the development of education and improve the quality of education more effectively.

Li La (2021, p.9-14) proposed that educational administration is a behavior of rational allocation of various educational resources in accordance with the objective laws of education in a specific social environment to achieve educational policies and goals. More specifically, under the constraints of the political, economic and cultural environment of a country or region, and under the leadership of the educational values upheld by the educational administration department, this behavior adopts scientific methods to predict and plan, organize and guide, supervise and coordinate, motivate and control the various educational organizations at all levels under its jurisdiction. So that the limited educational resources can be developed and rationally allocated in order to achieve the purpose of improving the quality of education, increasing the efficiency of running a university, stabilizing the order of teaching, improving the conditions of running a university and promoting the development of education.

Liu Xiaoqing (2023, p.3509-3515) proposed that university administration is all the behaviors to achieve the purpose of university, which is divided into three aspects, namely, the management of objects, people and management, among which the management of objects refers to the maintenance of information equipment; Human management refers to the appointment, removal, service, punishment, supervision, etc.; Management includes class preparation, education curriculum, university affairs sharing and student management. Chinese scholar Zhang Jizheng defines the concept of university management as an organizational activity whose main goal is to carry out university education. According to various systems, university administrators adopt scientific management methods to lead teachers and students to make full use of excellent education and teaching resources inside and

outside the university and carry out reasonable integration and optimization, so as to effectively realize the organizational activities of university management goals.

In conclusion, educational administration is a complex and important task, which requires educational administrators to have comprehensive management ability and professional knowledge, and ensure the effective operation of educational institutions and the improvement of educational quality through scientific management methods and strategies. 1) The goal of educational administration is to achieve the mission and objectives of educational institutions, provide high-quality educational services, and promote the overall development of students. Its tasks include the development of organizational structures and management systems, enrollment and recruitment, teacher training and development, student management, curriculum design and evaluation, quality assurance and supervision. 2) The importance of educational administration lies in the effective operation and management of educational institutions, ensuring the rational use and optimal allocation of educational resources, and improving the quality and effect of education. It requires good organizational and leadership skills, the ability to set clear goals and strategies, allocate resources effectively, motivate and develop educators, establish good communication and collaboration mechanisms, and continuously improve and evaluate the educational process.

## **Concept and Theory of University State-Owned Assets Management**

### **Definition of university state-owned assets management**

University state-owned assets management refers to the process of comprehensive management and effective utilization of all kinds of assets owned by colleges and universities. It includes the planning, acquisition, evaluation, utilization, protection and monitoring of fixed assets (such as land, buildings, equipment, etc.), current assets (such as funds, inventories, etc.) and intangible assets (such as intellectual property, brand value, etc.). Many scholars, institutions and researchers have given the definition of university state-owned assets management as follows:

Palfreyman, D., & Tapper, T. (2012) proposed that the management of state-owned assets in universities can be understood as the process of effective management and planning of state-owned assets owned by universities, including the evaluation, classification, allocation, maintenance and supervision of assets, aiming to ensure the best use of assets and maximize their value. To provide support for the teaching, research and development of universities. It should focus on the case research of international university asset management practice and explore the strategies, mechanisms and effects of university asset management in different countries and regions, and provide some suggestions and experience for reference.

Muhammad, Dachyar., Mega, Ilham, Perkasa. (2018, p.21-25) proposed that the management of state-owned assets in universities refers to the process of managing assets owned by state universities. While existing asset management processes at universities often lack best practices and rely on manual approaches, resulting in inefficiencies and implementation challenges, business process redesign and the use of information systems can be leveraged to improve asset management at universities. They propose alternative process improvements for each asset management procedure designed to reduce surgical time and increase efficiency. It is suggested that simulation studies can be conducted using iGrafx to examine and refine the proposed asset management process, thereby significantly reducing the time of various procedures.

Olivier (2020, p.258-266) proposed that state-owned asset management is an enabling discipline that is defined by the International Standard ISO 55000 as the coordinated activities of an organization to realize value from assets. Prognostic and health management (PHM), component and system reliability, risk assessment, asset management planning and organizational structure are all part of the asset health management process. Those activities are themselves specific disciplines which have their own standards, goals, expert communities and visions. However links between them as a whole process still have to be clearly understood and defined. The aim of this paper is to propose a holistic asset health management model depicting interrelations between activities. The well-known Data-Information-Knowledge-Wisdom (DIKW) hierarchy is applied to the asset management process to shed light

on interactions between key activities and their contributions to the asset management value chain. To illustrate the concept, an example is shown in the context of hydro power generation.

Xiaoling, Liao. (2021, p.29-33) proposed that university state-owned assets management refers to the management of the assets owned by the state and used by educational institutions. The financial management (FM) model is considered to be an important aspect of state-owned asset management in China Higher Vocational College (HVC). The integration of asset information into HVC is the core component of the education informatization project, which reflects the development direction and measures of the current social education system. The aim of researching the FM model is to ensure the financial stability of HVC and ensure adequate funding for education. This paper uses big data technology to analyze the asset management model to reveal the shortcomings and provide corresponding solutions.

Duan Xiangmei (2022, p.3) proposed that university asset management is a general term for various management behaviors that occur during the whole life cycle of campus assets from purchase to disposal. It includes such daily management behaviors as asset purchase, asset allocation, asset transfer, leasing and lending, asset inventory and asset disposal, as well as asset annual report and asset management performance assessment. In August 2020, the Ministry of Finance issued the Notice on Strengthening the Management of Fixed Assets in Administrative Institutions, which put forward a series of requirements for strengthening asset management. As for the main responsibility, it is required to implement management responsibility, strengthen internal control construction, and improve rules and regulations; In terms of asset registration, it is required to strengthen basic management, and all assets must be registered to people, one card, one object, and one account; In terms of daily management, it is required to standardize management behavior, improve management efficiency, and standardize asset allocation and asset disposal behavior; In terms of management evaluation, it is necessary to strengthen supervision, improve accountability mechanisms, and set performance indicators reasonably from all aspects involved in asset management.

In conclusion, the university state-owned assets management refers to the process of effective management and planning of state-owned assets owned by colleges and universities. State-owned assets include material and non-material assets such as land, houses, equipment, laboratories, library resources and scientific research results. As an important national educational and training institution and scientific research unit, colleges and universities have a large number of state-owned assets. The effective management and utilization of these assets can provide support for the teaching, scientific research and social services of colleges and universities, promote the development of colleges and universities and improve their performance. The objectives of state-owned assets management in colleges and universities include: 1) to ensure that the state-owned assets of colleges and universities are kept in good condition, can continue to play a role, and increase in value according to needs; 2) reasonable allocation and use of assets to meet the teaching, scientific research and management needs of universities and improve resource efficiency and utilization; 3) establish a sound asset supervision and maintenance mechanism to ensure the safe and sustainable use of assets; 4) through reasonable planning and management, maximize the benefits of assets and improve the comprehensive strength and competitiveness of colleges and universities. In the management of state-owned assets in colleges and universities, middle-level leaders assume the responsibility of supervision and implementation, are responsible for the formulation and implementation of asset management strategies, norms and processes, and coordinate the cooperation between various departments and units. They need to have the professional knowledge and management ability to effectively manage assets and safeguard the interests and development of the university. In addition, middle-level leaders also need to work closely with superior leaders, technical personnel and other relevant stakeholders to jointly promote the management of state-owned assets in colleges and universities.

### **Theories used in university state-owned assets management**

#### **Risk management method**

The risk management method is a management method used in the asset management of colleges and universities. The risk management method can help

administrators better manage and protect assets and reduce potential losses and risks. Risk management identifies and evaluates potential risks. This involves conducting a thorough analysis of the internal and external environment to identify various risk factors that may affect the value and operation of the asset, such as market risk, credit risk, operational risk, etc. After identifying and assessing risks, it is necessary to formulate risk management strategies and policies, establish risk management systems and processes, and formulate risk control measures and programs to ensure that risks are within an acceptable range. Risk management is not only limited to the control and avoidance of risks, but also includes the transfer and bearing of risks. In addition, risk management needs to establish a risk monitoring and response mechanism, timely grasp the risk situation and take corresponding measures. Risk management needs to pay attention to the risk culture of the organization and the risk education of employees, emphasizing the whole process of risk identification, assessment, control and response, so as to help the organization reduce the risk of asset management, protect and improve the anti-risk ability and sustainable development ability of the organization's asset management.

#### **Financial management method**

Financial management method emphasizes the importance of budget preparation and implementation. In the process of budget implementation, the administrator ensures the reasonable operation of assets and the control of expenses through financial management law; Reduce operating costs through cost control measures; Ensure the safety and return of investment through proper planning and management. The Financial Management Law requires the establishment of a sound asset accounting management system, the registration, collection and classification of assets, the establishment of asset ledgers, to ensure the accurate recording and tracking of assets; Regular asset inventory and audit to ensure the integrity and accuracy of assets. The financial Management law requires accurate and timely preparation to provide relevant stakeholders with an understanding of the university's assets. Through the application of financial management law, colleges and universities can realize the effective management and operation of state-owned assets. Financial management provides a series of management tools and methods to help colleges

and universities plan, control and evaluate assets, so as to maximize the use of assets and maintain and increase value.

### **Objective management method**

Objective management method emphasizes the close correlation between the objectives and strategies of the organization and asset management, focusing on the establishment of clear objectives, and tracking and evaluating the actual results of asset management through the development of specific indicators and plans. According to the overall goals and strategies of the university, the leaders of the first level formulate specific goals related to asset management, such as improving the return on assets and reducing asset risks. At the same time, formulate corresponding management plans and measures, including resource allocation, budget preparation, key performance indicators, risk control and other target decomposition and coordination. administrators break down the overall goal into specific tasks and indicators, and clarify the responsibilities and authority of subordinate administrators and teams. Ensure the goal coordination and information flow among all levels, promote the smooth progress of asset management, and make corresponding adjustments and improvements according to the actual operation of assets, pay attention to communication and cooperation with subordinates, ensure their understanding and consensus on the goal, and jointly promote the realization of asset management goals.

Compared with the risk management method and financial management method, the objective management method focuses on setting and achieving clear goals and indicators, emphasizing comprehensive consideration of the interests of all parties, and focusing on risk management. The application of objective management in asset management can clarify the key points, rationally plan and effectively execute, improve the efficiency and performance of asset operation, promote transparency and accountability, and improve the management efficiency and performance of state-owned assets in universities.

## Concept and Applications of Objective Management

### Concept of objective management

Objective management is a modern management method which is goal-oriented, people-centered and results-oriented, so that organizations and individuals can achieve the best performance. The main elements of management by objectives include clear goals, participatory decision-making, time constraints, performance evaluation, feedback, and communication. These elements are interrelated and together constitute the core content of management by objectives.

Drucker, P F. (1954) systematically elaborated on the theory and practice of objective management in his book "The Practice of Management" and other works. He identified several key principles of goal management, including 1) Objective must be specific and clear in order to be defined and measured effectively. Clear goals can motivate and guide behavior, keeping it focused on specific outcomes. 2) Objective must be traceable, allowing progress to be tracked and adjustments to be made through effective control measures. Objective controllability means taking appropriate actions to achieve the goals, rather than relying solely on luck. 3) Objective management requires the participation and involvement of leaders and employees at all levels to ensure that goals are recognized and accepted. Sharing goals can enhance a sense of responsibility and ownership among employees. 4) Objective management emphasizes the hierarchical structure of goals and involves breaking down larger goals into specific tasks and responsibilities. This facilitates more effective implementation and management. 5) Goal management requires the establishment of effective monitoring and feedback mechanisms to promptly assess goal achievement and make necessary adjustments for deviations. Peter Drucker's objective management approach emphasizes the importance and role of objectives, as well as the specific steps and principles involved in objective management. These principles are relevant for both organizational and individual management, enabling more efficient and effective work and management. Objective management includes goal setting, goal decomposition, planning, monitoring and evaluation.

Edwin A. Locke (1968) proposed the theory of objective setting. Setting specific, challenging, measurable, and achievable objectives can stimulate motivation, improve performance, and help employees and organizations achieve success, which laid the foundation for modern management by objectives theory. Locke's research has a profound influence on the subsequent research and practice of management by objectives. Objectives should be specific and clear, rather than vague or broad, clear goals help employees understand and act, improve the effectiveness and efficiency of work; The objectives should be challenging to stimulate the motivation of employees and pursue a higher level of performance, stimulate the enthusiasm and efforts of employees, and help to improve work performance and achieve greater achievements; Objectives should be measurable, that is, specific indicators or quantitative standards can be used to measure and evaluate the achievement of objectives. Measurable objectives can help employees and organizations understand the progress of objectives, and conduct performance evaluation and improvement. Objectives should be achievable and feasible based on realistic conditions and resources. Setting achievable objectives helps employees build confidence and focus and avoid setting too high or unattainable objectives. Objectives setting theory emphasizes the relationship between objectives and feedback, through timely feedback, employees can understand the progress of objectives, adjust actions and strategies, and improve the effect of work.

Doran, G. T. (1981, p.35-36) proposed that management by objectives requires clarity, measurability, realizability, and strategic relevance of objectives. George Dolan stressed that goals should be specific and clear, goals need to clearly describe the desired results, and have a clear scope and content, and then push the organization in a specific direction; Goals should be measurable, that is, specific indicators or indicator sets can be used to measure and evaluate the achievement of goals, measurable goals help track the progress of goals, and provide a basis for performance evaluation and improvement; The goal should be feasible on the basis of realistic conditions and resources, and can be achieved by the organization or individual, and should avoid setting too high or too low goals; Goals need to be related to the strategic direction and priorities of the organization or individual,

aligned with the organization or individual's vision, mission and strategy, and help ensure the importance of the goal and its value contribution to the organization or individual.

Grove, A. S. (2015) proposed that management by objectives is a management approach that emphasizes clear measurement goals, setting key results, and continuous tracking. He believes that effective management by objectives should have the following characteristics: 1) the objectives should be clear, specific and pursuing, which can stimulate the enthusiasm and creativity of employees; 2) it is necessary to set some key results, which are specific indicators that can be measured and evaluated for tracking and evaluating the actual achievement of the goal; 3) it needs to be regularly tracked and fed back. In this way, problems can be found in time and the implementation plan can be adjusted to ensure the realization of goals. Grove believes that the management by objectives approach is not only to accomplish tasks, but more importantly to promote the development and progress of the organization. With clear goals and key results, employees and teams can better focus on the work that matters, improve productivity and quality, and achieve the overall goals of the organization.

#### **Application of objective management**

Liu Chuan (2022, p.138-140) proposed that the method of expounding management by objectives was first proposed in the famous book *Management Practice*, written by the famous management expert Peter Drucker. It is not because there is a job to have a goal, on the contrary, because there is a goal to determine everyone's work, so the task and mission of the enterprise must be transformed into a goal, if a field lacks a clear goal, its work will be ignored. Therefore, administrators should use goals to effectively manage subordinates. After the top management has determined the goal, it should be decomposed according to the actual situation, and converted into sub-goals for each person and each department, and then evaluated and assessed the subordinates according to the completion of the goal and implemented the corresponding rewards and punishments. Management by objectives is a modern management method that was first applied to enterprises. In recent years, it has been gradually applied to the educational management of

colleges and universities. It is a two-way interaction process between the upper management and the lower management.

Vasetskaya, N.O (2019, p.160-169) proposed that the program-target method of management in the field of budget financing is one of the effective tools for the implementation of economic and social policy of the state. The analysis of interpretations of program-target management within which absence of unambiguous definition of this phenomenon is shown is carried out. Statistical data on budget financing of special federal programs, in particular in the direction of «Development of high technologies» are considered. Analyzed special federal programs «Research and development on priority directions of development of scientific-technological complex of Russia» 2007–2013 and 2014–2020 shows the existence of differences in their implementation, such as the kind supported by research, the volume of attracted extra-budgetary co-financing, method of formation of subjects. It was noted that during the implementation of the current special federal programs there are such negative phenomena as the absence of real mechanisms for the transfer of science into national programs implemented by other ministries, reducing the efficiency of the mechanism of public-private partnerships and the risks of formation of subjects «under the artist» without examination of the proper quality.

McKenna, K. (2019) proposed that the transition to the formation of budgets on the basis of the program-target method is one of the significant achievements of the budget policy pursued in Russian in terms of increasing the budget expenditures efficiency. According to the audit and accounting bodies, the implementation of state programs in many strategic areas has not yet led to the expected increase in the effectiveness of budget spending. The ineffectiveness of using state prolixity, is largely due to their poor-quality training. The subject of this research has been selected methodological approaches to assessing the quality of the preparation of state programs in the field of financial management at the level of the subject of the Russian federation. The logical and informative analysis of selected from open sources texts of government programs was carried out on the basis of the quality assessment methodology developed by the author and supporting the principle of targeted decomposition. The results of the analysis of the main parameters of state

financial management programs indicate the formal approach of the regions of the Russian Federation to the program texts design. According to the author, to improve the efficiency of financial management, it is necessary to develop special budgeting models for this sphere, including both process and project management principle.

Mao Haitao (2022, p.49-53) proposed that state-owned asset management is one of the core tasks in the daily management of universities. The emergence of big data technology has provided great convenience for the management of state-owned assets in colleges and universities. The use of big data has enriched the management methods of state-owned assets of colleges and universities, built a new system of state-owned assets management of universities, and improved the integration of state-owned assets of universities. At present, some colleges and universities have problems such as lack of big data thinking awareness and low level of information platform construction in state-owned asset management. With the support of big data technology, colleges and universities should establish the thinking and awareness of big data in state-owned asset management, build a sound state-owned assets information management platform for colleges and universities, gradually realize the sharing of information and data of different asset sectors, and give full play to the role of state-owned assets in promoting the development of universities.

Neeta (2019, p.70) proposed that goal optimization is the extension of linear programming model which is capable of handling simultaneously many goals which are usually conflicting in nature. Ignition defined Goal optimization as "It is a tool that has been proposed as a model and approach for analysis of problems involving multiple conflicting objectives". Here in this paper author try to manage Electricity management in household and in industrial sectors. Different models and methods have been adapted for this purpose and finally the proposed method (FAHP) has been presented. The goal programming model has been used to determine the optimal value in Megawatt Hours (MWh) for all energy sources and optimal energy portfolio model is suggested for both economic and ecological. The paper discusses the concept of goal optimization, which is an extension of the linear programming model that can handle multiple conflicting objectives. The authors apply this concept to the management of electricity in households and industrial sectors. They adapt

different models and methods for this purpose and propose the FAHP method as the optimal solution. The paper also suggests an optimal energy portfolio model for both economic and ecological sustainability. The proposed methodology is illustrated on the choice of the optimal size, location, and technology of renewable resources planned for integration in the existing distribution network.

Marga, Gumelar (2020, p.1-11) proposed that municipal assets become hard problems that lasted a long time. In the fiscal year 2015, from total asset amount of Rp 2,048.88 trillion, the Audit Board of the Republic of Indonesia found some problems on the audit of the local government financial report that 1,010 issues were related to asset registration. There were also 48 problems related to unknown assets and potential losses of Rp 289,281.23 million. This paper aims to develop municipal asset management framework by focusing on asset inventory system through the application of information technology. A case study is presented based on the findings of the Audit Board of the Republic of Indonesia. The result is a practical asset inventory system framework to improve current asset inventory performance. The use of information technology can support the improvement of municipal asset management. But the tools are not enough without collaboration with employees. Since some regions in Indonesia inadequately have information technology infrastructure facilities, such as internet access and electricity network, this framework has obvious limitation. Keywords— asset inventory; sustainable asset management; municipal asset; data management.

Zhou Weiyong (2019, p.138-139) proposed that the government's investment in state-owned assets in the field of education has increased significantly every year, and this also puts forward higher requirements for schools to effectively manage state-owned assets. Under the new economic normal, schools must work harder to study and solve the current state-owned assets management problems, so as to optimize their management efficiency and promote their effective use. 1) There is a direct link between the school's state-owned assets and budget management and its asset allocation. In order to avoid the blind and repeated purchase of campus assets, it is necessary to fully evaluate the fund structure actually occupied and used by the school on the basis of mastering the campus budget plan management, so as to

build a scientific, reasonable and realistic state-owned asset budget system. 2) Strengthen the internal and daily management of assets to ensure the efficient use of state-owned assets. It is necessary to strengthen the construction of the school's asset management talent team, improve the talent introduction process and mechanism, hire professional asset management talents to be responsible for the management of state-owned assets, and at the same time provide regular management training for existing internal staff to optimize their business level, so as to provide The management of state-owned assets lays a talent foundation. 3) Clarify department responsibilities and implement whole-process management. According to the relevant policies and regulations on the management of state-owned assets of schools set by the state, schools can set specific methods for asset management according to their actual needs. Select the best decision-making in order to handle the follow-up management work.

Yao Huijun (2021, p.93-95) proposed that state-owned assets management has a wide range of coverage and high complexity, and a linkage management mechanism between departments should be established, and all departments should be encouraged to participate, cooperate and support. Build a sound management system and supervision mechanism, covering all aspects of the formation, use, and disposal of state-owned assets, and use the system to restrict personnel behavior. In terms of state-owned assets supervision, build a whole-process supervision mechanism, covering various processes such as asset budget and asset inventory, effectively restrain the awareness and behavior of managers, and ensure the safety and integrity of state-owned assets. It is necessary to actively improve the intangible asset management system, clearly stipulate the definition, accounting, development, protection and other details of intangible assets in the form of articles, and institutionalize and standardize the management of various intangible assets. When carrying out the performance evaluation of state-owned assets, it is necessary to include the maintenance and appreciation of state-owned assets and management efficiency into the scope of assessment.

In conclusion, objective management helps middle-level leaders to clarify and specify the goals and objectives of state-owned assets management, so that they can clearly know what kind of results and performance to achieve. Middle-level leaders can formulate a performance evaluation system according to the framework of management by objectives, and evaluate performance through tracking and monitoring of objectives, timely adjust management strategies and measures, and improve the performance and benefits of state-owned assets management. Management by objectives can stimulate the enthusiasm and motivation of middle-level leaders and team members by setting specific goals and incentive mechanisms. It can guide management decisions and actions, improve performance management and team cooperation, motivate employees' performance, and then promote the effective implementation of state-owned assets management and improve management efficiency.

In order to better understand and organize these research results, the researchers observed, analyzed and counted the contents and factors of these studies to make a table. This list can clearly present various influencing factors that scholars should pay attention in the research process. Through the systematic induction of these factors, it can provide guidance and reference for subsequent research and promote further development and innovation in the field of asset management. The results are as follows:

**Table 2.1** The results of the assets management aspects that were researched

Author/Assets management aspects	Management Objectives	The rate of return on assets	Educational background support	Communication and feedback	Reward incentive system	Risk control	Management training	Development
Liu Xiaoqing (2023)	√			√	√		√	√
Olivier (2020)	√	√		√		√		
Kang Juanping (2020)	√					√	√	√
Liu Chuan (2022)	√	√	√			√		
McKenna, K. (2019)	√		√	√			√	√
Mao Haitao & Zhang Keyou (2022)	√		√	√				√
Neeta (2019)	√	√				√		√
Marga, Gumelar (2020)	√	√		√			√	
Yao Huijun (2021)	√			√		√		√
Zhou Weiyong (2019)	√	√			√			√
<b>Total</b>	<b>10</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>7</b>

According to table 2.1, the researcher analyzed and synthesized documents, concepts, theories, and researches related to asset management of university management, which consisted of Liu Xiaoqing (2023); Olivier (2020); Kang Juanping (2020); Liu Chuan (2022); McKenna, K. (2019); Mao Haitao & Zhang Keyou (2022); Neeta (2019); Marga, Gumelar (2020); Yao Huijun. (2021); Zhou Weiyong. (2019).

The researcher used the criteria to consider the corresponding characteristics. To use as a framework for research in this research. By selecting characteristics with a frequency of 5 or more. Which can be synthesized in 5 characteristics as follows: 1) Management Objectives, 2) The rate of return on assets, 3) Communication and feedback, 4) Risk control, and 5) Development opportunities.

### **Management objectives**

Peng Gaoming (2017, p.266-268) proposed that the main purposes of fixed assets management in colleges and universities should include formulating rules and regulations of asset management, organizing their implementation; daily management of asset purchase, acceptance, registration, maintenance and performance assessment; Inventory of state-owned assets and effective utilization of stock assets. Leaders at all levels of colleges and universities should organize and guide asset management personnel to carefully research and interpret job responsibilities, so that everyone can deeply understand the connotation of job responsibilities, clearly understand the task of the job, grasp their own role positioning, know what should be done, how to do, and take the initiative to do some matters related to job responsibilities. At the same time, job responsibilities are also an important basis for assessing the work of asset administrators. Asset management personnel is a special group of internal management personnel in colleges and universities, and their assessment can be composed of two parts: job appointment period assessment and job performance assessment. The post employment assessment shall be carried out in accordance with the unified deployment and requirements of the university, focusing on the assessment of the service attitude and actual work performance of the performance of the post responsibilities, mainly including the situation of morality, ability, diligence.

Yi Chuan (2019, p.95-97) proposed that the objective of asset management in colleges and universities can be theoretically constructed from the following aspects: 1) Advocating legalized management and putting the legal system first. Colleges and universities mainly undertake the functions of scientific research, personnel training and local service. The embodiment of these functions can not be measured simply by whether the economic benefits or assets are added on the surface, but their value judgment is measured by the contribution rate to society. To advocate legal management and implement law first is to construct the legal system of state-owned assets management in colleges and universities, and to clarify the function and adjustment direction of state-owned assets in colleges and universities is an important premise to improve the current shortage of state-owned assets

management system in our country. Through the combination of law and system, the state-owned assets management system of colleges and universities is serious, so that the state-owned assets management of colleges and universities has more rules to follow and laws to establish its authority, and then make the state-owned assets management of colleges and universities more legalized. 2) Improve the internal control system and risk management mechanism of state-owned assets in colleges and universities. In addition to improving the procurement management of assets, the state-owned assets management institutions in colleges and universities should also increase the evaluation function of the use efficiency and function of assets, and strengthen the awareness of "sharing" of assets between departments. And strengthen the establishment and improvement of dynamic files of asset registration and asset management, the storage of documents and physical materials, and the establishment of asset files of important documents and materials, regular inventory and check the discrepancies in accounts and facts. If differences are found, the reasons should be found in time and recorded clearly, and the responsibilities of each link should be clearly separated from incompatible positions and posts. Form a mechanism of mutual supervision and restriction, and examine and approve "triple and big" matters according to collective decision-making. 3] Clarify "who uses who is responsible". Let the state-owned assets of colleges and universities achieve the effect of "serving scientific research, serving teaching and serving local areas".

Jiang Ming, (2023, p.188-190) proposed that the concept of target management method was proposed by American scholars in 1954, and since its application, it has been widely used in various fields, and the management application effect is very prominent. In recent years, with the continuous development of China's health and medical services, its health industry has also ushered in a period of rapid development, and relevant documents indicate that China's health undertakings should pay enough attention to the development of traditional Chinese medicine in the process of development, provide more support for the management of recuperation and rehabilitation, and provide more guarantees for the development of medical services. The nursing department belongs to a very special type of department, the main admission of nursing patients for health care,

rehabilitation and recuperation, most of them are in the chronic disease period and recovery period, therefore, the nursing requirements for this type of department are extremely high, and with the emphasis and wide application of traditional Chinese medicine nursing in health care, rehabilitation and recuperation, the target management method is applied to the nursing home nursing department more and more frequently. Some literature shows that the implementation of the target management method in the nursing home nursing department is conducive to minimizing the work pressure of staff and improving work efficiency, can effectively avoid nursing risks and reduce the occurrence of unsafe incidents, and achieves the purpose of motivating internal members through the effective setting of management objectives, so as to guide members' behavior and stimulate members' work enthusiasm. In this regard, the role of objective management in improving the quality of nursing care management in nursing home nursing departments was analyzed.

Sun Jianchun. (2007) emphasized that the effective management of state-owned assets of universities plays a crucial role in the overall management of universities, which is conducive to the development and sustainability of universities. By raising awareness of the proper allocation and effective use of state-owned property rights, universities can strengthen their organizational development. Establishing and improving a management system for state-owned assets is crucial for universities to effectively manage their assets, which in turn can have a positive impact on their organizational development.

Wang Qiang. (2021, p.11-12) proposed that the gap between the goal of state-owned assets management in universities and the actual implementation, and thinks that the level of goal adjustment and optimization needs to be improved.

Ye Rongrong. (2022, p.125-127) proposed that strengthening the state-owned assets management in Guangxi public universities requires universities to do a good job in six aspects, such as improving the construction of asset management system, clarifying the asset management control objectives, improving the quality of asset management personnel, strengthening internal supervision of asset management, implementing rigid control of asset purchase budget, strengthening internal and

external information exchange and communication, and remember to abandon the wrong idea of "emphasizing purchase and light management.

In conclusion, management objectives refer to the alignments of organizational vision and strategy by middle-level leaders in goal setting, so that goal setting can provide effective guidance and support for the improvement and development of asset management. By understanding the overall objective of the organization, administrators set goals that are aligned with the organization's vision, mission, and strategic direction, and insist that goals are specific, measurable, and achievable. Administrators understand the definition of key performance indicators for management objectives and the key performance indicator monitoring measures; communicate management goals with team members to ensure that they can understand and accept the objectives, regularly review and evaluate the achievement of the objectives, and make necessary adjustments and optimizations according to the evaluation results to ensure the realization of asset management objectives and the improvement of organizational performance.

#### **The rate of return on assets**

Wang Lijun. (2021, p.152-153) proposed that introducing performance appraisal into the state-owned assets management of colleges and universities to assess the indicators of the implementation of policies, system construction, personnel allocation, asset use, maintenance, regular inventory and disposal norms of all centralized management departments and asset use departments, and establish a perfect evaluation index system. For operational assets with maintenance and appreciation as management objectives, reference can be made to the evaluation index system of state-owned assets management of some state-owned enterprises; For the assets with preservation and value preservation as the management objective, an evaluation index system should be established around the efficiency of asset use, and the assessment results should be included in the year-end evaluation score of the department. Establish an incentive mechanism, reward departments and employees who have made outstanding contributions to the management of state-owned assets, and punish them otherwise. Establish

a responsibility tracking system, once the loss, damage, loss of state-owned assets and other problems, to investigate the relevant departments and personnel responsible.

Wu Zhongling & Ren Suocai (2023, p.43-45) proposed that colleges and universities should upgrade and update asset management software in a timely manner, and rent and lend assets in strict accordance with relevant regulations. They should not only report and approve within the department, but also report to the asset management department. Further clarify the scope of use, management responsibilities and safety responsibilities, according to the principle of "one evaluation and one signing a year", sign a lease contract and safety agreement with the lessee, and conduct monthly inspection and annual evaluation of its rental situation, continue to improve the utilization efficiency of assets, and give full play to the maximum benefit of assets. Where the user or administrator of the assets changes, the handover procedures shall be handled in a timely manner. At the same time, the asset users and administrators should fulfill their responsibilities, rationally use and manage assets in accordance with the rules, and give full play to the efficiency of assets. If an asset needs to be repaired, maintained, adjusted, updated or scrapped, the user or administrator of the asset shall raise it in a timely manner so as to achieve mutual exchange of information. For idle assets, in strict accordance with the relevant regulations and requirements of state-owned assets management in colleges and universities, the development of idle state-owned assets management measures and regular reporting system, clear the main responsibilities and supervision responsibilities, and improve the awareness of responsibility. Strengthen the supervision of idle state-owned assets to prevent them from falling into a state of neglect. At the same time, it is necessary to start the transfer procedure, revitalize the idle assets of colleges and universities, and improve the efficiency of asset allocation and use.

Feng Jiacheng. (2024, p.1-4) proposed that the asset management of colleges and universities should make full use of computer information technology, control the whole process of equipment, form a standardized management mode conducive to benefit activation and sharing, and establish a performance evaluation

and incentive mechanism of shared equipment from the perspective of school strategic development.

Li Lujie (2024, p.185-187) proposed that the lack of professional knowledge of university managers would affect the level of asset management. Experienced managers should play a leading role, fully understand their responsibilities in the process of implementing the combination of asset management and budget management, enhance their sense of responsibility, give full play to their subjective initiative, help employees improve their professional skills, regularly train in-service employees and introduce high-quality talents to consolidate the foundation of talent team and improve the return level of asset management. Promote the efficient implementation of asset management.

In conclusion, the rate of return on assets refers to the ratio of the profit or income created by the state-owned assets of colleges and universities to the total assets in a certain period. Return on assets mainly involves the management of teaching facilities and equipment scientific research equipment and laboratories, student living facilities, and social service facilities. Assets with a high rate of return on fixed assets can effectively use assets to create value. Assets with a high low of return may indicate a poor resource allocation or management problem that needs to be further identified and resolved. Idle assets can not produce or produce low income, which will affect the improvement of the return on assets. By researching the rate of return on assets, administrators can identify areas of focus and concentrate more resources on these key areas, promote resource allocation properly, optimize asset management, and control asset management risk.

#### **Communication and feedback**

Sun Junfang (2023, p.119-121) proposed that before handing over state-owned assets to users, a detailed contract or agreement should be signed, stipulating the users as well as the service life, cost and scope, and indicating whether the users have the right to use the assets outside the agreed scope. Due to complex historical reasons, many situations that are not agreed in advance will be encountered in real work, which need to be discovered and supplemented by administrators in time. Secondly, in the use of state-owned assets, administrators need to make regular field

visits to monitor whether the use of state-owned assets meets the requirements, and recover the right to use state-owned assets according to the actual situation or modify the use agreement under special circumstances. The supervision in the use must be realistic, otherwise it is just a formality and cannot regulate the use of state-owned assets, which will cause the loss of state-owned assets. The use of process supervision is a very complex process, we can use big data to build a multi-dimensional information base to automate the supervision. Finally, administrators are required to collect income from the excessive use of state assets in an agreed manner. In the use of state-owned assets, let administrators with practical experience in targeted management, simplify the management process, so that higher-level directional policies are easier to practice. And "pipe" refers to the combination of discharge and management, strict and orderly management is a positive feedback on the release, through the management to achieve release without chaos, release and efficiency can prove that we have a relatively mature management system, can echo the management concept with the time. At the same time, the various information bases and systems built in the management process are the material basis and technical guarantee for optimizing services.

Cai Ruxing (2023, p.103-109) proposed that in order to ensure the proper management of state-owned assets, the smart contract and endorsement system set the endorsement strategy to be recognized by enough members of the asset management department, which means that all transactions related to state-owned assets must be reviewed by the staff of the asset management department of the university before they can be submitted to the consensus node. After verification, the endorsement node generates a signature for the transaction as its endorsement and returns it to the user along with the transaction and the response to the transaction. After the user receives enough responses and endorsements, the transaction is submitted to the consensus node for processing. The consensus node packages the transactions collected over a period of time into blocks for consensus. Blocks that have been agreed upon will be stored on the chain. The above processes are automatically executed by smart contracts, and intelligent execution procedures are

used to carry out and explore the feedback activities of communication in the process of state-owned assets management.

Zhou Ye (2024, p.99-101) proposed that along with the reform and development of higher education in China, the investment of government departments in colleges and universities is increasing, and the scale of state-owned assets in colleges and universities is also expanding constantly. Scientific management of state-owned assets in colleges and universities is of great significance to promote the healthy and stable operation and development of colleges and universities, and is also a key measure to ensure the safety of state-owned assets in colleges and universities and improve the efficiency of the use of state-owned assets. However, some colleges and universities still do not attach importance to the management of state-owned assets, failing to include this work in the ranks of important management work in colleges and universities, resulting in the lack of management talents, the construction of relevant management systems is not sound enough, and the lack of normative management processes. Therefore, colleges and universities should combine the current trend of information and intelligent development. Constantly innovate and improve the management methods and techniques of state-owned assets. In order to improve the efficiency of departmental cooperation and ensure the effective development of state-owned assets, colleges and universities need to establish a sound communication mechanism to realize real-time information and data sharing among various departments of colleges and universities through the construction and application of information communication and information sharing platforms, which can guarantee the unity of internal data and information in colleges and universities. Avoid information asymmetry which brings obstacles to the management of state-owned assets.

Zhu Xinglong (2022, p.119-121) proposed that in view of the complexity of asset management, universities should comprehensively apply various evaluation methods to carry out asset management communication and feedback. 1) In terms of evaluation subjects, it includes external subjects and internal subjects. The external subjects mainly include financial departments, education authorities and third-party social intermediaries, while the internal subjects mainly include relevant functional

departments, faculty members and students. Colleges and universities should select the corresponding evaluation departments and personnel according to the specific evaluation tasks. 2) In terms of evaluation procedures, colleges and universities should combine pre-evaluation, in-process evaluation and post-evaluation to evaluate not only the rationality of asset application, but also the operation efficiency, adjustment turnover speed and use efficiency in the asset use process, as well as the profit and loss and standardization of asset disposal, and the evaluation should cover every link from asset application to disposal. In particular, we should pay attention to process evaluation. 3) In terms of the selection of evaluation methods, for different asset types, colleges and universities should choose different evaluation methods according to the actual situation. A variety of different evaluation methods can be obtained by classifying evaluation methods from different perspectives. Finally, in terms of evaluation criteria, colleges and universities should formulate diversified evaluation criteria according to the characteristics of the evaluated objects, and all departments and departments should not be measured with the same index. In particular, there are great differences between faculties and departments, and there are obvious differences in the demand for assets. Universities must fully consider these differences when formulating asset performance evaluation standards, so as to build a practical evaluation index system.

Yu Tao (2024, p.90-91) proposed that asset management positions should have knowledge reserves in accounting, law, management, information technology and other aspects, and managers should have a certain sense of responsibility and service awareness, so as to provide service guarantee for college asset management. Therefore, when colleges and universities select full-time asset managers, they should focus on their professional and ideological quality, give priority to the selection of personnel with professional literacy to engage in asset management, and ensure that the management team has a high comprehensive quality and professional level, including good communication skills.

In conclusion, communication and feedback refers to the ability and mechanism for administrators to communicate effectively and give timely feedback with management institutions at all levels, superior leaders, subordinate departments

and relevant stakeholders. Administrators clearly communicate goals to team members so that team members have a clear understanding of the goals. Administrators share information and communicate with team members through face-to-face, telephone, email and other communication methods, give feedback on the progress, provide questions with goal implementation and give suggestions for improvement of goal implementation. Administrators encourage cooperation and coordination among team members. They are good at expressing their opinions and views in clear, accurate and authoritative language during communication, and maintain a positive and cooperative attitude to avoid conflicts and quarrels.

### **Risk control**

Liu Jing (2020, p.138-144) proposed that the degree of connection between the state-owned assets management information system and the budget and financial accounting information system in colleges and universities is insufficient. The assets management information system and financial accounting information system in universities is divided into different systems, and the integration and compatibility between the systems are very low. The degree of connection is not enough. There are many risks. 1) State appropriations and budget funds are the main sources of the formation of state-owned assets in colleges and universities, and the stock of assets is an important reference for colleges and universities to prepare budgets. 2) If the asset management information system is not connected with the budget system, it is easy to exclude the income from asset disposal from the scope of budget management, resulting in the loss of state-owned assets. 3) The information sharing degree of state-owned assets in colleges and universities is not high, and the use and utilization rate of asset data are low. 4) Weak awareness of state-owned assets management and information technology in colleges and universities Because the source of state-owned assets in colleges and universities is mainly formed by financial allocations, the asset management ideology of "valuing money over materials" and "heavy objects over management" has been prevalent in colleges and universities for a long time. Asset users only pay attention to the purchase of assets but do not pay much attention to the daily use of assets, and colleges and universities do not pay enough attention to the allocation of asset management teams.

Li Li (2022, p.1-3) proposed that the enthusiasm of university asset management personnel directly affects the quality of asset management. Clarifying post responsibilities and strengthening performance appraisal incentive mechanism are the main means to arouse the enthusiasm of asset administrators. Job responsibility is the unity of job and responsibility, first of all, it is necessary to specify the job responsibilities of full-time and part-time asset management personnel, define their work content, management authority, work flow, responsibility division and other content. When asset management functional departments in colleges and universities carry out asset management personnel training, they should often lead personnel to learn and interpret job responsibilities, so that they can grasp their own role positioning and do their own work well. Secondly, colleges and universities should strengthen the implementation of asset management performance appraisal and incentive mechanism based on job duties and performance ability and work performance, and closely link asset management performance with individual year-end assessment, reward, job promotion and title evaluation through quantitative assessment of staff work results. Effectively ensure that asset administrators work hard and have direction, career advancement channels, and sustainable professional development. This is conducive to stimulating the enthusiasm, initiative and innovation of the staff, so that they can efficiently perform the functions of university asset management.

Zhou Hui (2019, p.56-59) proposed that colleges and universities should strengthen the state-owned assets management system and institutional construction, strengthen the construction of clean government among leading cadres and personnel in related positions, and organize the research of political theories and legal education. Strictly regulate the behavior of all aspects of asset allocation, asset purchase, asset use and asset disposal, and strengthen supervision, effectively prevent and control the loss of state-owned assets, and ensure the safety and integrity of state-owned assets. 1) Through the formulation of a series of sound rules and regulations, to ensure that state-owned assets management behaviors have rules to follow and have evidence to rely on, to promote the management at all levels of the university to communicate and restrict each other, to form a series of measures,

methods and procedures with the control of work, and constantly standardize the work procedures and improve prevention and control measures, and gradually establish a standardized, systematic and rigorous and relatively complete system.

2) By coordinating behaviors and controlling activities, the security and integrity of the university's state-owned assets are protected and the loss of state-owned assets is prevented.

3) Establish an effective supervision mechanism for the management of state-owned assets, so as to have measures for internal control and prevention, standards for post operation and basis for post-assessment, prevent violations of discipline and law caused by neglect of management and dereliction of duty and neglect of responsibility, and scientifically and effectively prevent corruption.

4) The centralized management units of state-owned assets in colleges and universities must strictly comply with the management scope and authority stipulated in the measures for the management of state-owned assets of the university, earnestly perform the duties of state-owned assets management, and standardize the approval behavior of various matters of state-owned assets management.

5) Improve the theoretical literacy, professional knowledge and business ability of state-owned assets management personnel through learning and business training, and gradually establish a professional state-owned assets management team.

6) For the configuration of large instruments and equipment in university laboratories, the "three-level demonstration" access mechanism of the three-year rolling project library should be established.

7) Strict bidding and procurement management, strict asset entry. Formulate the management method of tendering and procurement of the university in combination with the overall requirements and actual situation of the university's procurement work.

In conclusion, risk control refers to the risk assessment, monitoring and control of assets to reduce various risks that may be faced in the process of asset management. Risk assessment requires administrators to clarify possible operational risks, market risks, legal risks, natural disaster risks, regulatory risks, technical risks, etc. administrators should be able to assess the magnitude of these risks, clarify the responsibilities and authority of all levels of management, and are aware of policies, procedures and processes related to risk control. Risk monitoring requires regular

tracking and monitoring the risk profile of assets, and timely detection and reporting of risks. Risk control requires administrators to diversify asset allocation according to the results of risk assessment, strengthen asset protection measures, and strengthen the employees' risk awareness through training and publicity.

#### **Development opportunities**

Peng Gaoming (2017, p.266-268) proposed that colleges and universities should make full use of their rich educational resources and convenient conditions to conduct training for asset management personnel to improve their professional quality and operational skills. 1) Leaders should attach importance to the establishment of rules and regulations, and mainly edit and write the asset management work manual with the contents of the university's state-owned assets management rules and regulations, asset management operating procedures, daily management and supervision requirements, and answers to general and difficult questions. It can be used as both learning and training materials for asset administrators and guiding documents for daily management work. Let asset administrators know which rules and regulations, working procedures and operational processes should be followed, and what work results should be achieved. 2) Actively organize training. Formulate training objectives and plans, and carry out learning and training activities at different levels and in various forms. Full-time management staff and part-time management staff learning training can be centralized or separate, learning training content should also be different, in the form of learning interpretation, expert teaching, individual guidance, multimedia courseware demonstration and other forms. Guide and encourage asset management personnel to apply the business knowledge and operational skills acquired in the training to their work. 3) Carry out targeted learning and training. Adhere to the principles of what to use, what to learn, what to lack, what to make up, and improve the "precision" of learning and training. For example: invite the leaders of the university or the full-time asset management department to give special explanations on the new system and new regulations; Arrange full-time staff to popularize asset management knowledge for part-time staff; By the software development company technical personnel to teach asset management information platform online operation skills

and so on. 4) Pay attention to professional ethics and humanistic quality education. Asset management personnel play different roles in the various work links of university asset management, and have work contact and communication with the asset management department, secondary units, faculty and staff, and other universities. Through professional ethics and humanistic quality education, cultivate good conduct and professional ethics and communication skills, strengthen work responsibility and service awareness, so that it becomes a good service attitude and work quality motivation.

Ding Chaohao (2023, p.74-78) proposed that in the process of promoting the development of the whole-life cycle management model of state-owned assets in universities, attention should also be paid to: 1) Establishing a sound asset management system. Establish a scientific and reasonable asset management system, improve the management system and process, and improve the asset management mechanism and management mode. 2) Strengthen asset information construction. Strengthen the construction of asset information, realize the comprehensive, accurate and real-time sharing of asset information, and improve the scientific, information and intelligent level of asset management. 3) Cultivate professional asset management talents. Strengthen the training and introduction of asset management talents, improve the professional quality and management level of asset management personnel, and promote the diversified development of asset management talents. 4) Focus on risk prevention and maintenance. Colleges and universities need to pay attention to risk prevention and maintenance, strengthen asset management risk assessment and monitoring, and timely discover and respond to potential risks. 5) Focus on the sustainable development of assets. Colleges and universities need to pay attention to the sustainable development of assets, promote the rational allocation and utilization of assets, and realize the unity of economic benefits. 6) Establish asset management performance evaluation system. Colleges and universities need to establish a scientific and reasonable asset management performance evaluation system, find problems in time and put forward improvement measures through scientific evaluation methods and indicators, and constantly improve the efficiency and quality of asset management.

Xu Zhao. ( 2021. P.190) proposed that in the era of big data, using a new round of information technology to optimize the university asset management system and establish an asset management system that ADAPTS to the needs of The Times is an important topic of university management. Colleges and universities should also continue to accumulate asset data information, in-depth exploration and analysis of new applications generated by "digitalization", and strive to combine "digitalization" application with management work, so as to drive continuous innovation in instrument and equipment management with data.

In conclusion, development opportunities refer to the opportunities and conditions that are conducive to promoting and improving the efficiency of asset management. By strengthening learning, administrators can keep abreast of government support policies for asset management, seize development opportunities, make timely decisions and actions, and improve growth opportunities by adjusting and optimizing asset allocation. Administrators can obtain asset capital support through equity financing, bond issuance and other ways to promote the development and reform of the university. Administrators use assets to support scientific and technological innovation projects, technology transfer and industry incubation, and promote industry-university-research cooperation and the transformation of scientific and technological achievements. Administrators also use assets to expand educational services, to support international exchange programs and platforms, and support talent training and introduction, so as to provide universities more autonomy and development space.

## **Context of State-Owned Assets Management in Guangxi Public Universities**

### **Overview of public universities in Guangxi**

Guangxi is located in the south of China, bordering Vietnam, with rich resources and superior geographical location. Guangxi is a province with 14 prefecture-level administrative regions, including 11 prefecture-level cities and 3 autonomous prefectures. Guangxi is one of the important portals of China's opening up. The hierarchical structure of universities in Guangxi is relatively rich, including

undergraduate colleges, independent colleges and higher vocational colleges. The undergraduate colleges and universities mainly include Guangxi University, Guangxi Normal University, Guangxi Medical University, etc. These universities have high visibility and influence in Guangxi region.

The top 7 universities in Guangxi are as follows: 1) Guangxi University: Located in Nanning, Guangxi Province, is a key comprehensive university in Guangxi Province, and the only "double first-class" high-level university in Guangxi. 2) Guangxi Normal University: located in Guilin, north of Guangxi, is a comprehensive normal university supported by the national "Project 211". 3) Guangxi Medical University: Located in Nanning, central of Guangxi Province, it is the only medical university in Guangxi Province. 4) Guangxi University for Nationalities: located in Nanning, a comprehensive university featuring the training of senior professionals of ethnic minorities. 5) Guilin University of Electronic Science and Technology: located in Guilin City, a key engineering university supported by Guangxi Province, with information science and technology as its main features. 6) Hechi College: Located in Hechi City, located in the east of Guangxi Province, it is one of the undergraduate universities in Guangxi Province, mainly focusing on humanities and social sciences. 7) Guangxi University of Science and Technology: located in Liuzhou City, west of Guangxi Province, is a key engineering university with engineering as its main feature. In addition, there are other higher education institutions in Guangxi, such as Beibu Gulf University, located in the south of Guangxi Province; Guangxi Normal College for Nationalities, Guangxi University of Finance and Economics. These universities play an important role in education and scientific research in Guangxi. Specific information is as follows:

**Table 2.2** List of 20 public universities in Guangxi (in order of university codes)

university code	university name	location	Features
10593	Guangxi University	Nanning	Key comprehensive
10594	Guangxi University of Science and Technology	Guilin	Engineering University
10595	Guilin University of Electronic Science and Technology	Guilin	Engineering University
10596	Guilin University of Technology	Guilin	Engineering University
10598	Guangxi Medical University	Nanning	Comprehensive Medical
10599	Youjiang Medical College for Nationalities	Hechi	University of Medicine
10600	Guangxi University of Traditional Chinese Medicine	Nanning	Comprehensive Medical
10601	Guilin Medical College	Guilin	Characteristic Medical
10602	Guangxi Normal University	Guilin	Comprehensive Normal
10604	Guangxi Normal University for Nationalities	Nanning	Comprehensive University
10605	Hechi University	Hechi	Humanities, Social Sciences
10607	Guangxi University of the Arts	Nanning	Art features
10608	Guangxi University for Nationalities	Nanning	For Nationalities
10609	Baise College	Baise	Ordinary undergraduate

Table 2.2 (Continue)

university code	university name	location	Features
11607	Beibu Gulf University	Qinzhou	Applied Technology
11354	Wuzhou University	Wuzhou	Comprehensive university
11546	Guangxi Science and Technology Normal University	Nanning	Comprehensive university
11837	Guilin Tourism College	Guilin	Ordinary undergraduate
11838	Hezhou University	Hezhou	Ordinary undergraduate
14684	Guangxi Vocational Teachers College	Nanning	Vocational Teachers

According to the above basic information table of universities, universities in Guangxi are mainly distributed in Nanning and Guilin. When designing questionnaires and planning interviews, universities in these two cities can be mainly selected, and middle administrators of universities in other regions can be selected as survey objects.

#### **Problems existing in asset management of universities**

Muhammad, Dachyar., Mega, Ilham, Perkasa. (2018, p.21-25) proposed that the process of asset management in university are not utilized best practice of information system. Many processes were still done manually and not integrated automatically to the system. Furthermore, the existing system was not ideally applied and causes it to run improperly, which obstructs its implementation. The process of managing assets and repairs mapped and analyzed using unified modeling language (UML). There are 3 alternatives process improvement and 2 scenarios in each asset management procedures. The result of this observation are new design process

simulated using Gfmx to examine the proposed refinement process. By using time as the main parameter, the results of the simulation research showed a procedure time reduction in Procedure of Routine Consumable Goods/Stationary by 8.40%, Procedures of Maintenance and Repair Facility by 10.68%, Procedures of Registration/Recognition and Report Public University Assets by 10.73%, Procedure of Removal Assets Owned by Universities by 34.72%, and Work Instructions for Asset Stock taking in Public University by 27.97%.

Li Huijuan (2023, p.164-166) proposed that universities have the following problems at present. 1) The management system is outdated, the consciousness is weak, and the management of state-owned assets is not paid enough attention to. At present, China's financial allocation is the main source of funds needed for the construction and investment of colleges and universities. However, some colleges and universities pay little attention to the management of funds and assets, and the relevant management consciousness is weak, so that their state-owned assets management system and system are difficult to meet the requirements of the new situation. 2) Assets are not fully utilized and use efficiency is low in the management of state-owned assets in colleges and universities, there are still problems such as assets cannot be fully utilized or use efficiency is low. It is mainly affected by two factors: on the one hand, procurement issues, and on the other hand, the use of assets in emergency situations. 3) The management of state-owned assets is scattered and the loss is serious. In the management of state-owned assets in some colleges and universities, there is a lack of unified management mechanism among various departments, which often fails to form effective cooperation in the supervision, management or coordinated use of state-owned assets, resulting in insufficient authority and professionalism, so that the management of state-owned assets is seriously dispersed, and assets cannot be reasonably integrated and shared. In particular, when assets and equipment are widely used, information does not flow among departments, and there may be competition between them when they are used, which not only affects the efficiency of the use of assets and equipment, but also affects the relationship between colleagues. 4) Unclear ownership of state-owned assets, resulting in the loss of assets State-owned property rights mainly

involve housing construction and land. Previously, high universities were mainly managed and planned by the government in terms of land use. 5) Lack of professional personnel and team to manage state-owned assets. Some universities still adopt the traditional, single management mode to save administrative costs. Some colleges and universities still use manual accounting in accounting, which is not only inefficient, but also easy to make mistakes, which is easy to cause the calculation of fixed assets depreciation is not accurate enough, and makes these colleges and universities can not fundamentally realize the symmetrical transfer of information. 6) Lack of restriction and assessment mechanism for overseas investment of colleges and universities At this stage, through the analysis of the status quo of state-owned assets management of colleges and universities, it can be seen that some colleges and universities may implement overseas investment measures in order to make economic gains or make up for the shortage of educational resources.

Meng Lihui. (2024, p.53-59) proposed that asset disposal management and budget management can be understood as the relationship between stock and increment, restricting the increment with stock, adjusting the stock with increment, and promoting the rationalization of asset allocation. The result of asset disposal can be used as a reference for asset allocation. Assets that cannot be used according to the disposal conditions should be disposed of in a timely manner, and a budget should be prepared for the purchase of new assets. For assets that still have use value, the idle assets transfer platform can be used to transfer and donate them inside and outside the school, so as to ensure that the assets that still have value continue to play a role, realize the best use of assets, standardize asset disposal behavior, and reduce the waste and loss of state-owned assets. Through the establishment of the asset disposal income system combining incentives and constraints, avoid repeated acquisition and asset waste, improve asset management efficiency, and maximize the value of assets. In the asset management of universities, comprehensive risk management should be incorporated into the whole process of asset management, scientific identification and assessment of risk points, and comprehensive use of various control measures to improve the level of asset disposal management. In combination with the asset management practice of

universities, problems should be continuously discovered, systems should be improved, ideas and methods should be innovated to reduce the risk of asset loss and improve management efficiency and effect. To ensure the smooth development of university teaching, scientific research and social services.

In conclusion, the state-owned assets management of universities in Guangxi is facing a series of challenges and problems. First of all, at present, there are unclear management institutions and responsibilities of state-owned assets management in Guangxi universities. There are problems of poor coordination and information between relevant management departments and responsible units, leading to low efficiency of asset management. Secondly, the state-owned assets management of universities in Guangxi lacks comprehensive and accurate data support and scientific data analysis means, which makes it difficult to realize comprehensive monitoring and management of assets. In addition, the shortage of professionals in asset management is also an urgent problem to be solved. Many universities lack personnel with professional knowledge and skills of asset management, resulting in low management level and difficult to effectively optimize asset management strategies. Finally, there is the problem of weak supervision of state-owned assets management in Guangxi universities. Regulators lack an effective supervision and evaluation mechanism in the asset management process, resulting in some violations not being corrected in a timely manner, damaging the safety and appreciation of state-owned assets. To sum up, the current situation of state-owned assets management in Guangxi universities needs to face many challenges and problems, and it is urgent to take corresponding measures to optimize. By establishing a clear management organization and sound management system, strengthening data support and information sharing, strengthening talent training and introduction, and strengthening supervision and evaluation mechanisms, the level and efficiency of state-owned assets management in universities in Guangxi can be effectively improved.

## Related Research

Li Sheng (2024, p.106-108) proposed that when discussing the risk controlling of idle assets, the relevant experience of leasing state-owned assets in universities is worth learning. The research [name of document] of [author's name] points out that in the process of leasing state-owned assets in universities, problems such as not fulfilling the stipulated procedures for leasing state-owned assets and not being open and transparent in the leasing process lead to the loss of income from the leasing of state-owned assets. This reminds us that in the risk management of idle assets, relevant procedures should be strictly implemented to ensure the open, fair and just disposal of assets to reduce risks.

Yang Haiyan (2024, p.30-32 ) proposed the management of state-owned assets in many colleges and universities generally adopts separate management of accounts and materials. This multi-head management mode has problems such as poor operation mechanism and decentralized management power, which easily leads to the absence of the main body of management responsibility and cannot effectively restrict the use of various departments. In addition, asset administrators in colleges and universities are generally part-time staff, and asset management is not their main job. Many colleges and universities have neither corresponding performance assessment nor part-time reward for asset administrators, which makes them lack enthusiasm and initiative, resulting in insufficient attention to asset management work. Some colleges and universities even change asset administrators randomly and frequently. Ignoring the professionalism of asset management, which increases the difficulty of management. paying more attention to expenditure than management, paying more attention to purchase than adjustment, paying more attention to demand than sharing. They emphasis on purchase, neglect of adjustment, making similar assets repeated acquisition, resulting in low asset utilization.

Di Wei (2020, p.36-38) proposed that the construction of state-owned assets management system is the key means to improve the efficiency of asset management, simplify the procedure, standardize the process and promote the implementation of the reform of "discharge management service". Colleges and universities should continue to improve the asset management information system, accelerate the

construction of asset disposal information publicity platform, and use information technology to achieve transparency and sharing of related asset information, so as to facilitate timely asset allocation and processing, integration of campus resources, exploration of asset use benefits, and avoid waste caused by direct scrapping of assets.

Huang Lin Juan (2024, p.69-73) proposed that the requirements of the Ministry of Education on the management of state-owned assets, colleges and universities should study and establish evaluation methods, evaluation standards and evaluation mechanisms for the security, integrity and effectiveness of state-owned assets, and implement performance management on the allocation, use and disposal of state-owned assets in colleges and universities. Based on the preliminary establishment of the state-owned assets performance evaluation system of centralized management departments in colleges and universities, in order to give full play to the linkage effect of performance evaluation, the state-owned assets performance evaluation system of asset users should be based on the centralized management department's evaluation system, to distinguish responsibilities of all parties, set different performance objectives, and effectively carry out performance evaluation work. At present, there is no unified and authoritative performance evaluation index system of non-operational assets management in colleges and universities. Therefore, the construction of the performance evaluation system of the university asset user unit must follow certain principles, and through the analysis of key performance indicators, the establishment of reasonable and effective state-owned asset management performance evaluation content of the asset user unit.

Meng Lihui (2024, p.53-59) proposed that risk control should create a good internal control environment, enhance the importance of asset disposal management, establish and improve the asset disposal mechanism, and clarify the management level and approval authority. Evaluate the possibility of occurrence of various risks, the causes of risks and the possible hazards caused by risks, identify the major or important risks, propose corresponding risk response plans, control the risks within the risk tolerance, establish and improve the internal control system of colleges and universities, and clean up the internal control environment. Asset disposal management and budget management can be understood as the relationship

between stock and increment, restricting the increment with stock, adjusting the stock with increment, and promoting the rationalization of asset allocation. The result of asset disposal can be used as a reference for asset allocation. Assets that cannot be used according to the disposal conditions should be disposed of in a timely manner, and a budget should be prepared for the purchase of new assets. For assets that still have use value, the idle assets transfer platform can be used to transfer and donate them inside and outside the school, so as to ensure that the assets that still have value continue to play a role, realize the best use of assets, standardize asset disposal behavior, and reduce the waste and loss of state-owned assets. Through the establishment of the asset disposal income system combining incentives and constraints, avoid repeated acquisition and asset waste, improve asset management efficiency, and maximize the value of assets.

Xie Yahui (2024, p.89-91) proposed that there are not enough full-time asset management personnel according to the scale of school assets, and some asset management personnel in colleges and universities are too old, lack of new forces, and lack of acceptance of new policies and the use of new management means. Moreover, universities give asset management personnel few opportunities for business training, off-campus research and academic conferences, and the professional management ability of asset management personnel cannot be improved. The existing problems of fixed assets management in universities, and puts forward the path of high quality management of fixed assets in universities to straighten out the fixed assets management system and mechanism, improve the utilization efficiency of fixed assets, prevent the loss of state-owned assets, and realize the preservation and appreciation of fixed assets, so as to lay a solid foundation for the development of various undertakings in universities. The supervision results should be closely combined with performance assessment, and the supervision results should be used as assessment indicators to ensure that the supervision problems are effectively rectified and effectively implemented, so as to improve the management level and return of state-owned assets.

Han Bing. (2020, p.39-40) proposed that under the planned economy system, the state-owned assets of colleges and universities mainly rely on the allocation of financial departments, which is different from the assets of state-owned enterprises, and does not directly produce economic benefits, so it is generally ignored. For a long time, the public's attention to state-owned assets of administrative institutions such as colleges and universities is far less than that of state-owned enterprises, and most of the problems of colleges and universities' management of assets are weak, and the consciousness of efficiency is not strong, and the tendency of "heavy investment, light management, heavy scale, light output, heavy money and light material" is obvious. Although some colleges and universities have formulated the asset management system, the content is not specific, vague or empty; There are still a few colleges and universities have not formulated an asset management system suitable for their own schools, but only apply the relevant laws, regulations and policies of the state's state-owned assets management, and there may be a lack of system. Some college asset management personnel have problems such as lack of professionalism and knowledge, lack of dedication and sense of responsibility, weak business ability, low professional title, and aging age structure. The management of state-owned assets in universities should improve and perfect the management system of state-owned assets inventory in colleges and universities, and reduce the loopholes in management as far as possible.

Chen Weihua, (2019, p.101-102) proposed that Establish and improve the whole process management system of state-owned assets, that is, establish and improve the whole process management system from procurement, acceptance, use and scrapping; Second, establish and improve the state-owned assets management ledger, implement dynamic management; The third is to establish and improve a series of financial management systems such as state-owned assets accounts and material conformity; The fourth is to establish and improve the strict liability system of "who uses, who manages and who is responsible". We will improve the management of state-owned assets in colleges and universities, maintain and increase the efficiency of state-owned assets, and serve and ensure the needs of teaching, scientific research, and the lives of teachers and students. First, set up a professional

management team to enhance management ability; The second is to establish "high cutting-edge". "High-tech precision" equipment implementation of professional personnel team. controlling the risk of state-owned assets in colleges and universities, it is necessary to strengthen the team construction, that is, to set up a professional management team, enhance management ability and establish a team of "high and cutting-edge" and "high-tech and fine" professionals. Colleges and universities should establish and improve the registration, statistics and evaluation system for the use of state-owned assets, so as to maximize the use value effect of "making the best use of everything".

Tan Jing (2024, P113-120) proposed that the state-owned assets of colleges and universities have large scale, many categories, complex composition, multiple management levels, large randomness and high complexity. Improving the quality and effectiveness of state-owned assets management of colleges and universities is related to the high-quality development of education and the construction of a powerful education country. The state-owned assets management of colleges and universities has accumulated valuable experience in paying attention to compliance and efficiency, promoting collaboration and sharing, and strengthening incentives and constraints, but it still faces realistic difficulties such as difficult to work hard, difficult to enter accounts, difficult to exit, difficult to scrap, and chasing blame. It is found that the crux of limiting the management of state-owned assets in colleges and universities mainly lies in "lack of attention, lack of mechanism and lack of talents". Therefore, it is urgent to smooth the "five channels" as the starting point, from the different levels of system, key assets cross-subject, different subjects and business sectors, the whole chain of responsibility between the main body, professional personnel learning and growth channels, to help universities to improve the quality and efficiency of state-owned assets management, and effectively play the greater value of state-owned assets to ensure the development of higher education.

Li Li (2023, p.156-159) proposed that the management of state-owned assets is an important content of the management system of colleges and universities, which is the material basis for the survival and development of colleges and universities in the fierce competition environment, and also an important standard to measure the scale and level of colleges and universities. Strengthening the construction of the state-owned assets management team in colleges and universities, promoting the management of state-owned assets, improving the performance of the use of assets, preventing the loss of state-owned assets, and ensuring the preservation and appreciation of state-owned assets are of great significance for guaranteeing and promoting the sustainable development of college education. A high level of asset management will also escort the construction and development of the "double high Plan".

Wang Ying (2022, p.1-4) proposed that in China's university classroom teaching, teachers are often the main body of classroom teaching, and adopt normative classroom management methods, which is not conducive to the improvement of students' ability and the cultivation of thinking, so many colleges and universities are actively looking for teaching models suitable for China's university classrooms, such as the introduction of case teaching methods, project training methods, etc., but whether these methods can achieve the expected teaching goals has a greater relationship with students' participation. Based on this, the author explores the application of Drucker's goal management method in the teaching of "management" courses, aiming to allow students to participate in the entire learning process from the formulation of learning objectives to the evaluation of learning outcomes, and combine innovation and entrepreneurship goal orientation to mobilize students' enthusiasm, enhance students' participation, and achieve the teaching goals of knowledge transfer, ability cultivation and personality building. In order to adapt to the changing social needs, China's higher education field is actively researching advanced foreign educational concepts and teaching models, and trying to optimize the current domestic educational ideas, teaching content and teaching methods.

Wei Huang (2021, p.104-108) proposed that insufficient groundwater resources are one of the important factors restricting urban development. The management of groundwater sources is related to many factors such as society, economy, hydrology, and geology. In the process of management, relevant personnel need to collect preliminary data and then process the data and information, which is a lot of work and troublesome operation. At the same time, state-owned assets are an important foundation for socialist construction, and the construction of a state-owned asset management system is an important part of institutional reform. Therefore, in accordance with the requirements of the 18th CPC Central Committee's Third Conference, exploring the establishment of a state-owned asset management model under market economy conditions is the key to deepening system reform and solving the current dilemma of state-owned asset management.

Sun Ke (2021, p.143-145) proposes that the objective management method not only emphasizes results-oriented management, but also pays more attention to process control, and its performance evaluation method is more scientific than traditional management. In addition, the use of objective management for organizational management can make objectives more specific and clear, and more operational. But in the traditional management mode will only carry out the formulation of goals, but lack of goal setting, completion of the goal process and target results management, target management method in the emphasis on the realization of employee self-worth, mainly employee self-management, the use of target management method to manage emphasizes the organization between the upper and lower levels of two-way communication, training and guidance, which weakens the traditional management of the command management mode, it can be said that its main purpose of management is to improve the personal ability of employees.

In addition to the above studies, many scholars have also conducted research on asset management in universities or other types of unit asset management. They have made important contributions to the development of the field of asset management by explaining the status quo of asset management in various industries, the problems they face, and the solutions proposed for their

professional or research objects. These studies cover a wide range of industries, including education, manufacturing, agriculture, and more. The asset management problems and challenges faced by different industries are different, so the influencing factors and optimization strategies that scholars pay attention to will also be different. For example, for university asset management, scholars may focus on factors such as campus infrastructure, operation and maintenance of laboratory equipment, and management of scientific research project funds. In finance, scholars may focus on factors such as asset-liability management, risk control, and portfolio optimization.

# Chapter 3

## Research Methodology

This research focuses on the improving of university state-owned assets management in Guangxi public universities, to research the current situation, formulate and evaluate the guidelines for optimization of university state-owned assets management in Guangxi public universities. The researcher have the following procedures.

1. The population / Sample group
2. Research Instruments
3. Data Collection
4. Data analysis

**Phase 1:** The objective of this phase is to study the current situation of university state-owned assets management in Guangxi public universities.

### **The population / Sample Group**

#### **The Population**

The population of this research were 420 middle-level managers who manage university state-owned assets in 20 public universities in Guangxi. These 20 universities are distributed in the east, south, west, north and central Guangxi. In the past five years, these universities developed steadily and their assets increased.

#### **The Sample Group**

The sample group of this research were 201 middle-level managers who manage university state-owned assets from the selected 20 universities in Guangxi by using systematic random sampling, according to Krejcie and Morgan (1970) sampling table, through field investigation, questionnaire survey, and analysis of the state-owned assets management optimization strategy of universities in Guangxi.

**Table 3.1** List of universities population and sample group

No	University in Guangxi	Population	Sample group
1	Guangxi University	29	10
2	Guangxi University of Science and Technology	22	11
3	Guilin University of Electronic Science and Technology	21	11
4	Guilin University of Technology	20	11
5	Guangxi Medical University	24	10
6	Youjiang Medical College for Nationalities	23	10
7	Guangxi University of Traditional Chinese Medicine	19	9
8	Guilin Medical College	23	10
9	Guangxi Normal University	26	10
10	Guangxi Normal University for Nationalities	22	10
11	Hechi University	24	10
12	Guangxi University of the Arts	21	11
13	Guangxi University for Nationalities	19	9
14	Baise College	18	9
15	Beibu Gulf University	23	10
16	Wuzhou University	19	10
17	Guangxi Science and Technology Normal University	18	10
18	Guilin Tourism College	17	10
19	Hezhou University	15	10
20	Guangxi Vocational Teachers College	17	10
<b>Total</b>		<b>420</b>	<b>201</b>

According to the data presented in table 3.1, it showed that the sample 20 universities have included most of the public universities in Guangxi, these universities are distributed in the east, south, west, north and central Guangxi, and the sample size ratio is reasonable.

## **Research Instruments**

### **Questionnaire**

The instrument to collect the data for objective one, to study the current situation of university state-owned assets management optimization in Guangxi public universities. The questionnaire designed based on objective management method in 5 following aspects: 1) Management Objectives, 2) The rate of return on assets, 3) Communication and feedback, 4) Risk control, 5) Development opportunities. The questionnaire was provided into two parts:

Part 1: Survey about personal information of respondents, classified by gender, education background, working years and professional title.

Part 2: Survey about the current situation of university state-owned assets management optimization in Guangxi universities. Questions are set around 5 aspects: management objectives, the rate of return on assets, communication and feedback, risk control and development opportunities. The criteria for data interpretation based on five-point Likert's scale, as follows:

5 indicates the highest level of university state-owned assets management

4 indicates a high level of university state-owned assets management

3 indicates a medium level of university state-owned assets management

2 indicates a low level of university state-owned assets management

1 indicates the lowest level of university state-owned assets management

The data interpretation for average value is based on Rensis Likert (1932).

The data interpretation is as follows:

4.50 – 5.00 refers to the highest level

3.50 – 4.49 refers to high level

2.50 – 3.49 refers to medium level

1.50 – 2.49 refers to low level

1.00 – 1.49 refers to the lowest level

### **Constructing a questionnaire process**

The construction process of questionnaire was as follows:

Step 1: Reviewing and analyzing documents, concepts, theories, and research related to university state-owned assets management in Guangxi universities.

Step 2: Constructing the questionnaire about the current situation of university state-owned assets management optimization in universities in Guangxi, Then sending the questionnaire outline of questionnaire to the thesis advisors to review and revise the contents according to the suggestions.

Step 3: The index of objective congruence (IOC) of the questionnaire was examined by five experts, resulting in a range from 0.80 to 1.00. The validity of the questionnaire was valid.

Step 4: Revising the questionnaire according to the experts' suggestions.

Step 5: Distributing the questionnaire to 30 administrators in universities in Guangxi for try-out. The reliability of the questionnaire was obtained by Conbach's Alpha Coefficient, and the validity of the questionnaire was obtained by the KMO value. The Cronbach's Alpha Coefficient was found to be 0.988, exceeding the threshold of 0.9, and the KMO value was determined to be 0.954, surpassing the minimum requirement of 0.8. So the questionnaire is good to collect current situation of university state-owned assets management optimization in Guangxi universities.

Step 6: Finalizing the questionnaire. Distributing the questionnaire to 201 administrators in the 20 public universities in Guangxi.

### **Data Collection**

The data collection for objective one: to research the current situation of university state-owned assets management optimization in Guangxi, as following procedured:

Step 1: The researcher obtained a letter of request from Bansomdejchaopraya Rajabhat University to collect data from 201 administrators at 20 universities in Guangxi.

Step 2: An online survey was used to distribute questionnaires to administrators at the 20 universities. A total of 256 questionnaires were collected, and after validation, 201 were deemed valid.

Step 3: Reliability and validity analyses were performed on the 20 questionnaires. The Cronbach's Alpha Coefficient was found to be 0.988, exceeding the threshold of 0.9, and the KMO value was determined to be 0.927, surpassing the minimum requirement of 0.8. These results indicate that the questionnaire data

exhibited high reliability and good validity, making it suitable for information extraction and further analysis.

### **Data Analysis**

The data analysis in this research, the researcher analyze the data by package program, as follows:

Step 1: The personal information of the respondents was analyzed by frequency and percentage, classified by gender, education background, working years and professional title.

Step 2: The current situation of university state-owned assets management optimization in Guangxi in five following aspects: 1) Management Objectives, 2) The rate of return on assets, 3) Communication and feedback, 4) Risk control, 5)Development opportunities was analyzed by Mean value and standard deviation.

**Phase 2:** To establish the guidelines for optimization of university state-owned assets management in Guangxi public universities.

### **Key informants**

#### **The interviewees**

The interviewees in this research were 10 high-level administrators in public universities in Guangxi. The qualifications of interviewees are as follows: 1) at least 6 years of work experience in university state-owned assets management in Guangxi, 2) have extensive experience in state-owned assets management, 3) graduated with master's degree or above.

### **Research Instruments**

#### **Semi-structured interview**

The instrument to collect the data for objective two, to establish the guideline for optimization of university state-owned assets management in Guangxi public universities. The semi-structured interview designed based on the current situation of university state-owned assets management in Guangxi in five following aspects: 1) Management Objectives, 2) The rate of return on assets, 3) Communication and feedback, 4) Risk control, 5)Development opportunities. The semi-structured interview provide into two parts:

Part 1: the personal information of interviewees, classified by interviewee, interviewer, education background, work experience, interview time, and interview date.

Part 2: the questions about suggestion for improving the current situation of optimization of university state-owned assets management in Guangxi base on five aspects: 1) Management Objectives, 2) The rate of return on assets, 3) Communication and feedback, 4) Risk control, 5) Development opportunities.

### **Constructing a semi-structured interview process**

The construction process of semi-structured interview was as follows:

Step 1: Reviewing and analyzing documents, concepts, theories, and research related to optimization of university state-owned assets management in Guangxi.

Step 2: Determine the interview objectives and topics and understand the relevant background information of the interviewee.

Step 3: Prepare questions around optimization of university state-owned assets management in Guangxi, including open-ended questions and targeted questions. Arrange the time and place of the interview to ensure that a comfortable interview environment is provided.

Step 4: Have a simple communication with the interviewee before the interview to ease the tension. The interview is recorded by audio or video recording equipment. Ask questions one by one and guide the interviewee to answer them according to the prepared questions.

Step 5: Organize and analyze the interview content and transcribe the recorded audio or video into text form.

Step 6: Distill valuable ideas and conclusions. Write interview manuscript according to analysis content, revise and edit.

### **Data Collection**

The data collection for objective two: to provide guideline for optimization of university state-owned assets management in Guangxi, as following procedured:

Step 1: The researcher requested requirement letter from the graduate university, Bansomdejchaopraya Rajabhat University for requiring to interview the administrators from 10 university in Guangxi.

Step 2: The researcher interviews the 10 administrators one-by-one through online platform or by face-to-face depending on the interviewee convenience.

Step 3: Organize the interview content. After the interview, collect and summarize the data to ensure the accuracy and completeness of the information. Then, summarize and conclude the content of the interviews.

### **Data Analysis**

Step 1: The structured interview on the guidelines for optimization of university state-owned assets management in Guangxi public universities were carried out to be analyzed by content analysis.

Step 2: Based on the literature, questionnaire survey findings, and interview result, formulate the guidelines for optimization of university state-owned assets management in Guangxi public universities.

**Phase 3:** To evaluate the suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities.

### **Key Informations**

#### **Expert group**

The experts for evaluation of the suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities were 9 high-level administrators in Guangxi. The qualifications of the experts are as follows: 1) at least 10 years of work experience in university state-owned assets management in universities, 2) have extensive experience in university state-owned assets management, 3) graduated with master's degree or above, 4) academic title is associate professor or above.

## **Research Instruments**

### **Evaluation form**

The instrument to collect the data for objective three, to evaluate the adaptability and feasibility of the guideline for optimization of university state-owned assets management in Guangxi. The evaluation form designed based on guideline for optimization of university state-owned assets management in Guangxi in five following aspects: 1) Management Objectives, 2)The rate of return on assets, 3) Communication and feedback, 4) Risk control, 5)Development opportunities. The evaluation form was provide into two parts:

Part 1: The personal information of interviewees, classified by work position, work experience, educational background, and academic title.

Part 2: The evaluation form about the guideline for optimization of university state-owned assets management in Guangxi. The criteria for data interpretation based on a five-point Likert's scale, as follows:

5 indicates the highest level of suitability and feasibility of the guidelines

4 indicates a high level of suitability and feasibility of the guidelines

3 indicates a medium level of suitability and feasibility of the guidelines

2 indicates a low level of suitability and feasibility of the guidelines

1 indicates the lowest level of suitability and feasibility of the guidelines

The data interpretation for average value is based on Rensis Likert (1932).

The data interpretation is as follows:

4.50 – 5.00 indicates the highest level

3.50 – 4.49 indicates high level

2.50 – 3.49 indicates medium level

1.50 – 2.49 indicates low level

1.00 – 1.49 indicates the lowest level

### **Constructing a evaluation form process**

The construction process of evaluation form are as follows:

Step 1: Constructing the evaluation form about guideline for optimization of university state-owned assets management in Guangxi public universities.

Step 2: The evaluation form was applied to 9 experts.

### **Data Collection**

The data collection for objective three: to evaluate adaptability and feasibility of the guidelines for optimization of university state-owned assets management in Guangxi.

Step 1: Evaluate preparation. The researchers produce an evaluation request letter, which sets out the purpose of the evaluation, the content, and the time to return the evaluation results. Prepare the evaluation form.

Step 2: Arrange the evaluation process. Send the evaluation to 10 experts by email with the purpose of the assessment, the requirements and the time to reply to the email. A total of 10 evaluation form.

Step 3: Summarize and sort. Confirm the number of recovery assessment forms, organize and tally the results.

### **Data Analysis**

The data analysis in this research, the researcher analyzes the data by package program, as follows: The evaluation of the adaptability and feasibility of the guideline for optimization of university state-owned assets management in Guangxi is analyzed by mean and standard deviation.

# Chapter 4

## Data Analysis Results

This research was to research the optimization model for middle-level administrators in Guangxi Public universities. The data analysis result can be presented as follows:

1. Symbol and abbreviations
2. Presentation of data analysis
3. Results of data analysis

The details are as follows.

### Symbol and Abbreviations

N	refers to	population
n	refers to	sample group
$\bar{X}$	refers to	mean
S.D.	refers to	standard deviation

### Presentation of Data Analysis

Part 1: The analysis result about personal information of respondents, classified by gender, age, education background, years of work experience and level of professional title. Presented the data in the form of frequency and percentage.

Part 2: The analysis result about the key factors of university state-owned assets management in Guangxi. The researcher presented the data by mean and standard deviation.

Part 3: The analysis result about the interview data about the guidelines for optimization of university state-owned assets management in Guangxi.

Part 4: The analysis result about the evaluation of suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi. The researcher presented the data by mean and standard deviation.

## Results of Data Analysis

The researcher analyzed the data in four parts as follows:

**Part1:** The analysis result about personal information of respondents, classified by gender, age, education background, years of work experience and level of professional title. The researcher presented the data by frequency and percentage.

**Table 4.1** Personal information of the survey respondents

(n = 201)

Classify	Personal Information	Frequency	Percentage
Gender	Male	103	51.24
	Female	98	48.76
	<b>Total</b>	<b>201</b>	<b>100</b>
Age	Under25 years old	47	23.38
	26-35 years old	38	18.91
	36-45 years old	76	37.81
	46-55 years old	27	13.43
	Above 56years old	13	6.47
	<b>Total</b>	<b>201</b>	<b>100</b>
Education background	Bachelor's degree	105	52.24
	Master's degree	76	37.81
	Doctor's degree	20	9.95
	<b>Total</b>	<b>201</b>	<b>100</b>
Years of work experience	0-5 years	58	28.86
	6-10 years	32	15.92
	11-15 years	66	32,84
	16-20 years	27	13.43
	20 years above	18	8.96
	<b>Total</b>	<b>201</b>	<b>100</b>

Table 4.1 (Continue)

Classify	Personal Information	Frequency	Percentage
Level of professional title	Primary	9	4.48
	Intermediate	70	34.83
	Associate senior	77	38.31
	Senior	45	22.39
	<b>Total</b>	<b>201</b>	<b>100</b>

According to table 4.1, showed that the majority respondents were 103 males, accounting for 51.24%, and 98 females, accounting for 48.76%. The age group of respondents was mainly 36-45 years old for 76 people, accounting for 37.81%, followed by under 25 years old, 26-35 years old, 46-55 years old, and above 56 years was the lowest level for 13 people, accounting for 6.47%. The education background of respondents was mainly bachelor's degree for 105 people, accounting for 52.24%, followed by master's degree, and doctor's degree was the lowest level for 20 people, accounting for 9.95%. The years of work experience of respondents was mainly 11-15 years for 66 people, accounting for 32.84%, followed under 5 years , 6-10 years, 16-20 years, and above 21 years was the lowest level for 18 people, accounting for 8.96%. The level of professional title of respondents was mainly deputy senior for 77 people, accounting for 38.31%, followed by intermediate, senior , and primary was the lowest level for 9 people, accounting for 4.48%.

**Part 2: The analysis results of the factors affecting the university state-owned assets management in Guangxi public universities. The researcher presented the data by mean and standard deviation.**

**Table 4.2** The mean and standard deviation of the level of the university state-owned assets management in Guangxi public universities

(n = 201)

University state-owned assets management		$\bar{x}$	S.D.	Level	Order
1	Management objectives	3.61	1.24	high	2
2	The rate of return on assets	3.56	1.26	high	5
3	Communication and feedback	3.65	1.23	high	1
4	Risk control	3.59	1.23	high	4
5	Development opportunities	3.59	1.23	high	3
<b>Total</b>		<b>3.60</b>	<b>1.24</b>	high	

According to table 4.2, found that the level of university state-owned assets management in Guangxi public universities in five aspects was at high level ( $\bar{x} = 3.60$ ). Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was communication and feedback ( $\bar{x} = 3.65$ ), follow by management objectives ( $\bar{x} = 3.61$ ), development opportunities ( $\bar{x} = 3.59$ ), risk control ( $\bar{x} = 3.59$ ), and the rate of return on assets was the lowest mean ( $\bar{x} = 3.56$ ).

**Table 4.3** Mean and standard deviation of the level of university state-owned assets management in Guangxi public universities in management objectives

(n = 201)

Management Objectives		$\bar{x}$	S.D.	Level	Order
1	Administrators are able to set asset management objectives	3.60	1.26	high	7
2	Administrators set goals that are aligned with the organization's vision, mission, and strategic direction	3.73	1.16	high	1
3	Administrators understand the frequency of implementation of goal setting	3.59	1.24	high	9

Table 4.3 (Continue)

(n = 201)

	Management Objectives	$\bar{X}$	S.D.	Level	Order
4	Administrators make sure goals are specific	3.61	1.22	high	6
5	Administrators make sure goals are measurable	3.63	1.15	high	4
6	Administrators make sure goals are achievable	3.63	1.16	high	5
7	Administrators understand the key performance indicators of management objectives	3.67	1.29	high	2
8	Administrators understand key performance indicator monitoring measures	3.55	1.26	high	11
9	Administrators communicate and coordinate effectively with team members in setting goals	3.67	1.27	high	3
10	Administrators make goals understood and accepted by the team members	3.59	1.24	high	8
11	Administrators periodically review and evaluate the management objectives	3.56	1.26	high	10
12	Administrators regularly adjust and optimize the management objectives	3.48	1.33	medium	12
<b>Total</b>		<b>3.61</b>	<b>1.24</b>	<b>high</b>	

According to table 4.3, found that the level of university state-owned assets management in Guangxi public universities in management objectives was at high level ( $\bar{X} = 3.61$ ). Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators set goals that are aligned with the organization's vision, mission, and strategic direction ( $\bar{X} = 3.73$ ), follow by administrators understand the key performance indicators of management objectives ( $\bar{X} = 3.67$ ), and administrators regularly adjust and optimize the management objectives was the lowest mean ( $\bar{X} = 3.48$ ).

**Table 4.4** Mean and standard deviation of the level of university state-owned assets management in Guangxi public universities in the rate of return on assets  
(n = 201)

The rate of return on assets		$\bar{X}$	S.D.	Level	Order
1	Administrators understand the definition and calculation of return on assets(ROA)	3.55	1.22	high	9
2	Administrators understand the importance of ROA in the management	3.56	1.30	high	5
3	Administrators are able to identify and analyze factors affecting ROA	3.62	1.21	high	3
4	Administrators understand strategies to improve ROA	3.55	1.24	high	7
5	Administrators know how to evaluate and compare the ROA of different assets	3.46	1.27	medium	12
6	Administrators can take appropriate actions to mitigate risk	3.53	1.27	high	11
7	Administrators know how to use financial and non-financial metrics to monitor ROA	3.55	1.35	high	8
8	Administrators can evaluate and optimize asset allocation to improve overall return	3.59	1.22	high	4
9	Administrators can use investment and financing tools to increase ROA	3.53	1.30	high	10
10	The administrator can work with teams and relevant departments to improve ROA	3.55	1.23	high	6
11	Administrators can develop long-term plans and strategies to grow and improve the ROA	3.68	1.23	high	1
12	Administrators use the ROA to make rational asset allocation decisions	3.62	1.24	high	2
<b>Total</b>		<b>3.57</b>	<b>1.26</b>	<b>high</b>	

According to table 4.4, found that the level of university state-owned assets management in the rate of return on assets was at high level ( $\bar{X} = 3.57$ ). Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators can develop long-term plans and strategies to continuously grow and improve the ROA ( $\bar{X} = 3.68$ ), follow by administrators use the ROA to make rational asset allocation decisions ( $\bar{X} = 3.62$ ), and administrators know how to evaluate and compare the ROA of different assets was the lowest mean ( $\bar{X} = 3.46$ ).

**Table 4.5** Mean and standard deviation of the level of university state-owned assets management in Guangxi public universities in communication and feedback

(n = 201)

	Communication and feedback	$\bar{X}$	S.D.	Level	Order
1	Administrators understand the importance of communication	3.59	1.25	high	11
2	Administrators know the appropriate channels and methods of communication	3.63	1.19	high	8
3	Administrators can clearly communicate goals and expectations to team members	3.61	1.27	high	10
4	Administrators listen to and understand the opinions and suggestions of team members	3.55	1.30	high	13
5	Administrators provide timely feedback to team members of goal implementation	3.70	1.30	high	3
6	Administrators can deal with negative feedback and difficult situations	3.70	1.23	high	4
7	Administrators provide guidance and suggestions	3.63	1.17	high	7
8	Administrators understand how to encourage team members to participate and contribute	3.69	1.25	high	5
9	Administrators can use technical tools to promote communication and feedback	3.65	1.22	high	6
10	Administrators can establish an open and trusting communication atmosphere	3.72	1.24	high	2
11	Administrators express their opinions in clear and accurate language	3.79	1.13	high	1
12	Administrators organize regular communication meetings and discussions	3.55	1.21	high	12
13	Administrators can resolve communication barriers and conflicts	3.61	1.26	high	9
<b>Total</b>		<b>3.65</b>	<b>1.23</b>	<b>high</b>	

According to table 4.5, found that the level of university state-owned assets management in Guangxi public universities in communication and feedback was at high level ( $\bar{x} = 3.65$ ). Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators express their opinions in clear and accurate language ( $\bar{x} = 3.79$ ), follow by administrators can establish an open and trusting communication atmosphere ( $\bar{x} = 3.72$ ), and administrators listen to and understand the opinions and suggestions of team members was the lowest mean ( $\bar{x} = 3.55$ ).

**Table 4.6** Mean and standard deviation of the level of university state-owned assets management in Guangxi public universities in risk control

(n = 201)

	Risk control	$\bar{X}$	S.D.	Level	Order
1	Administrators understand the composition and value of university assets	3.65	1.24	high	2
2	Administrators know relevant regulations and policies of university assets	3.61	1.27	high	6
3	Administrators understand responsibilities and authority of management at all levels	3.60	1.21	high	7
4	Administrators understand the compliance requirements of asset management	3.67	1.09	high	1
5	Administrators understand the liquidity of university assets management	3.50	1.32	medium	13
6	Administrators understand market and industry dynamics of university assets	3.57	1.19	high	9
7	Administrators can accurately assess the risks of university assets	3.63	1.18	high	4
8	Administrators can establish an effective internal control system	3.63	1.22	high	3
9	Administrators can make decisions to reduce asset management risks	3.56	1.20	high	10
10	Administrators can effectively coordinate various departments and stakeholders	3.61	1.23	high	5
11	Administrators can proactively monitor changes in asset value and quality	3.50	1.35	high	12
12	Administrators can diversify asset allocation	3.52	1.25	high	11
13	Administrators train and publicize risk awareness	3.58	1.25	high	8
	<b>Total</b>	<b>3.60</b>	<b>1.32</b>	<b>high</b>	

According to table 4.6, found that the level of university state-owned assets management in Guangxi public universities in risk control was at high level ( $\bar{X} = 3.60$ ). Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators understand the compliance requirements of university asset management ( $\bar{X} = 3.67$ ), follow by administrators understand the composition and value of university assets ( $\bar{X} = 3.65$ ), and administrators understand the liquidity of university assets management was the lowest mean ( $\bar{X} = 3.50$ ).

**Table 4.7** Mean and standard deviation of the level of university state-owned assets management in Guangxi public universities in development opportunities  
(n = 201)

	Development opportunities	$\bar{x}$	S.D.	Level	Order
1	Administrators understand the status and importance of university asset management in national policies and development strategies	3.63	1.23	high	3
2	Administrators understand the its correlation with national strategic development	3.60	1.19	high	6
3	Administrators understand the role of university asset management in supporting university teaching, research and social services	3.71	1.19	high	1
4	Administrators understand the experience and model of advanced universities at home and abroad	3.64	1.18	high	2
5	Administrators can take opportunities brought by high-tech industries and emerging markets	3.63	1.24	high	4
6	Administrators understand the opportunities by market-oriented capital operation	3.53	1.21	high	10
7	Administrators can adapt to the needs and changes in the new economy	3.57	1.24	high	9
8	Administrators can cope with the new requirements of the development of market economy	3.50	1.29	medium	11
9	Administrators can effectively integrate with internal and external resources	3.62	1.20	high	5
10	Administrators can participate in the formulation of national asset management system, which provide opportunities for strategic layout	3.58	1.26	high	7

Table 4.7 (Continue)

(n = 201)

Development opportunities		$\bar{X}$	S.D.	Level	Order
11	Administrators can open up the innovation field for the appreciation of university assets	3.46	1.27	medium	12
12	Administrators closely link asset management with the talents introduction	3.58	1.27	high	8
<b>Total</b>		<b>3.59</b>	<b>1.23</b>	<b>high</b>	

According to table 4.7, found that the level of university state-owned assets management in development opportunities was at high level ( $\bar{X} = 3.59$ ). Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators understand the role of university asset management in supporting university teaching, research and social services ( $\bar{X} = 3.71$ ), follow by administrators understand the experience and model of advanced universities at home and abroad ( $\bar{X} = 3.64$ ), and administrators can open up the innovation field for the appreciation of university assets was the lowest mean ( $\bar{X} = 3.46$ ).

**Part 3: The analysis results about the interview data about guidelines for optimization of university state-owned assets management in Guangxi public universities.**

The semi-structured interview designed based on the current situation of university state-owned assets management optimization in Guangxi and factors affecting university state-owned assets management in five following aspects: 1) Management Objectives, 2) The rate of return on assets, 3) Communication and feedback, 4) Risk control, 5) Development opportunities. Five questions from the interview are as follows:

1. What basic principles should be adhered to in the goal setting of state-owned assets management in Guangxi universities? How to adjust and optimize management objectives to ensure clarity and operability of asset management objectives?

2. How to formulate talent assessment standards at assessment mechanism that adapt to the characteristics and differences of different disciplines? In addition, what are your suggestions for universities in formulating assessment mechanisms?

3. In state-owned assets management, how do you listen to and understand the opinions and suggestions of your team members? How do you think effective team communication and discussion can serve asset management?

4. In your opinion, what are the main risks in state-owned assets management of universities in Guangxi? What measures can be taken to effectively prevent and control the risk of liquidity and liquidity of university assets?

5. What do you think are the development opportunities for state-owned assets management in universities in Guangxi? How should administrators explore the innovation field of asset management, provide more opportunities for the appreciation of university assets, and improve the level and efficiency of asset management?

**Table 4.8** Personal information of the interviewee

(n =10)

Interviewee	Personal information	Interview Date	Interview Time
Interviewee 1	Education: Master's degree Professional title: Associate professor Work experience:12 years	June 12, 2024	19:00 am GMT +8 28 minutes
Interviewee 2	Education: Doctor's degree Professional title: Associate professor Work experience:19 years	June 13, 2024	10:00 pm GMT +8 35 minutes
Interviewee 3	Education: Master's degree Professional title: Associate professor Work experience:16 years	June 15, 2024	16:20 am GMT +8 30 minutes
Interviewee 4	Education: Master's degree Professional title: Professor Work experience:17 years	June 16, 2024	10:30 pm GMT +8 32minutes
Interviewee 5	Education: Doctor's degree Professional title: Associate professor Work experience:14 years	June 25, 2024	9:00 am GMT +8 30 minutes
Interviewee 6	Education: Master's degree Professional title: Professor Work experience:15 years	June 28, 2024	11:00 am GMT +8 30 minutes
Interviewee 7	Education: Master's degree Professional title: Associate professor Work experience:11 years	July 1, 2024	15:30 pm GMT +8 38 minutes

Table 4.8 (Continue)

Interviewee	Education background	Interview Date	Interview Time
Interviewee 8	Education: Master's degree Professional title: Associate professor Work experience:10 years	July 2, 2024	16:30 am GMT +8 37minutes
Interviewee 9	Education: Master's degree Professional title: Associate professor Work experience:12 years	July 4, 2024	15:20 am GMT +8 29 minutes
Interviewee10	Education: Master's degree Professional title: Professor Work experience:21 years	July 7, 2024	16:00 am GMT +8 36 minutes

According to table 4.8, it showed that the personal information of 10 interviewees, classified by interviewee, education background, interview date, and interview time.

Through conversations with 10 Interviewees, combined with literature review and questionnaire data, the researcher propose the following development guidelines:

**Table 4.9** Guidelines for optimization of university state-owned assets management in Guangxi public universities

Key factors	Guidelines for optimization
Management objectives	<ol style="list-style-type: none"> <li>1. Asset management objectives should be closely focused on the development strategy of the university, provide strong support for teaching and scientific research, and promote the overall strength of the university.</li> <li>2. Establish a sound asset management system, strengthen the daily supervision of assets, and ensure the safety and integrity of assets.</li> <li>3. Optimize asset allocation, improve asset use efficiency, and maintain and increase the value of assets.</li> <li>4. Formulate scientific and reasonable asset management objectives according to the university's strategic planning, actual situation and development needs, and regularly evaluate and adjust them.</li> <li>5. Flexibly adjust and optimize the asset management objectives according to the development changes of the university and the external environment.</li> <li>6. The management objectives of relevant assets are adjusted accordingly to meet the teaching and scientific research needs of various disciplines according to the professional development of different disciplines in the university .</li> <li>7. Fully consider human, material, financial and other resources, reasonable planning and allocation of assets to avoid waste and idle resources.</li> </ol>

Table 4.9 (Continue)

Key factors	Guidelines for optimization
The rate of return on assets	<ol style="list-style-type: none"> <li data-bbox="491 477 1382 618">1. Comprehensive inventory and evaluation of state-owned assets, and reasonable allocation according to development needs and tasks.</li> <li data-bbox="491 645 1382 728">2. Establish a unified evaluation index system including input cost, expected return and risk factors.</li> <li data-bbox="491 754 1382 954">3. Pay attention to the combination of social and economic benefits of assets, and evaluate different types of assets from different aspects, such as direct economic benefits, indirect benefits, and the improvement of teaching quality and scientific research level.</li> <li data-bbox="491 981 1382 1122">4. Extend the service life of assets, reduce maintenance costs, improve rules and regulations, and achieve fine and standardized management of assets.</li> <li data-bbox="491 1149 1382 1290">5. Promote the sharing and sharing of assets, establish an asset sharing platform, strengthen the integration and optimal allocation of assets, and avoid idle and waste of assets.</li> <li data-bbox="491 1317 1382 1516">6. Strengthen cooperation with enterprises, transform the scientific research results of the university, carry out technical services, maximize economic benefits, and improve the utilization efficiency and economic benefits of assets.</li> <li data-bbox="491 1543 1382 1619">7. Strengthen market research on operational assets to adjust business strategies, and promote the marketization of assets.</li> </ol>

Table 4.9 (Continue)

Key factors	Guidelines for optimization
Communication and feedback	<ol style="list-style-type: none"> <li>1. Hold regular team meetings to create a relaxed and open atmosphere and encourage members to speak freely. Clarify the purpose of communication and discussion.</li> <li>2. Team leaders take the initiative to use modern information technology to establish good communication channels with employees to understand the work situation and needs.</li> <li>3. Let members keep abreast of the latest policies and requirements of asset management, guide members to think about problems from different angles, and propose diversified solutions.</li> <li>4. Leaders encourage members to actively participate and share experiences and insights, and come up with innovative ideas and suggestions.</li> <li>5. Listen to the problems and suggestions raised by members in the work, and give timely responses and solutions.</li> <li>6. Regularly organize training and learning activities to enhance team cohesion and trust, and improve members' professional quality and communication skills on asset management.</li> <li>7. Establish a sound feedback mechanism, and regularly organize questionnaires and symposiums to understand members' needs and ideas on asset management.</li> </ol>

Table 4.9 (Continue)

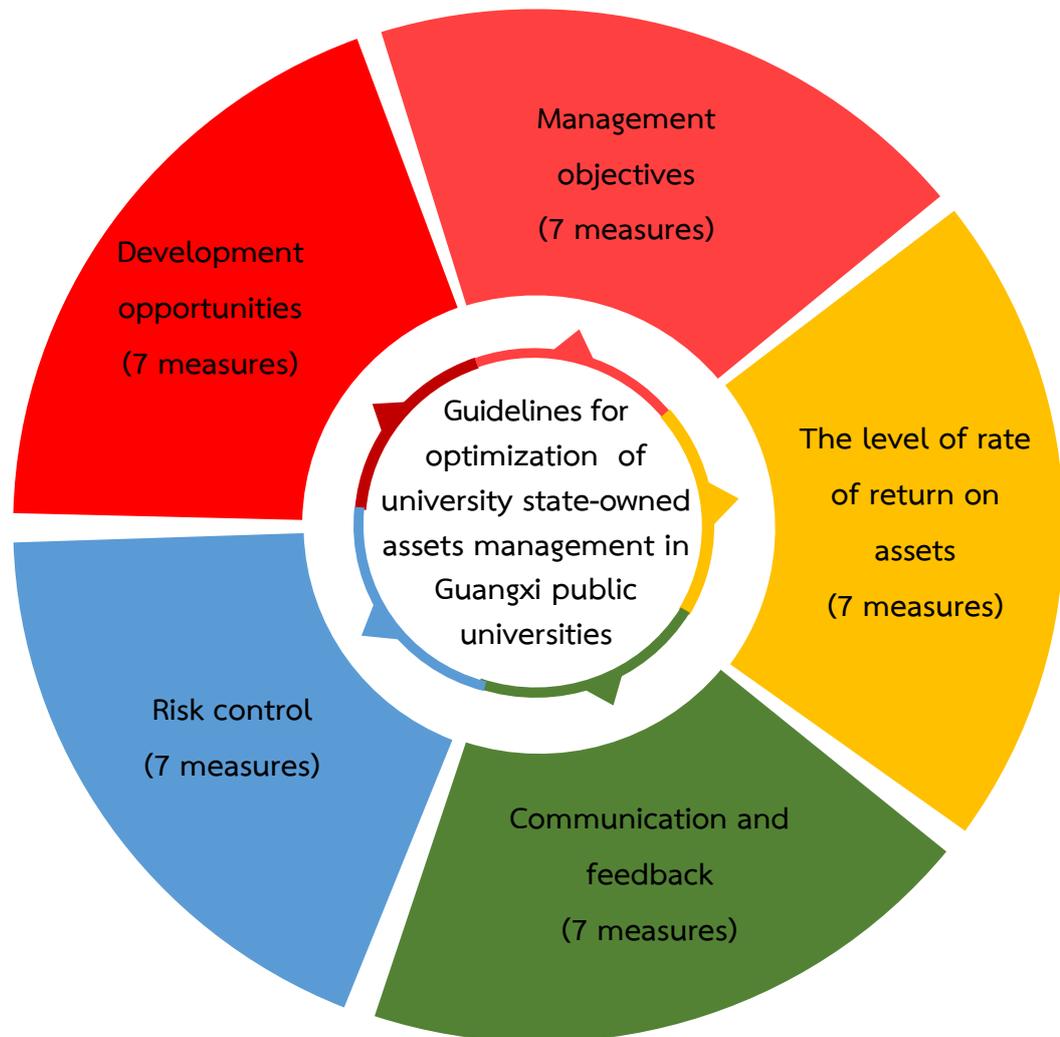
Key factors	Guidelines for optimization
Risk control	<ol style="list-style-type: none"> <li data-bbox="539 472 1326 674">1. Establish a scientific and reasonable asset allocation mechanism, and allocate resources according to the development needs and actual situation of the university to avoid unreasonable asset allocation.</li> <li data-bbox="539 696 1362 898">2. Strengthen the information construction of asset management, ensure the real-time update and sharing of asset information, and improve the accuracy and efficiency of decision-making.</li> <li data-bbox="539 920 1337 1066">3. Improve the system of asset accounting and budget management, increase the accuracy of accounting, and make budget preparation more scientific and refined.</li> <li data-bbox="539 1088 1353 1234">4. Strengthen the supervision and assessment of the asset use process, ensure the rational use and proper maintenance to prevent waste or damage of assets.</li> <li data-bbox="539 1256 1358 1402">5. Standardize the processes of asset registration, classification, coding, allocation and transfer to avoid confusion in asset management.</li> <li data-bbox="539 1424 1326 1570">6. Improve internal control, management systems and supervision mechanisms, and strengthen risk prevention and control.</li> <li data-bbox="539 1592 1358 1738">7. Formulate reasonable disposal plans according to market demand and value changes, strengthen cooperation with relevant institutions, and explore diversified disposal methods.</li> </ol>

Table 4.9 (Continue)

Key factors	Guidelines for optimization
Development opportunities	<ol style="list-style-type: none"> <li>1. Seize the opportunity of increasing national and local investment in higher education, obtain funds to improve university conditions and update teaching and scientific research equipment.</li> <li>2. According to the discipline characteristics of the university, strengthen the management and utilization of related characteristic assets, and promote the development of characteristic industries.</li> <li>3. Accurate allocation and whole-process management of assets with the help of digital technology, asset information database is established to realize dynamic management.</li> <li>4. Actively explore the sharing mechanism of assets, improve the efficiency of asset use and realize asset appreciation through industry-university-research cooperation.</li> <li>5. Strengthen the standardization and institutionalization of asset management, and scientifically evaluate the efficiency of asset use.</li> <li>6. Strengthen the construction of asset management team, improve the professional quality and professional ability of management personnel.</li> <li>7. Establish and improve the risk early warning mechanism, and introduce market-oriented management mechanism to improve the efficiency of asset operation.</li> </ol>

According to table 4.9, the researcher proposed the guidelines for optimization the level of university state-owned assets management in Guangxi public universities in five aspects, which contain 35 measures. There are 7 measures for improving the level of management objectives, 7 measures for improving the level of rate of return on

assets, 7 measures for improving communication and feedback, 7 measures for improving risk control, 7 measures for improving development opportunities. The framework of the guidelines is as follows:



**Figure 4.1** Guidelines for optimization of university state-owned assets management in Guangxi public universities

Management objectives (7 measures):



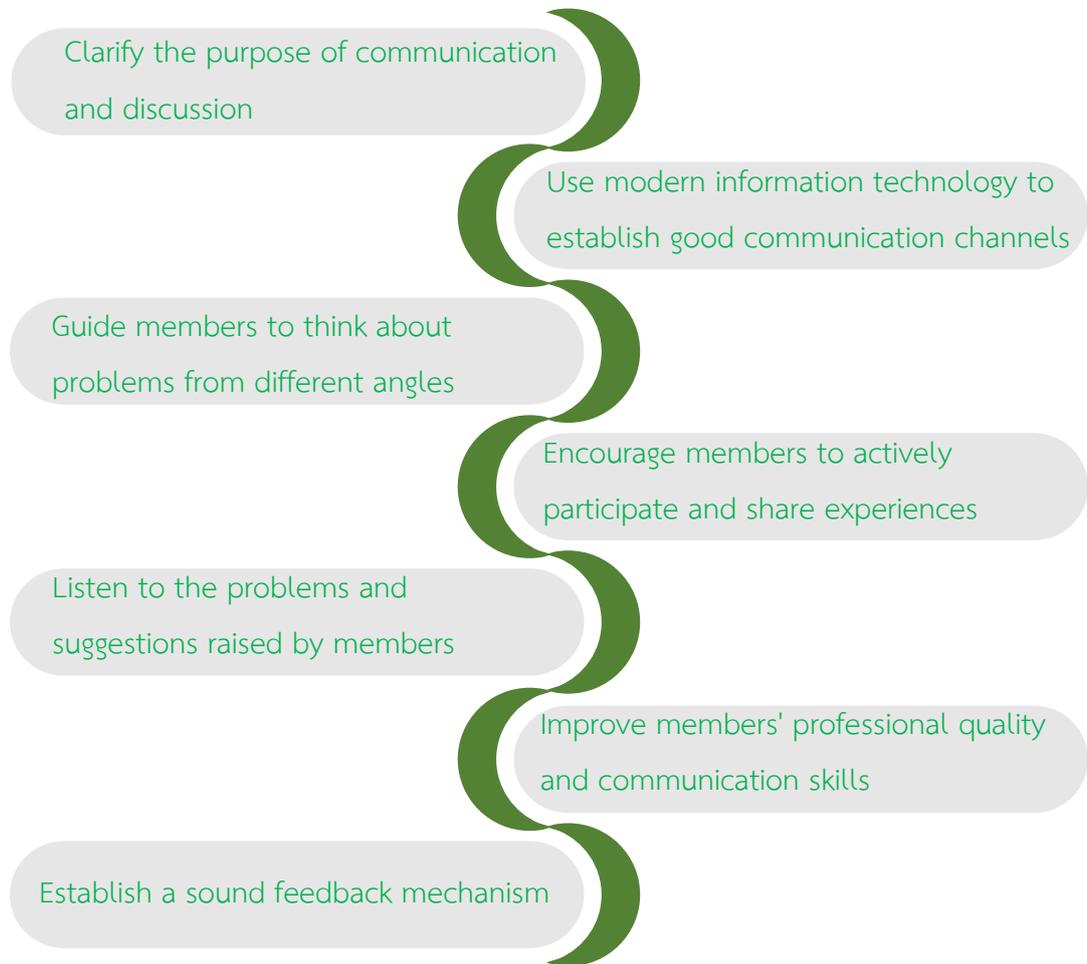
**Figure 4.2** Guidelines for improving the level of management objectives

The rate of return on assets (7 measures):



**Figure 4.3** Guidelines for improving the level of the rate of return on assets

Communication and feedback (7 measures):



**Figure 4.4** Guidelines for improving the level of communication and feedback

Risk control (7 measures):



**Figure 4.5** Guidelines for improving the level of risk control

Development opportunities (7 measures):



**Figure 4.6** Guidelines for improving the level of development opportunities

Part 4: The analysis results about the evaluation of the suitability and feasibility of the guidelines for optimization of university state-owned assets management in Guangxi public universities. The researcher presented the data by mean and standard deviation.

**Table 4.10** Mean and standard deviation of the suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities

(N = 9)

Guidelines for optimization of university state-owned assets management in Guangxi public universities		Suitability			Feasibility		
		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1	Management objectives	4.54	0.60	highest	4.51	0.53	highest
2	The rate of return on assets	4.19	0.67	high	4.35	0.55	high
3	Communication and feedback	4.32	0.70	high	4.46	0.58	high
4	Risk control	4.46	0.60	high	4.40	0.59	high
5	Development opportunities	4.56	0.52	highest	4.49	0.52	high
<b>Total</b>		<b>4.41</b>	<b>0.62</b>	<b>high</b>	<b>4.44</b>	<b>0.55</b>	<b>high</b>

According to table 4.10, found that the suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities were at high level with the values between 4.35 and 4.49, which means guidelines for Guidelines for optimization of university state-owned assets management in Guangxi public universities is with suitability and feasibility.

**Table 4.11** Mean and standard deviation of the suitability and feasibility of guidelines in management objectives

(N = 9)

Guidelines for optimization the level of management objectives	Suitability			Feasibility		
	$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1 Focus on the development strategy of the university, provide strong support for teaching and scientific research, and promote the overall strength of the university.	4.67	0.50	highest	4.56	0.53	highest
2 Establish a sound asset management system, strengthen the daily supervision of assets, and ensure the safety and integrity of assets.	4.56	0.53	highest	4.22	0.44	high
3 Optimize asset allocation, improve asset use efficiency, and maintain and increase the value of assets.	4.67	0.50	highest	4.67	0.50	highest
4 Formulate scientific and reasonable asset management objectives according to the university's strategic planning, actual situation and development needs, and regularly evaluate and adjust them.	4.56	0.53	highest	4.44	0.53	high
5 Flexibly adjust and optimize the asset management objectives according to the development changes of the university and the external environment.	4.56	0.53	highest	4.67	0.50	highest

Table 4.11 (Continue)

Guidelines for optimization the level of management objectives	Suitability			Feasibility		
	$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
6 The management objectives of relevant assets are adjusted accordingly to meet the teaching and scientific research needs of various disciplines according to the professional development of different disciplines in the university .	4.44	0.73	high	4.67	0.50	highest
7 Fully consider human, material, financial and other resources, reasonable planning and allocation of assets to avoid waste and idle resources.	4.33	0.87	high	4.33	0.71	high
<b>Total</b>	<b>4.54</b>	<b>0.60</b>	<b>highest</b>	<b>4.51</b>	<b>0.53</b>	<b>highest</b>

According to table 4.11, found than the suitability of guidelines for optimization of university state-owned assets management in Guangxi public universities was at the highest level with the value 4.54, and the feasibility of this aspect was at the highest level with the value 4.51.

**Table 4.12** Mean and standard deviation of the suitability and feasibility of guidelines in the rate of return on assets

(N = 9)

Guidelines for optimization the level of the rate of return on assets	Suitability			Feasibility		
	$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1 Comprehensive inventory and evaluation of state-owned assets, and reasonable allocation according to development needs and tasks	4.56	0.53	highest	4.44	0.53	high
2 Establish a unified evaluation index system including input cost, expected return and risk factors	4.22	0.67	high	4.22	0.44	high
3 Pay attention to the combination of social and economic benefits of assets, and evaluate different types of assets from different aspects, such as direct economic benefits, indirect benefits, and the improvement of teaching quality and scientific research level	4.11	0.78	high	4.56	0.53	highest
4 Extend the service life of assets, reduce maintenance costs, improve rules and regulations, and achieve fine and standardized management of assets	4.00	0.71	high	4.56	0.53	highest
5 Promote the sharing and sharing of assets, establish an asset sharing platform, strengthen the integration and optimal allocation of assets, and avoid idle and waste of assets	4.33	0.71	high	4.11	0.33	high

Table 4.12 (Continue)

(N = 9)

Guidelines for optimization the level of the rate of return on assets	Suitability			Feasibility		
	$\bar{x}$	S.D.	Level	$\bar{x}$	S.D.	Level
6 Strengthen cooperation with enterprises, transform the scientific research results of the university, carry out technical services, maximize economic benefits, and improve the utilization efficiency and economic benefits of assets	4.00	0.71	highest	4.11	0.78	high
7 Strengthen market research on operational assets to adjust business strategies, and promote the marketization of assets	4.11	0.60	highest	4.44	0.73	high
<b>Total</b>	<b>4.19</b>	<b>0.67</b>	<b>high</b>	<b>4.35</b>	<b>0.55</b>	<b>high</b>

According to table 4.11, found than the suitability of guidelines for optimization of university state-owned assets management in Guangxi public universities was at the high level with the value 4.19, and the feasibility of this aspect was at the high level with the value 4.35.

**Table 4.13** Mean and standard deviation of the suitability and feasibility of guidelines in communication and feedback

(N = 9)

	Guidelines for optimization the level of communication and feedback	Suitability			Feasibility		
		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1	Hold regular team meetings to create a relaxed and open atmosphere and encourage members to speak freely. Clarify the purpose of communication and discussion	4.56	0.53	highest	4.44	0.53	high
2	Team leaders take the initiative to use modern information technology to establish good communication channels with employees to understand the work situation and needs	4.44	0.73	high	4.56	0.53	highest
3	Let members keep abreast of the latest policies and requirements of asset management, guide members to think about problems from different angles, and propose diversified solutions	4.11	0.78	high	4.56	0.53	highest
4	Leaders encourage members to actively participate and share experiences and insights, and come up with innovative ideas and suggestions	4.33	0.87	high	4.56	0.53	highest
5	Listen to the problems and suggestions raised by members in the work, and give timely responses and solutions	4.22	0.67	high	4.67	0.50	highest

Table 4.13 (Continue)

	Guidelines for optimization the level of communication and feedback	Suitability			Feasibility		
		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
6	Regularly organize training and learning activities to enhance team cohesion and trust, and improve members' professional quality and communication skills on asset management	4.22	0.83	high	4.22	0.83	high
7	Establish a sound feedback mechanism, and regularly organize questionnaires and symposiums to understand members' needs and ideas on asset management	4.33	0.50	high	4.44	0.53	high
<b>Total</b>		<b>4.32</b>	<b>0.70</b>	<b>high</b>	<b>4.46</b>	<b>0.58</b>	<b>high</b>

According to table 4.11, found than the suitability of guidelines for optimization of university state-owned assets management in Guangxi public universities was at the high level with the value 4.32, and the feasibility of this aspect was at the high level with the value 4.46.

**Table 4.14** Mean and standard deviation of the suitability and feasibility of guidelines in risk control

(N = 9)

Guidelines for optimization the level of risk control	Suitability			Feasibility		
	$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1 Establish a scientific and reasonable asset allocation mechanism, and allocate resources according to the development needs and actual situation of the university to avoid unreasonable asset allocation	4.33	0.50	high	4.33	0.71	high
2 Strengthen the information construction of asset management, ensure the real-time update and sharing of asset information, and improve the accuracy and efficiency of decision-making	4.33	0.71	high	4.44	0.53	high
3 Improve the system of asset accounting and budget management, increase the accuracy of accounting, and make budget preparation more scientific and refined	4.56	0.73	highest	4.56	0.53	highest
4 Strengthen the supervision and assessment of the asset use process, ensure the rational use and proper maintenance to prevent waste or damage of assets	4.44	0.53	high	4.22	0.67	high
5 Standardize the processes of asset registration, classification, coding, allocation and transfer to avoid confusion in asset management	4.67	0.50	highest	4.78	0.44	highest

Table 4.14 (Continue)

	Guidelines for optimization the level of risk control	Suitability			Feasibility		
		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
6	Improve internal control, management systems and supervision mechanisms, and strengthen risk prevention and control	4.56	0.53	highest	4.44	0.53	high
7	Formulate reasonable disposal plans according to market demand and value changes, strengthen cooperation with relevant institutions, and explore diversified disposal methods	4.33	0.71	high	4.00	0.71	high
<b>Total</b>		<b>4.46</b>	<b>0.60</b>	<b>high</b>	<b>4.40</b>	<b>0.59</b>	<b>high</b>

According to table 4.11, found than the suitability of of guidelines for optimization of university state-owned assets management in Guangxi public universities was at the highest level with the value 4.46, and the feasibility of this aspect was at the highest level with the value 4.40.

**Table 4.15** Mean and standard deviation of the suitability and feasibility of guidelines in development opportunities

(N = 9)

Guidelines for optimization the level of development opportunities	Suitability			Feasibility		
	$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1 Seize the opportunity of increasing national and local investment in higher education, obtain funds to improve university conditions and update teaching and scientific research equipment	4.67	0.50	highest	4.44	0.53	high
2 According to the discipline characteristics of the university, strengthen the management and utilization of related characteristic assets, and promote the development of characteristic industries	4.44	0.53	high	4.44	0.73	high
3 Accurate allocation and whole-process management of assets with the help of digital technology, asset information database is established to realize dynamic management	4.67	0.50	highest	4.44	0.53	high
4 Actively explore the sharing mechanism of assets, improve the efficiency of asset use and realize asset appreciation through industry-university-research cooperation and other means	4.56	0.53	highest	4.44	0.53	high

Table 4.15 (Continue)

Guidelines for optimization the level of development opportunities	Suitability			Feasibility		
	$\bar{x}$	S.D.	Level	$\bar{x}$	S.D.	Level
5 Strengthen the standardization and institutionalization of asset management, and scientifically evaluate the efficiency of asset use	4.44	0.53	high	4.56	0.53	highest
6 Strengthen the construction of asset management team, improve the professional quality and professional ability of management personnel	4.56	0.53	highest	4.89	0.33	highest
7 Establish and improve the risk early warning mechanism, and introduce market-oriented management mechanism to improve the efficiency of asset operation	4.56	0.53	highest	4.22	0.44	high
<b>Total</b>	<b>4.56</b>	<b>0.52</b>	<b>highest</b>	<b>4.49</b>	<b>0.52</b>	<b>high</b>

According to table 4.11, found than the suitability of guidelines for optimization of university state-owned assets management in Guangxi public universities was at the highest level with the value 4.56, and the feasibility of this aspect was at the high level with the value 4.49.

## Chapter 5

### Conclusion Discussion and Recommendations

This research is to realize the optimization of university state-owned assets management in Guangxi public universities. The purpose of this research were 1) to research the level and current situation of state-owned assets management in Guangxi public universities, 2) to formulate guidelines for optimization of university state-owned assets management in Guangxi public universities, 3) to evaluate the suitability and feasibility of the guidelines for optimization of university state-owned assets management in Guangxi public universities. The guideline mainly include the following five aspects: 1) management objectives, 2) the rate return on assets, 3) communication and feedback, 4) risk control, and 5) development opportunity. The sample group of this research is 201 administrative personnel who have been engaged in asset management for a long time in 20 universities in Guangxi. The respondents for this research were made up of 10 administrators from 10 universities, with each university selecting one administrator. The expert group for the suitability and feasibility assessment of the guidelines for optimization of university state-owned assets management in Guangxi public universities is composed of 9 experts from universities in Guangxi. The research tools used in this research included questionnaires, structured interviews and evaluation forms. Data were analyzed by percentage, mean, standard deviation and content analysis. The details are as follows.

#### Conclusion

The researcher summarizes the conclusion of this research into three parts, details as follows:

Part 1: The level of university state-owned assets management in Guangxi universities.

Part 2: Guidelines for optimization of university state-owned assets management in Guangxi public universities.

Part 3: The suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities.

**Part 1: The level of the university state-owned assets management in Guangxi universities.**

The level of the effectiveness of university state-owned assets management in Guangxi public universities in five aspects was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was communication and feedback, followed by management objectives, and the rate of return on assets was the lowest mean.

**Management objectives** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators set goals that are aligned with the organization's vision, mission, and strategic direction, followed by administrators understand the key performance indicators of management objectives, and administrators regularly adjust and optimize the management objectives was the lowest mean.

**The rate of return on assets** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators can develop long-term plans and strategies to continuously grow and improve the ROA, followed by administrators use the ROA to make rational asset allocation decisions, and administrators know how to evaluate and compare the ROA of different assets was the lowest mean.

**Communication and feedback** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators express their opinions in clear and accurate language, followed by administrators can establish an open and trusting communication atmosphere, and administrators listen to and understand the opinions and suggestions of team members was the lowest mean.

**Risk control** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators understand the compliance requirements of university asset management, follow by administrators understand the composition and value of

university assets, and administrators understand the liquidity of university assets management was the lowest mean .

**Development opportunities** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators understand the role of university asset management in supporting university teaching, research and social services, follow by administrators understand the experience and model of advanced universities at home and abroad, and administrators can open up the innovation field for the appreciation of university assets was the lowest mean.

## **Part 2: Guidelines for optimization of university state-owned assets management in Guangxi public universities.**

Guidelines for optimization of university state-owned assets management in Guangxi public universities in five aspects, which contain 35 measures. There are 7 measures for improving the level of management objectives, 7 measures for improving the level of rate of return on assets, 7 measures for improving communication and feedback, 7 measures for improving risk control, 7 measures for improving development opportunities.

**Management objectives** consisted of 7 measures: 1) Asset management objectives should be closely focused on the development strategy of the university, provide strong support for teaching and scientific research, and promote the overall strength of the university. 2) Establish a sound asset management system, strengthen the daily supervision of assets, and ensure the safety and integrity of assets. 3) Optimize asset allocation, improve asset use efficiency, and maintain and increase the value of assets. 4) Formulate scientific and reasonable asset management objectives according to the university's strategic planning, actual situation and development needs, and regularly evaluate and adjust them. 5) Flexibly adjust and optimize the asset management objectives according to the development changes of the university and the external environment. 6) The management objectives of relevant assets are adjusted accordingly to meet the teaching and scientific research needs of various disciplines according to the professional development of different disciplines in the university. 7) Fully consider human, material, financial and other

resources, reasonable planning and allocation of assets to avoid waste and idle resources.

**The rate of return on assets** consisted of 7 measures: 1) Comprehensive inventory and evaluation of state-owned assets, and reasonable allocation according to development needs and tasks. 2) Establish a unified evaluation index system including input cost, expected return and risk factors. 3) Pay attention to the combination of social and economic benefits of assets, and evaluate different types of assets from different aspects, such as direct economic benefits, indirect benefits, and the improvement of teaching quality and scientific research level. 4) Extend the service life of assets, reduce maintenance costs, improve rules and regulations, and achieve fine and standardized management of assets. 5) Promote the sharing and sharing of assets, establish an asset sharing platform, strengthen the integration and optimal allocation of assets, and avoid idle and waste of assets. 6) Strengthen cooperation with enterprises, transform the scientific research results of the university, carry out technical services, maximize economic benefits, and improve the utilization efficiency and economic benefits of assets. 7) Strengthen market research on operational assets to adjust business strategies, and promote the marketization of assets.

**Communication and feedback** consisted of 7 measures: 1) Hold regular team meetings to create a relaxed and open atmosphere and encourage members to speak freely. Clarify the purpose of communication and discussion. 2) Team leaders take the initiative to use modern information technology to establish good communication channels with employees to understand the work situation and needs. 3) Let members keep abreast of the latest policies and requirements of asset management, guide members to think about problems from different angles, and propose diversified solutions. 4) Leaders encourage members to actively participate and share experiences and insights, and come up with innovative ideas and suggestions. 5) Listen to the problems and suggestions raised by members in the work, and give timely responses and solutions. 6) Regularly organize training and learning activities to enhance team cohesion and trust, and improve members' professional quality and communication skills on asset management. 7) Establish a

sound feedback mechanism, and regularly organize questionnaires and symposiums to understand members' needs and ideas on asset management.

**Risk control** consisted of 7 measures: 1) Establish a scientific and reasonable asset allocation mechanism, and allocate resources according to the development needs and actual situation of the university to avoid unreasonable asset allocation. 2) Strengthen the information construction of asset management, ensure the real-time update and sharing of asset information, and improve the accuracy and efficiency of decision-making. 3) Improve the system of asset accounting and budget management, increase the accuracy of accounting, and make budget preparation more scientific and refined. 4) Strengthen the supervision and assessment of the asset use process, ensure the rational use and proper maintenance to prevent waste or damage of assets. 5) Standardize the processes of asset registration, classification, coding, allocation and transfer to avoid confusion in asset management. 6) Improve internal control, management systems and supervision mechanisms, and strengthen risk prevention and control. 7) Formulate reasonable disposal plans according to market demand and value changes, strengthen cooperation with relevant institutions, and explore diversified disposal methods.

**Development opportunities** consisted of 7 measures: 1) Seize the opportunity of increasing national and local investment in higher education, obtain funds to improve university conditions and update teaching and scientific research equipment. 2) According to the discipline characteristics of the university, strengthen the management and utilization of related characteristic assets, and promote the development of characteristic industries. 3) Accurate allocation and whole-process management of assets with the help of digital technology, asset information database is established to realize dynamic management. 4) Actively explore the sharing mechanism of assets, improve the efficiency of asset use and realize asset appreciation through industry-university-research cooperation and other means. 5) Strengthen the standardization and institutionalization of asset management, and scientifically evaluate the efficiency of asset use. 6) Strengthen the construction of asset management team, improve the professional quality and professional ability of management personnel. 7) Establish and improve the risk early warning mechanism,

and introduce market-oriented management mechanism to improve the efficiency of asset operation.

### **Part 3: The suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities**

The suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities in five aspects were at high level, which means the guidelines formed with suitability and feasibility.

The suitability of guidelines for optimization of university state-owned assets management in management objectives was at the highest level, and the feasibility of this aspect was at the highest level.

The suitability of guidelines for optimization of university state-owned assets management in the rate of return on assets was at high level, and the feasibility of this aspect was at the high level.

The suitability of guidelines for optimization of university state-owned assets management in communication and feedback was at high level, and the feasibility of this aspect was at high level.

The suitability of guidelines for optimization of university state-owned assets management in risk control was at high level, and the feasibility of this aspect was at the high level.

The suitability of guidelines for optimization of university state-owned assets management in development opportunities was at highest level, and the feasibility of this aspect was at high level.

## **Discussion**

The researcher summarizes the discussion of this research from three parts, details as follows:

Part 1: The level of university state-owned assets management in Guangxi universities.

Part 2: Guidelines for optimization of university state-owned assets management in Guangxi public universities.

Part 3: The suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public universities.

**Part 1: The level of university state-owned assets management in Guangxi universities.**

The level of university state-owned assets management in Guangxi public universities in five aspects was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was communication and feedback, followed by management objectives, and the rate of return on assets was the lowest mean.

**Management objectives** was at high level. This is because in the process of implementing asset management objectives, administrators can guide asset administrators to carefully research and interpret job responsibilities, so that everyone can deeply understand the connotation of job responsibilities, clearly understand work tasks, grasp their own role positioning, and closely integrate with the overall development objectives of the university. Related to the concept of Peng Gaoming (2017, P266-268) that the main purposes of fixed assets management in colleges and universities should include formulating rules and regulations of asset management, organizing their implementation; daily management of asset purchase, acceptance, registration, maintenance and performance assessment; Inventory of state-owned assets and effective utilization of stock assets. Leaders at all levels of colleges and universities should organize and guide asset management personnel to carefully research and interpret job responsibilities, so that everyone can deeply understand the connotation of job responsibilities, clearly understand the task of the job, grasp their own role positioning, know what should be done, how to do, and take the initiative to do some matters related to job responsibilities.

From the management objectives of the questionnaire survey results, the highest mean was administrators set goals that are aligned with the organization's vision, mission, and strategic direction. This is because the management objectives of state-owned assets are consistent with the overall development plan, vision and strategic direction of the university, can invest limited resources into the areas that best meet the strategic needs of the university, improve the efficiency of resource

utilization, enhance the comprehensive strength and competitiveness of the university, and realize the sustainable development of the university, which is the basis and guarantee for the continuation and development of the university. Related to the concept of Sun, Jianchun. (2007) that the effective management of state-owned assets of universities plays a crucial role in the overall management of universities, which is conducive to the development and sustainability of universities. By raising awareness of the proper allocation and effective use of state-owned property rights, universities can strengthen their organizational development. Establishing and improving a management system for state-owned assets is crucial for universities to effectively manage their assets, which in turn can have a positive impact on their organizational development. Therefore, the management objectives of state-owned assets of colleges and universities are consistent with the overall development plan, vision and strategic direction of the university, which can promote the sustainable development of the university and conform to the development law of the university.

The lowest mean was administrators regularly adjust and optimize the management objectives, this is because there is a lack of effective information collection and feedback mechanism within the university, leading to the inability of administrators to timely understand the actual situation and existing problems of asset management, so that it is difficult to make accurate adjustments and optimization. Related to the discuss of Wang Qiang. (2021, p.11-12 ) that the gap between the goal of state-owned assets management in universities and the actual implementation, and thinks that the level of goal adjustment and optimization needs to be improved.

**The rate of return on assets** was at high level. This is because administrators attach great importance to the importance of state-owned assets management and return on assets, and emphasize its significance and relevant knowledge to the administrators through internal publicity and meetings, so as to strengthen their understanding of this aspect. Related to the thought Wu Zhongling & Ren Suocai (2023, p.43-45) proposed that colleges and universities should upgrade and update asset management software in a timely manner, and rent and lend assets

in strict accordance with relevant regulations. They should not only report and approve within the department, but also report to the asset management department. Further clarify the scope of use, management responsibilities and safety responsibilities, according to the principle of "one evaluation and one signing a year", sign a lease contract and safety agreement with the lessee, and conduct monthly inspection and annual evaluation of its rental situation, continue to improve the utilization efficiency of assets, and give full play to the maximum benefit of assets.

From the rate of return on assets of the questionnaire survey results, the highest mean was administrators can develop long-term plans and strategies to grow and improve the ROA. This is because the managers have a deep understanding of the overall development goals, resources and market environment of Guangxi public universities. They can combine the improvement of ROA with the overall development and phased strategy of the school, and use information technology to develop equipment sharing and incentive mechanisms in line with strategic development to improve the return on assets. Related to the viewpoint Feng Jiacheng. (2024, p.1-4) proposed that the asset management of colleges and universities should make full use of computer information technology, control the whole process of equipment, form a standardized management mode conducive to benefit activation and sharing, and establish a performance evaluation and incentive mechanism of shared equipment from the perspective of school strategic development.

The lowest mean was administrators know how to evaluate and compare the ROA of different assets. This is because evaluating and comparing ROAs of different assets requires a certain amount of expertise, including knowledge of financial analysis, asset valuation, etc. To accurately evaluate and compare the ROA of different assets, it is necessary to collect a large amount of relevant data and conduct in-depth analysis. In practice, however, the collection of data can be difficult and the quality of data can be uneven, which can create challenges for administrators in their assessment and comparison efforts. In addition, the university has a wide variety of state-owned assets, including fixed assets, current assets, intangible assets, etc., each asset has different characteristics and value evaluation methods. The

diversity and complexity of this asset class increases the difficulty of evaluating and comparing ROAs. Related to the viewpoint Li Lujie (2024, p.185-187) proposed that the lack of professional knowledge of university managers would affect the level of asset management. Experienced managers should play a leading role, fully understand their responsibilities in the process of implementing the combination of asset management and budget management, enhance their sense of responsibility, give full play to their subjective initiative, help employees improve their professional skills, regularly train in-service employees and introduce high-quality talents to consolidate the foundation of talent team and improve the return level of asset management. Promote the efficient implementation of asset management.

**The communication and feedback** was at high level. This is because in the management of state-owned assets, multiple departments need to cooperate, and good communication and feedback are the key to achieve team cooperation, which encourages administrators to pay attention to this ability. Through effective communication and feedback, problems can be found and solved in time, and the efficiency and quality of state-owned assets management can be improved. In addition, with the help of modern information systems, administrators can exchange information and feedback more conveniently, improving the efficiency and effect of communication.

From the rate of communication and feedback of the questionnaire survey results, the highest mean was administrators express their opinions in clear and accurate language. This is because in the asset management work, the personnel selection process has been strictly checked. Asset management personnel should have knowledge in accounting, law, management, information technology and other aspects, have a certain sense of responsibility and service awareness, have professional quality, be good at communication and team building, can clearly grasp the essence and key of relevant issues, and accurately express it, so that others can better understand. Related to the viewpoint Yu Tao (2024, p.90-91) proposed that asset management positions should have knowledge reserves in accounting, law, management, information technology and other aspects, and managers should have

a certain sense of responsibility and service awareness, so as to provide service guarantee for college asset management.

The lowest mean was administrators listen to and understand the opinions and suggestions of team members. This is because some administrators may lack effective listening skills and do not know how to actively listen to and understand the views of others, resulting in a failure to truly understand the opinions and suggestions of team members in communication. Related to the viewpoint Yu Tao (2024, p.90-91) that full-time asset managers in universities should have professional qualities to ensure that the management team has a high comprehensive quality and professional level, including good communication skills.

**The risk control** was at high level because the state attaches great importance to the management of state-owned assets and has issued a series of relevant policies and regulations, requiring universities to strengthen the management of state-owned assets, including risk control. In order to implement the policy requirements, administrators of Guangxi public universities actively learn and understand information related to risk control, then have a deeper understanding of the importance of state-owned assets management, and realize that risk assessment is an important part of state-owned assets management, which can help the university timely discover and deal with potential risks and ensure the safety and integrity of state-owned assets.

From the risk control of the questionnaire survey results, the highest mean was administrators understand the compliance requirements of asset management. This is because state-owned assets management is subject to a series of laws and regulations. The education industry has certain norms and standards for the compliance of state-owned assets management of universities. Administrators must be familiar with relevant regulations to ensure compliance operations, and take the initiative to follow them to maintain the compliance of asset allocation, use and supervision. Related to the viewpoint Yu Tao (2024, P90-91) proposed that in asset risk control, managers should strictly implement relevant procedures to ensure the openness, fairness and justice of asset disposal.

The lowest mean was administrators understand the liquidity of university assets management. This is because in the process of management, administrators may pay more attention to the physical form and use of assets, while ignoring the liquidity and value transformation of assets. Without the establishment of a scientific asset liquidity evaluation system, it is impossible to accurately measure and grasp the liquidity level of assets. Related to the viewpoint Yang Haiyan. (2024, p.30-32) proposed that the management of state-owned assets in many colleges and universities generally adopts separate management of accounts and materials. This multi-head management mode has problems such as poor operation mechanism and decentralized management power, which easily leads to the absence of the main body of management responsibility and cannot effectively restrict the use of various departments. In addition, asset administrators in colleges and universities are generally part-time staff, and asset management is not their main job. Many colleges and universities have neither corresponding performance assessment nor part-time reward for asset administrators, which makes them lack enthusiasm and initiative, resulting in insufficient attention to asset management work. Some colleges and universities even change asset administrators randomly and frequently. Ignoring the professionalism of asset management, which increases the difficulty of management. paying more attention to expenditure than management, paying more attention to purchase than adjustment, paying more attention to demand than sharing. They emphasis on purchase, neglect of adjustment, making similar assets repeated acquisition, resulting in low asset utilization.

**The Development opportunities** was at high level. This is because administrators have the responsibility and sense of mission for the development of the university, and actively seek opportunities for the development of the university. They pay close attention to changes and trends in the education sector in order to timely adjust the university's state-owned assets management strategy and seize development opportunities.

From the development opportunities of the questionnaire survey results, the highest mean was administrators understand the role of university asset management in supporting university teaching, research and social services. This is

because the university's positive cultural atmosphere and philosophy emphasize the importance of teaching, research and social service, and this cultural penetration makes administrators pay more attention to the role of asset management in these aspects. A good information dissemination mechanism within the university can help the administrators to understand the role of asset management in supporting the core functions of the university. Related to the viewpoint Huang Lin Juan (2024, p.69-73) proposed that the state encourages universities to carry out foreign cooperation and the transfer and transformation of scientific and technological achievements, emphasizing that the output of high-quality scientific research results can not only show the strength of universities, but also bring into play social benefits, and realize the joint income generation and efficiency of the three parties.

The lowest mean was administrators can open up the innovation field for the appreciation of university assets. This is because administrators may be bound by the traditional asset management model, lack of innovative thinking and pioneering spirit, it is difficult to jump out of the inherent mode to find new ways to increase asset value. Opening up innovation areas is often accompanied by certain risks, and administrators may be afraid to try new asset management methods easily out of fear of risks, resulting in poor performance in asset appreciation innovation. Related to the viewpoint Xie Yahui (2024, p.89-91 ) proposed that there are not enough full-time asset management personnel according to the scale of school assets, and some asset management personnel in colleges and universities are too old, lack of new forces, and lack of acceptance of new policies and the use of new management means. Moreover, colleges and universities give asset management personnel few opportunities for business training, off-campus research and academic conferences, and the professional management ability of asset management personnel cannot be improved.

## **Part 2: Guidelines for optimization of university state-owned assets management in Guangxi public universities**

Researcher have proposed the guidelines for optimization of university state-owned assets management in Guangxi public universities in five aspects, which contain 35 measures. There are 7 measures for improving the level of management objectives,

7 measures for improving the level of rate of return on assets, 7 measures for improving communication and feedback, 7 measures for improving risk control, 7 measures for improving development opportunities.

**Management objectives: Focus on the development strategy of the university, through improving the system, optimizing the allocation and other measures to achieve value preservation and increase to avoid wasting idle resources.**

The management objectives should be aligned with the development strategy of the university, so as to ensure that the management and use of assets can effectively support the overall development of the university. Through the establishment of a sound asset management system, the responsibilities, processes and norms of asset management can be clarified to ensure the standardization and scientific work of asset management. This helps to reduce loopholes and risks in asset management and improve the efficiency and transparency of asset management. According to the development needs and actual situation of the university, reasonable allocation and adjustment of assets can give full play to the role of assets and improve the use efficiency of assets. Avoid the idle and waste of assets, maximize the use of limited resources, and provide better support for the teaching, scientific research and other work of the university. Through appropriate asset management measures, such as asset maintenance, renewal and investment, you can ensure that the value of the asset is maintained and enhanced. This not only helps to improve the asset strength of the university, but also provides a solid material foundation for the sustainable development of the university. It is of great significance for the development of the university to focus the asset management goal on the development strategy of the university, to maintain and increase the value of the asset through measures such as improving the system and optimizing the allocation, and to avoid the waste of idle resources.

Firstly, it is necessary to establish a sound asset management system, strengthen daily supervision, and ensure the safety and integrity of assets. At the same time, optimize the allocation of assets, improve the efficiency of asset use, and realize the preservation and appreciation of assets. Secondly, according to the

university's strategic planning, actual situation and development needs, develop scientific and reasonable asset management objectives, and regularly evaluate and adjust them to adapt to the changes in the university's development and the needs of the external environment. In addition, it is also necessary to adjust the management objectives of related assets according to the professional development of various disciplines in the university to meet the teaching and scientific research needs of different disciplines. In addition, resources such as human, material and financial resources should be fully considered, and reasonable planning and allocation should be carried out to avoid waste and idleness of resources, so as to maximize the utilization of resources and enhance the comprehensive strength and competitiveness of the university. This is generally consistent with the following result: universities should handle the management of state-owned assets well, solve existing problems, implement innovative management and optimization work, improve the comprehensive management level and core competitiveness, ensure the standardization of state-owned assets, whole-process management and supervision, and realize full utilization (Zhou Ye, 2024). State-owned assets management requires middle-level leaders to have high comprehensive management capabilities, including financial management, legal risk management, strategic decision-making and many other aspects (Chen Yong, 2020).

**The rate of return on assets: Improve the inventory, evaluation and rational allocation of state-owned assets, and promote the sharing of assets and the transformation of scientific research results**

It is an important and complicated task to optimize the rate of return of university state-owned assets, and a series of measures should be taken: inventory, evaluation and reasonable allocation of state-owned assets to achieve optimal utilization; Establish a unified evaluation index system to provide basis for management and decision-making; The social benefits and economic benefits of assets are evaluated. Extend the service life of assets, improve the rules and regulations, improve the use of benefits; Promote asset sharing and strengthen integrated allocation; Strengthen cooperation with enterprises to promote the transformation of scientific research results and maximize economic benefits;

Strengthen the market research of operational assets, promote the process of asset marketization, in order to improve the return on assets and adapt to market competition.

Firstly, it is necessary to conduct a comprehensive inventory and evaluation of state-owned assets, accurately grasp the actual situation of assets, and make reasonable allocation according to the development strategy and actual needs of the university, so as to realize the optimal utilization of state-owned assets. Secondly, the establishment of a unified evaluation index system, comprehensive consideration of input costs, expected returns and risk factors, etc., to provide a scientific basis for asset management and decision-making. At the same time, when evaluating assets, it is necessary to combine their social benefits with economic benefits, and consider them from many aspects, such as direct economic benefits, indirect benefits and promoting effects on teaching quality and scientific research level. Finally, strengthen the market research of operational assets, deeply understand the market demand and dynamics, timely adjust the business strategy, and actively promote the marketization process of assets, so that the state-owned assets of the university can better adapt to the market competition and realize the optimization and improvement of the return on assets. This is generally consistent with the following result: the existing problems of fixed assets management in universities, and puts forward the path of high quality management of fixed assets in universities to straighten out the fixed assets management system and mechanism, improve the utilization efficiency of fixed assets, prevent the loss of state-owned assets, and realize the preservation and appreciation of fixed assets, so as to lay a solid foundation for the development of various undertakings in universities. The supervision results should be closely combined with performance assessment, and the supervision results should be used as assessment indicators to ensure that the supervision problems are effectively rectified and effectively implemented, so as to improve the management level and return of state-owned assets (Xie Yahui, 2024, p.89-91 ).

**Communication and feedback: Encourage members actively share experiences and insights, respond and solve them in a timely manner**

The communication and feedback optimization of university state-owned assets management requires regular relaxed and open team meetings to clarify the purpose of communication; Leaders use modern information technology to establish a good communication channel with employees, master the work situation and needs; Keep members informed of the latest asset management policies and requirements in a timely manner, guide multi-angle thinking and propose diverse solutions; Encourage active participation of members to share experiences, insights and innovative ideas and suggestions; Listen carefully to the problems and suggestions in the work of members, and respond and solve them in a timely manner; Regularly carry out training and learning activities to enhance team cohesion and trust, and improve members' professional quality of asset management and communication skills; Establish a complete feedback mechanism, regularly organize questionnaires and symposium to understand members' needs and ideas on asset management.

Firstly, team leaders hold regular team meetings to create a relaxed and open atmosphere and clarify the purpose of communication. In the meeting, members are encouraged to actively express their views and ideas, and jointly explore the problems and solutions in the management of state-owned assets. Secondly, the administrator keeps members abreast of the latest asset management policies and requirements, guides them to think from multiple angles and propose multiple solutions. Ensure that members have a clear understanding of policies and requirements by organizing training, issuing notices, and conducting discussions. Thirdly, administrators regularly organize training and learning activities to enhance team cohesion and trust, and improve members' professional quality of asset management and communication skills. This is generally consistent with the following result: In order to strengthen the coordination of basic management of state-owned assets, and constantly improve the quality of basic data and information of state-owned assets in colleges and universities, universities are encouraged to actively promote the institutionalization, standardization and process of internal management,

realize the linkage and connectivity with multi-department business such as asset management, financial management and personnel management, strengthen the basic management and coordinate the underlying system and process, and effectively play the role of enabling and improving the efficiency and risk prevention of the budget integration system ( Tan Jing 2024, p.113-120) .

**Risk control: Strengthen the supervision and evaluation of the asset use process, and improve the internal control, management and supervision mechanism**

Risk control require the university establish a rational asset allocation mechanism, strengthen asset management informatization, improve asset accounting and budget management systems, strengthen supervision and evaluation of asset use processes, standardize asset registration and other processes, improve internal control, management and supervision mechanisms, formulate reasonable disposal plans and strengthen cooperation to explore diversified disposal methods, so as to avoid problems such as unreasonable asset allocation and chaotic management. Strengthen risk prevention and control.

Firstly, universities should fully consider factors such as their development strategies, teaching and research needs and existing assets when making asset allocation. Through in-depth research and analysis, the asset allocation plan conforming to the actual situation of the university is formulated. This can avoid the blind purchase of assets, resulting in waste of resources or idle assets. Secondly, in the asset management information construction, the university should use advanced information technology means to establish a perfect asset management information system. Through this system, asset information can be entered, updated and queried in real time to ensure the accuracy and timeliness of asset information. Thirdly, the university shall regularly inspect and evaluate the use of assets, timely discover and solve existing problems, and prevent the waste or damage of assets. Through standardized management process, improve the efficiency and quality of asset management, avoid asset management chaos. This is generally consistent with the following result: risk control should create a good internal control environment, enhance the importance of asset disposal management, establish and improve the

asset disposal mechanism, and clarify the management level and approval authority. Evaluate the possibility of occurrence of various risks, the causes of risks and the possible hazards caused by risks, identify the major or important risks, propose corresponding risk response plans, control the risks within the risk tolerance, establish and improve the internal control system of colleges and universities, and clean up the internal control environment (Meng Lihui. 2024, p.53-59).

**Development opportunities: Seize the opportunity of national education investment and establish a risk early warning mechanism with the help of digital technology**

University state-owned assets management should seize the opportunity of the state and local governments to increase investment in higher education, and strive for funds to improve conditions and update equipment; Strengthen characteristic assets management according to the characteristics of disciplines to promote the development of characteristic industries; With the help of digital technology to achieve accurate asset allocation and dynamic management; Actively explore the asset sharing mechanism to improve the use efficiency and achieve value-added; Strengthen standardized and institutionalized management and evaluate the efficiency of asset use scientifically; Strengthen the team construction to enhance the professional quality and ability of management personnel; Establish and improve risk early warning mechanism and introduce market-oriented management mechanism to improve operational efficiency.

Firstly, in terms of funds and characteristic assets management, universities should seize the good opportunity of increasing national and local investment in higher education, and actively strive for funds to improve the hardware conditions of universities and update teaching and research equipment. Secondly, in terms of asset management means and sharing mechanism, it is necessary to use digital technology to carry out accurate allocation and whole-process management of assets, build asset information database, and realize dynamic management of assets. Thirdly, in terms of management norms and mechanism construction, it is necessary to strengthen the standardization and institutionalization of asset management, scientifically evaluate the efficiency of asset use, and ensure the scientificity and

effectiveness of asset management. This is generally consistent with the following result: In the era of big data, using a new round of information technology to optimize the university asset management system and establish an asset management system that ADAPTS to the needs of The Times is an important topic of university management. Colleges and universities should also continue to accumulate asset data information, in-depth exploration and analysis of new applications generated by "digitalization", and strive to combine "digitalization" application with management work, so as to drive continuous innovation in instrument and equipment management with data (Xu Zhao, 2021, p.190).

### **Part 3: The suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public Universities**

The experts for evaluation of the suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public Universities were 9 high-level administrators in Guangxi. 1 expert from Guangxi University, 1 expert from Guangxi University of Science and Technology, 1 expert from Guangxi Normal University, 1 expert from Guilin University of Electronic Science and Technology, 1 expert from Guilin University of Technology, 1 expert from Guangxi Medical University, 1 expert from Beibu Gulf University, 1 expert from Guilin Tourism College, 1 expert from Guangxi Normal University for Nationalities. The 9 experts all have academic title with associate professorial titles or above, and at least have 10 years of work experience in university state-owned assets management in universities.

The data interpretation for mean based on Rensis Likert (1932), the suitability and feasibility of guidelines for optimization of university state-owned assets management in Guangxi public Universities in five aspects were at high level, which means the guidelines have suitability and feasibility.

**Guidelines for optimizing management objectives** have suitability and feasibility because the guidelines require the university to focus on the development strategy and management objectives, through improving the management system, strengthening daily supervision and optimizing asset allocation, to provide strong support for teaching and scientific research, ensure the safety and integrity of assets, and achieve value preservation and appreciation, which is consistent with the leading

policies of universities and the requirements of the development of The Times for universities. This is generally consistent with the following result: Strengthening the state-owned assets management in Guangxi public universities requires universities to do a good job in six aspects, such as improving the construction of asset management system, clarifying the asset management control objectives, improving the quality of asset management personnel, strengthening internal supervision of asset management, implementing rigid control of asset purchase budget, strengthening internal and external information exchange and communication, and remember to abandon the wrong idea of "emphasizing purchase and light management (Ye Rongrong. 2022).

**Guidelines for optimizing the rate of return on assets** have suitability and feasibility because the guidelines pay attention to the combination of social and economic benefits of assets, proposes measures such as extending the service life of assets, reducing maintenance costs, improving rules and regulations, and emphasizes promoting the sharing and sharing of assets, strengthening the integration and optimizing the allocation of assets. Avoid idle and wasteful assets, improve the efficiency of asset utilization and economic benefits, and match the sharing policy advocated by China. This is generally consistent with the following result: Asset disposal management and budget management can be understood as the relationship between stock and increment, restricting the increment with stock, adjusting the stock with increment, and promoting the rationalization of asset allocation. The result of asset disposal can be used as a reference for asset allocation. Assets that cannot be used according to the disposal conditions should be disposed of in a timely manner, and a budget should be prepared for the purchase of new assets. For assets that still have use value, the idle assets transfer platform can be used to transfer and donate them inside and outside the school, so as to ensure that the assets that still have value continue to play a role, realize the best use of assets, standardize asset disposal behavior, and reduce the waste and loss of state-owned assets. Through the establishment of the asset disposal income system combining incentives and constraints, avoid repeated acquisition and asset waste, improve asset management efficiency, and maximize the value of assets (Meng Lihui. 2024).

**Guidelines for optimizing communication and feedback** have suitability and feasibility because the guidelines create an open atmosphere, clarified the purpose of communication, established channels by using information technology, timely understood the needs, encouraged members to participate in sharing, put forward innovative ideas and suggestions, listened to questions and suggestions, organized training and learning, established a feedback mechanism, and understood the needs and ideas of members. This is generally consistent with the following result: University state-owned assets management is a complex task that requires the cooperation of state-owned asset management departments, financial departments, centralized management departments, external third parties and other subjects. Timely and effective information and communication mechanism plays an important role in ensuring effective communication of information between different levels and between internal and external (Meng Lihui. 2024). In order to improve the efficiency of departmental cooperation and ensure the effective development of state-owned assets, colleges and universities need to establish a sound communication mechanism to realize real-time information and data sharing among various departments of colleges and universities through the construction and application of information communication and information sharing platforms, which can guarantee the unity of internal data and information in colleges and universities. Avoid information asymmetry which brings obstacles to the management of state-owned assets (Zhou Ye, 2024).

**Guidelines for optimizing risk control** have suitability and feasibility because the guidelines establish a reasonable mechanism, strengthens the information construction, improves the accounting and budget management system, strengthens the use supervision and assessment, standardizes the asset process, improves the internal control system and supervision mechanism, formulates a reasonable disposal plan, strengthens cooperation, and explores diversified disposal methods. This is consistent with the country's vigorous development of management information construction. This is generally consistent with the following result: The management of state-owned assets in universities should improve and perfect the management system of state-owned assets inventory in colleges and universities, and reduce the

loopholes in management as far as possible (Han Bing, 2020). To control the risk of state-owned assets in colleges and universities, it is necessary to strengthen the team construction, that is, to set up a professional management team, enhance management ability and establish a team of "high and cutting-edge" and "high-tech and fine" professionals (Chen Weihua, 2019). The construction of state-owned assets management system is the key means to improve the efficiency of asset management, simplify the procedure, standardize the process and promote the implementation of the reform of "discharge management service". Colleges and universities should continue to improve the asset management information system, accelerate the construction of asset disposal information publicity platform, and use information technology to achieve transparency and sharing of related asset information, so as to facilitate timely asset allocation and processing, integration of campus resources, exploration of asset use benefits, and avoid waste caused by direct scrapping of assets (Di Wei, 2020).

**Guidelines for optimizing development opportunities** have suitability and feasibility because the guidelines conform to the direction of national policies and promote the optimization and development of state-owned assets management of universities. Specific reasons include seizing opportunities to improve conditions, realizing dynamic asset management with technology, and exploring sharing and sharing mechanisms. This is generally consistent with the following result: Universities should thoroughly implement the innovative management and optimization of state-owned assets, continuously improve the comprehensive management level and core competitiveness of universities, ensure the standardized management of state-owned assets, whole-process management and supervision, and ensure that state-owned assets can be fully utilized (Zhou Ye, 2024). In the asset management of universities, comprehensive risk management should be incorporated into the whole process of asset management, scientific identification and assessment of risk points, and comprehensive use of various control measures to improve the level of asset disposal management. In combination with the asset management practice of universities, problems should be continuously discovered, systems should be improved, ideas and methods should be innovated to reduce the risk of asset loss

and improve management efficiency and effect. To ensure the smooth development of university teaching, scientific research and social services (Meng Lihui.2024).

## Recommendations

**Implications:** This research proposes guidelines for optimization of university state-owned assets management from various aspects, including management objectives, return on assets, communication and feedback, risk control, and development opportunities. The researcher gives the implications about guidelines for optimization of university state-owned assets management in Guangxi public universities as follows:

**Management objectives:** To optimize the state-owned assets management objectives in universities, we should closely focus on the development strategy of universities, formulate management systems according to the university's planning, actual situation and development needs, and do a good job of regular assessment and adjustment of management goals.

**The rate of return on assets:** Promote asset sharing, establish a sharing platform, strengthen integration and optimize allocation, and avoid idle waste.

**Communication and feedback:** Team leaders establish and improve the feedback mechanism, regularly organize questionnaires and symposiums to understand members' needs and ideas on asset management.

**Risk control:** According to market demand and value changes, the universities formulate reasonable disposal plans, strengthen cooperation with relevant institutions, and explore diversified disposal methods.

**Development opportunities:** Universities establish and improve the risk early warning mechanism, introduce market-oriented management mechanism, and improve the efficiency of asset operation.

## Future Researches

In this research, the optimization of state-owned assets management in Guangxi public universities is deeply discussed, and the corresponding optimization guidelines are obtained. In the future, scholars can further study the optimization of state-owned asset management in Guangxi universities from the following perspectives, which cover multiple aspects such as technological innovation, cross-departmental collaboration, international comparison, and long-term strategic planning, providing valuable directions for in-depth research:

### **1. Technological innovation and digital management:**

With the continuous development of information technology, study how to use advanced technical means, such as the Internet of Things, big data analysis, and artificial intelligence, to improve the efficiency and accuracy of state-owned asset management. Explore the construction and application of digital management platforms to achieve real-time monitoring, automated management, and intelligent decision-making support for assets.

### **2. Cross-departmental collaboration and sharing mechanism:**

Explore the collaboration mechanism between departments within universities to promote collaborative work in state-owned asset management. Study how to establish an asset sharing platform to improve the utilization rate and sharing efficiency of assets and avoid repeated purchases and idle waste.

### **3. International comparison and reference:**

Conduct international comparative studies to understand the advanced experience and practices of state-owned asset management in universities in other countries and regions. Learn from international successful cases and combine the actual situation of Guangxi to propose suitable management models and strategies.

### **4. Long-term strategic planning and adaptive adjustment:**

Formulate a long-term strategic plan for the management of state-owned assets in universities, taking into account the changes in the school's development goals and needs. Study how to make adaptive adjustments and strategic transformations to ensure that asset management matches the overall development strategy of the school. The above are just some possible research angles. Future

scholars can further expand and conduct in-depth research based on actual conditions and research interests to provide more theoretical support and practical guidance for the optimization of state-owned asset management in Guangxi universities.

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## Appendix

## Appendix A

### List of Specialists and Letters of Specialists Invitation for IOC Verification

### Specialists for IOC Verification

No	Name	Personal Introduction
1	Li Yan	Degree: Ph.D. Work unit: Beibu Gulf University Graduated from: Shanghai University of Finance and Economics
2	Ye Dafeng	Degree: Professor Work unit: Guangxi University Graduated from: Zhongshan University
3	Li Guanghai	Degree: Ph.D. Work unit: Guangxi Normal University Graduated from: Guangxi Normal University
4	Sha Lei	Degree: Associate professor Work unit: Guangxi University of Science and Technology Graduated from: Southwest University for Nationalities
5	Ling Zhijie	Degree: Associate professor Work unit: Beibu Gulf University Graduated from: Guangxi University of Science and Technology



Ref.No. MHESI 0643.14/ 107

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Li Yan, Beibu Gulf University

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Akaranun Asavarutpokin)  
Vice Dean of Graduate School

Bansomdejchaopraya Rajabhat University  
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Ref.No. MHESI 0643.14/ [๐๐]

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Ye Dafeng, Guangxi University

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

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Ref.No MHESI 0643.14/ |b|b

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Thonburi Bangkok 10600

February 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Li Guanghai, Guangxi Normal University

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

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Ref.No. MHESI 0643.14/ |a|

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Thonburi Bangkok 10600

February 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Sha Lei, Guangxi University of Science and Technology

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Akaranun Asavarutpokin)  
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Thonburi Bangkok 10600

February 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Ling Zhijie, Beibu Gulf University

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Akaranun Asavarutpokin)  
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Appendix B  
Official Letter



Ref.No. MHESI 0643.14/ job 6

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Request for Interview

Dear Sir or Madam

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research. List of experts according to the attached document.

With your expertise, we would like to request to collect the data to be used in the research. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Akaranun Asavarutpokin)  
Vice Dean of Graduate School

Bansomdejchaopraya Rajabhat University  
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No	Experts
1.	Guangxi University
2.	Guangxi University of Science and Technology
3.	Guilin University of Electronic Science and Technology
4.	Guilin University of Technology
5.	Guangxi Medical University
6.	Guilin Medical College
7.	Guangxi University of Traditional Chinese Medicine
8.	Beibu Gulf University
9.	Guangxi University of the Arts
10.	Hechi University

Sincerely,



(Assistant Professor Akaranun Asavarutpokin)  
Vice Dean of Graduate School

## Specialists for Suitability and Feasibility

NO	Name	Personal Introduction
1	Zhou Yixiang	Degree: Professor Work unit: Guangxi University
2	Qin Wendong	Degree: Professor Work unit: Guangxi University of Science and Technology
3	Shao Hua	Degree: Professor Work unit: Guangxi Normal University
4	Xu Jiwen	Degree: Professor Work unit: Guilin University of Electronic Science and Technology
5	Ma Binbin	Degree: Professor Work unit: Guilin University of Technology
6	Chen Si	Degree: Professor Work unit: Guangxi Medical University
7	Xiong Zheng	Degree: Professor Work unit: Beibu Gulf University
8	Yang Lijuan	Degree: Professor Work unit: Guilin Tourism College
9	Wu Xuhua	Degree: Professor Work unit: Guangxi Normal University for Nationalities



Ref.No. MHESI 0643.14/997

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Invitation to evaluate the guideline

Dear Professor Dr. Zhou Yixiang, Guangxi University

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Akaranun Asavarutpokin)  
Vice Dean of Graduate School

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Ref.No. MHESI 0643.14/ ๑๑๓

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Invitation to evaluate the guideline

Dear Professor Dr. Qin Wendong, Guangxi University of Science and Technology

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimiztion of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Akaranun Asavarutpokin)  
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Ref.No. MHESI 0643.14/711

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Invitation to evaluate the guideline

Dear Professor Dr. Shao Hua, Guangxi Normal University

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Akaranun Asavarutpokin)  
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Ref.No. MHESI 0643.14/1000

Bansomdejchaopraya Rajabhat University  
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Thonburi Bangkok 10600

February 2024

RE: Invitation to evaluate the guideline

Dear Professor Dr. Xu Jiwen, Guilin University of Electronic Science and Technology

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

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Ref.No. MHESI 0643.14/bo|

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Invitation to evaluate the guideline

Dear Professor Dr. Ma Binbin, Guilin University of Technology

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

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Ref.No. MHESI 0643.14/ 1902.

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Invitation to evaluate the guideline

Dear Professor Dr. Chen Si, Guangxi Medical University

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Akaranun Asavarutpokin)  
Vice Dean of Graduate School

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Ref.No. MHESI 0643.14/103

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Invitation to evaluate the guideline

Dear Professor Dr. Xiong Zheng, Beibu Gulf University

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Akaranun Asavarutpokin)  
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Ref.No. MHESI 0643.14/๒๐๒๓

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

February 2024

RE: Invitation to evaluate the guideline

Dear Professor Dr. Yang Lijuan, Guilin Tourism College

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

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February 2024

RE: Invitation to evaluate the guideline

Dear Professor Dr. Wu Xuhua, Guangxi Normal University for Nationalities

Mrs.Zhu Yinpei is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline for Optimization of University State-Owned Assets Management in Guangxi Public Universities"

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Appendix C  
Research Instrument

## Questionnaire

**Title: Guidelines for Optimization of University State-Owned Assets Management in Guangxi Public Universities**

### Explanation

This questionnaire is about guidelines for optimization of university state-owned assets management in Guangxi public universities. The objectives of this research were to research the current situation of university state-owned assets management optimization in Guangxi universities and put forward the optimization model for middle-level administrators in Guangxi Public universities.

The questionnaire about guidelines for optimization of University state-owned assets management in Guangxi public universities, which provided into two parts. Part one is personal information of respondents and part two is survey about the current situation of the optimization of University state-owned assets management in Guangxi public universities, total 68 questions.

Please tick/in the columns that represent your opinion about optimization of University state-owned assets management in Guangxi public universities.

Thank you

Mrs. Zhu Yinpei

A doctoral student in Educational administration program

Bansomdejchaopraya Rajabhat University

## 1. Questionnaire

Survey questionnaire on the current situation of university state-owned assets management in Guangxi public universities

Instructions:

In order to to research the current situation of university state-owned assets management optimization in Guangxi universities and put forward the optimization model for meddle-level administrators in Guangxi Public universities.

Each question and answer in this questionnaire is not right or wrong, and the answers you provide will only be used for overall statistical analysis. They will never be processed or publicly released individually, and the information will be kept strictly confidential and not disclosed to anyone. You do not need to provide your personal name when filling out the questionnaire. Please answer the questions according to the actual situation of your university.

### Part 1: Respondent Status (Profile)

1. University:

- Guangxi University
- Guangxi University of Science and Technology
- Guilin University of Electronic Science and Technology
- Guilin University of Technology
- Guangxi Medical University
- Guangxi University of Finance and Economics
- Guangxi University of Traditional Chinese Medicine
- Guilin Medical College
- Guangxi Normal University
- Guangxi Normal University for Nationalities
- Hechi University
- Guangxi University of the Arts

- Guangxi University for Nationalities
- Baise College
- Beibu Gulf University
- Wuzhou University
- Guangxi Science and Technology Normal University
- Guilin Tourism College
- Hezhou University
- Guangxi Vocational Teachers College

2. Gender:

- male
- female

3. Age:

- 25 years old or below;
- 26 to 35
- 36to 45
- 46to 55
- 56 or above

4. Education:

- Bachelor degree or below;
- Master's degree;
- Doctoral degree

5. Experience:

- 5 years or below;
- 6 to 10 years;
- 11 to 15 years;
- 16 to 20 years;
- 21 years or above

## 6. Professional title

- primary or below title
- intermediate professional title
- associate senior professional title
- senior professional title

**Part 2: Questionnaire of university state-owned assets management**

Survey about the level of university state-owned assets management optimization in Guangxi universities.

5 express the level of university state-owned assets management in Guangxi public universities were at strongly high level

4 express the level of university state-owned assets management in Guangxi public universities were at high level

3 express the the level of university state-owned assets management in Guangxi public universities were at medium level

2 express the the level of university state-owned assets management in Guangxi public universities were at low level

1 express the level of university state-owned assets management in Guangxi public universities were at strongly low level

No	University state-owned assets management	level				
		5	4	3	2	1
<b>Management objectives</b>						
1	Administrators are able to set asset management objectives					
2	Administrators set goals that are aligned with the organization's vision, mission, and strategic direction					
3	Administrators understand the frequency of implementation of goal setting					
4	Administrators make sure goals are specific					

No	University state-owned assets management	level				
		5	4	3	2	1
5	Administrators make sure goals are measurable					
6	Administrators make sure goals are achievable					
7	Administrators understand the key performance indicators of management objectives					
8	Administrators understand key performance indicator monitoring measures					
9	Administrators communicate and coordinate effectively with team members in setting goals					
10	Administrators make goals understood and accepted by the team members					
11	Administrators periodically review and evaluate the management objectives					
12	Administrators regularly adjust and optimize the management objectives					
<b>The rate of return on assets</b>						
1	Administrators understand the definition and calculation of return on assets(ROA)					
2	Administrators understand the importance of ROA in the management of university state-owned assets					
3	Administrators are able to identify and analyze factors affecting ROA					
4	Administrators understand strategies to improve ROA					
5	Administrators know how to evaluate and compare the ROA of different assets					
6	Administrators can take appropriate actions to mitigate risk					
7	Administrators know how to use financial and non-financial metrics to monitor ROA					

No	University state-owned assets management	level				
		5	4	3	2	1
8	Administrators can evaluate and optimize asset allocation to improve overall return					
9	Administrators can use investment and financing tools to increase ROA					
10	The administrator can work with teams and relevant departments to improve ROA					
11	Administrators can develop long-term plans and strategies to continuously grow and improve the ROA					
12	Administrators use the ROA to make rational asset allocation decisions					
<b>Communication and feedback</b>						
1	Administrators understand the importance of communication					
2	Administrators know the appropriate channels and methods of communication					
3	Administrators can clearly communicate goals and expectations to team members					
4	Administrators listen to and understand the opinions and suggestions of team members					
5	The administrator can provide timely feedback to team members on the progress of goal implementation					
6	Administrators can deal with negative feedback and difficult situations					
7	Administrators provide guidance and suggestions for improvement					

No	University state-owned assets management	level				
		5	4	3	2	1
8	Administrators understand how to encourage team members to participate and contribute					
9	Administrators can use technical tools to promote communication and feedback					
10	Administrators can establish an open and trusting communication atmosphere					
11	Administrators express their opinions and opinions in clear and accurate language					
12	Administrators organize regular communication meetings and discussions					
13	Administrators can resolve communication barriers and conflicts					
<b>Risk control</b>						
1	Administrators understand the composition and value of university assets					
2	Administrators know relevant regulations and policies of university assets					
3	Administrators understand responsibilities and authority of management at all levels					
4	Administrators understand the compliance requirements of university asset management					
5	Administrators understand the liquidity of university assets management					
6	Administrators understand market and industry dynamics of university assets management					
7	Administrators can accurately assess the risks of university assets					
8	Administrators can establish an effective internal control system					

No	University state-owned assets management	level				
		5	4	3	2	1
9	Administrators can make decisions to reduce asset management risks					
10	Administrators can effectively coordinate various departments and stakeholders					
11	Administrators can proactively monitor changes in asset value and quality					
12	Administrators can diversify asset allocation					
13	Administrators train and publicize risk awareness					
<b>Development opportunities</b>						
1	Administrators understand the status and importance of university asset management in national policies and development strategies					
2	Administrators understand the its correlation with national strategic development					
3	Administrators understand the role of university asset management in supporting university teaching, research and social services					
4	Administrators understand the experience and model of advanced universities at home and abroad					
5	Administrators can take opportunities brought by high-tech industries and emerging markets					
6	Administrators understand the opportunities by market-oriented capital operation					
7	Administrators can adapt to the needs and changes in the new economy					
8	Administrators can cope with the new requirements of the development of market economy					

No	University state-owned assets management	level				
		5	4	3	2	1
9	Administrators can effectively integrate with internal and external resources					
10	Administrators can participate in the formulation of national asset management system, which provide opportunities for strategic layout					
11	Administrators can open up the innovation field for the appreciation of university assets					
12	Administrators closely link asset management with the introduction and development of talents					

## Structured Interview

### Guidelines for optimization of university state-owned assets management in Guangxi public universities

This Structured Interview is divided into two parts:

**Part 1:** Personal Information

**Part 2:** Suggestion for improving the level of University state-owned assets management in Guangxi public universities

**Part 1:** Personal Information

Interviewee \_\_\_\_\_ Interview Date \_\_\_\_\_ Interview Time \_\_\_\_\_

Gender \_\_\_\_\_ Education background \_\_\_\_\_

Academic title \_\_\_\_\_ Work place \_\_\_\_\_ Work experience \_\_\_\_\_

**Part 2:** Suggestion for improving the level of University state-owned assets management in Guangxi public universities

**Instruction:** please answer the following questions and give some suggestions according to your university's reality.

1. What basic principles should be adhered to in the goal setting of state-owned assets management in Guangxi universities? How to adjust and optimize management objectives to ensure clarity and operability of asset management objectives?

2. How to formulate talent assessment standards at assessment mechanism that adapt to the characteristics and differences of different disciplines? In addition, what are your suggestions for universities in formulating assessment mechanisms?

3. In state-owned assets management, how do you listen to and understand the opinions and suggestions of your team members? How do you think effective team communication and discussion can serve asset management?

4. In your opinion, what are the main risks in state-owned assets management of universities in Guangxi? What measures can be taken to effectively prevent and control the risk of liquidity and liquidity of university assets?

5. What do you think are the development opportunities for state-owned assets management in universities in Guangxi? How should administrators explore the innovation field of asset management, provide more opportunities for the appreciation of university assets, and improve the level and efficiency of asset management?

#### **Interview content**

**Question 1:** What basic principles should be adhered to in the goal setting of state-owned assets management in Guangxi universities? How to adjust and optimize management objectives to ensure clarity and operability of asset management objectives?

**Interviewee 1:** In my opinion, the goal setting of state-owned assets management in Guangxi colleges and universities should always adhere to the principle of serving the progress of the university, safeguarding the stability of the assets and enhancing the benefits of the assets. To improve the efficiency of assets, it is necessary to optimize the allocation of assets, improve the efficiency of the use of assets, and realize the preservation and appreciation of assets. We will formulate scientific and reasonable asset management objectives in accordance with the strategic planning and actual needs of the university, and conduct a comprehensive and objective evaluation of its achievement on time. If the target is found to deviate from the actual situation, it will be adjusted immediately without hesitation. Through in-depth analysis of the reasons, take targeted measures to make the asset management objectives more clear and operable. For example, according to the new needs of university teaching and research, timely changes to asset allocation planning. For example, when the university adds some new majors or research directions, we will adjust the allocation of experimental equipment, teaching instruments and other assets accordingly to meet the actual needs of teaching and research work, improve the efficiency and benefit of asset utilization, and provide a solid material guarantee for the development of our university.

**Interviewee 2:** I think the goal of state-owned assets management in colleges and universities should firmly serve the principles of teaching and research, ensure the safety of assets, and improve the efficiency of using assets. This principle is crucial to the development of universities. In our university, we will formulate a detailed asset management plan according to the university's development strategy and actual situation, and regularly evaluate the realization of asset management objectives. Through the inventory, evaluation and statistics of assets, timely grasp the quantity, quality and distribution of assets, and provide accurate data support for asset management. When the development needs of the university or the external environment changes, we will adjust and optimize the management objectives in time. For example, when the university establishes a new discipline or specialty, we will reasonably adjust the asset allocation target according to the needs of teaching and scientific research, and increase the investment in related equipment and facilities to meet the development needs of the new discipline. At the same time, we will also strengthen the supervision and assessment of the use of assets, establish a sound asset use efficiency evaluation system, evaluate and feedback the use effect of assets, find problems in time and take measures to solve them, so that they are more realistic and have stronger operability, so as to continuously improve the management level and use efficiency of state-owned assets.

**Interviewee 3:** I think the setting of asset management objectives should follow the principles of reasonableness, science and adaptation. Reasonable means that the target should conform to the resource situation and actual ability of the university, and avoid setting too high or too low; Science requires the setting of goals based on sufficient research and analysis, systematic and forward-looking; Adaptation emphasizes the ability to flexibly adapt to changes in the university's development and the influence of the external environment. In the actual operation, we need to adjust and optimize the target timely according to the development changes of the university and the problems in the actual operation. This is a dynamic process designed to ensure that asset management objectives are always in line with the development needs of the university, with strong operability and practical significance. For example, with the increasing number of research projects in

universities, the demand for research equipment will also change. We will adjust the management objectives of scientific research equipment assets accordingly, increase the purchase amount of equipment, improve the maintenance level of equipment, and optimize the deployment and use of equipment to meet the growing needs of scientific research work.

**Interviewee 4:** Goal setting should adhere to the basic principle of serving the overall development of the university. In my opinion, asset management should be closely focused on the overall development strategy of the university and provide strong material support for various undertakings of the university. In this process, it is necessary to fully collect and analyze relevant information, including the resource status of the university, teaching and research needs, and the actual use of assets. Through the comprehensive consideration of these information, we can accurately grasp the development trend of the university and the actual effect of asset management, and provide scientific basis for adjusting and optimizing management objectives. In practice, we will adjust the asset allocation and management objectives according to the objectives and requirements of the discipline construction; In terms of asset allocation, we will increase investment in key disciplines and emerging disciplines, prioritize the allocation of advanced teaching and research equipment, and provide good hardware conditions for the development of disciplines. In terms of asset management, we will strengthen the monitoring and evaluation of the use of assets, establish a scientific asset performance evaluation system, and improve the efficiency and effectiveness of asset use to better support the development of the discipline. In this way, we can make the management of state-owned assets better serve the overall development of the university and provide a solid guarantee for the construction and development of the university.

**Interviewee 5:** I think the goal setting of asset management should adhere to the principle of serving teaching and research. Teaching, scientific research and development are the main functions of the university, and asset management should be closely centered on these functions to provide strong support and guarantee. In the specific operation process, we will combine the professional development of the university, the management objectives of the relevant assets will be adjusted

accordingly. For example, we will strengthen the management of Marine research equipment, laboratory facilities and other assets in accordance with the teaching and research needs of ocean-related disciplines to ensure that these assets can meet the development needs of ocean-related disciplines. For art majors, we will focus on the management of art teaching equipment, art venues and other assets, improve the efficiency of the use of these assets, and provide good conditions for the teaching and creation of art majors. For medical majors and Chinese medicine majors, we will strengthen the management of assets such as medical equipment, laboratory equipment and Chinese medicinal materials, ensure the safe and effective use of these assets, and provide strong support for the teaching, scientific research and clinical practice of medical majors and Chinese medicine majors. In short, the goal setting and adjustment of asset management is a systematic project, which requires us to fully consider the development strategy and actual needs of the university, combine the professional development situation, and constantly optimize the goals and measures of asset management, so as to make the asset management work more scientific, reasonable and effective, and provide more solid guarantee for the teaching, scientific research and medical services of the university.

**Interviewee 6:** In my opinion, the goal setting of asset management should unswervingly follow the principle of meeting the needs of teaching and research and ensuring the safety and integrity of assets. Satisfying the demand of teaching and research is the primary task of university asset management, and ensuring the safety and integrity of assets is the basis of asset management. In the process of time management, we comprehensively and deeply analyze the professional Settings of the university, understand the teaching needs and scientific research directions of each major, and plan the allocation and management of assets on this basis. At the same time, we will closely combine the current teaching and research tasks of the university, according to the priorities and specific requirements of the tasks, reasonable arrangements for the use of assets to ensure that the assets can effectively serve the teaching and research work. With the continuous development of medical specialty and the change of teaching and research projects, the demand for experimental equipment and teaching instruments will also change accordingly. In

this case, we will timely adjust the management objectives of experimental equipment, teaching instruments and other assets accordingly. If some cutting-edge research directions or teaching contents are added to the medical specialty, we may increase the purchase of experimental equipment in related fields and improve the updating frequency of equipment to meet the new teaching and scientific research needs. At the same time, we will also strengthen the maintenance and management of existing equipment, improve the efficiency of equipment use, and ensure the safe operation of equipment.

**Interviewee 7:** As a characteristic Chinese medicine university, I think the goal setting of state-owned assets management of our university should always firmly adhere to the basic principle of serving the development of traditional Chinese medicine characteristics of the university. Serving the development of TCM characteristics in universes is the core orientation of asset management, which requires asset management to closely focus on the cultivation and strengthening of TCM characteristics in universes, and provide all-round support for the construction, teaching and research of TCM disciplines. In the process of adjusting asset management objectives, we will give full consideration to the unique knowledge system and practical needs of disciplines and specialties of the university, and the adjustment of asset management objectives must be adapted to them, provide precise support for the development of disciplines and specialties, and make management objectives more clear and operational is an important principle for us to adjust asset management objectives. If the scientific research project requires the use of advanced experimental equipment for new drug research and development, we will adjust the management objectives of experimental equipment, increase the purchase and update plan of equipment, and improve the use efficiency and maintenance level of equipment. If a scientific research project requires a large number of medicinal specimens for research, we will adjust the management objectives of medicinal specimens, strengthen the collection, identification, preservation and management of specimens, and ensure that the quality and quantity of specimens can meet the needs of scientific research. Through such adjustment, we can make the asset management work better serve the development

of traditional Chinese medicine characteristics of the university, and provide a more solid guarantee for the teaching and research work of the university.

**Interviewee 8:** In my opinion, the goal setting of state-owned assets management in Guangxi universities should fully consider the resources including human, material and financial resources, reasonably plan and allocate assets, so as to make the management objectives more clear, operational, in line with the development needs of the university, with clear direction and practical practicality, and avoid the waste and idleness of resources. For example, with the development of marine-related disciplines in the university, a large number of experimental equipment and scientific research resources are needed to support it, and the requirements for the accuracy, performance and function of experimental equipment will continue to increase, and the demand for the type, quantity and quality of Marine scientific research resources will also continue to increase. Therefore, according to the development needs of sea-related disciplines, the management objectives of related assets should be adjusted in time to ensure that the assets can meet the needs of teaching and research.

**Interviewee 9:** In my personal opinion, the goal setting of state-owned assets management should adhere to the two basic principles of ensuring the safety and integrity of assets and improving the efficiency of asset use. Our university is an art university, and asset management needs to focus more on serving art education and teaching. In practice, it is necessary to fully consider the characteristics of all kinds of art teaching equipment, art works and other assets. There are many kinds of art teaching equipment, including painting tools, Musical Instruments, photography equipment, etc. Each equipment has its specific use requirements and maintenance needs; Artistic works have unique artistic value and cultural connotation, and need special storage and display conditions. Therefore, when we set asset management objectives, we must fully consider these factors to make the management objectives more clear, specific and operable.

**Interviewee 10:** I think the goal of state-owned assets management should always implement the basic principles of serving the overall development of the university, ensuring the safety and completeness of assets, and improving the

efficiency of the use of assets. The discipline layout of the university determines the demand and use of assets in different disciplines. We will rationally allocate assets according to the characteristics and development needs of disciplines to ensure that all disciplines can be fully supported to ensure the rationality, effectiveness and adaptability of the current goals. As the development needs of some majors change, we will timely adjust the management objectives of related teaching equipment, experimental equipment and other assets, so that the asset management work can better serve the teaching and research work of the university.

**Question 2:** In your opinion, how to evaluate and compare the rate of return of different assets in the process of university asset management? What can be done to improve the return on state assets?

**Interviewee 1:** Assessing the rate of return on different assets requires a combination of factors. First, it is necessary to identify the types and uses of assets, such as teaching equipment, research facilities, real estate, etc. For teaching equipment, we will evaluate the rate of return by calculating the frequency of use of the equipment, the degree of improvement to the teaching effect, etc. Research facilities can be considered in terms of the output of scientific research results and the economic benefits of the project. When comparing the rate of return of different assets, it is necessary to establish a unified evaluation index system in order to make an objective comparison. This system should include the input cost of assets, expected returns, risk factors and other aspects. Through the comprehensive analysis of these indicators, we can more accurately evaluate the rate of return of different assets and make effective comparisons.

To improve the rate of return of state-owned assets, we need to conduct a comprehensive inventory and evaluation of university assets, understand the actual use of assets, and allocate assets reasonably according to the development needs of universitys and teaching and research tasks. At the same time, strengthen the maintenance and management of assets, extend the service life of assets, and reduce maintenance costs. In addition, it can also actively promote the sharing and sharing of assets to improve the efficiency of asset use. By establishing an asset sharing

platform, different colleges and departments can share assets more conveniently and give full play to the role of assets.

**Interviewee 2:** When assessing the return on assets, we consider the direct economic benefits and indirect benefits of the assets. Direct economic benefits can be reflected through the rental income of assets, asset appreciation and other aspects. For some assets with potential appreciation, we will realize the appreciation of assets through reasonable investment and management. The indirect benefits include the improvement of university teaching quality, the improvement of scientific research level and the enhancement of university reputation. We measure the indirect benefits of these assets by assessing the extent to which teaching equipment and research facilities support teaching and research. Through the quantitative analysis of these aspects, to evaluate the return on assets.

In order to improve the return rate of state-owned assets, we can strengthen cooperation with enterprises to transform the scientific research results of the university and maximize the economic benefits. Through the establishment of industry-university-research cooperation mechanism with enterprises, the scientific research results of the university can be transformed into actual products and services more quickly, which brings economic benefits to the enterprise and creates benefits for the university.

**Interviewee 3:** When comparing the rate of return of different assets, pay attention to the risk factor and timeliness of the asset. Different assets may face different risks, such as market risk, technical risk, etc., and we need to fully consider these risk factors when evaluating returns. At the same time, the rate of return of assets may also change over time, so we need to pay attention to the timeliness of assets and adjust the evaluation and management strategy in time.

The way to improve the rate of return of state-owned assets includes strengthening the information management of assets and grasping the use of assets in real time so as to make reasonable allocation. Through the establishment of asset management information system, we can realize the real-time monitoring and management of assets, timely understand the use of assets, location and other information, and provide a basis for the reasonable allocation of assets. In addition,

teachers and students are encouraged to actively participate in innovative and entrepreneurial activities, and use the university's asset resources to carry out entrepreneurial projects and improve the economic benefits of assets.

**Interviewee 4:** When we evaluate the return on assets, we focus on the combination of social and economic benefits of assets. For some infrastructure assets, such as teaching buildings, libraries, etc., the social benefits are evaluated mainly in terms of the improvement of university teaching and students' learning environment. We look at the frequency of use of buildings and libraries, student satisfaction, and the impact of these facilities on the quality of teaching and student learning. For some operational assets, such as shops, rental houses, etc., the economic benefits are mainly assessed from the aspects of rental income. We will understand the local rent level through market research, and reasonably set the rent price to improve the income of the asset.

To improve the return on state-owned assets, we can strengthen the market research of operational assets, adjust the business strategy according to the market demand, and increase the return on assets. For shops, we can reasonably adjust the business scope and business model of shops according to the surrounding business environment and students' consumption needs. For rental houses, we can adjust the rent price in time according to the market rent changes.

**Interviewee 5:** In college asset management, evaluating the rate of return of different assets needs to be classified according to the nature and use of the assets. For specialized assets such as medical equipment, we evaluate the rate of return by the efficiency of the use of the equipment, the improvement of diagnostic accuracy, and the improvement of patient satisfaction. For the assets used in teaching and research, the output of scientific research results and the improvement of teaching quality will be considered. We will pay attention to the number of scientific research projects, the publication of scientific research papers, and the improvement of students' learning effect and practical ability in the teaching process.

In order to improve the rate of return of state-owned assets, we can strengthen the fine management of assets, improve the maintenance level of equipment, and extend the service life of equipment. We will establish a sound

equipment maintenance system, and regularly inspect, maintain and repair the equipment to ensure the normal operation of the equipment. At the same time, strengthen cooperation with medical institutions, carry out medical technology services, and improve the utilization efficiency and economic benefits of assets.

**Interviewee 6:** When evaluating the return on assets, the input-output ratio of assets should be considered. For teaching experiment equipment, the rate of return will be evaluated from the aspects of the effect of experimental teaching and the cultivation of students' practical ability. For scientific research equipment, it will be considered from the progress of scientific research projects and the transformation of scientific research results. We will pay attention to the progress of scientific research projects, the innovation and practicality of scientific research results, and the transformation of scientific research results in practical applications.

One of the ways to improve the rate of return of state-owned assets is to strengthen the performance management of assets, establish a scientific performance appraisal index system, and conduct regular evaluation and assessment of the use of assets. By setting clear performance objectives and evaluation indicators, such as the utilization rate of equipment, the output number of scientific research results, etc., the use of assets is quantitatively evaluated, and problems are found and improved in time. In addition, it can also carry out the leasing business of assets, and rent idle assets to units or individuals in need to increase the income of assets. When carrying out the leasing business, we will reasonably set the leasing price and sign the leasing contract to ensure the legality and standardization of the leasing business.

**Interviewee 7:** When assessing the return on different assets, we will consider the characteristics of the Chinese medicine profession. For traditional Chinese medicine teaching equipment, the rate of return will be evaluated from the aspects of students' professional skills improvement and the cultivation of traditional Chinese medicine clinical practice ability. We will pay attention to students' mastery of professional skills after using TCM teaching equipment, as well as their performance in TCM clinical practice, such as the accuracy of TCM diagnosis and the effect of TCM treatment. Assets such as planting bases for Chinese medicinal materials for scientific research will be evaluated from the aspects of production, quality and transformation

of scientific research results. We will collect the yield and quality data of Chinese medicinal materials and evaluate the operation effect of the planting base; At the same time, pay attention to the application of scientific research results in the cultivation and processing of Chinese medicinal materials, as well as the economic benefits brought by the transformation of scientific research results.

In order to improve the return on state-owned assets, we can strengthen the industrialization and promotion of TCM scientific research results, transform scientific research results into actual products and services, and achieve a double harvest of economic and social benefits. At the same time, strengthen cooperation with traditional Chinese medicine enterprises, jointly carry out research and development and production activities, and improve the utilization efficiency and economic benefits of assets. Through cooperation with enterprises, we can give full play to the scientific research advantages of the university and the market advantages of enterprises to achieve resource sharing and complementary advantages.

**Interviewee 8:** When assessing the return on assets, we consider the contribution of assets to the development of the university. The teaching assets will be evaluated from the aspects of the improvement of teaching quality and the improvement of students' comprehensive quality. We will pay attention to the role of teaching assets in improving teaching conditions and improving teaching results, such as whether the use of multimedia teaching equipment improves students' learning interest and participation, and whether laboratory equipment is conducive to the cultivation of students' practical ability. For scientific research assets, the quantity and quality of scientific research results and their role in promoting local economic development will be considered. We will pay attention to the establishment of scientific research projects, the quality of scientific research papers published, and the application effect of scientific research results in local industrial upgrading and innovative development.

The methods to improve the return on state-owned assets include strengthening the integration of assets and optimizing the allocation of assets, and improving the efficiency of the use of assets. We will comprehensively sort out and integrate the assets of the university, and rationally allocate assets according to the

development strategy and teaching and research needs of the university to avoid idle and waste of assets. At the same time, actively carry out social services, use the university's asset resources to provide support for local economic and social development, and increase the social and economic benefits of assets.

**Interviewee 9:** In the asset management of colleges and universities, we will consider the return rate assessment of art teaching equipment, performance venues and other assets from the aspects of the improvement of teaching effect, the enhancement of students' artistic practice ability, the creation of art works and the social influence of performances. When comparing returns on different assets, the specialization and uniqueness of the asset is taken into account. Art assets are highly professional and unique, so when assessing the rate of return, it is necessary to combine the characteristics and needs of the art profession. For example, in the evaluation of music equipment, it is necessary to consider the improvement of students' music performance skills and the cultivation of music creation ability. For the evaluation of art equipment, it is necessary to consider the improvement of students' painting skills and artistic expression.

To increase the rate of return on state-owned assets, we can strengthen the marketization and promotion of artistic works and increase the added value of artistic works. It can carry out art training and cultural exchange activities, make full use of the university's asset resources, and improve the use efficiency and economic benefits of assets.

**Interviewee 10:** For teaching equipment, we will evaluate the rate of return from the improvement of teaching quality and the improvement of students' learning effect. We will comprehensively evaluate the rate of return of teaching equipment through classroom observation, students' academic performance and ability improvement, and teachers' feedback on the use of teaching equipment. Assets such as libraries are considered in terms of student borrowing and the effectiveness of knowledge acquisition. We assess the rate of return on library assets by measuring student borrowing records, utilization of library resources, and student gains in intellectual learning and academic research.

The way to improve the return on state-owned assets includes strengthening

the standardization and institutionalization of asset management and improving the management level. We will establish and improve the rules and regulations of asset management, clarify the management requirements and processes of various links such as the purchase, use, maintenance and disposal of assets, and ensure the standardization and scientific management of assets. At the same time, actively seek cooperation with all walks of life, broaden the use of assets channels, increase the income of assets.

**Question 3:** In state-owned assets management, how do you listen to and understand the opinions and suggestions of your team members? How do you think effective team communication and discussion can serve asset management?

**Interviewee 1:** We hold regular team meetings so that everyone has ample time to express their ideas and opinions. During the meeting, we will create a relaxed and open atmosphere and encourage everyone to speak freely. At the same time, we will actively listen to the problems and suggestions raised by team members in their daily work, and give timely responses and solutions.

First, we need to be clear about the purpose of the communication and discussion, and make sure everyone is clear about what we are trying to solve. During the communication and discussion process, we encourage team members to actively participate and share their experiences and insights. At the same time, we should summarize and sort out the results of the discussion in a timely manner, implement good suggestions and opinions into actual work, and constantly improve the level of asset management.

**Interviewee 2:** I think the key is to establish good communication channels. In addition to regular meetings, we also make use of modern information technology, such as the establishment of working groups, so that team members can present their ideas at any time. At the same time, I will also take the initiative to communicate with team members, understand their work conditions and needs, and listen to their opinions and suggestions.

Effective team communication and discussion can gather ideas and provide more ideas and methods for asset management. In our communication and

discussion, we should focus on guiding team members to discuss the goals and tasks of asset management, and encourage everyone to put forward innovative ideas and suggestions. At the same time, we should evaluate and screen the results of the discussion in a timely manner, and apply feasible programs to practical work.

**Interviewee 3:** We regularly organize training and learning activities to improve the professionalism and communication skills of team members. In this process, we will also encourage people to communicate with each other and share their own experiences and insights. At the same time, we will take every opinion and suggestion put forward by team members seriously, conduct in-depth analysis and research to ensure that we can truly understand their ideas and needs.

Team communication and discussion is an important means to improve the effectiveness of asset management. In our communication and discussion, we should pay attention to the sharing and exchange of information, so that team members can keep abreast of the latest policies and requirements of asset management. At the same time, we should guide team members to think about problems from different angles and propose diversified solutions. Through sufficient communication and discussion, we can find the most suitable asset management methods to improve the efficiency of asset use.

**Interviewee 4:** I will respect the opinions and suggestions of every team member and listen to them carefully. In daily work, I also take the initiative to communicate with team members to understand their work progress and problems. For the opinions and suggestions put forward by the team members, I will seriously think and analyze, and make reasonable adoption and improvement based on the actual situation.

Effective team communication and discussion can facilitate the smooth development of asset management. In our communication and discussion, we should clarify the work objectives and tasks, so that team members are clear about their work responsibilities and direction. At the same time, we should encourage team members to actively propose problems and solutions, and discuss how to improve the efficiency and quality of asset management. Through the joint efforts of the team, we can better complete the tasks of asset management.

**Interviewee 5:** We will establish a sound feedback mechanism so that team members can easily express their opinions and suggestions. At the same time, we also organize questionnaires and seminars regularly to understand the needs and ideas of team members. At work, I will pay attention to communication and exchange with team members, listen to their opinions and suggestions, and give feedback and improvement in time.

Team communication and discussion is an important way to improve asset management. In our communication and discussion, we should pay attention to the sharing of knowledge and experience, so that team members can learn from each other. At the same time, we should conduct in-depth discussion and analysis on the key and difficult problems in asset management work, and jointly find ways and means to solve the problems. Through effective communication and discussion, we can continuously improve the overall quality and management level of the team.

**Interviewee 6:** We regularly carry out team building activities to enhance cohesion and trust among team members. During the event, we will encourage everyone to speak freely and put forward their own opinions and suggestions. In addition, we will also establish open communication channels, so that team members can express problems and ideas to me at any time. I will carefully listen to everyone's opinions and suggestions, and conduct comprehensive analysis and consideration.

In the communication and discussion, we should focus on the goals and tasks of asset management, combined with the actual situation of the university, and formulate practical work plans and programs. At the same time, we should pay attention to the cooperation and cooperation between team members, give full play to everyone's advantages and strengths, and jointly promote the smooth development of asset management work.

**Interviewee 7:** We regularly organize team members to communicate and share, so that everyone has the opportunity to express their views and ideas. In the process of communication, I will listen to everyone carefully and respect their opinions and suggestions. At the same time, I will actively pay attention to the working status and emotional changes of team members, find problems in time,

communicate and solve them.

Team communication and discussion are key to improving the quality of asset management. In our communication and discussion, we should clarify the standards and requirements of asset management, so that team members can be clear about their work goals and directions. At the same time, we should encourage team members to actively participate in the discussion, put forward their own opinions and suggestions, and jointly explore how to improve the quality and efficiency of asset management. Through constant communication and discussion, we can continuously improve the workflow and methods of asset management and improve the overall quality of asset management.

**Interviewee 8:** We will create an equal and harmonious working atmosphere where team members are free to express their ideas and opinions. I will have regular one-on-one communication with team members to understand their work situation and needs, and listen to their suggestions and ideas. At the same time, we will also enhance communication and exchange among team members through organizing team activities and other ways to promote mutual understanding and trust.

In communication and discussion, it is necessary to clarify work tasks and time nodes, so that team members are clear about their work responsibilities and schedule requirements. At the same time, we should promptly resolve the problems and differences arising from the communication and discussion to avoid affecting the progress of the work. Through efficient team communication and discussion, we can optimize workflow, improve work efficiency, and ensure the smooth completion of asset management work.

**Interviewee 9:** We focus on daily communication with team members, not only in work, but also in some aspects of life, so as to better understand their ideas and needs. At the meeting, we will encourage everyone to speak actively, put forward their own opinions and suggestions, and carefully record and organize. For some important issues, we will conduct in-depth discussion and analysis to ensure that we can fully understand the perspective of the team members.

Effective team communication and discussion can provide more ideas and methods for asset management. In the communication and discussion, we will share

some successful cases and experiences, and also analyze and discuss some existing problems to find solutions. In this way, we can continuously improve the process and system of asset management work, improve the quality and efficiency of work, and promote the continuous development of asset management work.

**Interviewee 10:** We have regular team meetings where team members have the opportunity to express their opinions and suggestions. In the meeting, I will listen to everyone carefully and give a positive response. In addition, we will also set up a suggestion box for team members to provide their own opinions and suggestions at any time. I will check the suggestion box regularly, and we will clarify the goals and tasks of asset management in the communication and discussion, so that team members can be clear about their job responsibilities and direction. At the same time, we will also encourage team members to actively participate in the discussion, put forward their own ideas and suggestions, and jointly develop the asset management work plan and program. Through effective communication and discussion, we can improve the enthusiasm and initiative of team members and improve the efficiency and quality of asset management.

**Question 4:** In your opinion, what are the main risks in state-owned assets management of universities in Guangxi? What measures can be taken to effectively prevent and control the risk of liquidity and liquidity of university assets?

**Interviewee 1:** In my opinion, the main risks include unreasonable asset allocation, which may lead to excess resources in some areas and shortage of resources in others. The information level of asset management needs to be improved, and the information is not updated in time, which affects the decision-making efficiency; Insufficient supervision during the use of assets, which may lead to waste or damage of assets; In addition, the standardization of asset disposal also needs to be strengthened to avoid the loss of state-owned assets.

First of all, it is necessary to establish a scientific asset allocation evaluation mechanism and make reasonable allocation according to the development needs and actual situation of the university. Secondly, strengthen the information construction of asset management to realize real-time update and sharing of asset information. In the process of asset use, supervision and assessment should be

strengthened to ensure the rational use and maintenance of assets. For the liquidity and liquidity risks of assets, we can regularly evaluate and analyze the assets, understand the market demand and asset value changes, and develop a reasonable asset disposal plan. At the same time, strengthen the cooperation with relevant institutions, and broaden the channels and methods of asset realization.

**Interviewee 2:** From a financial point of view, the risks in state-owned assets management mainly include inaccurate asset accounting, which may lead to inconsistency in asset accounts. The budget management is not precise enough, which affects the rationality and efficiency of asset acquisition; The connection between asset management and financial budget is not close enough, resulting in inefficient use of funds.

Strengthen the asset accounting work, ensure that the asset accounts are consistent, and improve the accuracy of asset information. Improve the budget management system, strengthen the scientific and fine degree of budget preparation, and arrange the budget reasonably according to the actual needs and assets of the university. Strengthen the coordination between asset management and financial budget to realize the optimal allocation of resources. For the liquidity and liquidity risks of assets, it is necessary to establish an asset liquidity monitoring mechanism to grasp the flow of assets and changes in market value in time. At the same time, actively explore diversified asset disposal methods to improve the realization ability of assets.

**Interviewee 3:** In my actual work, I think the risks of state-owned assets management mainly include incomplete asset registration, omissions or errors; The classification and coding of assets are not standardized enough, which is not conducive to management and statistics; The procedures of asset allocation and transfer are not perfect enough, and the problem of asset management is prone to confusion.

Strengthen asset registration to ensure the integrity and accuracy of asset information. Standardize the classification and coding of assets, establish unified standards and norms, and improve the efficiency and quality of asset management. Improve asset allocation and transfer procedures, strengthen internal management

and supervision, and avoid confusion in asset management. For the liquidity and liquidity risks of assets, it is necessary to strengthen the research and analysis of the asset market, understand the market demand and price trend, and reasonably determine the timing and method of asset disposal. At the same time, actively carry out asset leasing business to improve the utilization rate and income of assets.

**Interviewer 4:** From the perspective of audit, risks in state-owned assets management mainly include imperfect internal control system and management loopholes; The implementation of the asset management system is not in place, which leads to the occurrence of illegal operations; The supervision mechanism of asset management is not sound, and it is difficult to find and correct problems effectively.

Improve the internal control system, strengthen the risk prevention and control of all aspects of asset management, and plug management loopholes. Strengthen the publicity and training of the asset management system, improve the awareness and ability of relevant personnel to implement the system, and ensure the strict implementation of the system. Establish and improve the supervision mechanism of asset management, strengthen internal audit and supervision and inspection, and discover and correct problems in a timely manner. For the liquidity and liquidity risk of assets, the asset liquidity evaluation index system should be established to evaluate and analyze the liquidity of assets on a regular basis. At the same time, strengthen cooperation with financial institutions, explore innovative financial products and services, and improve the liquidity and liquidity of assets.

**Interviewee 5:** In our university, the risk of state-owned assets management is mainly reflected in the management of medical equipment. For example, there may be problems of improper selection and high price in the process of equipment procurement; Improper operation and untimely maintenance may occur during the use of the device, which may affect the service life and performance of the device. There is also a faster replacement of equipment, there is a risk of idle assets and waste.

Before the purchase of equipment, it is necessary to conduct sufficient market research and demonstration, select the appropriate equipment model and supplier according to the actual needs and budget of the university, and ensure that the purchased equipment has a high cost performance. Strengthen the training and management of equipment users, improve the operation level and maintenance awareness of equipment, regularly maintain and maintain equipment, and extend the service life of equipment. For idle medical equipment, it is necessary to clean up and dispose of it in a timely manner, and the liquidity and liquidity of assets can be improved by means of second-hand equipment market and equipment leasing.

**Interviewer 6:** In terms of logistics management, the risks of state-owned assets management mainly include unclear property rights of real estate, land and other assets, and there may be disputes; The management of infrastructure construction projects is not standardized enough, and there are hidden risks of quality and safety; In the process of material procurement, there may be some problems such as improper supplier selection and unreasonable purchase price.

Strengthen property rights management of real estate, land and other assets, timely handling of relevant property rights certificates, clear ownership of property rights, to avoid disputes. Standardize the management of infrastructure construction projects, strengthen the management of projects' pre-planning, bidding, construction process supervision and completion acceptance, etc., to ensure the quality and safety of projects. Strengthen the management of material procurement, establish a scientific supplier evaluation and selection mechanism, reasonably determine procurement prices, and reduce procurement costs. For the liquidity and liquidity risks of assets, it is necessary to conduct a comprehensive inventory and evaluation of the idle assets of the university, and adopt reasonable disposal methods according to the actual situation of the assets, such as leasing, sale, replacement, etc., to improve the liquidity and liquidity of assets.

**Interviewee 7:** From the perspective of scientific research management, the risks of state-owned assets management mainly include low sharing of scientific research equipment, which leads to low utilization rate of equipment; The translation and application of scientific research results are not smooth enough, and the

protection of intellectual property rights is insufficient. The use and management of scientific research funds are not standardized enough, and there may be illegal use and waste.

Establish a scientific research equipment sharing platform, strengthen the overall management and deployment of scientific research equipment, and improve the utilization rate of equipment. We will strengthen the transformation and application of scientific research results, establish a sound intellectual property protection mechanism, and improve the market value and liquidity of scientific research results. Strengthen the use and management of scientific research funds, budget preparation, approval and use of funds in strict accordance with relevant regulations, and ensure the rational use and safety of funds. For the liquidity and liquidity risks of assets, it is necessary to strengthen the evaluation and analysis of scientific research assets, and formulate reasonable asset disposal plans according to market demand and asset status. At the same time, actively carry out industry-university-research cooperation, promote the industrialization and commercialization of scientific research results, and improve the liquidity and liquidity of assets.

**Interviewee 8:** In the management of libraries, the risks of state-owned assets management mainly include the lack of targeted procurement of books and materials, which may cause resource waste; The management of loan and return of books is not strict enough, and there are cases of book loss and damage; The copyright management of electronic resources is difficult and may cause legal disputes.

Strengthen the research and demonstration of the purchase of books and materials, according to the university's discipline construction and the needs of teachers and students, targeted purchase of books and materials, improve the utilization of resources. Improve the management system of borrowing and returning books, strengthen the education and management of readers, and reduce the loss and damage of books. Strengthen the copyright management of electronic resources, strictly abide by relevant laws and regulations, and avoid legal disputes. For the liquidity and liquidity risks of assets, the idle assets of the library should be cleaned up and evaluated, such as outdated books and materials, idle equipment, etc., which

can be disposed of through donations, sales and other ways to improve the liquidity and liquidity of assets.

**Interviewee 9:** In the management of art practice center, the risks of state-owned assets management mainly include poor storage of art equipment and props, which are easy to be damaged or lost; The copyright management of artistic works is not standardized enough, and there may be infringement risks. There are some difficulties in the use and management of funds for art practice activities, and it is easy to overspend and waste.

Strengthen the safekeeping of art equipment and props, establish a sound safekeeping system, clarify the responsible person, and conduct regular inspection and maintenance. Standardize the copyright management of artistic works, strengthen the copyright awareness education for teachers and students, and establish a copyright registration and management system to avoid the risk of infringement. Strengthen the use and management of funds for art practice activities, make expenditures in strict accordance with the budget, strengthen the approval and supervision of funds, and avoid overspending and waste. For the liquidity and liquidity risks of assets, the assets of the art practice center should be regularly evaluated and analyzed, and according to the market demand and asset status, the asset disposal methods should be reasonably selected, such as holding art exhibitions and auctions, renting art equipment, etc., to improve the liquidity and liquidity of assets.

**Interviewee 10:** In my opinion, the main risks include incomplete inventory of assets and the existence of off-book assets; The responsibility of asset management is not clear, and it is difficult to investigate the responsibility when problems occur; The daily management of assets is not standardized enough, such as the receipt and return records of assets are incomplete.

Carry out a comprehensive asset inventory on a regular basis to ensure that the assets are consistent with the actual accounts and eliminate the existence of off-account assets. Clarify the responsibility of asset management, implement the responsibility to specific departments and individuals, and establish and improve the accountability system. Strengthen the daily management of assets, standardize the process of receiving and returning assets, and improve relevant records. For the

liquidity and liquidity risks of assets, it is necessary to strengthen the attention and analysis of the asset market, and adjust the asset allocation in a timely manner according to market changes. At the same time, it can improve the utilization rate and income of assets and enhance the liquidity and liquidity of assets through asset leasing and cooperative operation.

**Question 5:** What do you think are the development opportunities for state-owned assets management in universities in Guangxi? How should administrators explore the innovation field of asset management, provide more opportunities for the appreciation of university assets, and improve the level and efficiency of asset management?

**Interviewee 1:** With the continuous increase of national investment in higher education, the scale of state-owned assets of universities in Guangxi is also expanding, which brings new opportunities for state-owned assets management. On the one hand, the development of digital technology provides more efficient means for asset management, we can realize the dynamic management and accurate allocation of assets through information platform; On the other hand, the state's emphasis on scientific and technological innovation has also made the scientific research equipment and other assets of colleges and universities get more attention and support, providing space for the innovation of asset management.

We should strengthen the information construction of asset management, establish a perfect asset information database, and realize the whole process of asset management. It is also necessary to actively explore the sharing mechanism of assets to improve the efficiency of asset use. We can also strengthen cooperation with enterprises, through industry-university-research cooperation and other ways to achieve asset appreciation. Finally, it is necessary to strengthen the construction of asset management team and improve the professional quality and business ability of administrators.

**Interviewee 2:** In recent years, the rapid economic development of Guangxi has brought opportunities for state-owned assets management in colleges and universities. Local governments have increased their support to colleges and

universities, providing a strong financial guarantee for colleges and universities to improve their operating conditions and update their teaching and research equipment. At the same time, with the continuous expansion of the social service function of colleges and universities, the role of state-owned assets in industry-university-research cooperation and the transformation of scientific and technological achievements has become increasingly prominent, providing a new development direction for asset management.

We can make innovations from the following aspects: First, strengthen the combination of asset management and budget management, and improve the scientific and rational allocation of assets; The second is to establish a sound asset performance evaluation system to objectively evaluate the use benefits of assets and provide basis for asset management decisions; Third, actively carry out asset inventory and inventory work, timely discover and solve the problems in asset management, and prevent the loss of state-owned assets; Fourth, strengthen the management of intangible assets, pay attention to the protection and utilization of intellectual property rights, and enhance the core competitiveness of colleges and universities.

**Interviewee 3:** With the promotion of "double first-class" construction, universities have put forward higher requirements for the management of state-owned assets, which also brings new opportunities for asset management. On the one hand, the construction of "double first-class" needs a large number of high-quality assets as support, which will encourage colleges and universities to increase investment and management of assets; On the other hand, the construction of "double first-class" emphasizes the construction of disciplines and scientific research and innovation, which provides a broad space for the application of state-owned assets in the transformation of scientific research results, innovation and entrepreneurship

In the field of innovation, we can try to introduce market-oriented management mechanisms to improve the operational efficiency of assets. For example, through leasing, trusteeship and other means, some idle assets are transferred to professional asset management companies for operation, to achieve asset preservation and appreciation. At the same time, we should strengthen the risk

management of assets, establish and improve the risk early warning mechanism, and prevent the damage of various risks to state-owned assets. In addition, it can also strengthen exchanges and cooperation with domestic and foreign universities, learn from advanced asset management experience and methods, and constantly improve the level of asset management of our university.

**Respondent 4:** Under the current situation, state-owned assets management of universities in Guangxi is faced with many development opportunities. The state provides policy support and financial guarantee for the development of state-owned assets of universities, and the transformation and application of scientific research results also provide a new way for the appreciation of state-owned assets. In addition, the cooperation between universities and all sectors of society is increasingly close, and through industry-university-research cooperation and other ways, they can better play the role of state-owned assets and achieve mutual benefit and win-win results.

In order to open up the innovation field of asset management, we can start from the following aspects: First, strengthen the information construction of asset management, and use modern information technology to achieve dynamic management and fine management of assets. The second is to establish an asset sharing platform to promote the reasonable flow and shared use of campus assets and improve the efficiency of asset use. The third is to strengthen the evaluation and inventory of state-owned assets, timely grasp the value and use of assets, and provide a basis for the optimal allocation of assets. The fourth is to actively explore diversified management models of state-owned assets, such as asset leasing, investment and other businesses, to achieve asset preservation and appreciation. Fifth, strengthen the construction of asset management team, improve the professional quality and business ability of management personnel, and provide talent guarantee for the smooth development of asset management work.

**Interviewer 5:** For Guangxi Medical University, state-owned assets management is facing some unique development opportunities. With the development of medical and health undertakings and people's attention to health, the demand for medical scientific research and clinical teaching in universities is

increasing, which provides new impetus for the investment and management of state-owned assets. At the same time, the rapid development of the pharmaceutical industry has also brought more opportunities for the transformation of scientific research results and asset appreciation of the university.

In the innovation of asset management, we can focus on the following aspects. First of all, strengthen the cooperation with affiliated hospitals, realize the sharing and optimal allocation of assets such as medical equipment, and improve the efficiency of asset use. Secondly, actively promote the transformation of medical scientific research results, strengthen cooperation with enterprises, transform scientific research results into actual productivity, and realize the value added of assets. In addition, we can also take advantage of the university's professional advantages to carry out the research and development and production of medical devices, creating new economic growth points for the university. Finally, strengthen the information construction of asset management, realize the whole process management and dynamic monitoring of assets, and improve the scientificity and accuracy of asset management.

**Interviewee 6:** With the implementation of the Healthy China strategy, medical education and health care have received unprecedented attention, which brings important opportunities for the state-owned assets management of Guilin Medical College. The state's investment in medical education has been increasing, the conditions for running universities have been significantly improved, and the scale of state-owned assets has been continuously expanded. At the same time, the importance of medical scientific research is becoming increasingly prominent, and the scientific research equipment and experimental facilities of the university are constantly updated and improved, providing a strong guarantee for the development of scientific research.

In order to improve the level and efficiency of asset management, we can strengthen the standardization and institutionalization of asset management, improve the rules and regulations of asset management, and ensure that asset management work has rules to follow; Establish the asset performance evaluation system, conduct scientific evaluation on the use benefit of assets, and provide basis for the optimal

allocation of assets; Strengthen the disposal and utilization of idle assets, and realize the revitalization and appreciation of idle assets through auction, leasing and other means.

**Interviewee 7:** As a university with distinctive characteristics of traditional Chinese medicine, Guangxi University of Chinese Medicine is faced with some unique development opportunities in the management of state-owned assets. With the vigorous development of traditional Chinese medicine, the state's investment in traditional Chinese medicine education and scientific research has been increasing, the scale and level of universities have been continuously improved, and the scale of state-owned assets has also been continuously expanded. At the same time, the development of traditional Chinese medicine industry has also provided a broad market space for the transformation of scientific research results and the appreciation of assets.

To explore the innovation field of asset management, the following attempts can be made: strengthen the management and protection of TCM characteristic assets, such as TCM planting bases, TCM museums, etc., and give full play to the cultural and educational value of these assets; Promote the transformation and application of TCM scientific research results, strengthen cooperation with enterprises, and realize the value added of assets; Carry out the exploration and practice of traditional Chinese medicine cultural industry, such as traditional Chinese medicine cultural tourism, traditional Chinese medicine health preservation, etc., to broaden the income channels of the university.

**Interviewee 8:** Beibu Gulf University is located in the coastal area of Guangxi. With the opening and development of the Beibu Gulf Economic Zone, the development of the university has ushered in new opportunities, and the management of state-owned assets is also facing a good development prospect. On the one hand, the development of local economy provides more resources and support for universities. Universities can optimize the allocation and increase the value of assets through cooperation with local enterprises. On the other hand, the construction of the university's Marine disciplines has been paid attention to, and the investment in related scientific research equipment and experimental facilities has

been increasing, which has brought new challenges and opportunities for asset management.

In order to improve the level and efficiency of asset management, we can innovate from the following aspects. First, strengthen cooperation with local governments and enterprises, establish industry-university-research cooperation bases, and achieve asset sharing and mutual benefit. The second is to take advantage of the university's Marine characteristics to carry out the transformation and application of Marine scientific research results, promote the development of Marine industry, and create economic benefits for the university. The third is to strengthen the maintenance and maintenance of fixed assets, extend the service life of assets, and reduce the operating costs of assets.

**Interviewee 9:** As an art university, Guangxi University of the Arts is faced with some special development opportunities for state-owned assets management. With the rapid development of the cultural industry, the demand for artistic talents is increasing, and the scale and influence of universities are also expanding, which provides more opportunities for the investment and management of state-owned assets. At the same time, the university's artistic works and cultural and creative products have a high market value, which provides a new way for the appreciation of state-owned assets.

Strengthen the management and protection of art assets, such as works of art, performance props, etc., establish a special art asset management database, and realize the information management of art assets. Promote the market-oriented operation of artistic works, strengthen cooperation with art institutions and enterprises, hold art exhibitions, performances and other activities, and enhance the visibility and market value of artistic works. Carry out the research and practice of cultural and creative industries, combine the university's artistic resources with market demand, develop cultural and creative products with characteristics, and create economic benefits for the university.

**Interviewee 10:** Hechi University, as a local undergraduate university, faces some development opportunities for state-owned assets management. With the development of the local economy and the increased demand for talents, universities

have received more support and attention, and the scale of state-owned assets has gradually expanded. At the same time, universities are playing an increasingly important role in serving local economic and social development, which provides more opportunities for the rational allocation and effective use of state-owned assets.

In order to improve the level and efficiency of asset management, we can innovate from the following aspects. First, strengthen cooperation with local governments and enterprises, establish internship and training bases, industry-university-research cooperation platforms, etc., to achieve asset sharing and optimal allocation. The second is to combine the academic and professional advantages of the university, carry out research and development of characteristic agricultural products, inheritance and innovation of national culture, promote the transformation and application of scientific research results, and create economic benefits for the university. The third is to strengthen the management and development of intangible assets, such as university brands, patents, Copyrights, etc., to improve the value and influence of intangible assets.

## Evaluation Form

### Guidelines for optimization of university state-owned assets management in Guangxi public universities

Name: \_\_\_\_\_

Work place: \_\_\_\_\_

Education background: \_\_\_\_\_

Professional title: \_\_\_\_\_

No	Guidelines for optimization of university state-owned assets management in Guangxi public universities	Suitability					Feasibility				
		5	4	3	2	1	5	4	3	2	1
<b>Guidelines for optimization the level of management objectives</b>											
1	Focus on the development strategy of the university, provide strong support for teaching and scientific research, and promote the overall strength of the university										
2	Establish a sound asset management system, strengthen the daily supervision of assets, and ensure the safety and integrity of assets										
3	Optimize asset allocation, improve asset use efficiency, maintain and increase the value										
4	Formulate scientific and reasonable asset management objectives according to the university's strategic planning, actual situation and development needs, and regularly evaluate and adjust them										
5	Flexibly adjust and optimize the asset management objectives according to the development changes of the university and the external environment										
6	Adjust objectives accordingly to meet the teaching and scientific research needs of various disciplines										





No	Guidelines for optimization of university state-owned assets management in Guangxi public universities	Suitability					Feasibility				
		5	4	3	2	1	5	4	3	2	1
5	Listen to the problems and suggestions raised by members in the work, and give timely responses and solutions										
6	Regularly organize training and learning activities to enhance team cohesion and trust, and improve members' professional quality and communication skills on asset management										
7	Establish a sound feedback mechanism, and regularly organize questionnaires and symposiums to understand members' needs and ideas on asset management										
<b>Guidelines for optimization of the level of risk control</b>											
1	Establish a scientific and reasonable asset allocation mechanism, and allocate resources according to the development needs and actual situation of the university to avoid unreasonable asset allocation										
2	Strengthen the information construction of asset management, ensure the real-time update and sharing of asset information, and improve the accuracy and efficiency of decision-making										
3	Improve the system of asset accounting and budget management, increase the accuracy of accounting, and make budget preparation more scientific and refined										
4	Strengthen the supervision and assessment of the asset use process, ensure the rational use and proper maintenance to prevent waste or										





## Appendix D

# The Results of the Quality Analysis of Research Instruments



No	The level of university state-owned assets management in Guangxi public universities	Experts					IOC	Validity
		No 1	No 2	No 3	No 4	No 5		
	members in setting goals							
10	Administrators make goals understood and accepted by the team members	1	1	1	1	1	1	valid
11	Administrators periodically review and evaluate the management objectives	1	1	1	1	1	1	valid
12	Administrators regularly adjust and optimize the management objectives	1	0	1	1	1	0.8	valid
<b>The rate of return on assets</b>								
1	Administrators understand the definition and calculation of return on assets(ROA)	1	1	1	1	1	1	valid
2	Administrators understand the importance of ROA in the management of university state-owned assets	1	0	1	1	1	0.8	valid
3	Administrators are able to identify and analyze factors affecting ROA	1	1	1	1	1	1	valid
4	Administrators understand strategies to improve ROA	1	1	1	1	1	1	valid
5	Administrators know how to evaluate and compare the ROA of different assets	1	1	1	1	1	1	valid
6	Administrators can take appropriate actions to mitigate risk	1	1	1	1	1	1	valid
7	Administrators know how to use	1	1	0	1	1	0.8	valid



No	The level of university state-owned assets management in Guangxi public universities	Experts					IOC	Validity
		No 1	No 2	No 3	No 4	No 5		
5	The administrator can provide timely feedback to team members on the progress of goal implementation	1	1	1	1	1	1	valid
6	Administrators can deal with negative feedback and difficult situations	1	1	1	1	1	1	valid
7	Administrators provide guidance and suggestions for improvement	0	1	1	1	1	0.8	valid
8	Administrators understand how to encourage team members to participate and contribute	1	1	1	1	1	1	valid
9	Administrators can use technical tools to promote communication and feedback	1	1	1	1	1	1	valid
10	Administrators can establish an open and trusting communication atmosphere	1	0	1	1	1	0.8	valid
11	Administrators express their opinions and opinions in clear and accurate language	1	1	1	1	1	1	valid
12	Administrators organize regular communication meetings and discussions	1	1	1	1	1	1	valid
13	Administrators can resolve communication barriers and conflicts	1	1	1	1	0	0.8	valid



No	The level of university state-owned assets management in Guangxi public universities	Experts					IOC	Validity
		No 1	No 2	No 3	No 4	No 5		
11	Administrators can proactively monitor changes in asset value and quality	1	1	1	1	1	1	valid
12	Administrators can diversify asset allocation	0	1	1	1	1	0.8	valid
13	Administrators train and publicize risk awareness	1	1	1	1	1	1	valid
<b>Development opportunities</b>								
1	Administrators understand the status and importance of university asset management in national policies and development strategies	1	1	1	1	1	1	valid
2	Administrators understand the its correlation with national strategic development	1	1	1	1	1	1	valid
3	Administrators know the role of asset management in supporting university teaching, research and social services	1	1	1	1	1	1	valid
4	Administrators understand the experience and model of advanced universities at home and abroad	1	1	1	1	1	1	valid
5	Administrators can take opportunities brought by high-tech industries and emerging markets	1	1	1	1	1	1	valid
6	Administrators know the opportunities by market-oriented capital operation	0	1	1	1	1	0.8	valid

No	The level of university state-owned assets management in Guangxi public universities	Experts					IOC	Validity
		No 1	No 2	No 3	No 4	No 5		
7	Administrators can adapt to the needs and changes in the new economy	1	1	1	0	1	0.8	valid
8	Administrators can cope with the new requirements of the development of market economy	1	1	1	1	1	1	valid
9	Administrators can effectively integrate with internal and external resources	1	1	1	1	1	1	valid
10	Administrators can participate in the formulation of national asset management system	1	1	1	1	1	1	valid
11	Administrators can open up the innovation field for the appreciation	1	1	1	1	1	1	valid
12	Administrators closely link asset management with the introduction and development of talents	1	0	1	1	1	0.8	valid

## 2. Reliability Analysis

Simplified Format of Cronbach's Reliability Analysis		
Number of Items	Sample Size	Cronbach's Alpha Coefficient
62	30	0.988

From the table above, it can be seen that the reliability coefficient value is 0.988, which is greater than 0.9, indicating that the quality of the research data reliability is high. Regarding the " $\alpha$ " coefficient with deleted items," the reliability coefficient does not significantly increase when any item is deleted. Therefore, it indicates that the items should not be deleted. Regarding the "CITC value," the CITC values for all analyzed items are above 0.4, indicating that there is a good correlation between the analyzed items, which also indicates a good reliability level. In summary, the reliability coefficient value of the research data is higher than 0.9, which comprehensively indicates high data reliability quality and can be used for further analysis.

## 3. Validity Analysis

Simplified Format of KMO Analysis		
Number of Items	Sample Size	KMO Value
62	30	0.954

When analyze the KMO value, if this value is higher than 0.8, it indicates that it is very suitable for information extraction (the validity is good). If this value is between 0.7 and 0.8, it indicates that it is more suitable for information extraction (the validity is better). If the value is between 0.6 and 0.7, it indicates that information extraction can be carried out (the validity is general). If this value is less than 0.6, the information is difficult to extract (low side response validity). It can be seen from the above table, the KMO value is 0.954, and the KMO value is greater than 0.8. The research data is very suitable for extracting information, and the validity reflected is very good.

Appendix E  
Certificate of English



This is to certify that

***Mrs. Zhu Yinpei***

Achieved BSRU English Proficiency Test (BSRU-TEP) level

**C1**

Given on 22<sup>nd</sup> August 2021



(Assistant Professor Dr Kulsirin Aphiratvoradej)

Director

## Appendix F

The Document for Accept Research

ธว.๘๐๒๗ / ๑๔๑



## มหาวิทยาลัยมหจุฬาลงกรณราชวิทยาลัย

วิทยาเขตนครศรีธรรมราช

๓/๓ ม.๕ ต.มะม่วงสองต้น อ.เมือง จ.นครศรีธรรมราช ๘๐๐๐๐

โทร. ๐๗๕-๓๔๒๔๔๔ โทรสาร ๐๗๕-๓๔๕๔๖๒

๖ สิงหาคม ๒๕๖๗

เรื่อง รับรองการลงบทความวิจัยเพื่อตีพิมพ์ในวารสารมหจุฬานาครทรรศน์

เรียน นางจู อินเผย

ตามที่ นางจู อินเผย และรองศาสตราจารย์ ดร.นิรันดร์ สุธีนิรันดร์ ผู้ช่วยศาสตราจารย์ ดร.สรายุทธ์ เศรษฐขจร และผู้ช่วยศาสตราจารย์ ดร.พัชรา เดชโฮม ได้ส่งบทความวิจัยเรื่อง “แนวทางการเพิ่มประสิทธิภาพการจัดการทรัพย์สินของรัฐในมหาวิทยาลัยรัฐในเขตลพบุรี” เพื่อพิจารณาตีพิมพ์ในวารสารมหจุฬานาครทรรศน์ มหาวิทยาลัยมหจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช ซึ่งได้รับการคัดเลือกเข้าสู่ฐานข้อมูล ของศูนย์ดัชนีการอ้างอิงวารสารไทย (ศูนย์ TCI) ได้ถูกจัดกลุ่มคุณภาพวารสารประจำปี พ.ศ.๒๕๖๒ ให้เป็นวารสารที่มีคุณภาพกลุ่มที่ ๒ (TCI ฐาน ๒) และอยู่ในฐานข้อมูล TCI จนถึง ๓๑ ธันวาคม ๒๕๖๗ โดยจะดำเนินการตีพิมพ์ในฉบับต่อไปตามระยะเวลาที่ได้กำหนดไว้ และวารสารมหจุฬานาครทรรศน์ ได้รับบทความวิจัยของท่านเป็นที่เรียบร้อยแล้ว

ในการนี้ วารสารมหจุฬานาครทรรศน์ มหาวิทยาลัยมหจุฬาลงกรณราชวิทยาลัยวิทยาเขตนครศรีธรรมราช ขอรับรองว่าบทความของท่านได้ผ่านตอบรับเพื่อพิจารณาบทความตีพิมพ์เผยแพร่ในปีที่ ๑๑ ฉบับที่ ๑๑ (พฤศจิกายน ๒๕๖๗) นี้ ซึ่งภายหลังจากนั้นบทความจะผ่านการตรวจสอบความถูกต้องทางวิชาการโดยกองบรรณาธิการวารสารฯ และผู้ทรงคุณวุฒิต่อไป

จึงเรียนมาเพื่อโปรดทราบและดำเนินการต่อไป

เรียนมาด้วยความเคารพ

(นางสาวปวงญาดา จงละเอียด)

บรรณาธิการวารสารมหจุฬานาครทรรศน์

มหาวิทยาลัยมหจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช

## Research Profile

**Name-Surname:** Zhu Yinpei  
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### Educational Background:

- Doctor of Philosophy Program in Educational Administration, Bansomdejchaopraya Rajabhat University, in 2024
- Master of Public Administration, Guangxi University, in 2017
- Bachelor of English, Guangxi Normal University, in 2008

### Work Experience:

- Assistant Secretary-General, Dongguan Logistics Industry Association, Dongguan City, Guangdong Province, 2008.07--2009.03
- Operator, Guilin Yangshuo International Travel Agency, Guilin, Guangxi, 2009.03--2013.06
- Member, Logistics Infrastructure Office, Beibu Gulf University, 2013.07--2016.11
- Member of Asset Management Section, State-owned Assets Management Office, Beibu Gulf University, 2016.11---2022.10
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