

Discussion on the Reform of “De-administration” in Colleges and Universities

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Abstract: In recent years, the administrative problems of colleges and universities severely impair the academic and professional dignity of the majority of experts and scholars, and seriously hinder the innovation and progress of colleges and universities. Therefore, the “de-administration” reform of colleges and universities has become an urgent task. The article expounds the specific measures and strategies of implementing the “de-administration” reform in colleges and universities from firming faith, fighting a hard battle to the university “de-administration” reform; Strengthening problem orientation and implementing “five leave”; Changing mode, constructing new management mode; Upholding the rule of law for the reform escort; Based on The Times, “relying on the power” of government administration and so on five aspects, It has certain value of the times and practical significance.

Keywords: *universities, de-administration, discussion*

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1 Introduction

Colleges and universities perform multiple functions such as personnel training, scientific research, social service and cultural inheritance. As the stage of higher education, colleges and universities should be paradise of scholars and experts and the holy land. However, in recent years, the problem of administrative management in universities has become more and more serious. Under the fetters of the administrative system, many experts, scholars and professors suffer

from academic freedom, independent thinking and unhappy mood, which have seriously damaged the academic personality and professional dignity of many experts and scholars, delayed work efficiency and disrupted work plans. The administration of colleges and universities has weakened the essence of scientific research and education to some extent, weakened the academic function of colleges and universities, reduced the academic efficiency, and destroyed the unity, harmony and stability of colleges and universities to a certain extent. Clarifying the goal of “de-administration” can provide a sustained driving force for further de-administration reform of internal governance in colleges and universities^[1]. Therefore, “de-administration” of colleges and universities is the key to the return of academic truth and the reform of education system^[2]. We should try to find out the institutional opinions beneficial to the current “de-administration” reform of colleges and universities^[3].

Remove the administrative problems of colleges and universities, so that colleges and universities return to the academic truth, strengthen the scientific research and education function of colleges and universities.

2 Set up the firm faith, dares to fight a tough battle of university “de-administration reform” with strong faith

The productive forces determine the productive relations, and the productive relations react on the productive forces. The reform of de-administration in universities is the trend of The Times and one of the important contents of deepening the reform comprehensively^[4]. The administration of colleges and universities is the administrative isomorphism of their organizational structure and the bureaucratization

of their management system. It is necessary to break the pan-administration of the internal management system and operation mode of colleges and universities, implement the democratization of the internal management system and mode, and ensure the freedom and democracy of academic affairs in colleges and universities. In the new era of the development of higher education in China, the administration of colleges and universities has become a “cancer” and an obstacle hindering the development of schools, academic progress and teachers’ innovation. The main manifestations are: dogmatic administrative work, administrative rules and regulations, administrative power centralization, administrative decision-making simplification, administrative method roughness, administrative attitude perfunctory, administrative process complexity, administrative results inefficient. This administrative mode of “rules and regulations”, “mechanical rigidity, obstinacy, backwardness and conservatism” has seriously hindered the rapid and high-quality development of academic research in colleges and universities, the efficiency and speed of the transformation of scientific research results, the innovation of ideas and working methods, and the enthusiasm and initiative of experts and scholars in innovation and creation. In addition, because the administrative reform of colleges and universities involves the interest relationship of “numerous and intertwined” and “constant cutting and unsound management”, the “de-administrative” reform of colleges and universities is bound to face strong resistance and ideological and behavioral “resistance”. Therefore, we must make full preparations, establish firm faith, and be ready to fight a “big operation” “tough battle”. In the reform practice, we must achieve “publicity in place”, “implementation in place”, “supervision in place”, “method in place” and “efficiency in place”. Specifically speaking.

2.1 We must try our best to lead in ideological education, and publicize the “de-administration” ideology at the university

Thought is the forerunner of action, and only by doing well in ideological and political work can we ensure the smooth implementation of “de-administration” reform in colleges and universities. By means of tea parties, emotional ventilation meetings or symposiums, we publicize and implement the original intention and value purpose of “de-administration” of colleges and universities as well as relevant policies and guidelines

of the state on “de-administration” of colleges and universities, so as to prepare for the early ideological work and prepare for the future. Through effective mobilization “de-administration” in colleges and universities of ideological work, make the university relevant administrative staff focus on the “political consciousness, overall situation consciousness, Integral consciousness, consciousness of alignment”, fully understand the “de-administration” is the inevitable trend in the educational reform and development of higher education, fundamentally to realize the value and significance of “de-administration” in colleges and universities, to reduce the “de-administration” obstacles and resistance.

2.2 It is necessary to formulate feasible rules and regulations of “de-administration” of colleges and universities

“de-administration” in colleges and universities reform itself is a tough nut to “crack”, after all, involves a considerable part of the immediate interests of the people and “life”, will tell from the original meaning, who do not wish administrative power is easily stripped, therefore, the reform of the “storm” once arrival, must undergo “series of pain” of thoughts and the spirit. This needs to construct a viable institution to reform, and is conducive to unity, is advantageous to the centralized democracy, knowing execution, which embodies the humanized, and reflects the principle of the series of rules and regulations, to ensure the process of “de-administration” in colleges and universities “rules-based reason, according to the can depend on, can participate”. Try to be fair and transparent. These rules and regulations include the object, principle, content and basis of “de-administration”.

2.3 The reform of “de-administration” of colleges and universities should be carried out with “iron will and steel determination”

With ideological work as the guide, rules and regulations as the basis, we will resolutely implement the reform of “de-administration” in colleges and universities. In the process of implementing the “de-administration” reform, keep “human relations” closed, keep “self-discipline” closed, subjected to face various challenges and tests, including family love, friendship, money and ideas, to strengthen its own strict management, constraints, and resolutely avoid all kinds of special cases, special problems, special events, nip privileges in the bud, put corruption into the cage.

Avoid “double” or “multiple” standards in the process of “de-administration” implementation in colleges and universities, so as to avoid unnecessary contradictions and conflicts. The reform of “de-administration” of colleges and universities can be realized by peaceful means.

2.4 We need to ensure stability in the course of reform

Before, during and after the “de-administration” of colleges and universities, thoughts are highly active. We should be good at starting from the reality, follow up and observe, and do a good job in appeasing and counseling related personnel according to the reality, so as to avoid the occurrence of unexpected events. Administrative personnel with emotional fluctuations should be specially channeling and docking, and the correct methods, strategies and means should be adopted to achieve the purpose of convincing people with reason and influencing people with emotion through conversation and education. Only to follow a gradual steps in the process of the reform of college de-administration, adopt appropriate ways and means, carry out the principle of fair and standard, the implementation of emotion work methods, flexible and effective emergency response mechanism, a variety of explicit and implicit contradiction will be nipped in the bud, “de-administration” reform in colleges and universities is smooth implemented, achieve the desired goal and effect.

3 Strengthen the problem orientation, take “five go” as the core content of the university “de-administration” reform

The emergence of government management of colleges and universities, on the one hand, it is the administrative personnel who mistake function positioning, on the other hand, because some administrative personnel in colleges and universities lack the necessary professional quality, professional ethics, good accomplishment, work spirit, professional dedication, work emotional phenomenon is serious, in addition, the administrative personnel work is relatively stable, the lack of challenging and problems of the important reasons. The de-administration of colleges and universities should focus on improving administrative efficiency and strengthening various responsibility mechanisms. Therefore, in order to fundamentally reverse the working attitude of administrative personnel in colleges and universities, improve the administrative efficiency,

construct a harmonious campus environment, and make colleges and universities return to the “real”, we must carry out the “five reforms” in a targeted way. “Five go” namely eliminate establishment, remove administration level, remove administration right, remove administration pay, remove administration appellation, and execute the management mode of socialized service.

3.1 Get rid of the administrative set-up

As an academic holy land where “a hundred flowers bloom and a hundred schools of thought contend”, colleges and universities should have a strong academic atmosphere. However, the large proportion of administrative staffing in colleges and universities leads to the serious shortage of faculty staffing and weakens the function of academic education in colleges and universities. At the same time, the existence of administrative personnel in colleges and universities leads to a considerable number of administrative personnel pampered, unenterprising, lack of awareness of crisis and low service efficiency. According to statistics, the establishment of administrative personnel in many colleges and universities accounts for more than half or even more of the entire university establishment. Only by eliminating the administrative establishment and strengthening the post responsibilities, can the service consciousness and overall situation consciousness of administrative personnel be enhanced, the overall work efficiency of colleges and universities be improved, the enthusiasm and passion of teachers be mobilized, and the enthusiasm, initiative and creativity of teachers in colleges and universities be stimulated.

3.2 Remove the administrative level

The “de-administration” of colleges and universities needs to renew the ideology and abolish the university hierarchy. No matter it is a national university or a local university, there is a common problem of administrative level. From the deputy department to the department level, “small as the sparrow is, it has all the vital organs”. By contrast, teachers of college and university are ordinary staff without any administrative level. Administrative work is supposed to serve teachers, teaching and the overall situation of long-term development of schools. However, in actual work, many administrative personnel pretend to be officials and forget their own service functions, playing more roles of “manager” and “decision maker”, leading to role dislocation. Dislocation of inevitably lead to functional dislocation, therefore, in specific work, they for teachers

about, spite, even a little for instructions, layer upon layer examines, wait until finished marking, a lot of things have become “yesterday”, missed opportunities, has affected the development and progress of the teacher, serious injury, the teachers’ personality and dignity, cause many experts, scholars and professors who have ideas and unwilling to tolerate slack work environment, unwilling to endure the emotional and spiritual “humiliation”, left their jobs and go to find another “humanistic care”. Therefore it is necessary to reduce the excessive administrative red tape in daily work management and to remove administrative levels. To remove administrative level is to change from “manager” to “servant”, from “decision maker” to “listener”, from “commanding” to “troubleshooter”, to truly “respect the teacher and value education”, and to care for the growth and development of talents.

3.3 Remove administrative power

Administrative power is the right corresponding to the administrative level. In many colleges and universities, the administrative personnel in a certain range “controlled” teachers’ development and growth of “more” and “power”, also because of the existence of administrative power, make university bureaucracy, subjectivism, dogmatism, mechanical, empirical, conservatism too serious, and even the notion of truth and the teacher in front of the administrative power have become such a humble and small, all power become the teachers’ action Pointers and benchmarking, “education democracy” has become “yes man” dare not flexion and extension in front of the administrative power, so that many teachers reverse development direction and ideals in life, pursuit of power has become the ultimate goal, to obtain power, at all means and costs. The “alienation” of administrative power in colleges and universities leads to academic deviation from the right track. Many teachers are forced to engage in “flattery” and do not do their work properly. As a result, the overall academic quality and educational level decline. To get rid of the administrative power, the most important thing is to separate the management right and the right to run a school, to clarify the responsibility and right, each department's responsibility, each responsibility, not offside management. It is also an important measure to prevent power concentration, implement education democracy and prevent education corruption.

3.4 Eliminate administrative treatment

Administrative treatment refers to the corresponding

treatment enjoyed according to the level of administrative power, including salary, bonus, welfare, allowance and various kinds of subsidies. According to relevant data statistics, in a lot of colleges and universities, the treatment of administrative personnel is above the teacher commonly, exceed a teacher far even. lots of teachers prepares a lesson earnestly, but also for a variety of research paper writing, the scientific research project declaration, the scientific research experiment operation, and high income is not as good as school administrators income, on the one hand, it reflected the unfair distribution, unfair and opaque, there is no reasonable reflect and reveal the distribution according to work, the principle of priority to efficiency and due consideration to fairness, greatly hurt the enthusiasm of teachers’ work. On the other hand, this kind of special administrative treatment has bred a kind of thought and argument that “making money does not contribute to one’s strength”, which has caused many excellent teachers to try every means to enter school institutions to get an easy job. Therefore, the removal of administrative treatment of university administrators is an important way to achieve educational equity and maintain the ecological balance of school education. To be specific, first, the income level of teachers and administrative staff should be balanced to ensure that the income of teachers should be above that of administrative staff. The income of administrative staff should be determined according to the comprehensive assessment of work efficiency, work quality, service attitude and other factors.

3.5 Remove the administrative appellation

The main functions of colleges and universities are teaching, academic research and serving the society. Colleges and universities should reflect the academic characteristics and strong academic atmosphere, and strictly distinguish the administrative management from the government management mode. Through the reform of eliminating the administrative appellation, the administrative personnel can return to rational thinking, correct attitude, clear responsibility and excellent service. Through the reform of eliminating the administrative appellation, the school's ethos and philosophy will be optimized to form a healthy academic ethos of “respecting, loving, pursuing and enjoying learning”. The appellation of administrative personnel should avoid the appellation of “department of ministry office division” government branch, proceed from the reality of the school, keep only “President

and secretary” two leading appellation, other all call “director” “monitor” “captain”, let the administrative appellation of the university and the school be separated thoroughly. This is an important measure to make colleges and universities truly “colleges and universities”, to position them correctly, and to make administrative colleges and universities return to “real colleges and universities”, “rational colleges and universities”, “academic colleges and universities”, “democratic colleges and universities” and “scholar colleges and universities”.

4 The transformation management way, constructs the management pattern of “the staff system”

Building China into an educational power is a fundamental project for the great rejuvenation of the Chinese nation. The modernization of university management is an important aspect of educational modernization. After the “five going” reform, the administrative personnel of colleges and universities shall delegate the power of running schools to the academic committee of each unit and the academic joint conference of colleges and universities. Therefore, the work functions of school administrators have changed fundamentally, which requires the repositioning of the functions, management methods, management means, income standards, administrative titles and assessment methods of the old administrative personnel, so that they can become “new laborers”.

4.1 Redefine the nature and work content of “new laborers” and implement competitive recruitment

First, redefine the nature and content of services. Through reform, administrative personnel in colleges and universities are transformed from administrative personnel into “four services” staff, namely “serve teachers, serve education, serve teaching and serve school development”. They are called “staff” in colleges and universities. In accordance with the nature and characteristics of the new job, college staff should be engaged in the new job content, including service, coordination, notice, delivery, help, agency, answering questions and other services.

4.2 “College staff” should receive professional training and compete for the post

No matter what kind of work they are engaged in, “university staff” must have certain quality and

ability, which requires them to have the quality level and ability to provide professional service for a certain department through professional training. On this basis, the employment system management is implemented by means of competitive recruitment. For example, families. For example, the staff of science and technology department should be familiar with all professional knowledge of scientific and technological achievements and be responsible for answering teachers' questions. Personnel office staff should be familiar with the business of teacher promotion, evaluation and employment development, salary business and teacher assessment and training business. Office staff should be familiar with the law of education and teaching, familiar with the curriculum, familiar with the classroom, familiar with the examination business. In short, no matter in what kind of post, familiar with the businesses a prerequisite for qualified staff. Secondly, the staff of the implementation of the appointment system management. All the staff is not prepared, the appointment system of contract management, through the different years of labor contract (usually a year) determine the relationship of staff and colleges and universities, has clearly stipulated in the labor contract both sides of the relationship, fixed number of year of the employment, the employment posts, job content, work responsibilities, and make clear a regulation according to work attitude, job performance, and implementation of clear rewards and punishments mechanism according to the results of the assessment. Implement the appointment system of staff. To help pay social insurance during the work of the unit, stable staff.

4.3 Implement incentive wage model

The staff should link up with the new salary model, start from the actual situation of the school, determine the post and the staff, determine the reasonable salary income level according to the nature of the work, labor time, labor intensity, work quality and efficiency, and implement incentive salary treatment. At the same time, in the implementation of incentive wage treatment, to grasp several measures, one, to ensure that the salary of staff is not lower than or higher than the minimum wage level of local residents, ensure the minimum standard of living staff. Secondly, the service staff should not be employed in a cheap way or at an unfair wage level just because they are university staff. Third, to ensure that staff salaries in a timely and full payment in place, not in arrears or any reason or excuse for the deduction. A reward system should be set up for outstanding staff

with high labor intensity and remarkable work results. So as to mobilize their enthusiasm, initiative and creativity in work.

4.4 New titles should be given to university staff to distinguish them from government administrative positions

After the “five-step” reform, the administrative level and appellation have been abolished. Therefore, it is necessary to construct a new title for college staff and reflect the academic atmosphere and highlight the academic characteristics. Generally speaking, according to different service contents, it can be set as “senior, dean, team leader, chief of examination, chairman of personnel committee and chairman of finance committee”, so as to distinguish it from “minister, department director, section chief, deputy section chief, section chief” and other administrative titles and ranks of government departments. The newly established titles have no distinction in rank, no obvious difference in income, no administrative power, equal status and mutual supervision among service personnel. Among the staff of each department, the principal of the school directly appoints or appoints (on the recommendation or election of all the staff) a staff with general responsibility, who is responsible for coordinating the relationship between the department and other departments. Fifth, establish strict evaluation standards. The successful recruitment of staff for a certain service only completes the first step. In order to urge staff to serve conscientiously, efficiently and sincerely, it is necessary to establish a set of scientific and feasible assessment and evaluation mechanism to realize the objective and fair assessment and evaluation of staff. To be specific, the assessment and evaluation mechanism should mainly include the following contents: assessment of staff conduct, assessment of service attitude, assessment of service performance, and assessment of service creativity. The evaluation is divided into two forms: self-evaluation and “other-evaluation”. Self-evaluation is the objective evaluation of the staff on their own services, and they give their own scores. The main body of “other evaluation” is the school jury and all teachers and scientific researchers. The assessment of the school appraisal committee mainly includes business assessment, professional ethics assessment and work performance assessment. Such as against scientific bureau professional staff can be asked about the academic achievement of related questions: “what scientific research including what

content, CSSCI journals and what is the EI, SSCI is what meaning, the Chinese version of the article three mouthpiece theory how to requirements”, staff aimed at the personnel department can ask questions “state what is the latest personnel policy, teachers engaging title results how to calculate, abnormality is engaging title what is the standard of” and so on. As the subject of assessment, all teachers evaluate the staff by filling in the poll form or individual conversations, including the existing problems, the working attitude, validity and accuracy of the specific department service staff. In the process of assessment, self-assessment and “other assessment” results are closely combined, and the cumulative evaluation value of the two is the final evaluation result. In addition, in the process of staff assessment, we must be objective and fair, and firmly oppose all forms of retaliation.

5 Stick to the rule of law thinking, use the laws for the university “de-administration” reform

The key to de-administration lies in the construction of a university governance system in which the external administrative mode and the legal mode, the internal administrative power and the academic power balance each other with the legal thinking and the legal mode. Any reform is faced with certain risks and various challenges and tests, so is the “de-administration” reform of colleges and universities. After all, the reform affects the vital interests of some people. In the process of reform involving vital interests, it is inevitable to face all kinds of contradictions and conflicts, and even may produce local “fighting”. Therefore, in the process of “de-administration” reform in colleges and universities, we must adhere to the thinking of rule of law and make full use of legal weapons to solve a series of problems that may occur before, during and after “reform”, so as to ensure the smooth implementation and operation of “de-administration” reform in colleges and universities. Specifically speaking, the adoption of legal weapons is mainly to do a good job in two aspects, one is to defend justice, and the other is to crack down on illegal and criminal ACTS.

5.1 From the perspective of defending justice

The first is to protect the overall situation of the country’s comprehensive deepening reform, including the “de-administration” reform of colleges and universities. General Secretary Xi Jinping has

always stressed the strategic layout of the “four comprehensives”, which profoundly elaborated the relationship between the comprehensive deepening of reform and the comprehensive rule of law, pointing out that the comprehensive deepening of reform should be guaranteed by the comprehensive rule of law, which is a strong guarantee for the comprehensive deepening of reform. The “de-administration” reform of colleges and universities aims to solve a series of “bottleneck problems” and “efficiency problems” that hinder the development of colleges and universities. Chinese government administrative university under the planned economy system have the disadvantages which have performed very prominent and obvious, so the “de-administration reform is the trend of The Times,” is the necessary in historical development, for the “decoupling”, let the school really into the academic stage to serve socialist modernization and its position is a historical mission of a new era. We should reduce the centralization of power, eliminate administrative interference, and strengthen the protection of laws and regulations. Therefore, the “de-administration” reform of colleges and universities must be carried out by legal means to safeguard justice.

5.2 Crackdown on illegal and criminal ACTS

Due to the reform of the interest of certain people will cease to exist, this will inevitably cause some people to “dying” in order to maintain their own interests, and even use some illegal means to fight the reform, the process will inevitably produce a series of aggressive “behavior”, destroy the reform, which is dangerous to society or others, or even pose a threat to national harmony and stability, and hinder the smooth progress of reform, thus to play a crackdown on illegal and criminal behavior law, to ensure the smooth implementation of the reform of “de-administration”. At the same time, laws should be adopted to regulate the possible unfairness and injustice in the “de-administration” reform of colleges and universities, so as to ensure that the reform is carried out in an orderly manner in strict accordance with the established reform plan. In a word, the “de-administration” of colleges and universities should perfect the laws and regulations. In the process of “de-administration” reform in colleges and universities, we must adhere to the thinking of the rule of law, so that the “de-administration” reform in colleges and universities in the rule of law on the track of smooth progress, and really play the role of law in the “de-administration” reform of colleges and

universities escort.

6 Based on the tide of The Times, rely on the “power” of government administration to promote the smooth implementation of “de-administration” reform in colleges and universities

To carry out the “de-administration” reform in colleges and universities, we must expand the political space for reform, implement the reform mode of thinking liberation first, legal system follow-up, and political leadership, and make use of the top-level system design of the government and the promotion of administrative force.

6.1 The de-administration reform must be strictly in accordance with the relevant government related spirit and the reform of college “de-administration” files

The de-administration reform must be strictly in accordance with the relevant government related spirit and the reform of college “de-administration” files including the national medium and long-term education reform and development outline and “the central committee of the communist party of China on comprehensively deepen reform certain major issue decision” and about deepening the higher education field to delegate the pipes combined with the several opinions of the reform of service optimization, and 19th CPC Nation Congress report of the party spirit, to “de-administration reform” to provide important guarantee policy basis and reality, provide important theoretical basis for the reform. Through several countries about the “de-administration” reform policies and documents study, It is beneficial to reduce the resistance in the reform and promote the smooth implementation of reform and, make the administrative personnel in colleges and universities realize on thought to deepen reform is the only way for the development of country, It is the country that promotes the development of higher education from the perspective of the general situation and the overall request inevitably.

6.2 We should learn how to push forward the reform of “de-administration” of colleges and universities by government

Reforms that lack the executive power of government will either fail or fail. Therefore, in the process of “de-administration” reform in colleges and universities, we must give full play to the role of the government, and

give full play to the administrative power, influence, appeal and cohesion of the government, so as to encourage the “de-administration” reform in colleges and universities and provide strong guarantee. To be specific, it includes institutional policy guarantee, technical guarantee, economic guarantee and legal guarantee. System guarantee means that the state provides policy and system basis for the “administrative reform without universities”, so that the reform can be followed by rules and regulations and reduce the obstacles to the reform. Technical guarantee refers to the specific measures and methods of the “de-administration” reform in colleges and universities according to the specific conditions of colleges and universities, which is targeted and scientific. Economic security means that to solve the administrative problems in the reform of colleges and universities, the government provides certain financial aid, technical guidance, expert help and intellectual support, and dissolves the temporary contradictions or conflicts to ensure the smooth implementation of the reform. The rule of law guarantee is that the government provides legal weapons to protect the “de-administration” reform of colleges and universities, provides legal basis and legal guarantee, and escorts the “de-administration” reform of colleges and universities.

7 Conclusion

In addition to the above measures of “de-administration”,

the effect of “de-administration” reform in colleges and universities also depends on factors such as the cultivation of school cultural environment, the orientation of education authorities and the social recognition of “education first” values.

With the deepening of reform and opening up, it is believed that the “de-administration” reform of colleges and universities is no longer a “hard ice” and will inevitably “dissolve and dissolve” with the spring tide of reform. The reform of “de-administration” of colleges and universities will surely be full of vigor and vitality in the new era, promote the in-depth development of education system reform, and encourage the realization of the Chinese dream of the great rejuvenation of the Chinese nation.

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