

University Enterprise Performance Evaluation System innovation research

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Abstract:Performance evaluation has a very important role in the strategic management of enterprise.This paper describes the meaning of universities enterprise and the need to establish a university enterprise performance evaluation system, and then in-depth analysis of the current situation and problem of university enterprise performance evaluation system,finally draw scorecard to redesign university enterprise performance evaluation system from a financial allocation, stakeholders, internal control, innovation and social contribution five areas, aimed more objective and comprehensive and accurate to evaluate universities enterprise.

1. Introduction

University enterprise is an economic entity which is founded and participated in the establishment and management by school, own the business license issued by the business administration department and the independent accounting of the legal person qualification. Along with the changes of the socialist market economy system and the management system of colleges and universities, the enterprises and state-owned enterprises have encountered a variety of difficulties, which seriously restrict the development of enterprises. Although from the Ministry of education to colleges and universities all have the specific provisions on the university enterprise, but the policies and measures are still not perfect, especially the key and difficult problem of the enterprise performance evaluation need to make further research. Therefore, in order to realize the multiple business goals of University Enterprises and promote the rapid and healthy development of enterprises under the new situation of market economy at present, we must establish a scientific and reasonable comprehensive performance evaluation system.

2. The current situation and problems of enterprise performance evaluation in Colleges and Universities

The enterprise performance evaluation has been relatively reasonable and perfect, but there are some problems inevitably.

(1) Single Evaluation body

For enterprise evaluation, the focus of different subjects are very different.

From the current situation, most universities stand in the perspective of enterprise performance evaluation is conducted by universities, which largely ignored other corporate stakeholders needs. Universities enterprises have general characteristics of enterprises, while there are distinct particularity, at the same time, it has close ties with the government, society and students. Therefore, the university enterprise performance evaluation system should take into account the multi-stakeholder. All-round, three-dimensional reflection school-run enterprises operating conditions, which will not only help maintain the relationship between the various stakeholders, enhancing the overall level of enterprise performance evaluation, as well as for long-term strategic development of college enterprises.

(2) Incomplete performance indicators design

Along with enterprise-scale development and expansion of universities, research and practice their performance evaluation has also been rapid development. Performance evaluation system has been adopted by many universities including the financial and non-financial indicators. But the financial indicators ratio are still too large, possession of more than eighty percent; and the number of non-financial indicators are too small, which most of them are qualitative-based and poor complementary with financial indicators. These problems illustrate enterprise performance evaluation system design is not comprehensive enough. First, too much emphasis on short-term indicators of evaluation, and contempt and even ignore the long-term evaluation. Second, because of the particularity of University Enterprise, which has obvious advantages in human resources and high-tech advantages, while the existing performance evaluation system does not fully reflect the characteristic of university enterprises. Third, the lack of dynamic evaluation for enterprise development potential and predictability, which lead difficult to grasp the changes in the enterprise and power hysteresis of business development, can not exploit the advantages of innovation and development of school-run enterprises. Fourth, in a highly competitive market environment conditions, universities should be market-oriented enterprises, but the existing performance evaluation system is not placed in the entire enterprise development environment comprehensive evaluation. Therefore, the universities and business environment in which the industry's own development must be considered in performance evaluation study design.

(3) Unreasonable of performance evaluation indicators and degrade weights

On nowadays stage, our university enterprises main method of performance evaluation is efficiency coefficient method, and the subsidiary is the comprehensive analysis and judgment method. On the indicators of degrade weight side, discordant of degrade weight will affect the result of enterprises estimate. Now there are two aspects that showing university performance evaluation systems are unreasonable. First, the performance evaluation method of enterprises use to determine the weight of general business approach, which without to consider the special points of universities enterprise, and regardless of the differences and their own enterprises development situation. Upon on the circumstance, the index weight is not designed to meet enterprise performance evaluation needs.

Second, the performance evaluation system of financial index weights are too high, but non-financial indicators are accounted for only 20% or less. Most indicators of enterprise Performance System Non financial part do not include a quantitative criteria indicators, which means the long-term bias and limitations led by too much emphasis on financial indicators can be eliminated or corrected. Therefore, the right to Performance Evaluation System in University financial and non-financial indicators weight ratio requires further study adjustments.

3 The construction of enterprise performance evaluation system in Colleges and Universities

3.1 Performance evaluation elements of college enterprise

(1) evaluation subject

For the university enterprises in our country, performance evaluation subject usually include the general meeting of shareholders, the management of state-owned assets in universities, the creditors and other stakeholders and the university is located in the leading position in the run enterprises, so the evaluation subject should be Enterprise shareholders' meeting and the management of state-owned assets in Colleges and Universities. The performance evaluation of University enterprises should recognize the importance of other stakeholders and consider various factor and comprehensively and objectively evaluate the performance of the enterprises in Colleges and universities. so the enterprise's performance evaluation should take the universities and enterprises as the key point, taking into account the government, the society as well as the students and other stakeholders.

(2) evaluation object

The object of enterprise performance evaluation is university business enterprises and its original capital capital directly from colleges and universities. According to the colleges' control of the size of enterprises, the enterprise is divided into the absolute control of the enterprise and the general shareholding enterprises as well as no control of the enterprise. According to the different types of college enterprises, The design of performance evaluation system is different.

(3) evaluation purposes

This evaluation aim is to construct a scientific and reasonable comprehensive performance evaluation system, it can balance the financial index and non-financial index weight, combine the long-term goals and short-term goals, and realize the objective, comprehensive and reasonable evaluation of the enterprise management, so it provide the basis for the performance evaluation system of Chinese University enterprises.

(4) design principles

First, the performance evaluation index is defined and easy to operate;

Second, the evaluation index should be able to reflect the college enterprises' characteristics and development state;

Third, the combination of long-term and short-term indicators.

3.2 College enterprise performance evaluation index

In this paper, we use the idea of Balanced Scorecard and combine with the relevant situation of Chinese University enterprises to design enterprise performance evaluation system, From the five dimensions of financial distribution, internal control, stakeholder, innovation development and social contribution.

3.2.1 Financial allocation level

Although the traditional emphasis on Evaluation of the financial performance evaluation system has a lot of disadvantages and it can not adapt to the university enterprises' complicated market environment and development status that they are facing, but this does not negate financial indicators in an important position in the performance evaluation system, In view of the single and one-sided financial index evaluation, it should be combined with other index projects to improve, to scientific, reasonable, comprehensive and objective performance analysis of the whole enterprise.

The financial index is the direct reflection of the enterprise management and it is the objective of the enterprise development also, The use of financial indicators to summarize and evaluate the operation of the enterprise can be clearly reflect that the enterprise's strategic management can make a contribution to the ultimate enterprise performance evaluation or not. For other non financial indicators, they will final be reflected in the financial performance of the enterprise through the transformation of the role. So in the enterprise's performance evaluation system, the financial performance evaluation is the ultimate reflection of the enterprise performance evaluation, and the final quantitative reflection of can make the enterprise's financial index and non-financial index mutually promote and unify, guarantee the objectivity of the performance evaluation results.

Table 3-1 financial index

Index type	Solvency Index	Profitability index	Operational capability index	Development capability index
Financial index	Asset liability ratio、 current ratio	3 years of average profit growth rate、 Net assets yield	Total assets turnover rate	Sales revenue growth

3.2.2 Internal control level

The production and development of enterprises depends on the recognition of its products, and its products can not be separated from the management level, production technology, the use of equipment and the innovation ability, the university has a great advantage in the management level and innovation ability because of its particularity.

The management of enterprise business process has a high demand for the staff, the university enterprise has the advantages of human resources and has a large number of high-quality, highly

educated talent resources, which also has a huge role in promoting the innovation ability of enterprises. Through strengthening internal control, Enterprises can improve the enthusiasm of the staff, and promote scientific and technological innovation, to achieve product updates and upgrades, enhance competitiveness. Therefore, the internal control level is an important aspect of the enterprise performance evaluation system.

3.2.3 Stakeholders level

University enterprise performance evaluation system should include two aspects.

First, the market customers index. Liking the general enterprise in the market, University Enterprises focus on market share, customer satisfaction and customer retention rate. The realization of enterprise performance target depends on the customer, especially in the current market environment, customer resources and state is the most important for the survival and development of enterprises. Therefore, if enterprises want to have a good performance evaluation, the quality of its products and services must meet the needs of customers.

Second, the "IUR" index. IUR is a kind of cooperative system engineering, which mainly includes four aspects: production, learning, research and development and practice, it is a major part of the creation and operation of University enterprises.

3.2.4 Innovation development level

Technology innovation is the direct driving force of product innovation, human resource is the carrier of technological innovation and it is the intangible assets of enterprises. The knowledge ability of enterprise staff in Colleges and universities is higher than that of ordinary enterprises, and it is easy to absorb high quality employees, and this can be used to achieve the goal of enterprises. For university enterprise, the evaluation of its staff is mainly reflected in the level of academic qualifications and laboratory experience, the evaluation of innovation capability is mainly reflected in the transformation of scientific and technological achievements, the transformation of scientific and technological achievements, the number of patents and project through rate.

3.2.5 Social contribution level

The social contribution of university enterprise on one hand, including environmental responsibilities to society, including product green degree, resource utilization, pollution, pollution control and recycling rate. Enterprise is high technology enterprises and emerging industries, that make full use of high technology content, less environmental pollution, resources. Another part of the indexes including run enterprises to the government, society fulfillment of responsibility, mainly for the payment of taxes, unemployed youth and resettlement of laid-off workers employment.

With the help of the balanced scorecard, the above analysis is designed to evaluate the performance of the enterprise in the five dimensions. Specific indicators as shown below

Table 3-2 University enterprise performance index system

financial allocation level	stakeholders level	internal control level	innovation development level	social contribution
asset liability ratio、 3 year average profit growth rate、 net assets yield、 total assets turnover rate、 sales growth rate	market share、 the number of students in school、 Subject laboratory cooperation、 Consumer satisfaction	contribution rate of new products、 product qualification rate、 employee satisfaction	conversion rate of scientific and technological achievements、 Science and technology achievement transformation period、 patent number、 Project pass rate s	taxes and fees paid、 resource utilization of production process、 the previous generation product disposal and reuse

4 Summary

University enterprise has the characteristics of the general enterprise in the market, but because of its own unique attributes, it presents distinct characteristics, so the traditional enterprise

performance evaluation system can not be applied to the performance evaluation of University enterprises at this stage. In this paper, to solve the problems that existing in the existing performance evaluation system of University Enterprise, we use the idea of the Balanced Scorecard to redesign the index from the five aspects of financial distribution, stakeholders, internal control, innovation development and social contribution. The new performance evaluation system combine the financial and non-financial indicators, qualitative indicators and quantitative indicators, so it can be more objective, comprehensive and accurate to evaluation the operational status of the enterprises in Colleges and universities.

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