

## UCSD receives Management Achievement Award for third year

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### UCSD RECEIVES MANAGEMENT ACHIEVEMENT AWARD FOR THIRD YEAR

The University of California, San Diego has received the Management Achievement Award from the National Association of College and University Business Officers (NACUBO), for an innovative management program initiated by the university's Business Affairs Division.

"We are very proud that UCSD is the only institution of higher learning in the United States to win this award, for the third year in a row," said Steven Relyea, UCSD's Vice-Chancellor for Business Affairs. "It is a tribute to the creativity and dedication of UCSD's staff employees, who are committed to sustaining the excellence of our research, teaching, and clinical programs by challenging 'business as usual,' and developing new, streamlined ways of operating the campus."

NACUBO's Higher Education Awards Program, endorsed by the U.S. Department of Education, recognizes university and college achievements in improving the quality and reducing the costs of higher education programs and services. According to NACUBO, more than 83 higher education institutions submitted case studies to be considered in this year's awards program.

The \$5,000 award was presented to UCSD for Beyond Reengineering: Implementing a Balanced Scorecard in Higher Education. The program, part of a university reengineering effort first instituted in the university's business affairs division in 1993, was designed to help streamline and enhance a wide range of business and administrative functions on campus.

UCSD's Business Affairs Division has won the NACUBO's Management Achievement Award for the last three years for its progressive management programs. In 1994, UCSD received the award for Sustaining Excellence, a program resulting in approximately \$2.2 million in annual cost savings as well as higher levels of staff productivity.

According to Relyea, the Balanced Scorecard program is an integral component of Sustaining Excellence. While Sustaining Excellence was designed to reduce costs and increase productivity through streamlining a wide range of administrative and business functions, the Balanced Scorecard program is an essential tool for measuring the performance of the program.

"The performance measurements developed in the program help us to determine when to redesign processes and how to intervene in changing the way we deliver services," said Relyea. "They also are essential in helping us determine what our priorities will be for the upcoming year, what our objectives will be, and to a large extent, they will drive our strategic planning process."

The Balanced Scorecard includes four types of performance measurements: normal financial measurements, customer satisfaction measurements, business effectiveness and efficiency measurements, and developmental activities measurements, like the amount of employee training. Goals that are tied to the organization's vision are set in these four categories.

The Business Affairs Division of UCSD oversees many business and administrative services that are universally used on campus, ranging from custodial, maintenance, and operational services to human resources, information, and telecommunications systems.

The NACUBO awards program, which is sponsored by Barnes & Noble Bookstores, was modeled after the private sector's prestigious Malcolm Baldrige Awards Program, and included the same rigorous criteria.

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