Using A Corporate Scorecard Approach to Developing a Strategic Plan

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Overview

– Using a corporate scorecard to develop a strategic plan

– Unique because
  - Academic adaptation of business model
  - Few performance indicators
  - Corporate plan
  - Vision accomplishment

Background

Ø Beginning

Ø Emphasis

Ø Transition and Evolution

Ø Integrated Systems Model

University of Missouri System

Organizational Entities

UMC   UMKC

UMR   UMSL

UMOE   UMSA

Support Functions

Academic Affairs

Finance & Administration

Human Resources

Information Technology
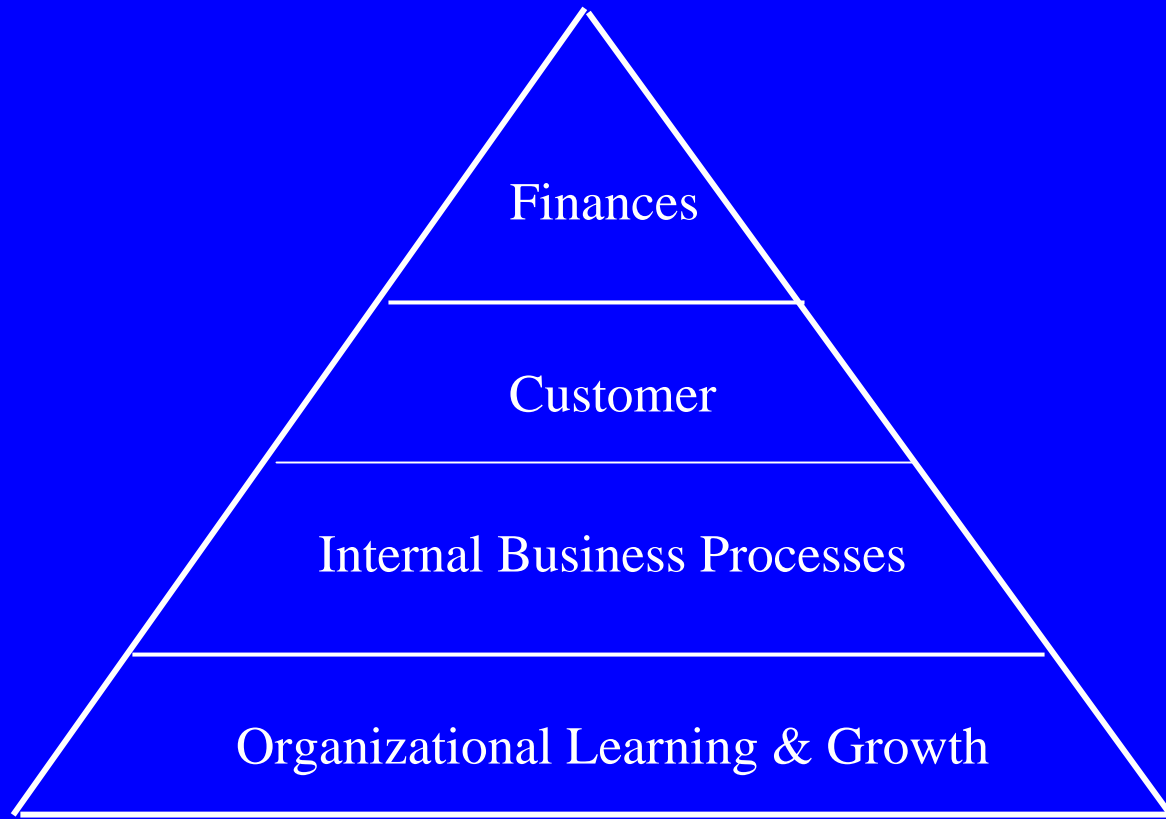
Purpose

A Strategic Plan

Ø To meet challenges

Ø Accomplish the vision

Procedures

Traditional Balanced Scorecard Model

Finances

Customer

Internal Business Processes

Organizational Learning & Growth

Translation of Traditional Balanced Scorecard Dimensions to Higher Education

Balanced Scorecard

Higher Education

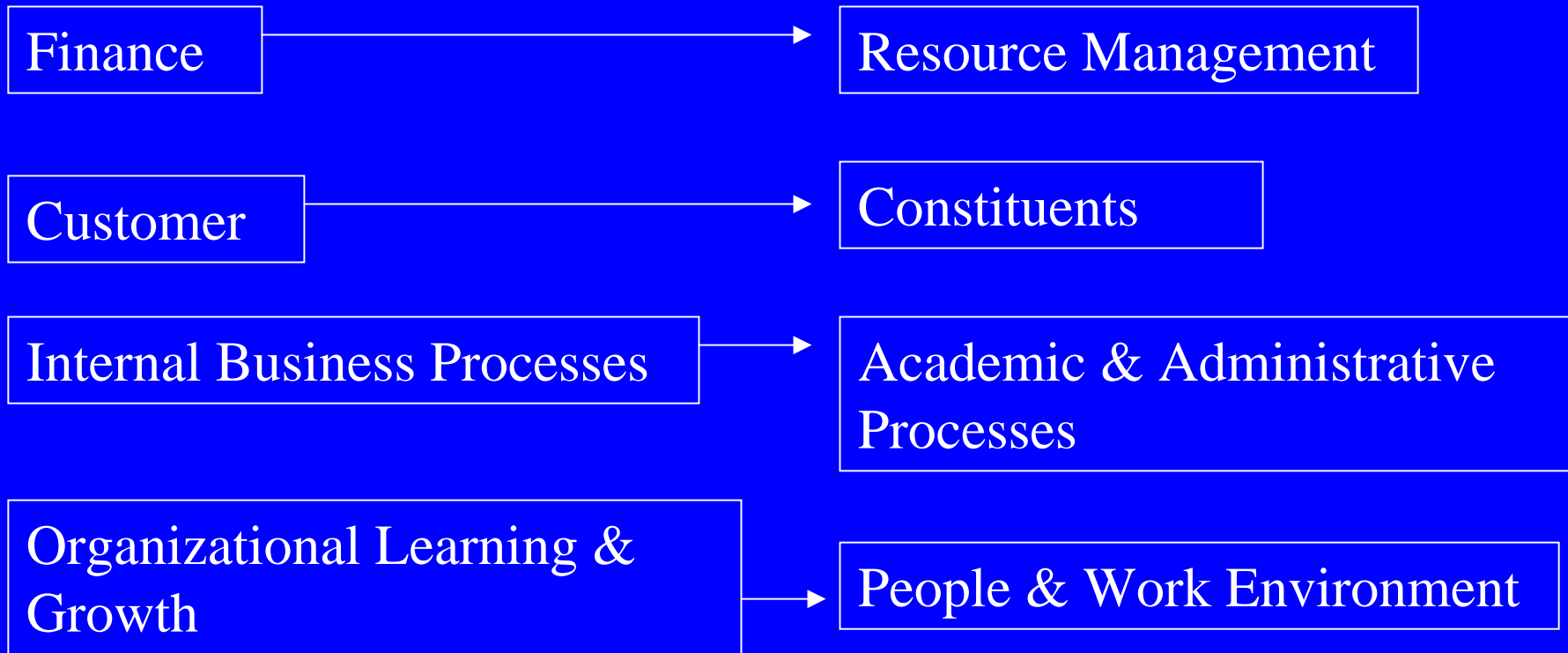| Balanced Scorecard	Higher Education
Finance	→ Resource Management
Customer	→ Constituents
Internal Business Processes	→ Academic & Administrative Processes
Organizational Learning & Growth	→ People & Work Environment

Vision

Unifying Qualities

Ø Learner-centered

Ø Research

Ø Outreach

Ø Diversity

Ø Leadership
   Development

Ø

Model of University Corporate Scorecard

Linkage of Corporate Scorecard Dimensions to Strategic Themes

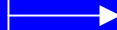**Balanced Scorecard Dimensions**

Strategic Themes

Constituents → Access to Learning, Academic Achievement & Quality, Community-University Engagement

People & Work Environment → Valuing People & Creating a Supportive Work Environment

Academic & Administrative Processes → Improving Core Processes

Meeting Constituent Needs

Access to Learning

Academic Achievement & Quality

Community-University Engagement

Students

Environment

Learning

Careers

Satisfaction

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Research

Research Funding

Recognition

Society

Involved

Awareness

Alliances

Meeting Constituent Needs

Improving
Core
Processes

Support   Admin. Processes   Business Processes   Assessment

Valuing People &
Creating
Supportive Work
Environment

Enabling Drivers

Internal Process Perspective

Org. Learning & Growth Perspective

Resource Perspective

Resources

Meeting Constituent Needs

Outcomes

| Access to Learning | Academic Achievement & Quality | Community-University Engagement |

Students
Environment
Learning
Careers
Satisfaction

Research
Research Funding
Recognition

Society
Involved
Awareness
Alliances

Enabling Drivers

Improving Core Processes

| Programs | Support | Admin. Processes | Business Processes | Assessment |

Internal Process Perspective

Valuing People & Creating Supportive Work Environment

| Employees | Full Potential | Environment | Align Goals |

Org. Learning & Growth Perspective

Developing & Managing Resources

| Resources | Fiscal Condition | Facilities | Technology |

Resource Perspective

University of Missouri System (Corporate)

Corporate Scorecard

(Shared Strategic Themes)

Access to Learning

Academic Achievement & Quality

Community-University Engagement

Valuing People & Creating a Supportive Work Environment

Improving Core Processes

Developing & Managing Resources

Organizational Entities

UMC	UMKC	UMR	UMSL	UMOE	UMSA

Support Functions

Academic Affairs

Finance & Admin.

Human Resources

Information Technology