


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
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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

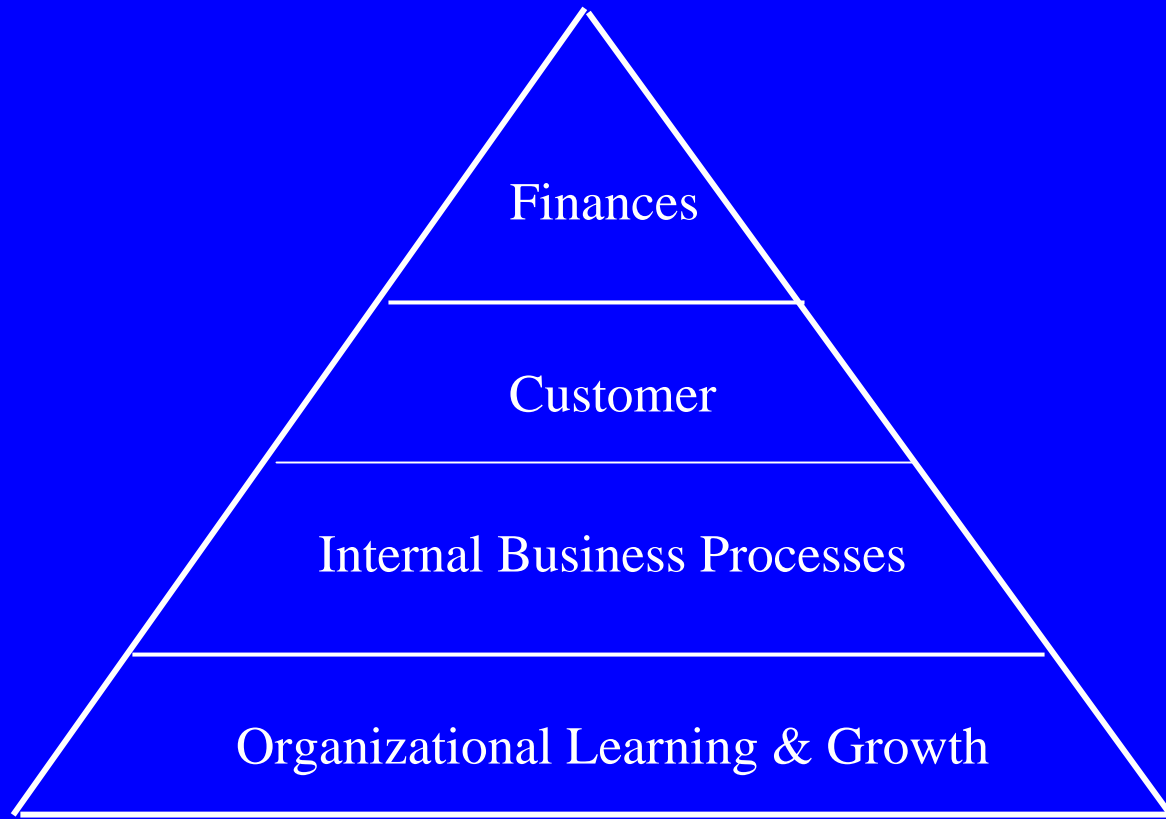


Procedures





Traditional Balanced Scorecard Model



Translation of Traditional Balanced Scorecard Dimensions to Higher Education

Balanced Scorecard

Higher Education

Finance

Resource Management

Customer

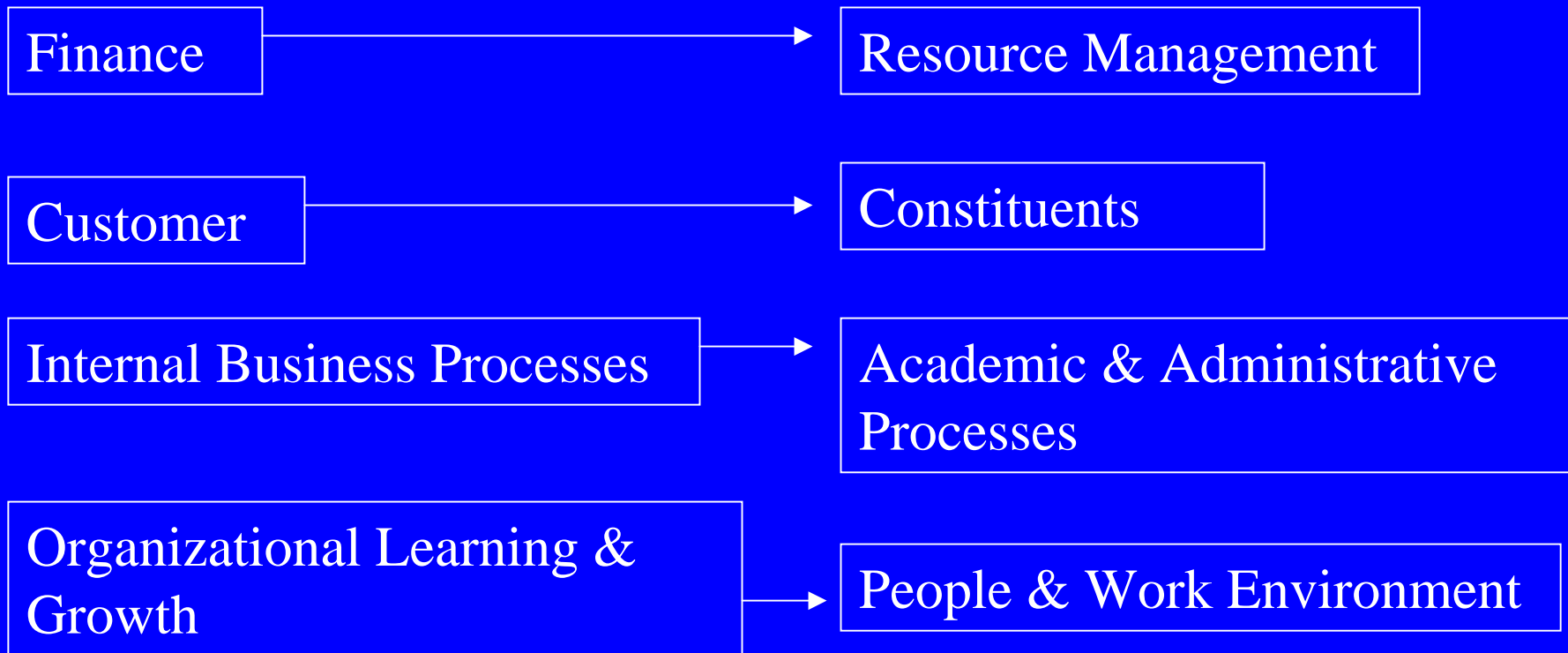
Constituents

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



Model of University Corporate Scorecard

Linkage of Corporate Scorecard Dimensions to Strategic Themes

Balanced Scorecard Dimensions

Strategic Themes

Constituents

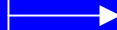
Access to Learning,
Academic Achievement & Quality,
Community-University Engagement

People & Work
Environment

Valuing People & Creating a
Supportive Work Environment

Academic & Administrative
Processes

Improving Core Processes



Meeting Constituent Needs

Outcomes

Access to Learning

Students
Environment
Learning
Careers
Satisfaction

Academic Achievement & Quality

Research
Research Funding
Recognition

Community-University Engagement

Society
Involved
Awareness
Alliances

Perspective
Constituent



Meeting Constituent Needs



Improving
Core
Processes

Support Admin. Processes Business Processes Assessment

Perspective
Internal
Process

Valuing People &
Creating
Supportive Work
Environment

Perspective
Org. Learning &
Growth

Resources

Perspective
Resource

Enabling Drivers

Meeting Constituent Needs

Outcomes

Access to Learning

Students
Environment
Learning
Careers
Satisfaction

Academic Achievement & Quality

Research
Research Funding
Recognition

Community-University Engagement

Society
Involved
Awareness
Alliances

Constituent Perspective

Enabling Drivers

Improving Core Processes

Programs Support Admin. Processes Business Processes Assessment

Valuing People & Creating Supportive Work Environment

Employees Full Potential Environment Align Goals

Developing & Managing Resources

Resources Fiscal Condition Facilities Technology

Internal Process Perspective

Org. Learning & Growth Perspective

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

