


# 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

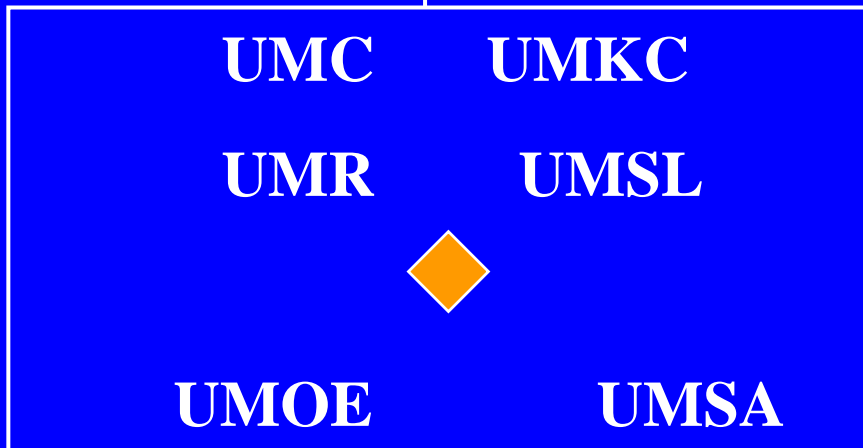
Ø Integrated Systems Model



# University of Missouri System



## Organizational Entities



## Support Functions





# Purpose

## A Strategic Plan

Ø To meet challenges



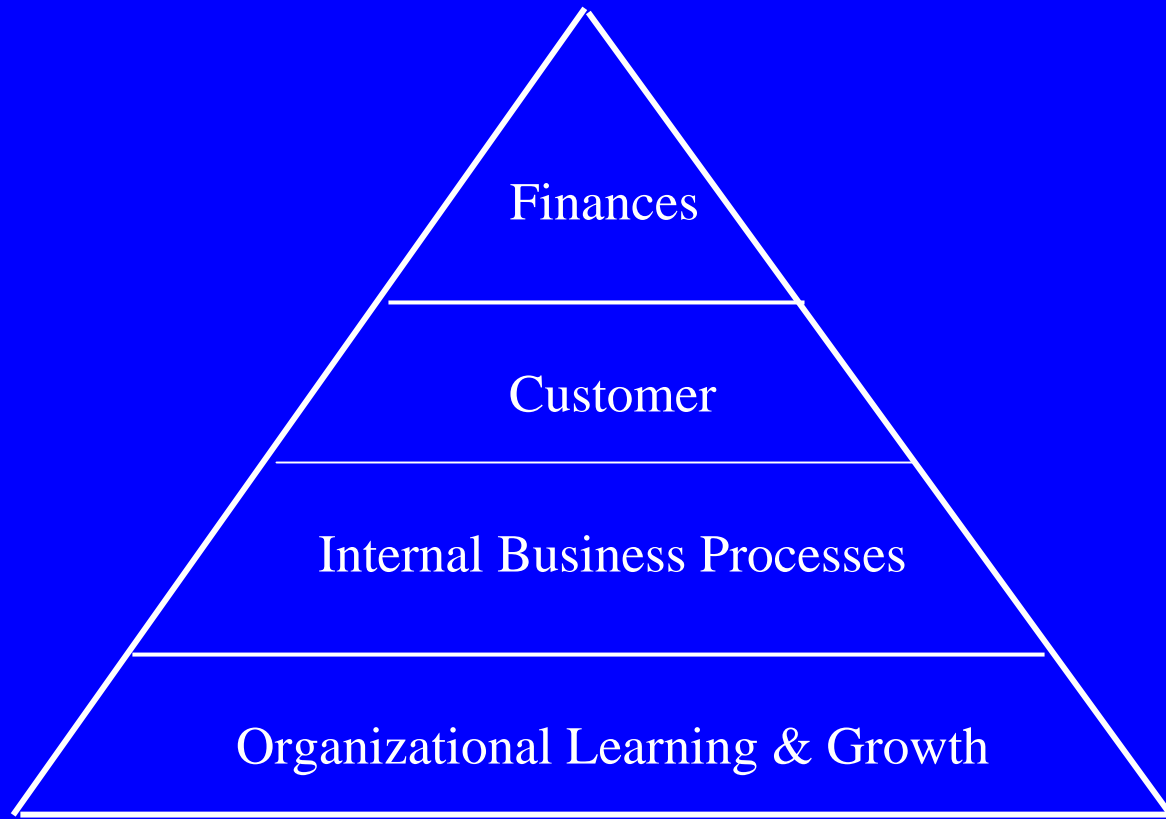
Ø Accomplish the vision

# Procedures





# Traditional Balanced Scorecard Model





# Translation of Traditional Balanced Scorecard Dimensions to Higher Education

## Balanced Scorecard

## Higher Education

Finance

Resource Management

Customer

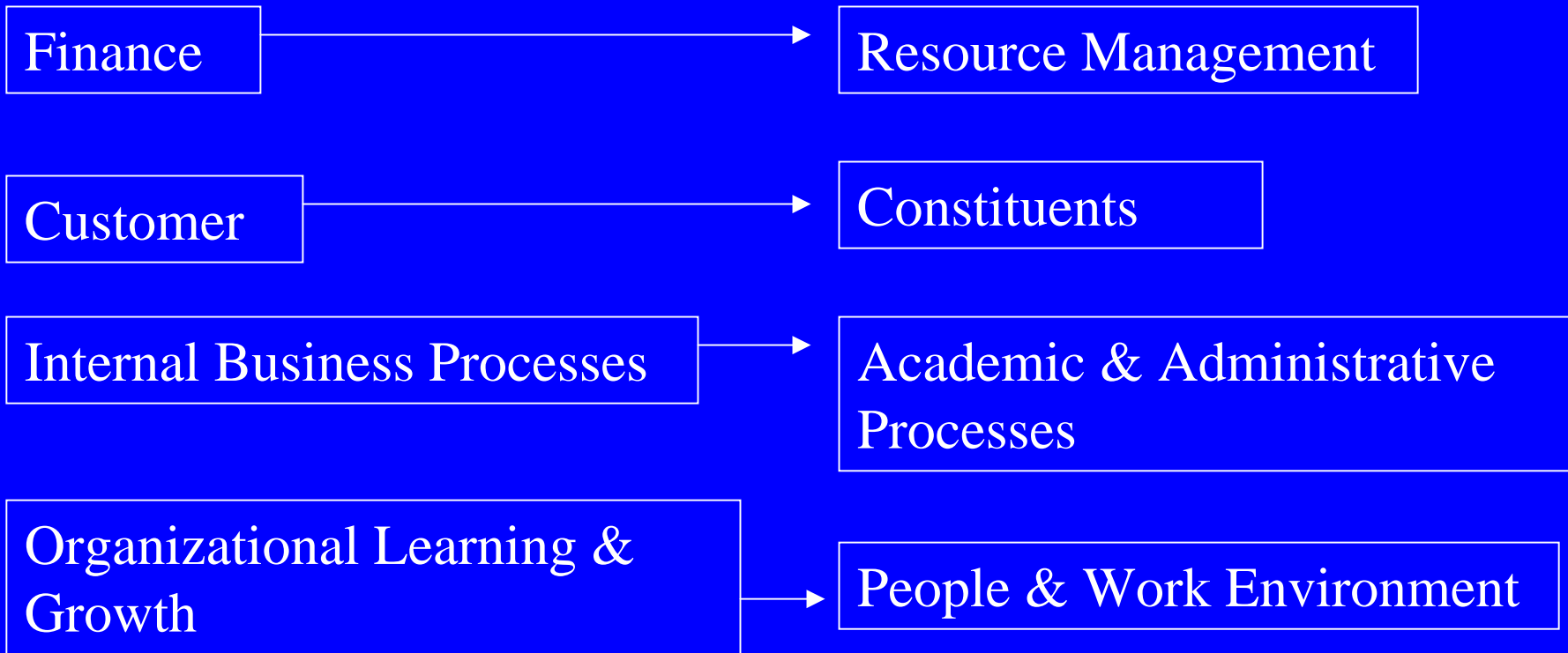
Constituents

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

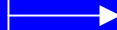
Access to Learning,  
Academic Achievement & Quality,  
Community-University Engagement

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

