


# 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

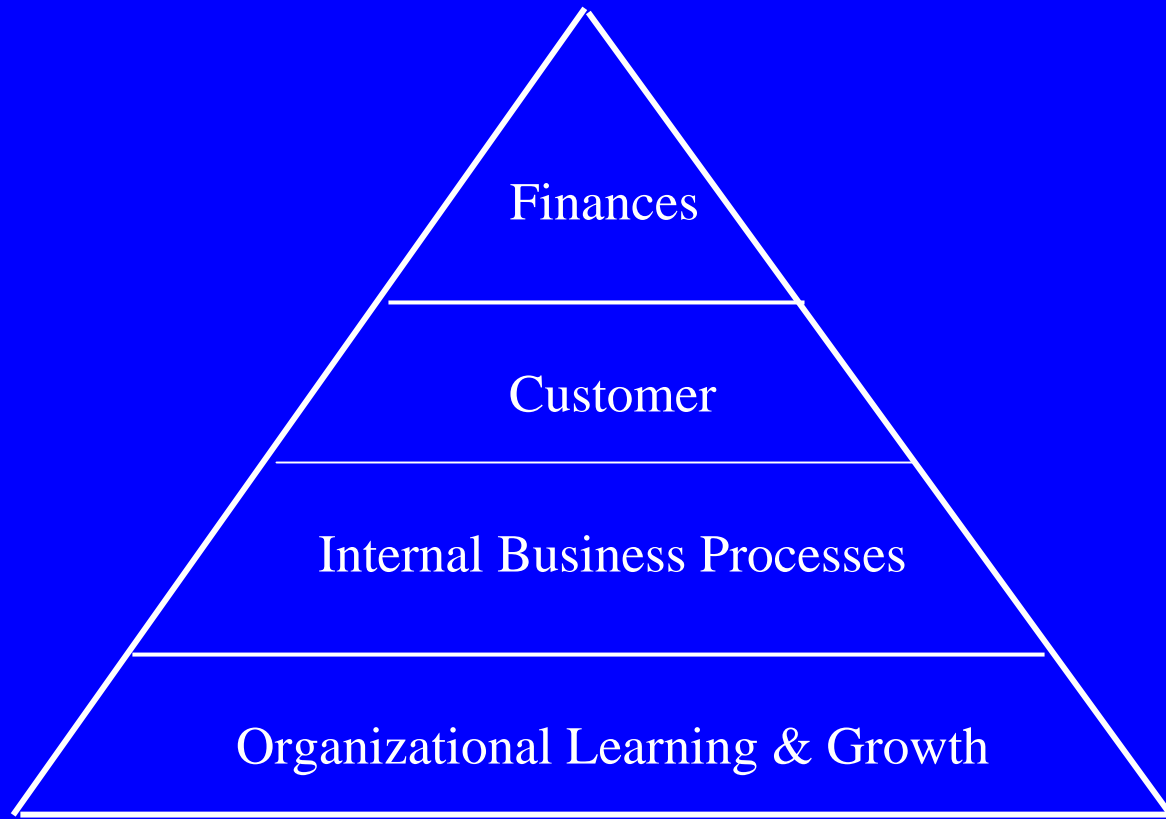


# Procedures





# Traditional Balanced Scorecard Model





# Translation of Traditional Balanced Scorecard Dimensions to Higher Education

## Balanced Scorecard

## Higher Education

Finance

Resource Management

Customer

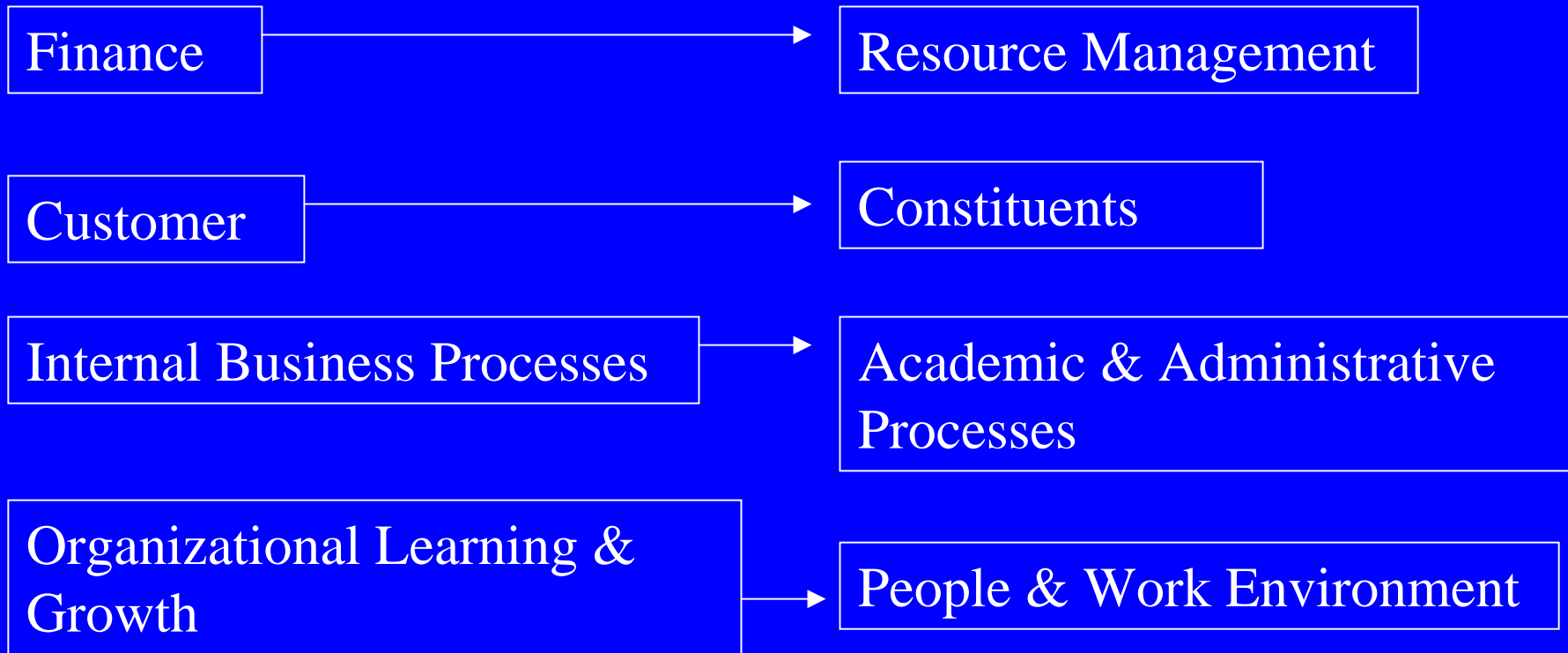
Constituents

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

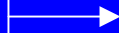
Access to Learning,  
Academic Achievement & Quality,  
Community-University Engagement

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

Academic Achievement & Quality

Community-University Engagement

Constituent Perspective

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

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

