Supertanker in the Ocean
Ellen Chaffee, Ph.D.

No land in sight; Very slow to turn
Therefore...
Every little movement matters!
Need a simple, sophisticated guidance system
Topics Today

• What is a Balanced Scorecard?
• Why do organizations use it?
• What might ___’s Scorecard look like?
• How-to and practical tips
• Learning more
What is a scorecard?

• A simple yet (properly used) sophisticated guidance system, or living report card for the organization

• That covers the four essential areas of organizational health
  • Financial
  • Learning and growth
  • Customers
  • Business processes

• Integral to the strategic plan. Cascades directly into resource allocation at all levels of the organization

• Focuses on trend lines, with reference to goals/benchmarks from best practice
Reasons for creating scorecards

• Aligns efforts across units AND through time, even with turnover
• Creates a target so all the organizational arrows can line up
• Brings priorities sharply into focus
• Provides a foundation for unit and individual goals/performance
• Provides a framework for budgeting
• Develops a sense of momentum, focus, accomplishment
• Translates the vision into a “language” all can use strategically
• Translates the goals into researchable problems we can study/solve
• Defines the desired “effects”
• What are the essential “causes?” – action plans
• Creates a foundation for organizational learning and experimentation
• Facilitates accountability
Hypothetical Balanced Scorecard
Fictional Health Sciences University

Mission: To advance and promote natural approaches to health through education, research, clinical services and community involvement.

Goal: The university of choice in natural health care.

1. University of Choice means
   - attract good students
   - affordable
   - cutting edge content and methods
   - they recommend us to others
   - they go on to professional success

2. In (integrative) natural health care means
   - multi-disciplinary learning experiences
   - applied research across disciplines

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Drivers

- Benefit to learners, patients, and professions
- Evidence and data
- Productivity
- Continuous improvement
Primary Implementation Success Factors

- Obtaining **executive sponsorship** and commitment
- Involving a **broad base** of leaders, managers and employees in scorecard development
- Agreeing on **terminology**
- Choosing the right BSC Program **Champion**
- Beginning **interactive** (two-way) communication first
- Working through **mission, vision, strategic results, and strategy mapping first** to avoid rushing to judgment on measures or software
- Viewing the scorecard as a **long-term journey** rather than a short-term project
- Planning for and managing **change**
- Applying a **disciplined** implementation framework
- Getting **outside help** if needed

From [www.balancedscorecard.org](http://www.balancedscorecard.org)
Sample Implementation Steps

- Readiness: mission, vision, strategic plan
- Map strategies onto outcomes
- Set objectives
- Match with projects/initiatives
- Define measures and targets
- Re-examine, reduce, refine, build scorecard
- Plan formative and summative reporting processes, individual/unit accountabilities for projects/initiatives ...
As a practical matter

- If meaningful, use metrics you already collect for other purposes.
- Use leading metrics, too – not just lagging.
- Develop a systematic way of collecting and reporting the data.
- Lock in routine times to review, learn from, and act on the report.
- Analyze the causes of change in metrics (e.g., flowchart) – environmental, organizational, unit, individual? Levers for change?
- The only right way is the way that works for the individual organization. Generic or borrowed scorecards are useless.
- Thoughtful revisions are good, especially for learning from experiments and for clarity, simplicity, and focus.
Learning More:
Balanced Scorecards, Change Management, Strategic Planning, Quality Management, Lean, Continuous Improvement, Accountability, Alignment

• **Read** — from reference list provided, search on Amazon, Google, etc.

• **Professional groups, conferences, workshops** such as AIR (Association for Institutional Research), SCUP (Society for College and University Planning), Palladium Group, balancedscorecard.org

• **Build a peer network** of institutions or individuals

• **Bring in workshops** such as from groups above or AGB

• **Work with consultant(s)** such as from groups above or AGB
Questions?

• How does this fit into our strategic plan, NCA self-study, and long range goal of becoming the best that we can be?
• How does this help us to best use our limited resources to our advantage?
• What kind of training does our staff and administration need to support such an initiative?
• How can we establish meaningful performance measures aligned with strategic goals?