



**Balanced Scorecard: Assessing
Quality In University Administration**
Or
**Pulling Back The Curtain On The
Balanced Scorecard World Of Oz**

A Presentation To The WASC Annual Meeting
By California State University, Stanislaus
Business & Finance Division
April 13, 2005



CSU Stanislaus Presenters

- Mary Stephens, Vice President of Business & Finance
- Clyta Polhemus, Executive Assistant to the Vice President
- Becka Paulsen, Assistant Vice President Financial Services
- Robert Gallegos, Assistant Vice President Facilities & Support Services
- Steve Jaureguay, Director of Public Safety/Chief of Police



PRESENTATION TOPICS/FORMAT

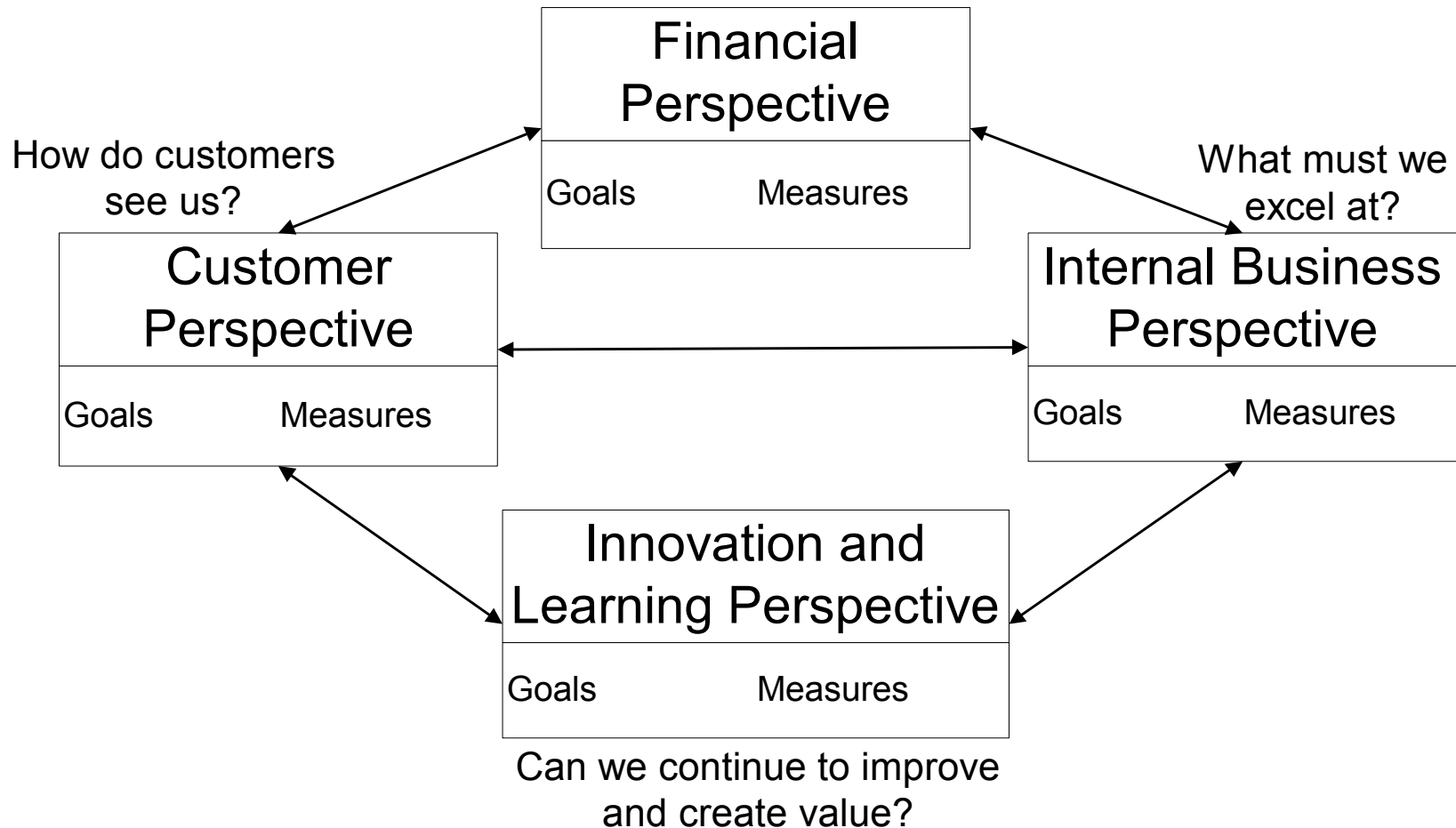
1. Introduction to the Balanced Scorecard strategic management system, how it has been adapted to a university environment, and why it was chosen by the CSU Stanislaus Vice President for Business & Finance.
2. **Rear-View-Mirror Look** at the process used to develop a Balanced Scorecard for Business & Finance.
3. Visual presentation of the Business & Finance scorecard using PbViews software.
4. Panel presentation on how the Business & Finance managers worked with their departments and how they use the scorecard.

The Balanced Scorecard Links Performance Measures

Kaplan & Norton Diagram 1992

Strategic Goals/Perspectives

How do we look to Shareholders?





- Balanced Scorecard, performance measurement concept for businesses, was introduced by Robert Kaplan & David Norton, in 1992 *Harvard Business Review*.
- Balanced Scorecard used as a cornerstone of strategic management.
- Are we doing the right things right?
- Pushing out decision making.
- Support unit assessment.



Rear View Mirror: Education and Facilitation

October 2001: Balanced Scorecard concept first introduced to B&F senior management by a CSU Quality Improvement facilitator, Matt Ceppi.

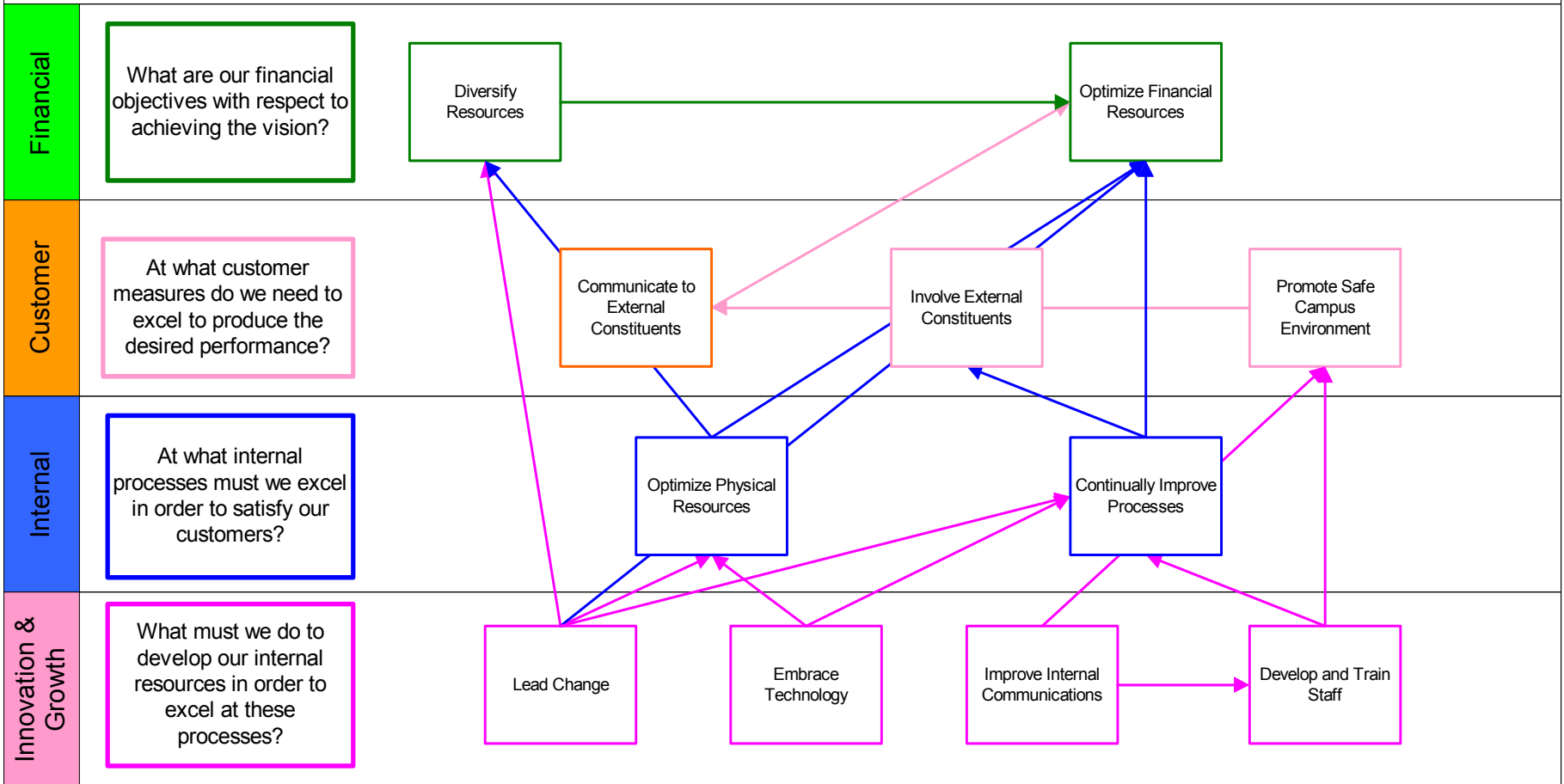
Result: a Balanced Scorecard flowchart that is our Strategic Map (even though we did not know it until 4 years later).



Strategic Goals/Perspectives

Key Indicators/Critical Success Factors

Linking Performance Measures to Strategy





Rear View Mirror: Education and Facilitation Plus Commitment and Perseverance

Summer 2002: Mark Graham Brown, author and facilitator, presented workshop *Keeping Score* to the entire B&F division.

Developed metrics for each department and a balanced scorecard implementation plan.

Throughout the year individual departments held meetings to flesh out the metrics.



First Metrics Sample

December 2002

CUSTOMER						
METRIC	DESIRED BEHAVIOR	DEFINITION/ FORMULA	DATA COLLECTION	FREQUENCY COLLECTION	EXISTS?	FUNCTION GROUP
RESPONSIVENESS	Doing every job as quickly as possible	Total elapsed time from start to completion	a).Work order tracking b). Project Mgt schedule	Daily	Yes	Julia Reynoso Steve Meadows
						Shelly Olafsson Kirstin Wolfe
						Don Salvadori Jess Lindo
IMAGE	Respect from customers customers -	% of customers who see us in	a).Focus group-ask people b).Performance evaluation	6 months	No	Cliff Bailey Melanie Fowler
						People look and act professional and competent
	Do things right the first time Meet our standards Encourage more preventative approach	20% Feedback 30% Inspection	1. Function 2. Aesthetic by own inspection & by own feedback	Weekly	Rework Some	Melody Maffei Jess Lindo
		50% Rework				Inspection Some
COMMUNICATION EFFECTIVENESS	Clearly/accurately communicate to stakeholders & customers	Frequency (50%) % of audience that got it (50%)	Count # of times & # of media Survey/test	Ongoing/as occur	Some	Robert Gallegos
						Melody Maffei
						Cliff Bailey Julia Reynoso Victor Takahashi Lisa Loucks



Rear View Mirror: What appeared to be a diversion became a valuable exercise.

2003-04 the University refocused on Strategic Planning.

Management team reviewed B&F mission, vision, and metric descriptions as part of University strategic plan.

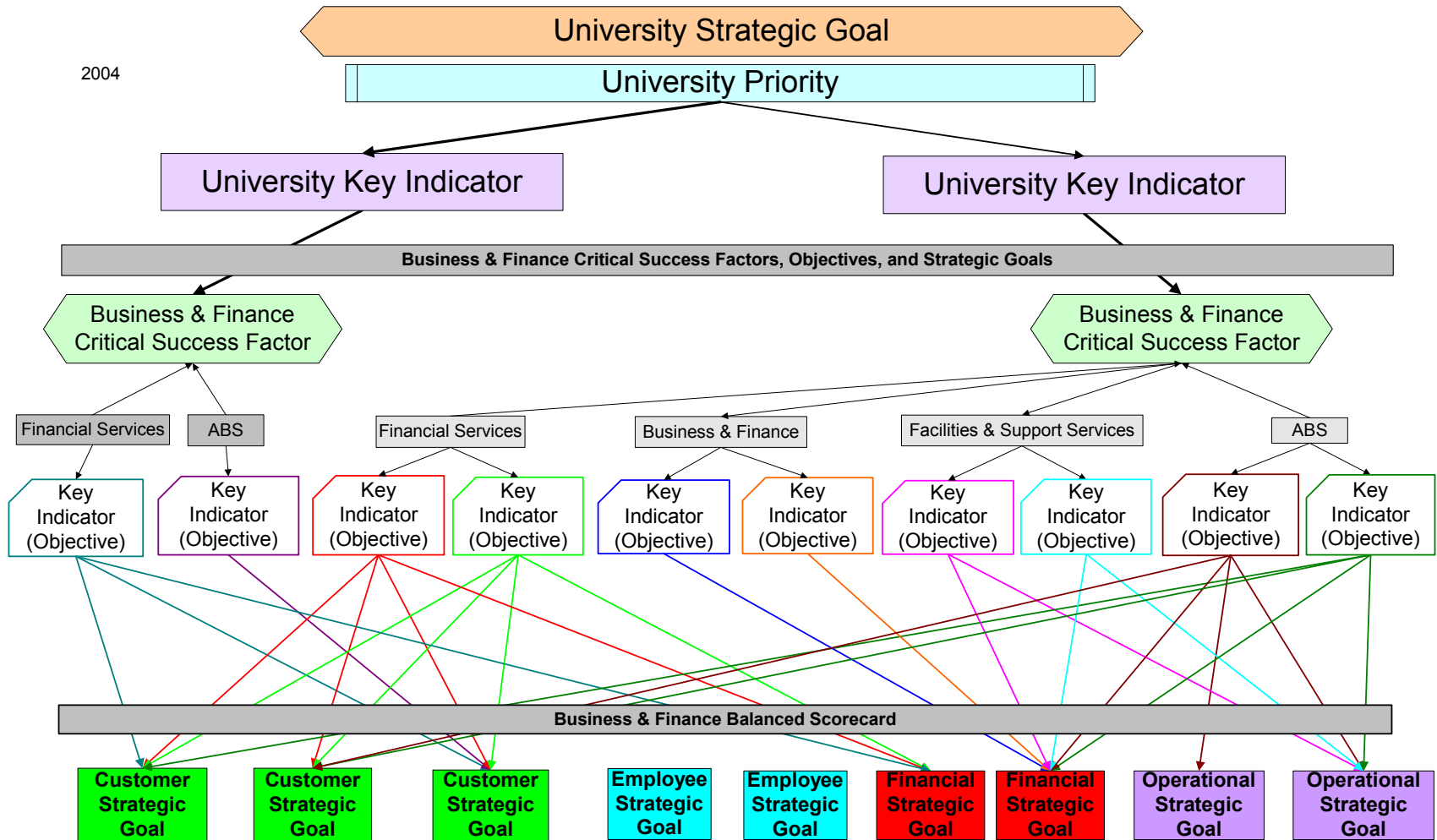
Identified Key Indicators/Critical Success Factors (objectives).

Created our first strategic map rolling B&F objectives up to the University's Strategic Plan.



Business & Finance Relationship To University Strategic Goals

2004





Business & Finance Relationship To University Strategic Goals

University Strategic Goal
1) Establish, enhance and support a culture of continuous academic excellence in a learning-centered university through...

2004

a) Promoting student academic success by improving student advising, career development, course availability with effective scheduling, financial aid and scholarship, and experiences for new students.

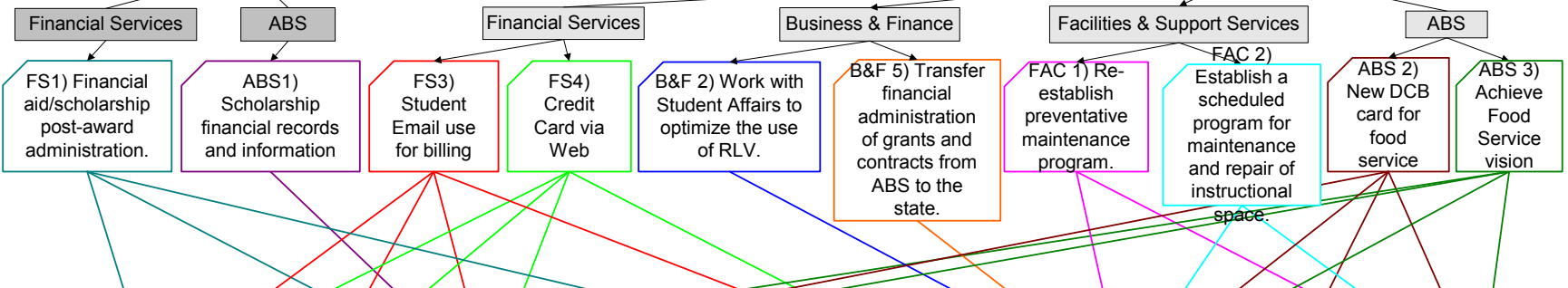
Key Indicator: Scholarship Awards as measured by the number of undergraduate and graduate scholarship dollars available, the number of scholarships available, and the number and dollar amount awarded.

Key Indicator: Student engagement as measured by two indicators on the National Survey of Student Engagement (NSSE) a) enriching education experiences, and b) supportive campus environment.

Business & Finance Critical Success Factors, Objectives, and Goals

A) Minimize student, faculty, and staff time on administrative tasks.

C) Offer administrative alternatives.



Business & Finance Balanced Scorecard





Rear View Mirror: Education and Facilitation Plus Determination

By Summer 2004 we still did not have measures! (Wrapped around the axle)

Fall 2004 Retreat: Matt Ceppi facilitated.

Focused previous 3 years' work into performance measures that are simple but meaningful.



Fall 2004 Retreat

Questions:

1. What do we want to become/what is our purpose?
2. What do we have to do to get there?

The answers became our Strategic Goals

What do you want to be?

Vision / Mission / Strategic Goals / Critical Success Factors

Vision / Mission / Profile
What do we want to become / what is our purpose: Mission: The Business and Finance team partners to effectively manage campus human, physical, and financial resources to support a learning-centered environment Vision: Business & Finance is indispensable to the success of the campus.
Strategic Goals
What do we have to do to get there:
Customer
Objectives / Critical Success Factors
How we will get there: 1.1 Minimize student, faculty, and staff time on administrative tasks (FS, HR, & B&F) 1.2 Facilitate an environment that allows the campus to excel (FAC, PS, HR) 1.3
Operational Processes
Key Performance Areas / Outputs / Expected Outcomes / Critical Success Factors
How we will get there: 2.1 Change Business Practices (All depts.) 2.2
Employee
Key Performance Areas / Outputs / Expected Outcomes / Critical Success Factors
How we will get there: 3.1 Provide ourselves an environment that allows us to excel (All depts.)
Financial
Key Performance Areas / Outputs / Expected Outcomes / Critical Success Factors
How we will get there: 4.1 Accountability & Stewardship (FAC, ABS, FS) 4.2 Acquire Resources (PS, ABS, FAC, FS)



Sample of retreat worksheet developing measures.

What should you measure?

Measure Identification Worksheet

This worksheet is helpful in creating the list of measures to support each Critical Success Factor

Critical Success Factor		Acquire Resources					
Measures							
Supporting Measure Name	Definition / Formula	Is it a true indicator of this CSF? What is it telling you?	Owner (who's accountable?)	Is Data Available?	If yes, Data Source? If no, is it possible to collect?	Quality of Data? High / Low	Targets Available? Yes / no
# BF grants identified			PS				
# BF grant applications			PS				
\$ BF grant funding received			PS				
% campus GF sq ft utilized by Non-GF activity			FAC				
% campus sq ft dedicated to grants activity			FAC				
% Warrior Card Revenue Increase			ABS				
\$ in F&A Received in relation to the \$ Grant Received			ABS, FS				8%
Initiatives / Activities							
Supporting Initiative / Project	Unit / Person Responsible	Implementation Team Member Assigned	Target Start Date	Target Completion Date	Budget/ Resources		
Increase PS operational funding through external funds and grants (PS4)	Public Safety						
Prepare, market and sell Warrior cards	ABS						
Meet student, faculty and staff food service needs (ABS3)	ABS						
Transfer financial administration of grants and contracts from ABS to the State (B&F5)	B&F						



After Retreat: Refining Measures and Data Collection

	Name	Description	Storage Period	03-04 Data	04-05 Data	Target/ ranges	Contact
Univ. Strat Plan 04-05	ALL BUSINESS & FINANCE						
	STRATEGIC GOALS						
1) a	Customer	A) Minimize student, faculty, and staff time on administrative tasks.					
1) d		B) Facilitate an environment that allows the campus to excel					
1) c	Employee	Provide ourselves and environment that allows us to excel.					
1) a	Financial	A) Accountability and stewardship					
1) a		B) Acquire resources					
1) a	Operational Effectiveness	Change business practices					
	FACILITIES & SUPPORT SERVICES						
1) a	Customer A	B&F-# B&F forms on Web					
1) d	Customer B	B&F-% PM work orders completed					
1) c	Employee	B&F-# Dept. meetings					
1) c	Employee	B&F-\$ person training/development					
1) c	Employee	B&F-# Hours dedicated to training					
1) c	Employee	B&F-# Dept. staff					
1) c	Employee	B&F-% Dept. staff left or reassigned					
1) a	Financial A	B&F-% Projects on schedule					
1) a	Financial A	B&F-% Projects within budget					
1) a	Financial A	B&F-# Audit findings over 6 months					
1) a	Financial B	B&F-% Sq. Ft. dedicated to grants					
1) a	Financial B	B&F-% Sq. Ft. utilized by non-GF activity					
1) a	Op Practices	B&F-# Model Practices Implemented					
1) a	Op Practices	B&F-\$ Investment New Technology					



Business & Finance Balanced Scorecard Report

Human Resources Performance Matrix

Actual vs. Target

2003/04

Sample

Location	Consolidation	Units	STA-Human Resources		
			Actual	Target	Index
B&F-# Audit findings over 6 months	Moving Year (Including Current) (Last Value)	Number-###	0	0	100.0%
B&F-# B&F forms/publications on Web	Moving Year (Including Current) (Last Value)	Number-###	38	50	76.0%
B&F-# Classification requests	Moving Year (Including Current) (Last Value)	Number-###	14	14	100.0%
B&F-# Classification requests approved	Moving Year (Including Current) (Last Value)	Number-###	13	14	92.9%
B&F-# Closed workers comp claims	Moving Year (Including Current) (Last Value)	Number-###	6	44	186.4%
B&F # Dept. meetings	Moving Year (Including Current) (Last Value)	Number-###	20	26	76.9%



Key Factors In Developing A Balanced Scorecard

(while still doing your other work)

- Need Executive Level Champion
- Hire Knowledgeable External Facilitator To Set Path
- Educate Everyone For Overall Buy-in
- Set Reasonable Pace & Expectations
- Need Internal Facilitator To Keep It Moving
- Keep Ownership Within Departments
- Use Balanced Scorecard On A Regular Basis



Demonstration of CSU Stanislaus Balanced Scorecard Briefing Book in PbViews.

<http://www.calstate.edu/qi/stanislaus/>

Resources:

Brown, Mark Graham, *Keeping Score*, Productivity, Oregon, 1996.

-----, *Winning Score*, Productivity, Oregon, 2000.

Ceppi, Matthew J., “Revisiting Performance Management”, *Perform*, Volume 3, Issue 1.

Kaplan, Robert S. and David P. Norton, “The Balanced Scorecard – Measures that Drive Performance,” *Harvard Business Review*, January-February 1992.

-----, “Putting the Balanced Scorecard to Work,” *Harvard Business Review*, September-October 1993.

-----, “Using the Balanced Scorecard as a Strategic Management System,” *Harvard Business Review*, January-February 1996.

Rohm, Howard, “A Balancing Act,” *Perform*, Volume 2, Issue 2.