

SCORECARD: PLANNING AND ASSESSMENT OF ADMINISTRATIVE UNITS

The University's strategic plan, *Expanding Horizons*, defines the vision, goals, priorities, and objectives that should guide all university initiatives. Units have responsibility for implementation of activities consistent with the goals and objectives of the university. According to the strategic plan, units are to be assessed periodically by tracking metrics and assessing overall performance through application of a balanced scorecard approach. The purpose of the current document is to provide a format for measuring how each unit's strategies and performance are contributing to the University's strategic goals and objectives. The Scorecard is structured in four parts:

Section I. Executive Summary

Section II. Unit's Goals and their Contributions to University Goals and Objectives

Section III. Scorecard Metrics, Strategies, and Performance

Section IV. Appendices

A. Resources Needed

B. Benchmarking Information

C. Statistical Data for your Unit

Details on the contents of each item on the Scorecard are given below. The following definitions are for use in the development of the Scorecard for your unit.

Vision: A single sentence stating the aspirations of the unit over the next five to ten years. This statement should give a compelling image of how an objective viewer will perceive the unit and focus on the unit's aspirations for excellence and leadership compared with peer or peer aspirant public research universities.

Mission: A concise statement that reflects the unit's roles and the functions.

Goals: Goal statements should state targeted outcomes that the unit has or will soon launch to fulfill its mission and achieve its vision. Long-term goal statements should be generally stable through five years.

Scorecard: A scorecard is a set of metrics that allows us to (1) document and monitor our progress; (2) compare and contrast with other institutions and/or with our previous performance, as appropriate; (3) set targets for the future, either annually and/or for multiple years; (4) develop strategies to meet those targets; and (5) allocate resources to support these strategies. Metrics should have broad impact, be measurable, have available or attainable data, include key work areas and/or constituencies, and be a relatively small a number, from 3 to 8. Comparison groups, if appropriate and applicable, should be peer and peer-aspirant organizations that are pertinent for your area. The comparison groups should be similar in mission and size and include competitors. Finally, the scorecard should be linked to the unit goals with targets for performance that are "stretch goals" to challenge our units to higher levels of performance.

Balanced Scorecard Guidance

Section I: Executive Summary:

- A. State your unit's Vision and Mission. Be sure to follow parameters provided in the definition above, and ensure that unit vision and goals are linked to those of the institution.
- B. Describe your unit's strengths and important accomplishments achieved in the last five years.
- C. Discuss your unit's weaknesses and your plans for addressing those weaknesses.
- D. State the key issues that your unit is facing for the upcoming fiscal year.

Section II. Unit's Goals and their Contributions to University Goals and Objectives:

The University's Strategic Plan, *Expanding Horizons*, contains six goals that should guide unit activities:

- Be nationally and internationally recognized as an institution to which government, industry, and academic leaders turn for opinions on societal issues, especially those involving technology
- Strengthen and maintain a financial, physical, and personnel infrastructure that supports continuous quality enhancement and the pursuit of excellence in research and education
- Ensure an environment where curiosity, discovery, innovation, and entrepreneurship are valued
- Graduate students able to address problems through integration of knowledge across disciplines
- Foster an environment of community service and engagement and global experience and understanding
- Be unique in opportunities to explore and experience the relationships among technology, culture, and the arts

Please use the following guidelines in describing your unit's goals.

- A. Each goal should be in concert with the University's vision and mission statements and address one or more of the goals defined in *Expanding Horizons* (see above).
- B. State your unit's primary goals (three to five only) for the upcoming academic year (2015-16) and provide the following information for each goal:
 - i. Progress: Write a short paragraph or bullets describing the progress made to date on each goal, if applicable.
 - ii. Plans for upcoming year: Write a short paragraph or bullets describing the plan for achieving the goals in the upcoming fiscal year.
 - iii. How it impacts the scorecard metrics.
- C. State your unit's primary five-year goals (three to five only).
 - i. Describe your five-year plans for each five-year goal, either by writing a short paragraph or bullets for each goal.

Section III. Scorecard Metrics, Strategies, and Performance:

- A. List the scorecard metrics and targets that your unit believes are most appropriate in gauging progress toward meeting unit goals.
- B. Provide a summary of strategies used to achieve the metrics.
- C. State your unit's progress toward achieving your scorecard targets.
- D. Prepare graphs of the scorecard metrics in comparison with your chosen comparator or your unit's past performance, as appropriate.

Section IV. Appendices

Appendix A. Resources Information

Financial Resources: Discuss any additional financial resources your unit needs to meet your unit's goals and contribute to the overall mission of the university. Examples of financial resources needed include personnel, fiscal, expenditures related to information technology, etc. Indicate if the resource is existing or additional. Identify potential sources for the resources needed and provide a brief strategy of how the resource will be used to achieve the stated goal.

Space Needs: Please describe space needs, including additional space and renovations, in this section. Do not include projects under construction or already approved by the university. Do include projects under consideration and projects for which a feasibility study has been completed with further action awaiting approval.

Appendix B. Benchmarking Information

Benchmarking is a helpful process in measuring one's output and/or work processes against other internal and external organizations. By evaluating how our services and activities compare to those around us, we are able to continually improve the value delivered to the university and its many constituent groups. In future years we will ask that you compare your unit to several internal and external groups, but first we need to establish who you think your peers are.

Given vast differences in the size and scope of units on campus, it is not possible to define a single set of peers that are relevant to all units. In this section, please identify three (3) UAH units that are similar to you and five (5) units at other universities that are comparable in size and scope such as they could be considered to be your peers.

Appendix C. Statistical Data for your Unit

Include any attachments that provide statistical data, tables, figures, etc. in support of your assessment.

Format:

In completing your Balanced Scorecard please use 1-inch margins and 12 point font. Please observe the following page limits:

- Section I. Executive Summary: one page
- Section II. Meeting Academic Scorecard Targets: two pages
- Section III. Meeting Key Performance Measures and Goals: three pages
- Section IV. Appendices
 - Resources Information: one page
 - Benchmarking Information: one page
 - Unit's Top Strengths and Important Accomplishments: one page
 - Statistical Data for your Unit: number of pages needed for the data

First draft is due Monday, May 4, 2015.

Please submit an electronic copy to academicofficial@uah.edu with 2016 Scorecard DRAFT_[INSERT UNIT NAME] in the subject box. The final version of your Scorecard is due two weeks following the unit's strategic planning and budget meeting with the Provost. Please submit electronically to academicofficial@uah.edu with 2016 Scorecard FINAL_[INSERT UNIT NAME] in the subject box.

Later in the spring semester, each unit will be contacted to schedule a strategic planning and budget meeting with the Provost's Office. During this meeting we will focus on and discuss:

1. The overall strengths and weaknesses of your unit.
2. How effectively your unit is meeting its goals during this current academic year, as well as the challenges you are facing in upcoming years.
3. Your unit's performance in meeting Scorecard metrics, and the strategies that you plan to employ to meet targets during the next academic year.
4. Your fiscal performance, as well as challenges and needs for the future.

In addition, we would like for you to address how your unit professional staff are included in your strategic planning process, in developing your goals for 2015-2016, and in assessing your progress toward your current goals.