

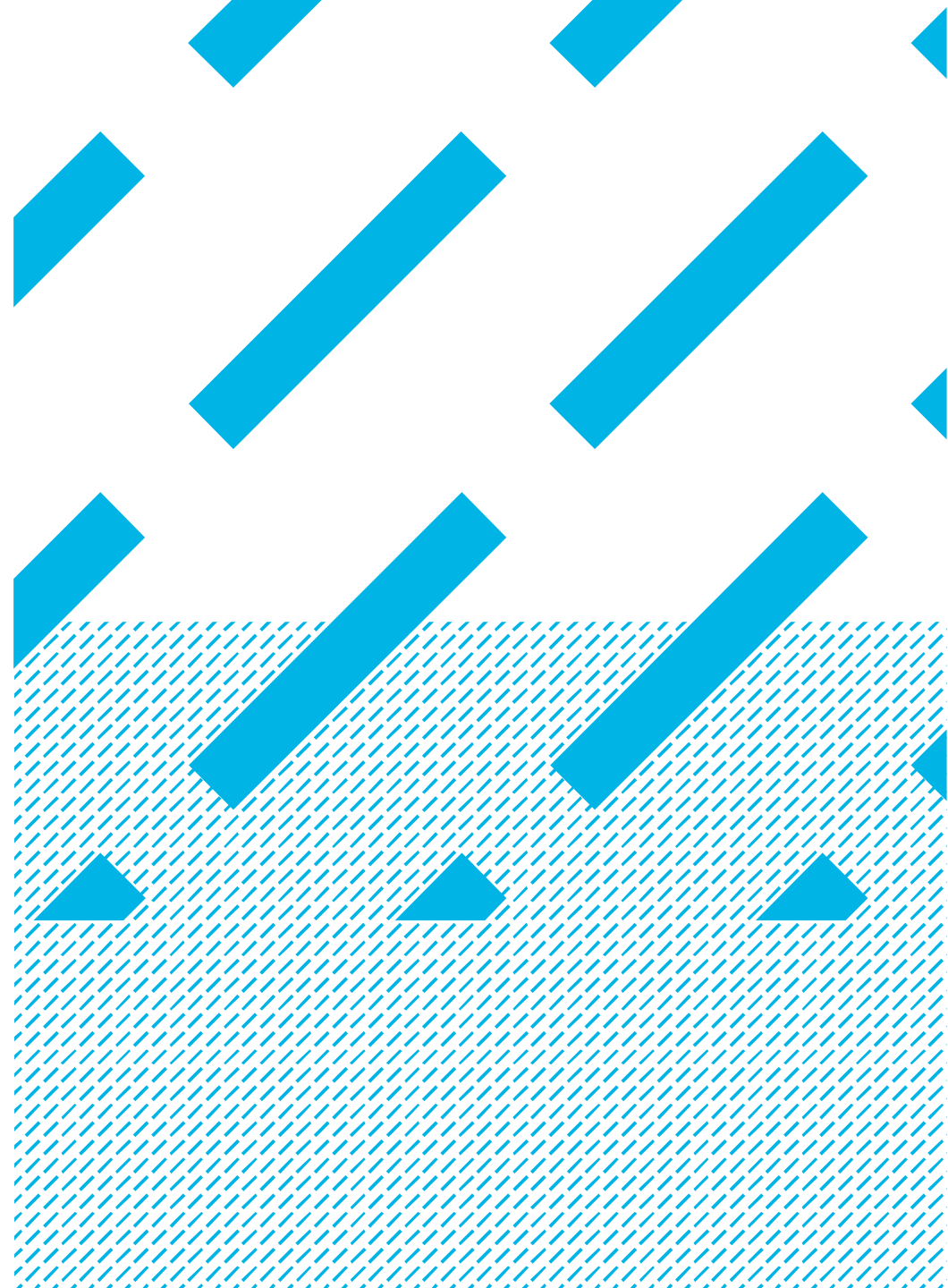


Academic Scorecards

**A helpful tool for
strategic management –
also in the sphere of
internationalisation**

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Academic Scorecard

Agenda

1. Introduction: Strategic Gap & Balanced Scorecard
2. Academic Scorecard: Design
3. Academic Scorecards in the sphere of Internationalisation
4. Academic Scorecard: Doing
5. Final Recommendations

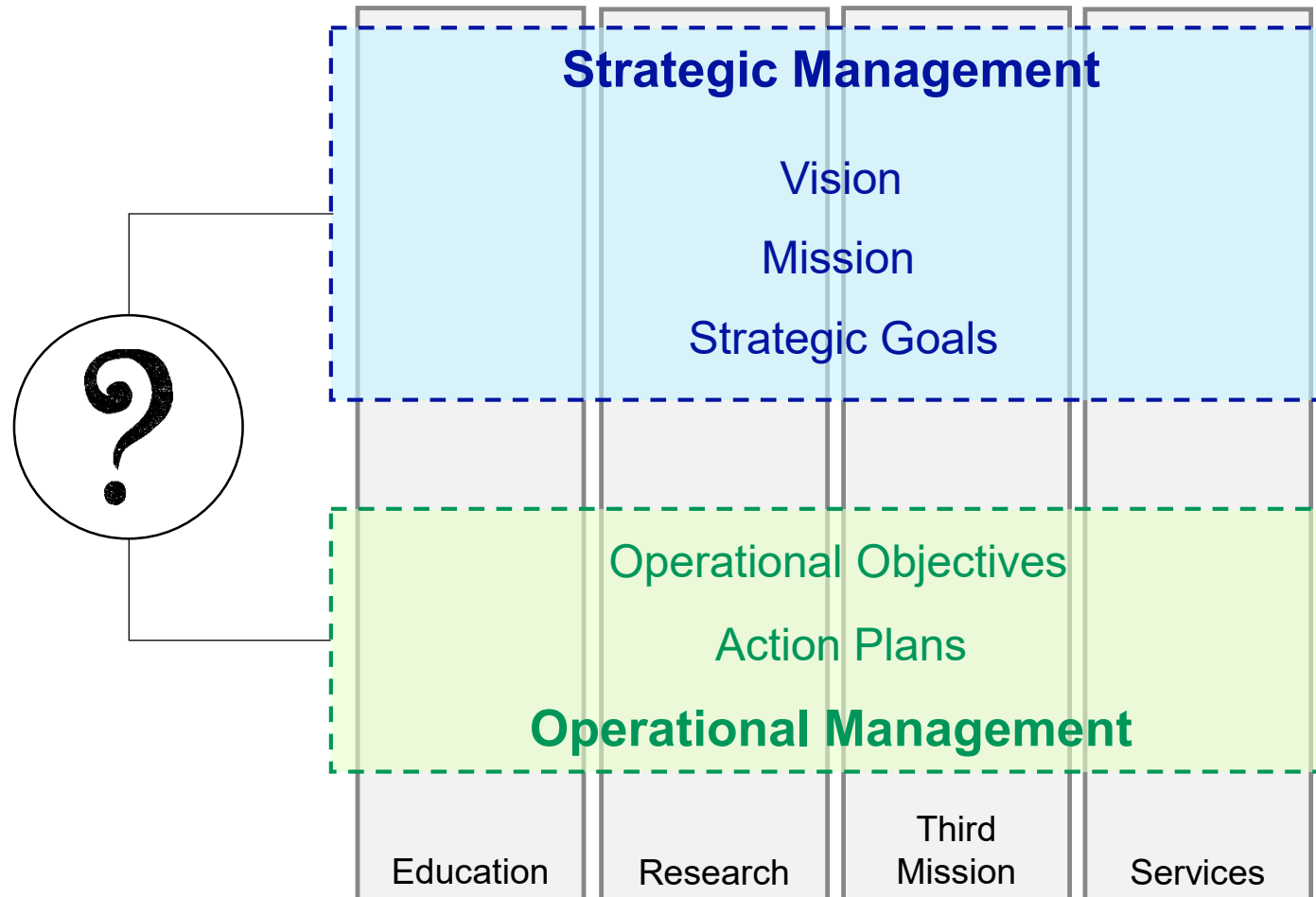
Introduction

Strategic Gap & Balanced Scorecard



Background

Theory and practical experience of strategic management

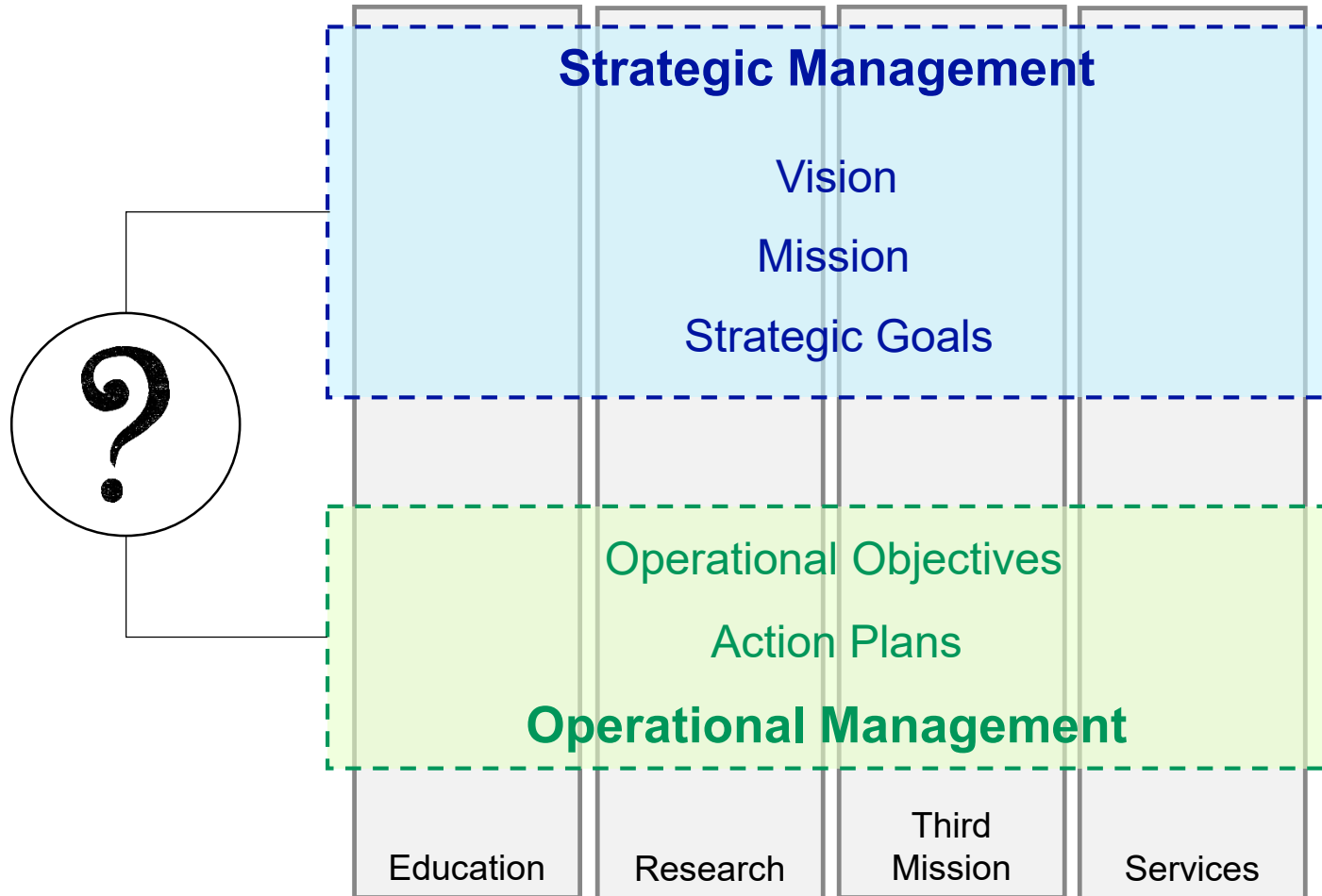


“If strategic planning is the heart and backbone of your business, then operations management is the arms and legs.”

<https://www.enotes.com/homework-help/what-link-operations-management-strategic-planning-742221>

Background

Theory and practical experience of strategic management



- What the faculty members do, does not necessarily have anything to do with the strategic planning of the faculty.
- The strategic planning of the faculty does not necessarily have anything to do with the strategic planning of the university.

Balanced Scorecard

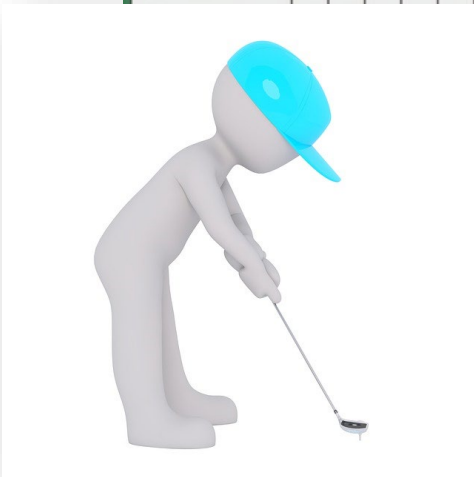
What does it mean?

Hole	1	2	3	4	5	6	7	8	9	Out	
Blue	73.7/139	412	508	400	397	212	432	543	178	427	3509
White	71.9/134	382	490	379	370	197	413	511	154	389	3285
Green	68.2/126	352	462	358	343	182	391	416	130	369	3003
Par		4	5	4	4	3	4	5	3	4	36
Handicap		14	4	12	10	16	2	6	18	8	

P L A Y E R S	10	11	12	13	14	15	16	17	18	IN	Total		
	431	546	186	367	421	539	218	408	432	3548	7057		
	407	523	166	348	399	520	196	384	402	3345	6630		
	383	412	146	330	273	411	174	360	297	2786	5789		
	4	5	3	4	4	5	3	4	4	36	72		
	9	3	17	11	5	1	15	13	7			Hcp	Net

308	412	103	303	2456	276	408	122	252	269	404	128	277	291	2427	4883		
4	5	3	4	36	4	5	3	4	4	5	3	4	4	36	72		
6	2	18	8		13	3	17	9	5	1	15	7	11				

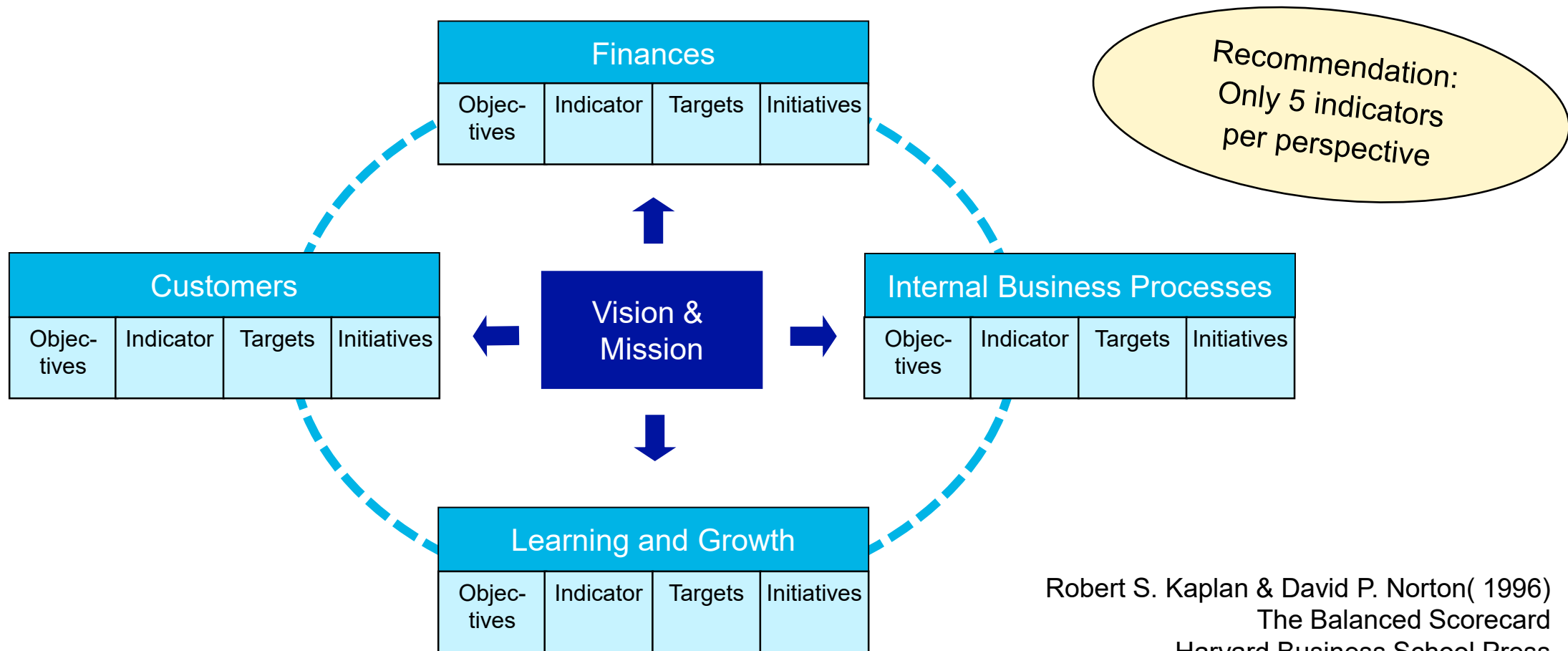
Attest:



A Balanced Scorecard is a table used to balance different perspectives in an organisation or company. It was invented to give a focussed impression of the status quo – at one glance.

Balanced Scorecard

One concept to close the gap



Robert S. Kaplan & David P. Norton(1996)
The Balanced Scorecard
Harvard Business School Press

Academic Scorecard

Design



Academic Scorecard

Basic Design

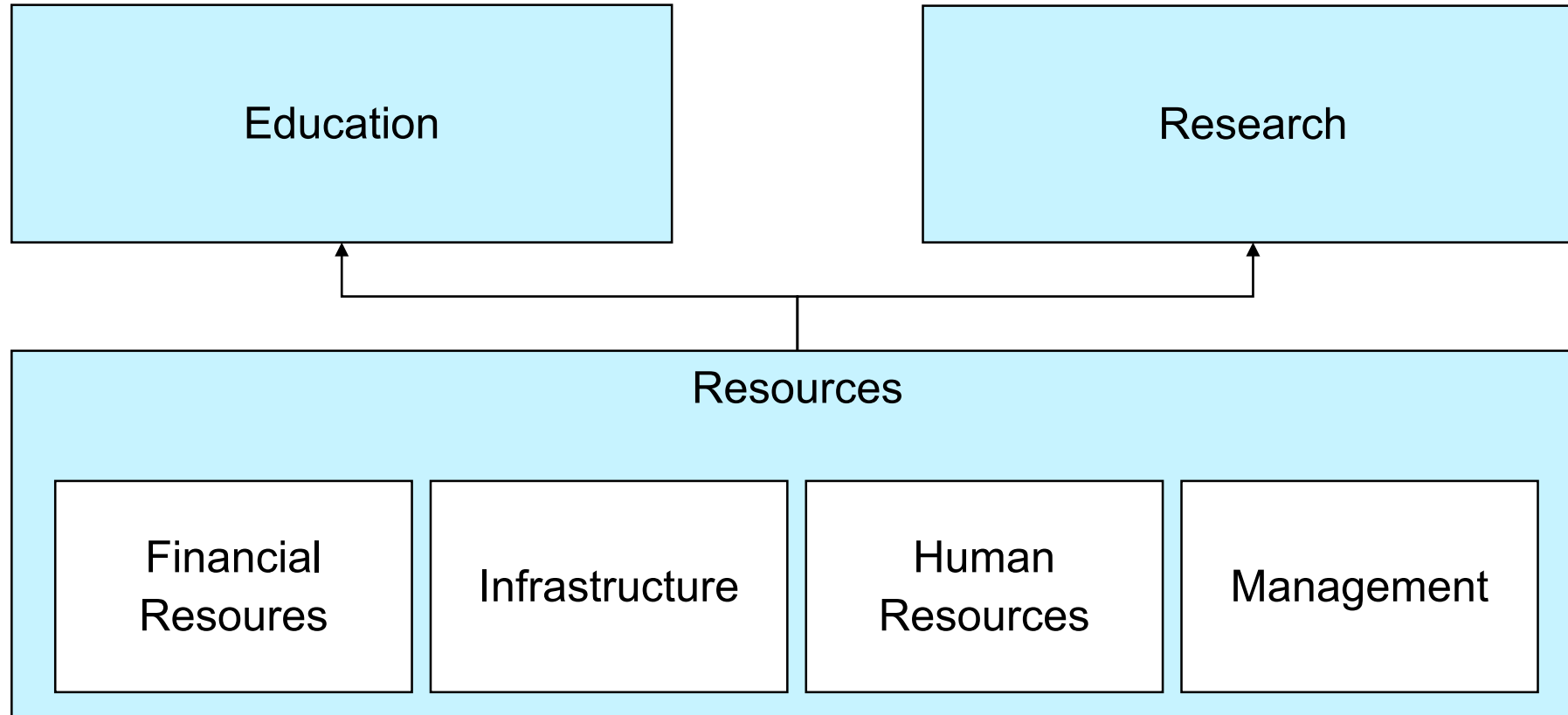
Perspective 1			
Objective	Indicator	Target	Initiative
What do we want to achieve?	How can we evaluate if we reached the goal?	What is the target (if possible: measurable)?	How do we want to reach the goal?

Perspective 2			
Objective	Indicator	Target	Initiative

Perspective 3			
Objective	Indicator	Target	Initiative

Academic Scorecard

Example: Academic Scorecard of FH Münster



Academic Scorecard

In the Sphere of Internationalisation



Academic Scorecard

Two Options in the Sphere of Internationalisation

1

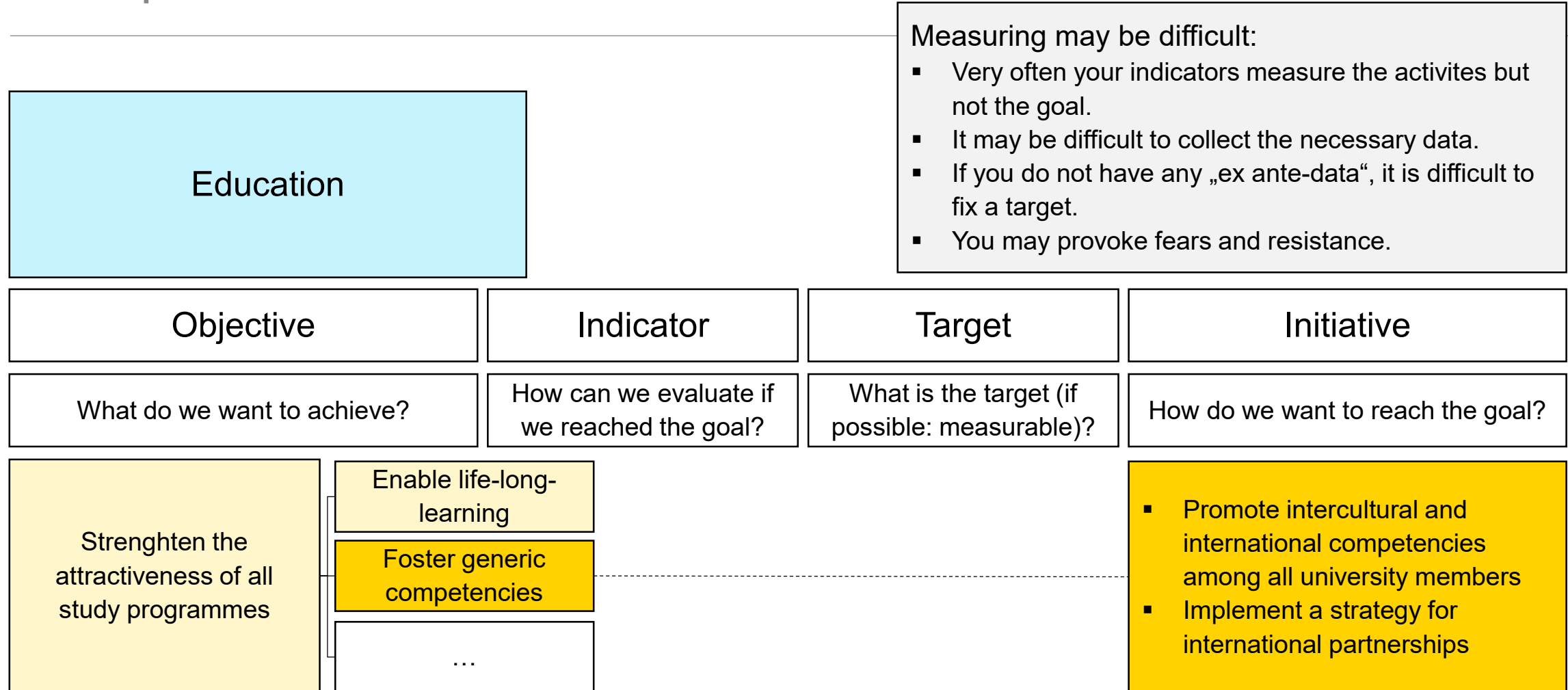
Integrate international topics into the overall strategy of the university

2

Specify different fields of action in the sphere of internationalisation

Academic Scorecard

Example 1: Academic Scorecard of FH Münster

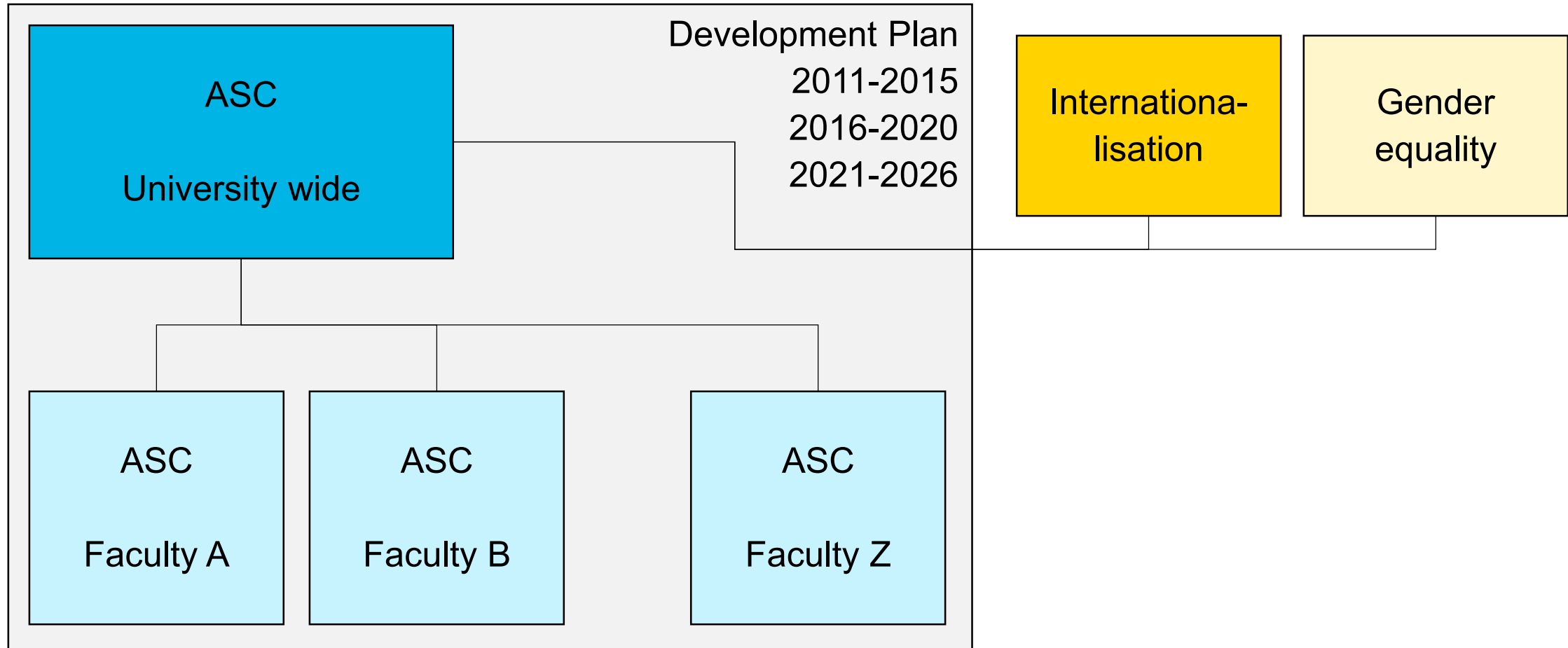


Measuring may be difficult:

- Very often your indicators measure the activities but not the goal.
- It may be difficult to collect the necessary data.
- If you do not have any „ex ante-data“, it is difficult to fix a target.
- You may provoke fears and resistance.

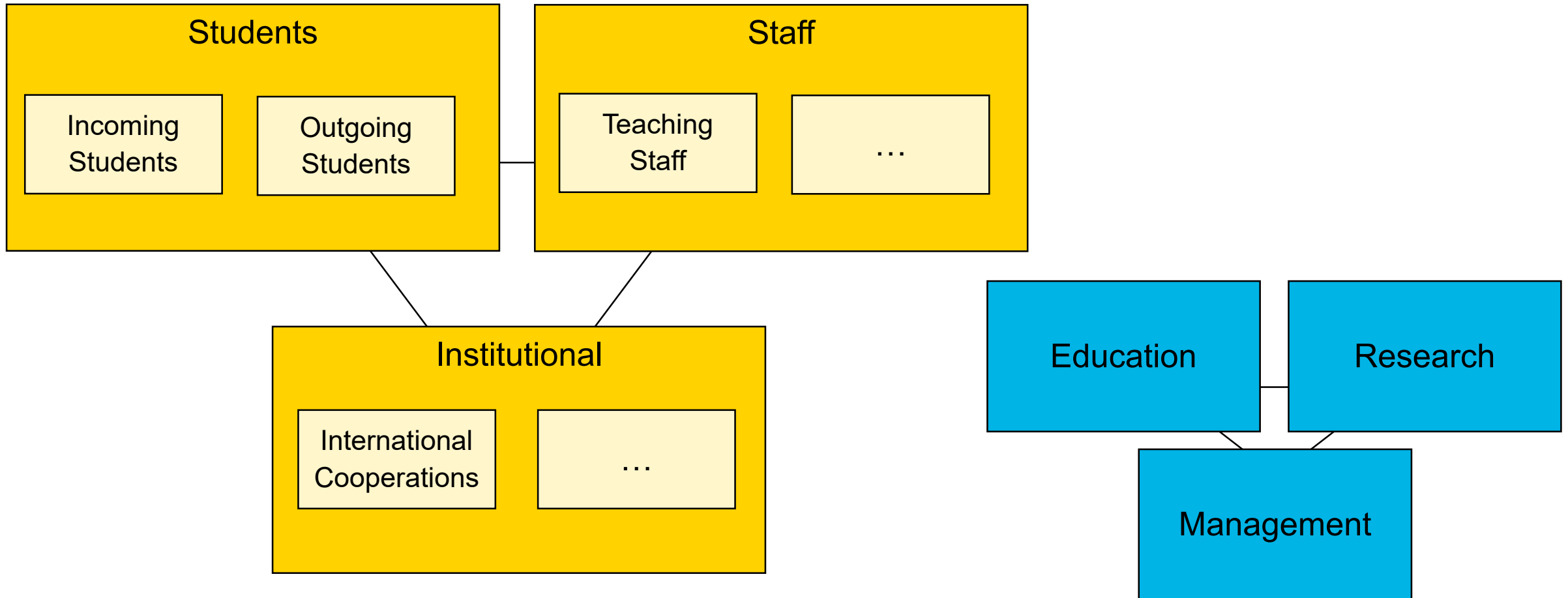
Academic Scorecard

Example 2: Academic Scorecard of FH Münster



Academic Scorecard

How could an ASC for internationalisation look like?



Academic Scorecard

Example: ASC for internationalisation – FH Münster

Strategic goal	Specific goal	Activity
Education		
Research		
...	...	
Management		
...	...	

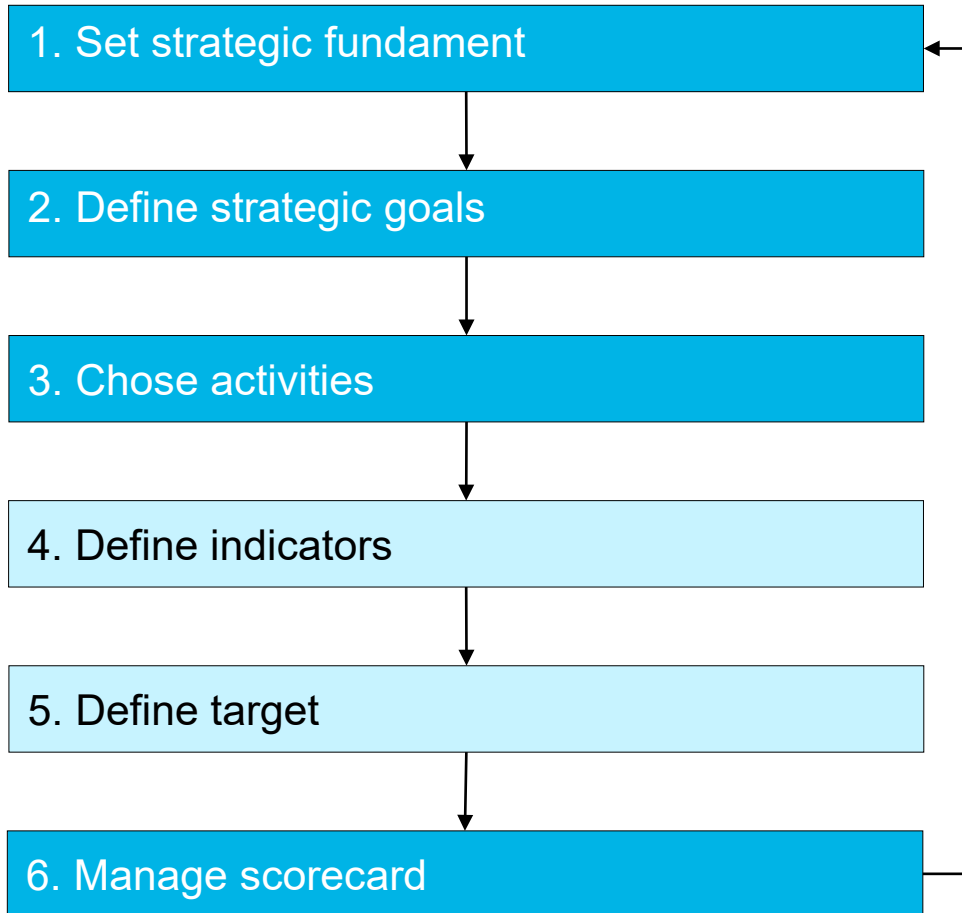
Academic Scorecard

Doing



Academic Scorecard

How to get there...



At what level: University or Schools/Departments? What is important for us? Which perspectives do we need?

Which goals do we want to achieve? Do we want to add more specific goals – without becoming too operational?

What kind of activities do we want to imploy?

How can we measure (or evaluate) whether we reached our goals?

What is our SMART target? (If possible)

How do we want to work with the scorecard, keep it „alive“?

Academic Scorecard

Example – FH Münster

1. Set strategic fundament

2. Define strategic goals

3. Chose activities

4. Define indicators

5. Define target

6. Manage scorecard

- Communicate the scorecard to those who have to know about it.
- Look at your scorecard in regular intervals.
- Reflect upon the development, if possible evidence-based. For example:
 - an annual workshop
 - a biannual report
 - a final report when starting the next development cycle

Academic Scorecard

Final Recommendations



Academic Scorecard

Final Recommendations

- Personalize the tool so that it fits to your university and/or topic.
- You should invest more time in the reflection upon goals and activities than in the definition of elaborated indicators. (At least, at the beginning.)
- If you want to use the tool in several units (faculties...), be aware that it is not self-explaining.
- The more time you invest in the workshops in the beginning and the more you manage to involve relevant stakeholders, the more fruitful the scorecard may be.

What else do you want to know?

And:

What do you think about it?

