
Action Project

Title: Balanced Scorecard

Version: 1

Institution: Delta College

Status: Active

Submitted: 2011-11-01

Category: Any Category

Timeline

Planned project kickoff date: 2011-10-01

Target completion date: 2012-09-30

Actual completion date:

Project Detail

Project Goal

Describe this Action Project's goal in 100 words or fewer

Building on the Occupational Programs scorecards Delta's goal of the Balanced Scorecard action project is to have a well thought-out set of gauges that provide an adequate view of the overall health of Delta using current and past data from various stakeholders point of view. Then, use results of past efforts along with the current measures to drive Delta's desired future performance.

Reasons For Project

Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities

The reason for the Balanced Scorecard action project is taken from Kaplan and Norton (1995b, p. 10). The purpose is to translate Delta's mission and strategy into tangible objectives and measures across the college. The balanced scorecards will not replace traditional financial or operational reports but be a succinct summary that captures the information most relevant to those reading it. The measures will be designed to represent a balance between external measures for shareholders and customers, and internal measures of critical processes, innovation, and learning and growth. The measures will provide a balance between outcome measures – the results of past efforts – and the measures that drive future performance

Organizational Areas Affected

List the organizational areas -- institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project

The scorecard will impact all of Delta as a powerful resource to help use data by better understanding past and current performance, to plan and drive improvement for the future. As a result, Associate Dean of Academic Systems and Student Achievement, the Dean of Career Education and Learning Partnerships, Dean of Teaching and Learning, Director of Strategic Planning, Director of Institutional Research along with the Division Chairs will develop clear roles and responsibilities for key stakeholders impacted.

Key Organizational Process(es)

Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve

This Action Project will assist Delta in accomplishing:

- Definitions – consistent use of definitions for reporting purposes
- Evidence based decision making – pre-define performance measures identified in the scorecards will be used to make decision for setting and aligning Delta's strategic directions and align appropriate resources
- Appropriate benchmarking – utilizing comparative data and information by seeking industry standards and competitive comparisons to identify processes and results that represent best practices and performance for similar activities.
- Trending – performance measures reported by Delta over a period of time will be used to guide strategic objectives and identify successes and opportunities for improvement
- Analysis – examine trends proactively; using organizational and industry projections that are used to make comparisons identify cause-effect relationships, and correlations.

Project Time Frame Rationale

Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion)

The following timeline was created for this project:

October 2011 - develop clear roles and responsibilities for key stakeholders impacted

October 2011 – December 2011: Review pilot occupational scorecard results from fall 2011

October 2011 – April 2012: Review recommendations for remaining programs scorecards

June 2012 – launch remaining scorecards

June 2012 – August 2012 – analyze results by reviewing each programs usage of scorecards to identify what worked and areas for improvement and recommendations for moving forward

August 2012 –September 2012 – Use scorecard information for strategic planning

October 2012 - Close Balanced Scorecard action project

Project Success Monitoring

Describe how you plan to monitor how successfully your efforts on this Action Project are progressing

The plan to monitor the project success is directly tied to the project timeline identified above to ensure a systematic evaluation using evidence based decisions to set priorities.

Project Outcome Measures

Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals

The success of this action project is based on Delta's ability to demonstrate:

- A common set of terms defined that are published and used by Delta, aligned

with national norms

- Expansion of pilot to a system-wide scorecard
 - Evidence that supports recommended action plans used to make changes and improvements
 - Identified benchmarks that are appropriate for each measure
 - Improved results from Delta's ability to anticipate and respond to data
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