

Using a balanced scorecard to navigate the next five years at Syracuse Arts Academy

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SAA Strategic Planning

Today's Objective: To create the foundation and vision for a 5-year plan for SAA.

- Key steps:
 - Understand the key perspectives of a balanced scorecard, including leading and lagging indicators.
 - Understand how the balanced scorecard can help direct attention to necessary connections among stakeholders, core school-related processes, financial priorities, and strategic initiatives.
 - Focus on the TOWS model and how it can help build a balanced scorecard and set priorities in a 5-year plan.



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The Balanced Scorecard



The balanced scorecard (BSC) is a strategic planning and management system.

“The Balanced Scorecard: Measures that Drive Performance.” HBR, 1992 by Kaplan & Norton

Organizations use BSCs to:

- Communicate what they are trying to accomplish
- Align the day-to-day work that everyone is doing with strategy
- Prioritize projects, products, and services
- Measure and monitor progress towards strategic targets

<https://balancedscorecard.org/bsc-basics-overview/>

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The Balanced Scorecard



The name “balanced scorecard” comes from the idea of looking at strategic measures in addition to traditional financial measures to get a more “balanced” view of performance.

- Leading & Lagging Indicators

A key benefit of using a disciplined framework is that it gives organizations a way to “connect the dots” between the various components of strategic planning and management, meaning that there will be a visible connection between the projects and programs that people are working on.

<https://balancedscorecard.org/bsc-basics-overview/>

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The Balanced Scorecard



- Financial
- Customer
- Internal Processes
- Learning & Growth

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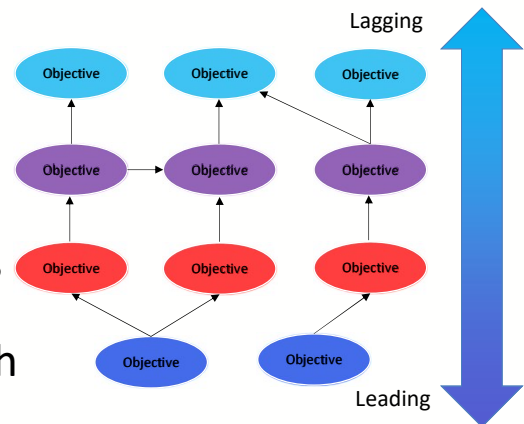
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The Balanced Scorecard



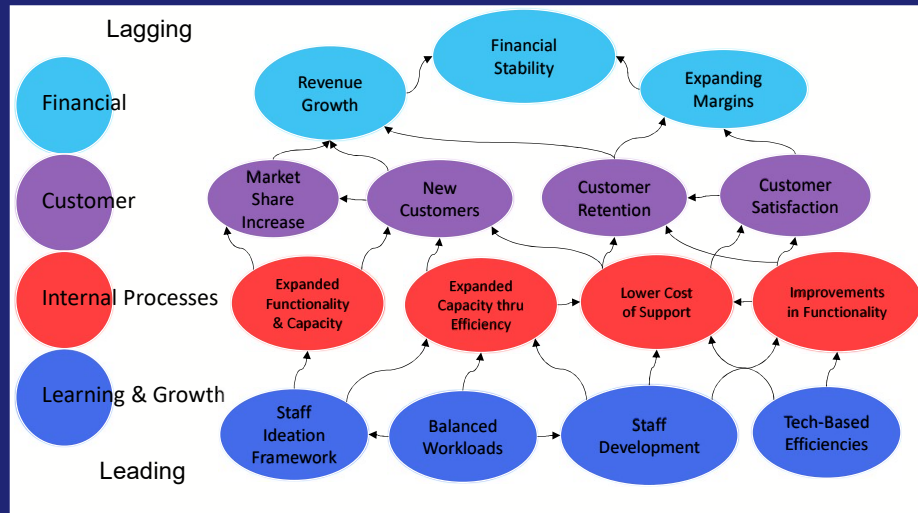
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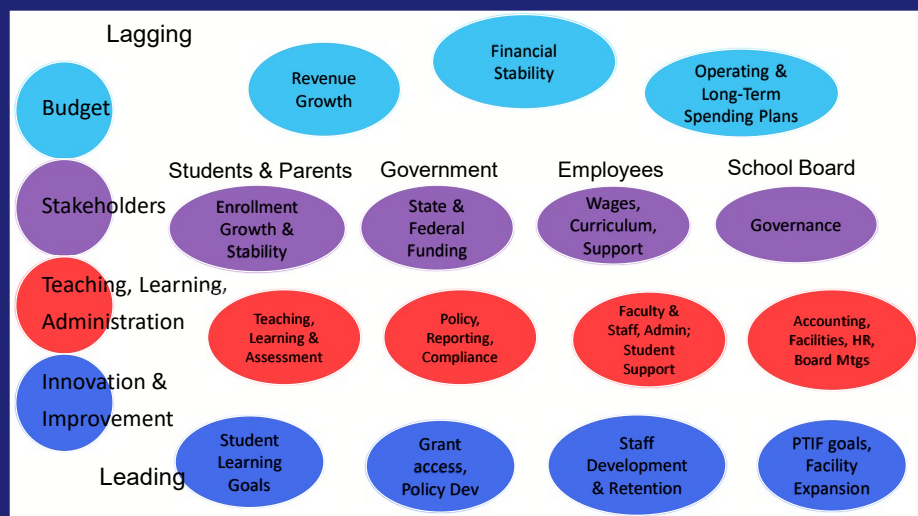
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The Balanced Scorecard

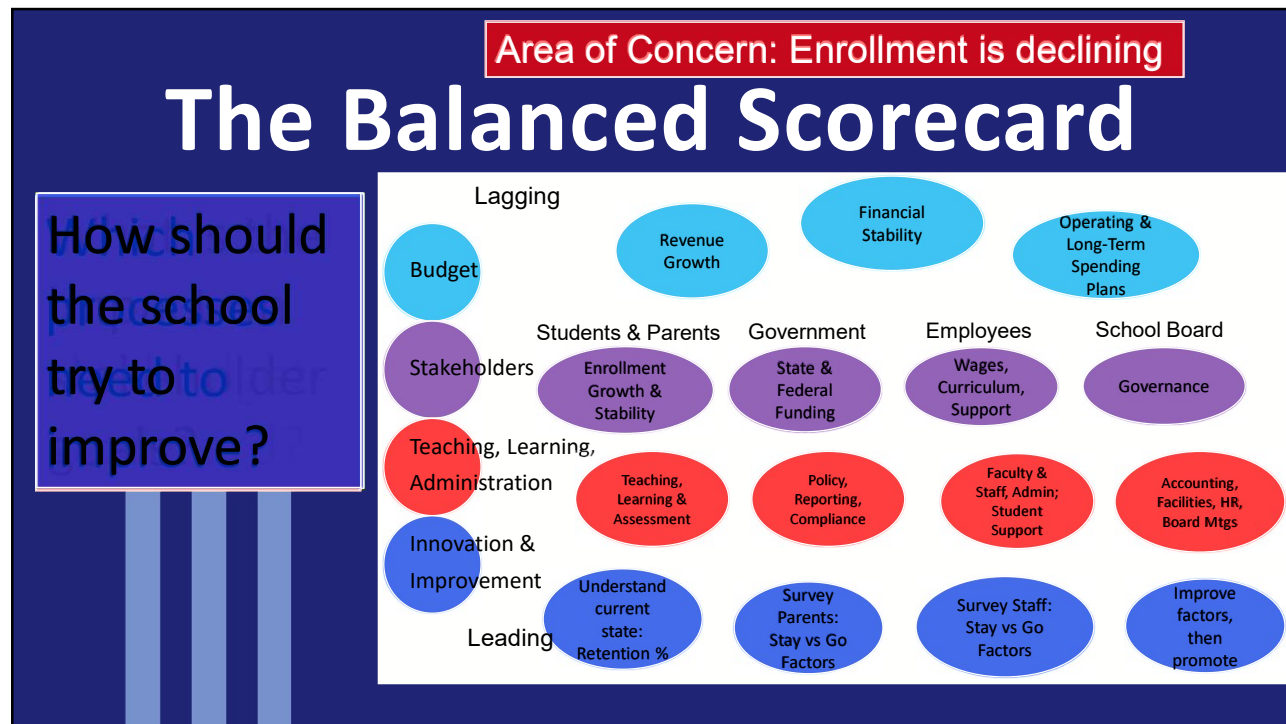


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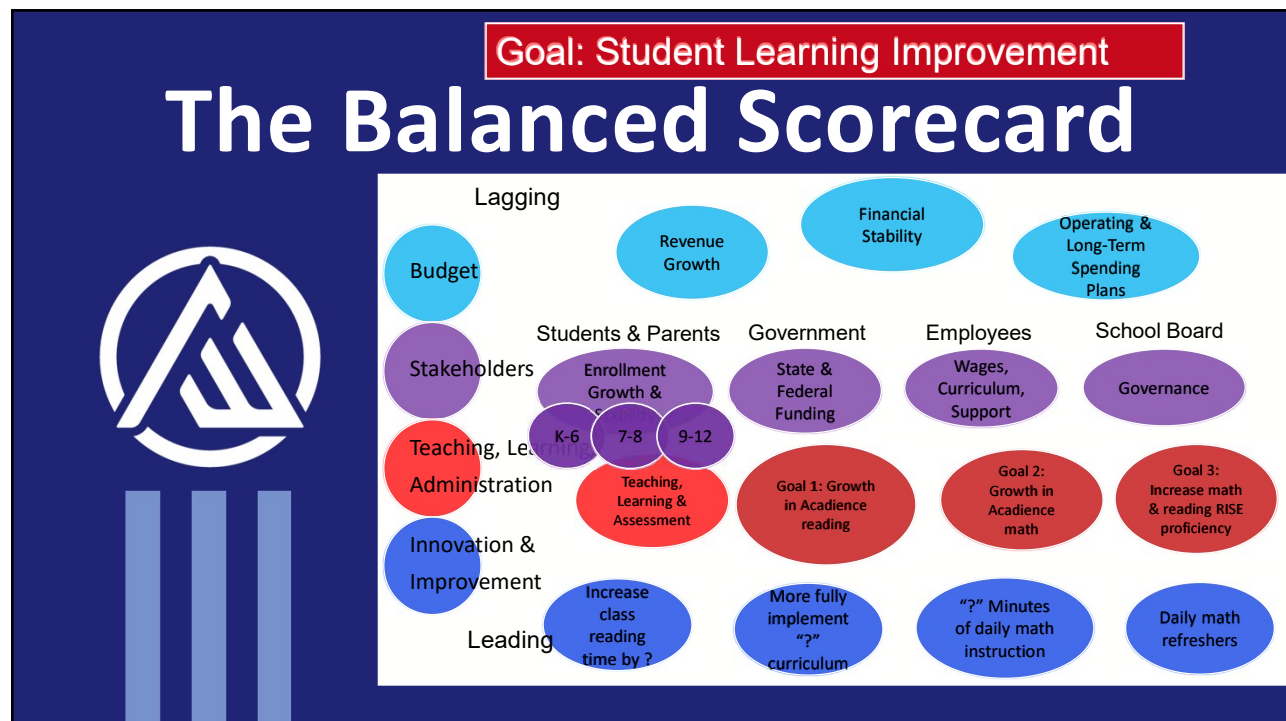
The Balanced Scorecard



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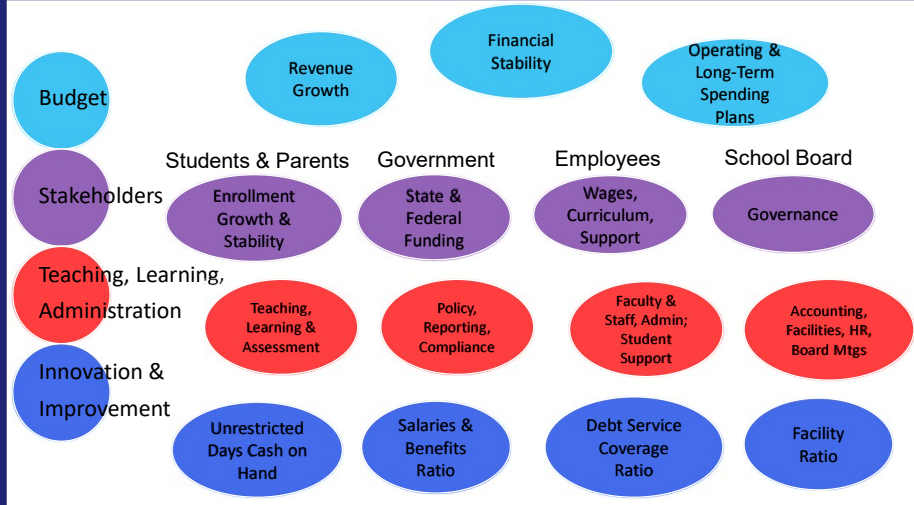
The Balanced Scorecard

CHARTER SCHOOL ACCOUNTABILITY FRAMEWORK

Utah State Charter School Board

Is the school

- helping students succeed academically?
- managing its finances responsibly?



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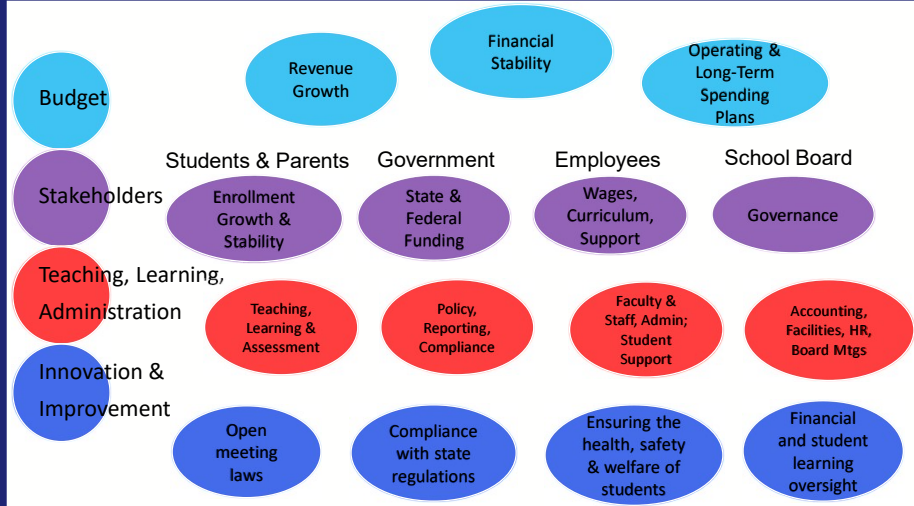
The Balanced Scorecard

CHARTER SCHOOL ACCOUNTABILITY FRAMEWORK

Utah State Charter School Board

Is the school

- helping students succeed academically?
- managing its finances responsibly?
- operations running smoothly and effectively?



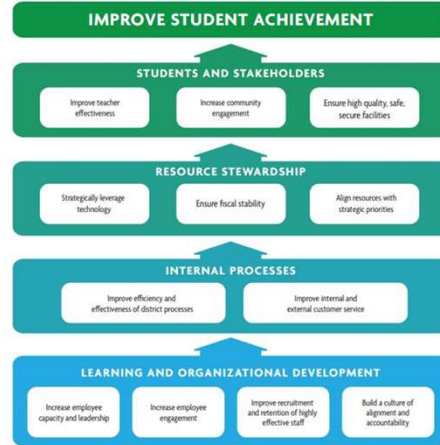
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The Balanced Scorecard



Atlanta Public Schools 2009-2010 Strategy Map

Mission: To ensure that Atlanta Public School students are successful in school and life.



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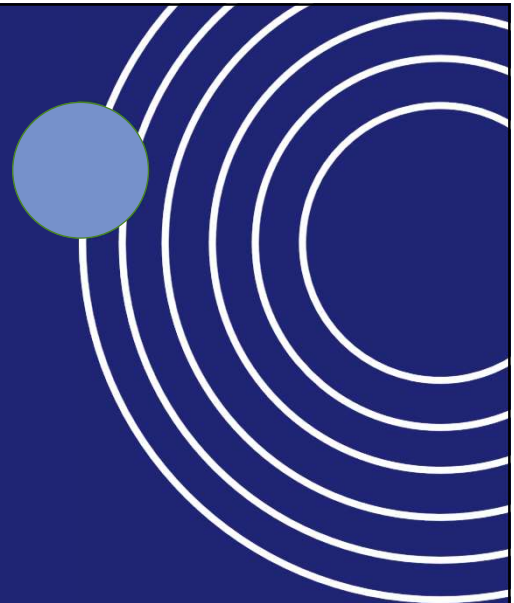
The Balanced Scorecard

Summary of takeaways:

When creating a balanced scorecard, everything should connect to at least one other item.

A method of capturing AND communicating what is important to SAA's stakeholders

What are your takeaways?



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Using the TOWS model to build a balanced scorecard

The traditional SWOT model creates a tendency to spend an imbalanced amount of time on Strengths and Weaknesses, leaving less time devoted to external Opportunities and Threats.

Let's focus on Opportunities and Threats, with an external lens, and match SAA's Strengths and Weaknesses to each.

The output will be strategic initiatives that can be linked to school-related processes, stakeholders, and financial priorities.

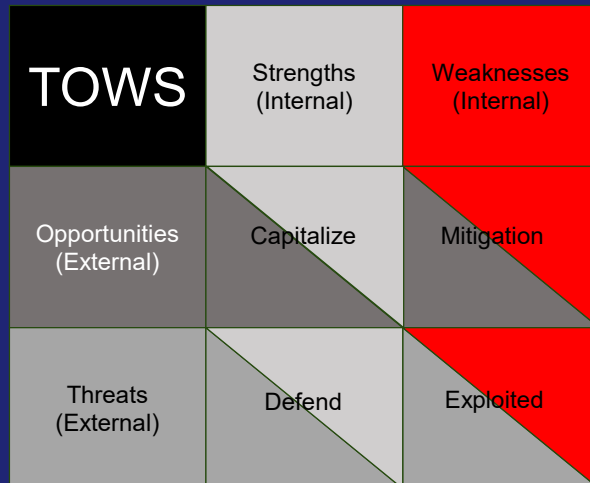
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Using the TOWS model to build SAA's balanced scorecard

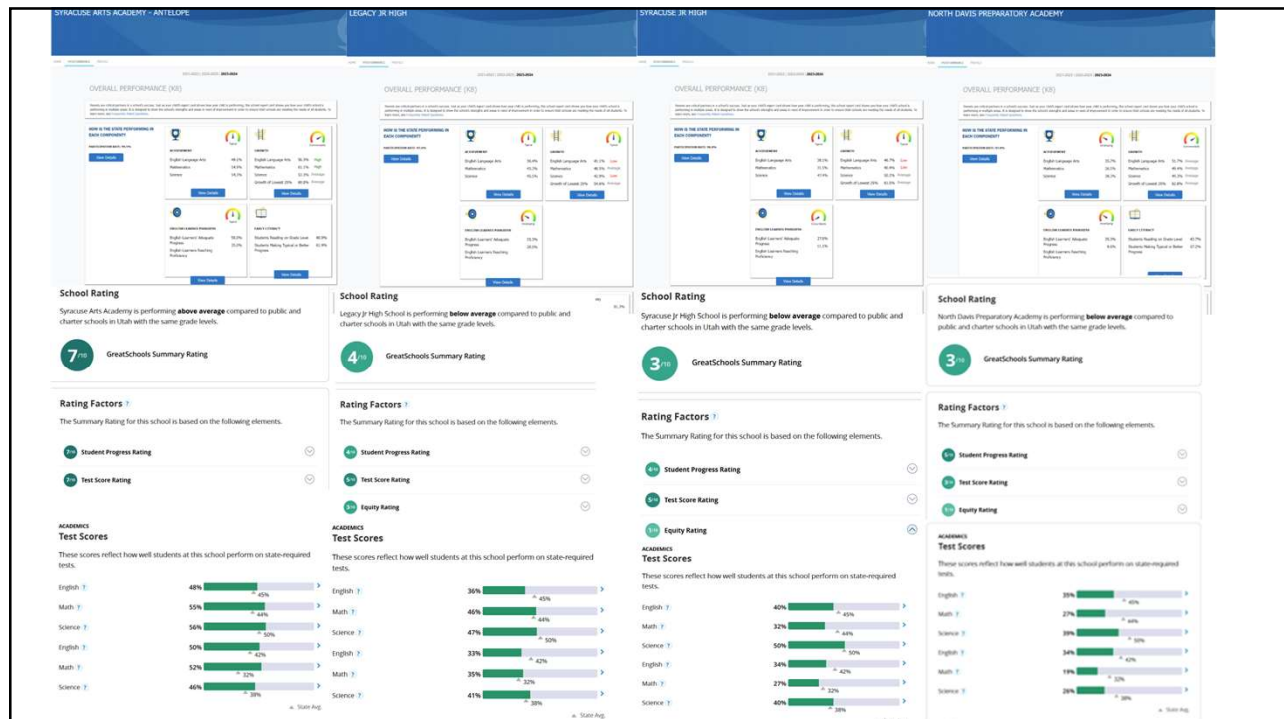
TOWS	Strengths (Internal)	Weaknesses (Internal)
	Opportunities (External) Capitalize	Mitigation
	Threats (External) Defend	Exploited

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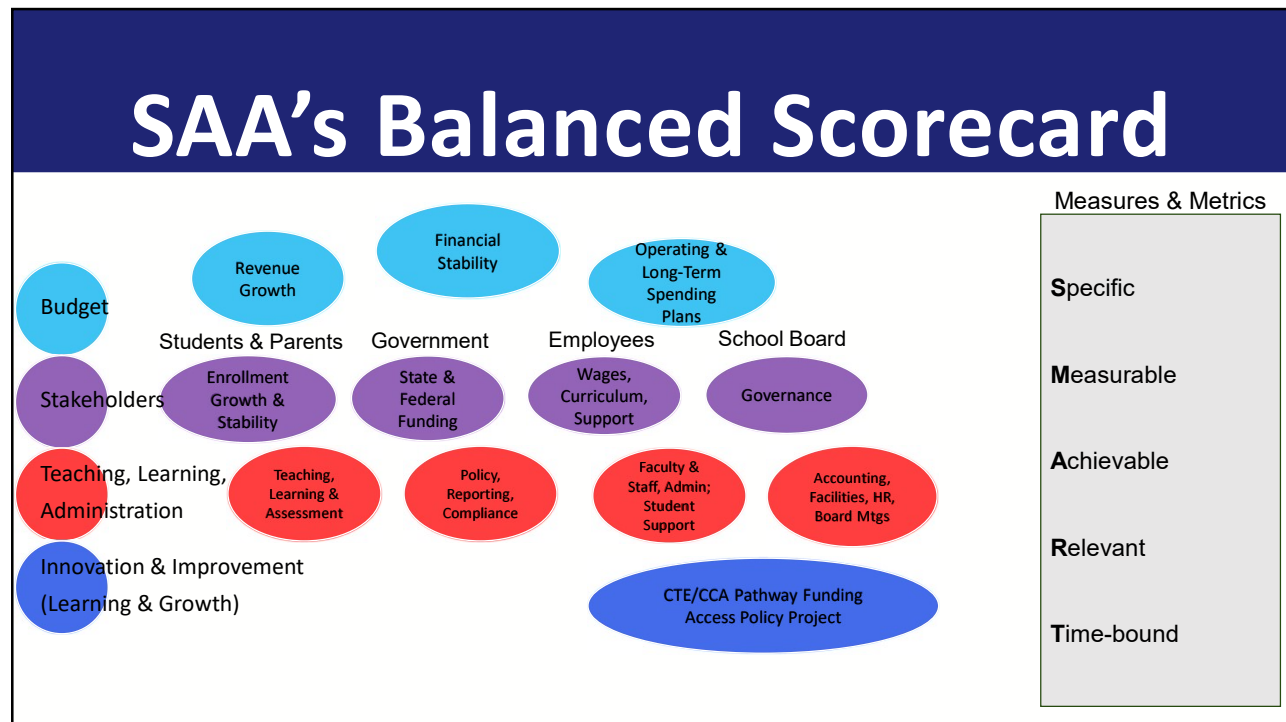
Using the TOWS model to build SAA's balanced scorecard



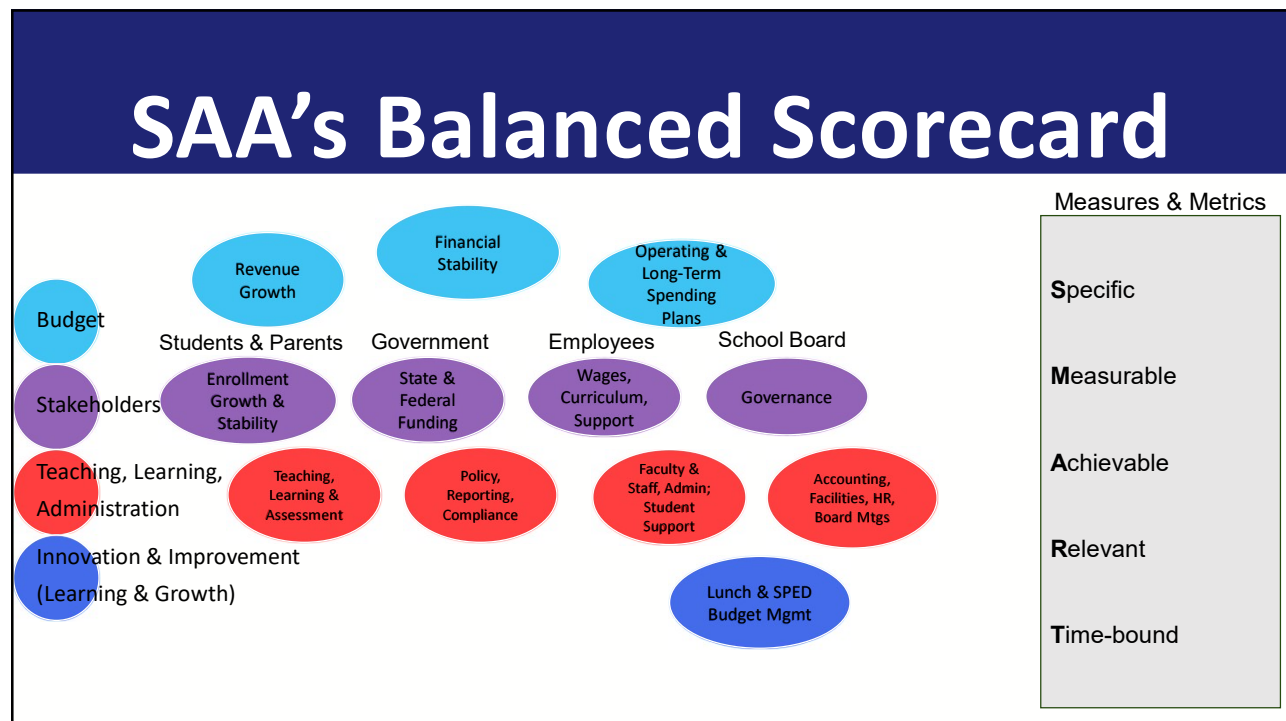
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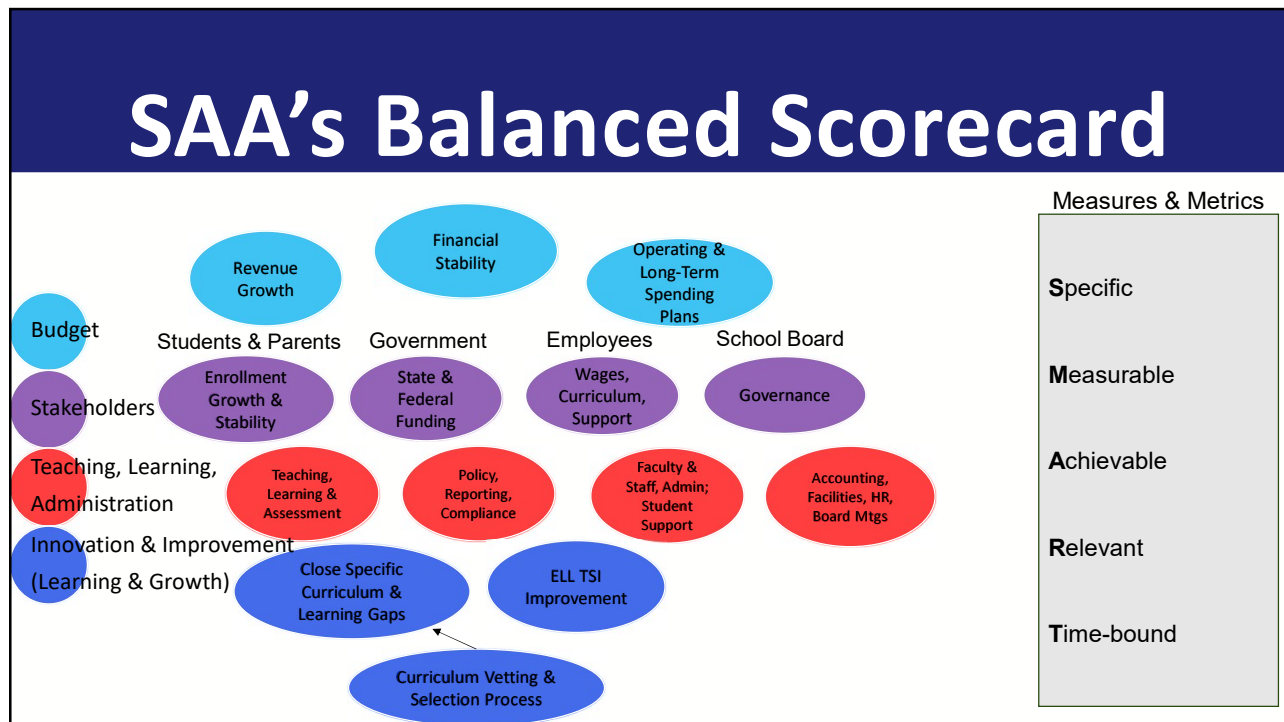
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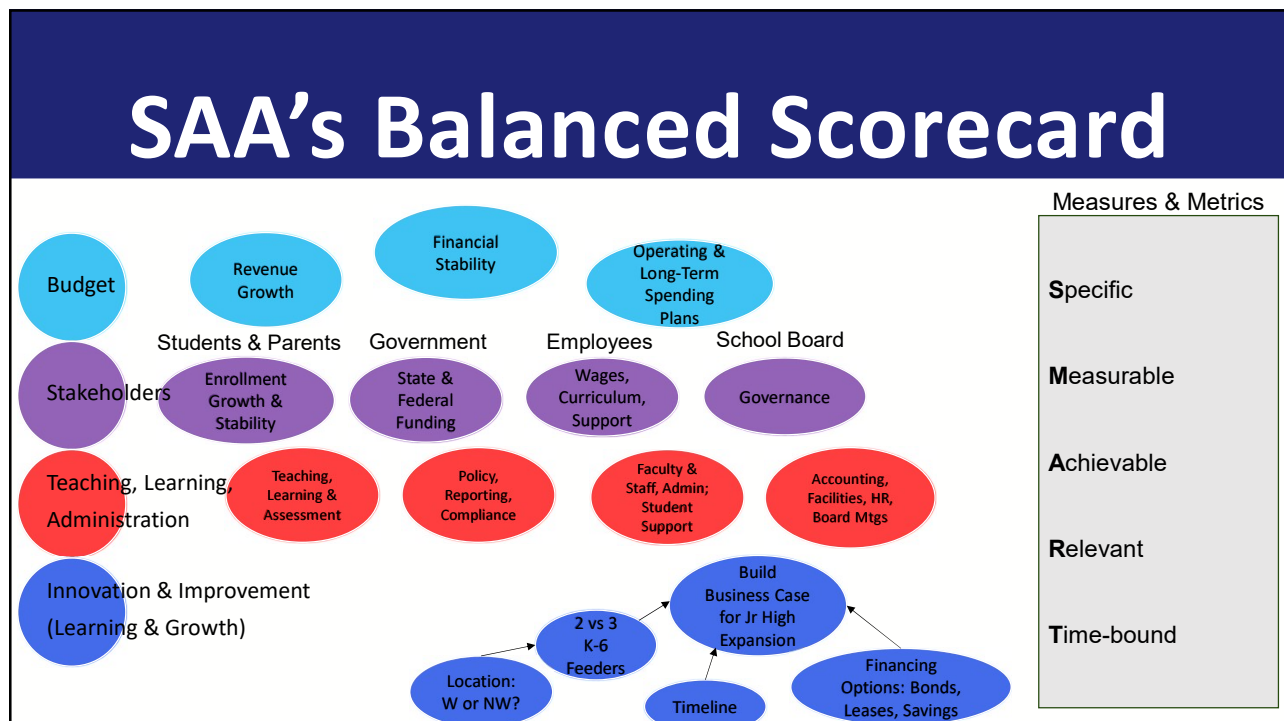
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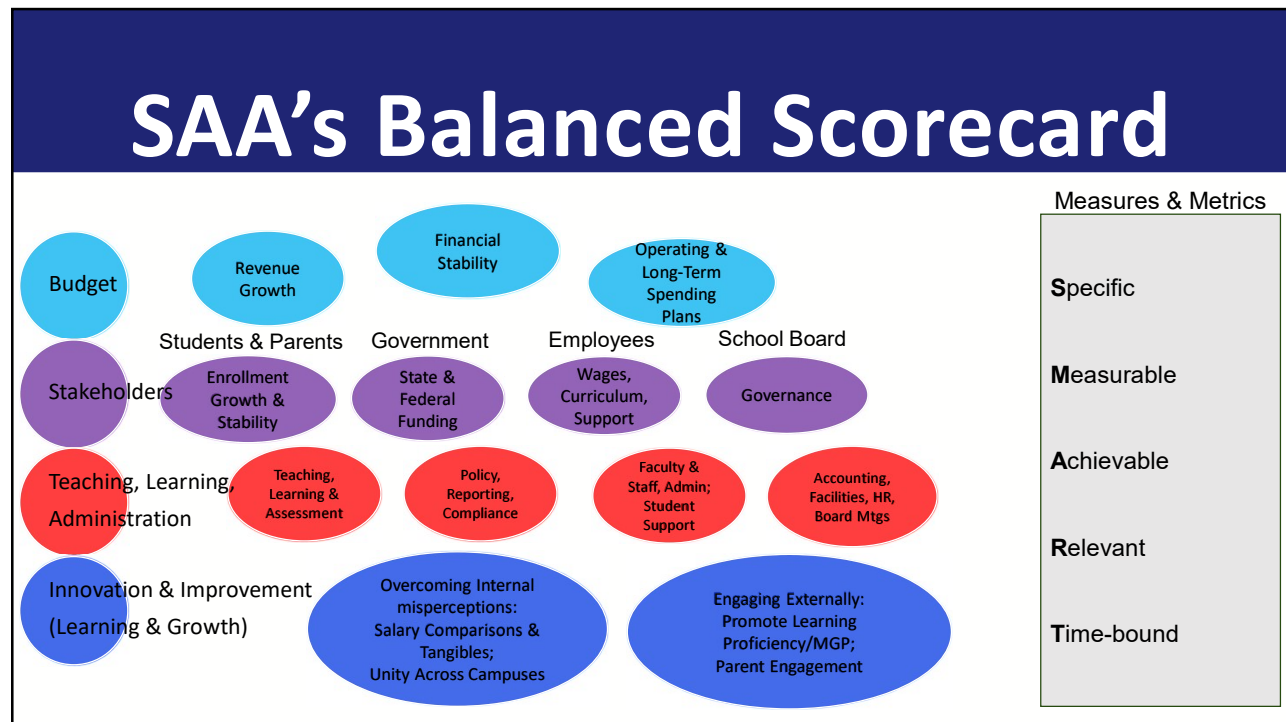
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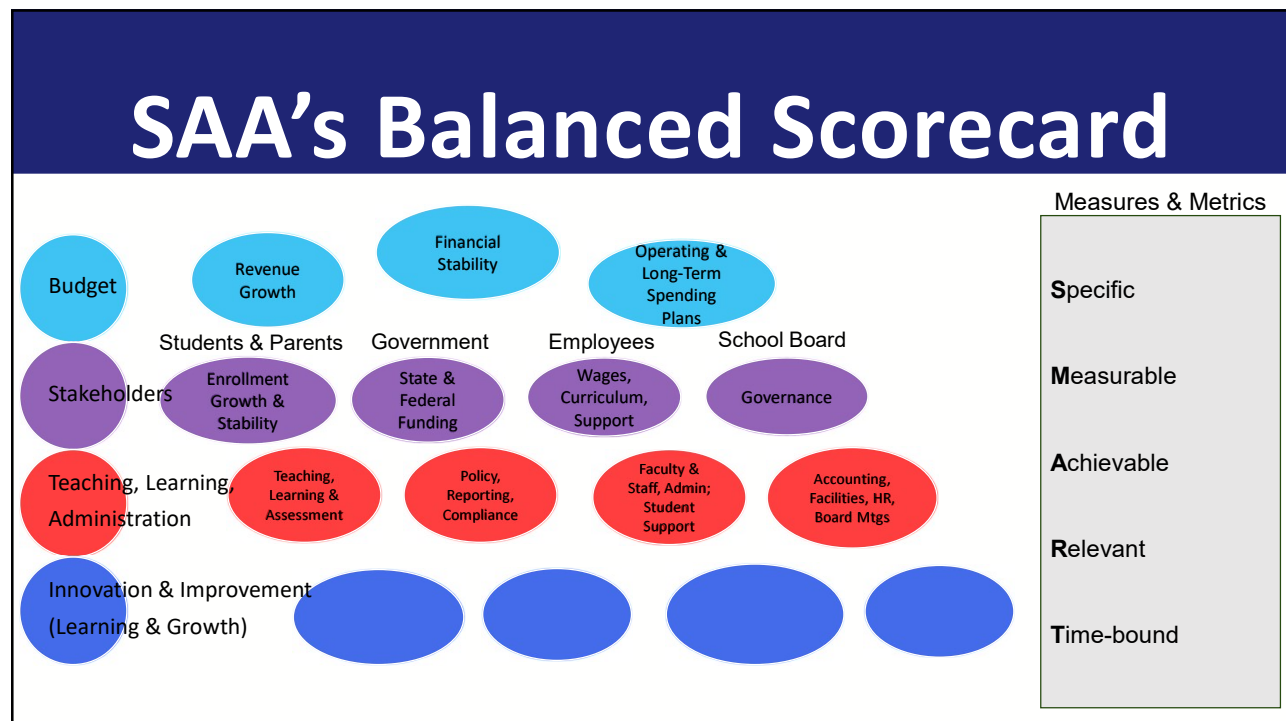
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