

# Creating a Balanced Scorecard for Your Organization

(and why you need one!)

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Campbell & Company

Advancement Planning • Fundraising • Communications • Executive Search

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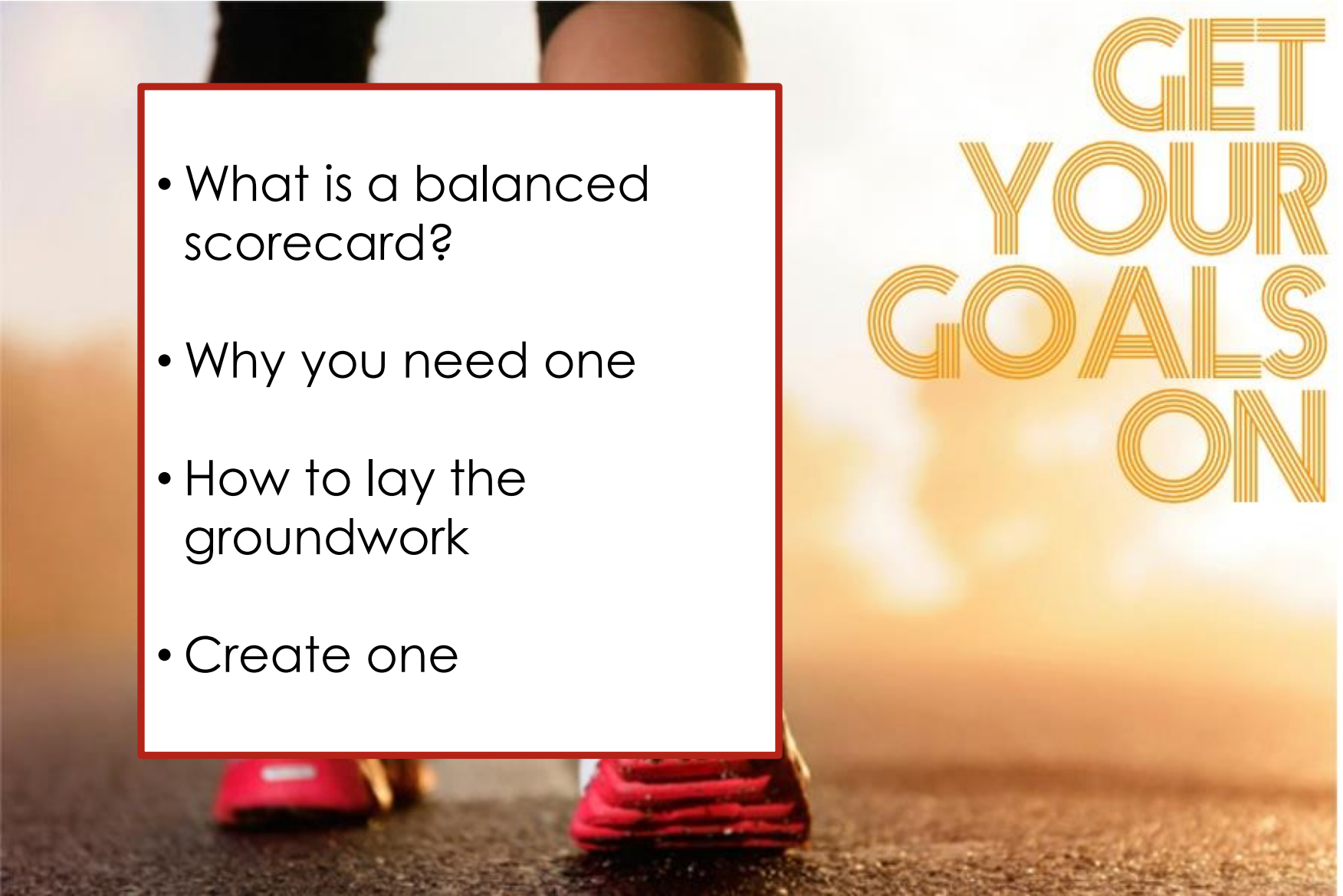
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# About today's speaker...



**Carrie Dahlquist**  
Director  
Strategic Information Services  
Campbell & Company

- 
- What is a balanced scorecard?
  - Why you need one
  - How to lay the groundwork
  - Create one

# WHAT IS IT?

# A DICTIONARY OF THE ENGLISH LANGUAGE

abalienation

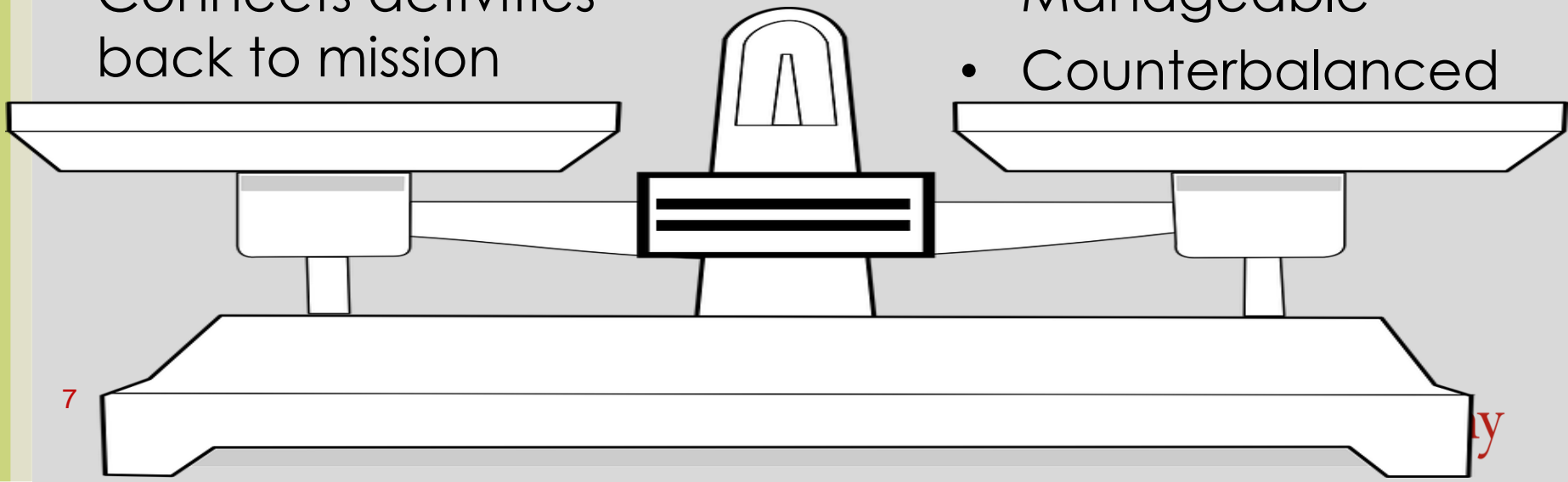
bal·anced score·card

/balənst/skôr·kârd/

*Noun* A strategic performance management tool for measuring whether the operational activities of an organization are aligned with its vision and strategy.

# Weighing benefits against challenges

- Holistic view
- Tailored
- Promotes alignment
- Focuses on outcomes
- Provides clarity
- Connects activities back to mission
- Commitment
- Time
- Culture Shift
- Accessibility
- Measureable
- Manageable
- Counterbalanced





# Two important considerations





# Scorecard goal: Cascading to Create Alignment



# PHASES



# Phase 1: Where do we need to go?

- Mission
- Vision
- (Strategic) Plan



## Phase 2: How do we get there?

- Perspectives
- Strategic Themes
- Results
- Strategy Map



## Phase 3: Building out the scorecard

- Strategic Objectives
- Performance Measures
- Targets
- Strategic Initiatives





# Phase 1

*Where do we  
need to go?*



# What is your mission?

- What is the core purpose of the organization?
- Why does it exist?



# What is your vision? What do you want to accomplish?

- So many different directions to go
- But you have to decide
- How far can you go? And how long will it take?
- Is it aligned with mission?



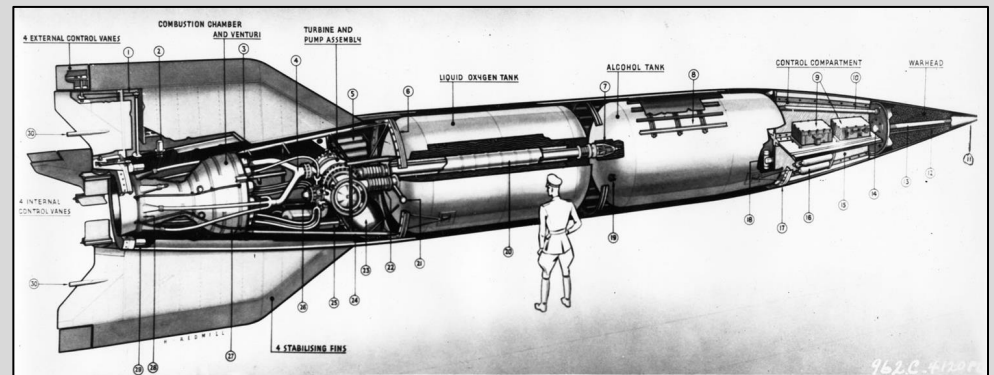
# What is your strategic plan? And how will you get there?

- Once there is a clear vision, the strategic plan helps determine the path
- With important milestones along the way



# Phase 2

*How do we get there?*





# Start with perspectives

- Key stakeholders – who are the constituents and how are we engaging them
- Financial - What financial steps are necessary to ensure the execution of our strategy?
- Operations - To be successful, what processes and technology must be improved
- Learning and Growth - What capabilities and tools do staff need to help them execute our strategy?

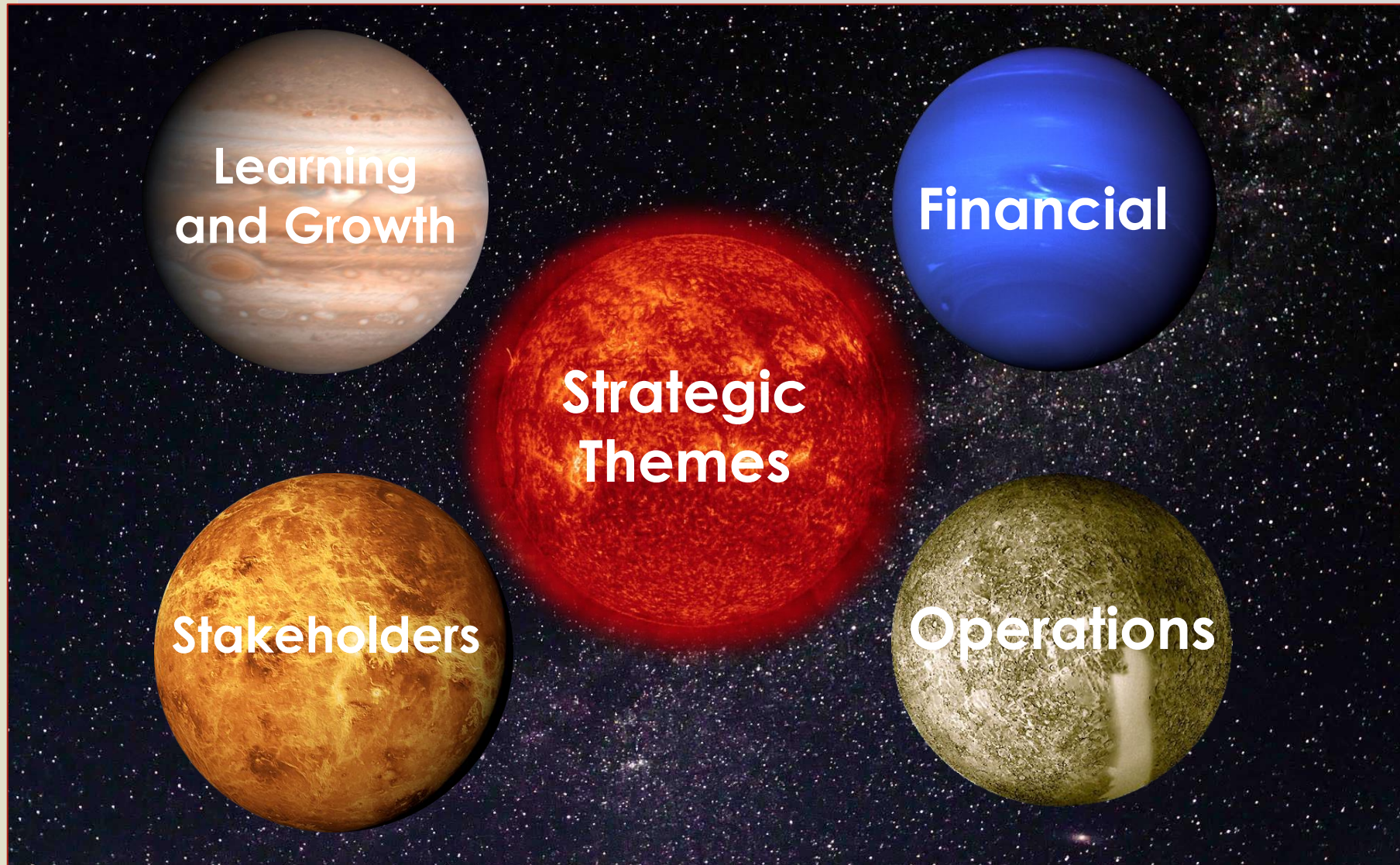


# Add strategic themes to define what is important

- Apply across all perspectives
- Choose three that are important to your organization:
- Examples include:
  - Revenue growth
  - Operational excellence
  - Constituent service
  - Innovation
  - Sustainability

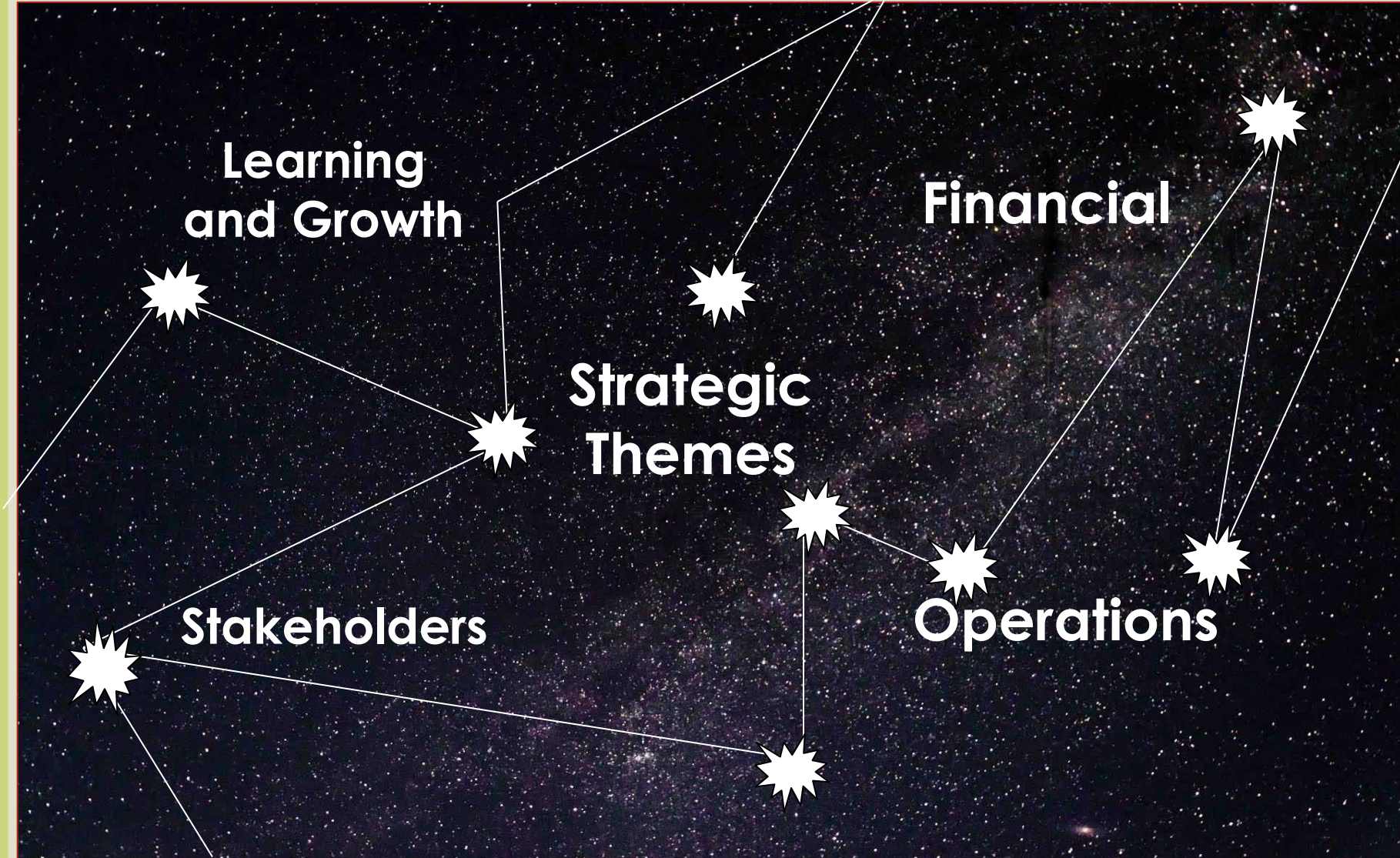


# Define strategic results





# Create a strategy map with results





# Evaluate where you are

- You've gotten a lot of information now:

What's important to us? (mission)

Where are we going? (vision)

How will we get there?

*(perspectives + strategic themes = strategic results)*





# Phase 3

## *Building out the Scorecard*

	Star system	Distance in light-years	Stellar type (s)	Observed planets
1	Alpha Centauri	4.24-4.37	M, G, K	1
2	Barnard's Star	5.96	M	
3	Wolf 359	7.78	M	
4	Lalande 21185	8.29	M	
5	Sirius	8.58	A, D	
6	Luyten 726-8	8.73	M, M	
7	Ross 154	9.68	M	
8	Ross 248	10.32	M	
9	Epsilon Eridani	10.52	K	2
10	Lacaille 9352	10.74	M	
11	Ross 128	10.92	M	
12	EZ Aquarii	11.27	M, M, M	
13	Procyon	11.40	F, D	
14	61 Cygni	11.40	K, K	
15	Struve 2398	11.53	M, M	
16	Groombridge 34	11.62	M, M	
17	Epsilon Indi	11.82	K, T, T	
18	DX Cancri	11.83	M	
19	Tau Ceti	11.89	G	5
20	GJ 1061	11.99	M	
21	YZ Ceti	12.13	M	
22	Luyten's Star	12.37	M	
23	Teegarden's Star	12.51	M	
24	SCR 1845-6357	12.57	M, T	
25	Kapteyn's Star	12.78	M	
26	Lacaille 8760	12.87	M	
27	Kruger 60	13.15	M, M	
28	DEN 1048-3956	13.17	M	
29	UGPS 0722-05	13.26	T	
30	Ross 614	13.35	M, M	
31	WISE 1541-2250	13.70	Y	
32	WISE 0350-5658	13.70	Y	
33	Wolf 1061	13.82	M	



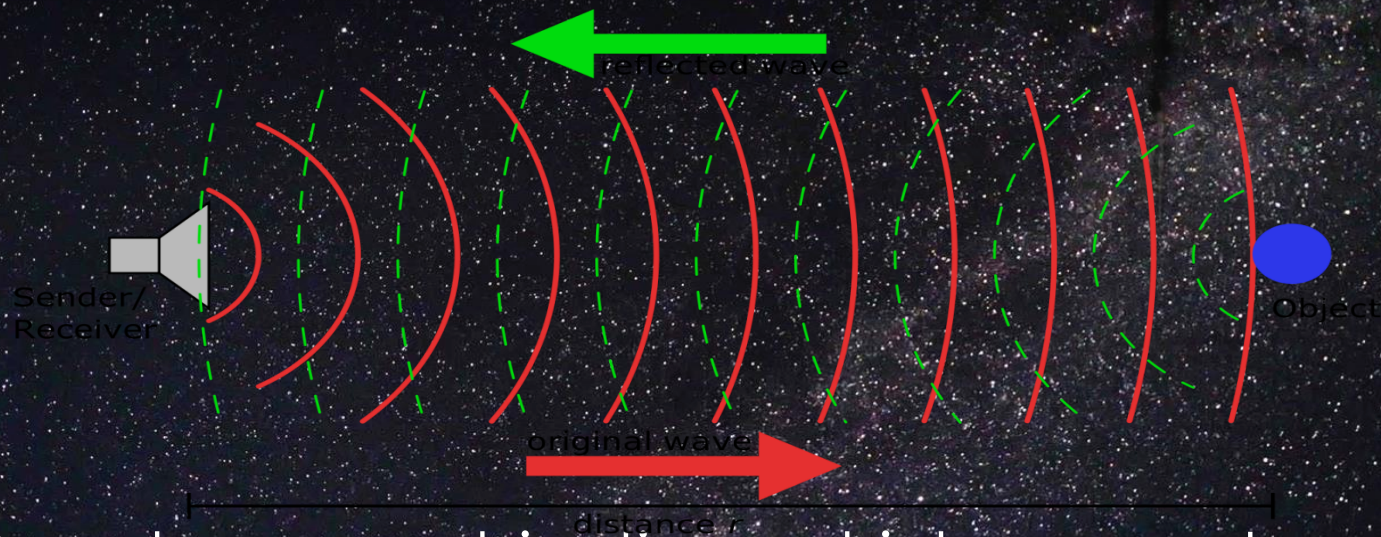
# Add strategic objectives

- Objectives are strategy components
- Must be done continuously
- They should be:
  - Action oriented
  - Easy to understand
  - Represent improvement potential
  - Not “on-off”



# Determine “SMART” performance measures – what will you monitor?

- There are many different indicators



- Based on your objectives, which are most important to monitor?



# Add targets

- Now that you've decided which indicators are most important, you can give yourself a target

Objective	Measure	Target



# Identify strategic initiatives

- You've decided what you're tracking and you've got goals
- What actions do you need to get you there?

Objective	Measure	Target	Initiatives





Keep your eyes on the stars,  
and your feet on the ground.

Theodore Roosevelt

 quote fancy



# Let's build a simple scorecard together

- Local organization
- Mission - youth development through outdoor experiences
- Some recent growth
- Recent planning efforts prioritized new, bold goals
- Chosen themes: revenue growth, constituent engagement, operational excellence

# Build Strategy Map: Strategic Themes + Perspectives= Results



# Results are divided into Strategic Objectives

## Strategic Objectives

### **Financial: Increase revenue by 50% over three years by identifying new funding sources and managing costs**

Increase philanthropic donations by developing major gift program and attracting new donors at all levels

Budget and manage resources effectively

### **Key Stakeholders: Promote youth development through new levels of service, assessing client needs and providing more comprehensive program options**

Moderately increase relevant and accessible services for elementary school clients

Dramatically increase “intensive” development opportunities for secondary school clients

Increase partnerships to leverage community and volunteer resources

### **Operations: Utilize systems and processes that enable staff to work efficiently, communicate effectively, and promote transparency**

Convert to new database to improve tracking, monitoring and reporting

Develop new communications plan to share critical information and celebrate successes

### **Learning and Growth: Hire, train, and retain the best employees who are passionate about our mission**

Identify new hiring needs, create plan for staffing, and promote flexibility as a benefit

Develop comprehensive training program and career continuum

# Add Measures

Strategic Objectives	Performance Measures
<b>Financial: Increase revenue by 50% over three years by identifying new funding sources and managing costs</b>	
Increase philanthropic donations by developing major gift program and attracting new donors at all levels	Total Funds Booked (\$) Major Gifts \$25K+ (#) New Donors (#)
Budget and manage resources effectively	Cost Per Dollar Raised (\$) Net Rev from Special Events (\$)
<b>Key Stakeholders: Promote youth development through new levels of service, assessing client needs and providing more comprehensive program options</b>	
Moderately increase relevant and accessible services for elementary school clients	K-8 Single-Day Programs (#) K-8 Students Served (#)
Dramatically increase “intensive” development opportunities for secondary school clients	9-12 Single-Day Programs (#) 9-12 Multi-Day Programs (#) 9-12 Students Served (#)
Increase partnerships to leverage community and volunteer resources	Partners Identified /Contacted (#) Partners Committed (#)
<b>Operations: Utilize systems and processes that enable staff to work efficiently, communicate effectively, and promote transparency</b>	
Convert to new database to improve tracking, monitoring and reporting	Conversion complete Key reports generated
Develop new communications plan to share critical information and celebrate successes	Av Monthly Positive Media Stories (#)
<b>Learning and Growth: Hire, train, and retain the best employees who are passionate about our mission</b>	
Identify new hiring needs, create plan for staffing, and promote flexibility as a benefit	New positions hired
Develop comprehensive training program and career continuum	Staff with Prof Dev Plan(%) Average Annual Satisfaction (%)

# Add Targets

Strategic Objectives	Performance Measures	FY16 YTD	FY17 Targets
<b>Financial: Increase revenue by 50% over three years by identifying new funding sources and managing costs</b>			
Increase philanthropic donations by developing major gift program and attracting new donors at all levels	Total Funds Booked (\$) Major Gifts \$25K+ (#) New Donors (#)	\$7M 15 100	\$8M 30 400
Budget and manage resources effectively	Cost Per Dollar Raised (\$) Net Rev from Special Events (\$)	\$0.20 \$675K	\$0.16 \$1M
<b>Key Stakeholders: Promote youth development through new levels of service, assessing client needs and providing more comprehensive program options</b>			
Moderately increase relevant and accessible services for elementary school clients	K-8 Single-Day Programs (#) K-8 Students Served (#)	15 400	10 500
Dramatically increase “intensive” development opportunities for secondary school clients	9-12 Single-Day Programs (#) 9-12 Multi-Day Programs (#) 9-12 Students Served (#)	5 1 395	5 10 700
Increase partnerships to leverage community and volunteer resources	Partners Identified /Contacted (#) Partners Committed (#)	10 2	100 30
<b>Operations: Utilize systems and processes that enable staff to work efficiently, communicate effectively, and promote transparency</b>			
Convert to new database to improve tracking, monitoring and reporting	Conversion complete Key reports generated	N/A N/A	June 1 July 1
Develop new communications plan to share critical information and celebrate successes	Av Monthly Positive Media Stories (#)	2	10
<b>Learning and Growth: Hire, train, and retain the best employees who are passionate about our mission</b>			
Identify new hiring needs, create plan for staffing, and promote flexibility as a benefit	New positions hired	1	5
Develop comprehensive training program and career continuum	Staff with Prof Dev Plan(%) Average Annual Satisfaction (%)	N/A 70%	100% 85%

# Add Strategic Initiatives

Strategic Objectives	Performance Measures	FY16 YTD	FY17 Targets	Strategic Initiatives
<b>Financial: Increase revenue by 50% over three years by identifying new funding sources and managing costs</b>				
Increase philanthropic donations by developing major gift program and attracting new donors at all levels	Total Funds Booked (\$) Major Gifts \$25K+ (#) New Donors (#)	\$7M 15 100	\$8M 30 400	Relationship-based Major Gift Initiative New policies for Board Give/Get Annual giving plan
Budget and manage resources effectively	Cost Per Dollar Raised (\$) Net Rev from Special Events (\$)	\$0.20 \$675K	\$0.16 \$1M	Tracking and accountability program New strategy/ process for special events
<b>Key Stakeholders: Promote youth development through new levels of service, assessing client needs and providing more comprehensive program options</b>				
Moderately increase relevant and accessible services for elementary school clients	K-8 Single-Day Programs (#) K-8 Students Served (#)	15 400	10 500	Explore K-8 needs through surveys/interviews Develop K-8 plan with partnerships
Dramatically increase “intensive” development opportunities for secondary school clients	9-12 Single-Day Programs (#) 9-12 Multi-Day Programs (#) 9-12 Students Served (#)	5 1 395	5 10 700	Explore 9-12 needs through surveys/interviews Develop K-8 plan with partnerships
Increase partnerships to leverage community and volunteer resources	Partners Identified /Contacted (#) Partners Committed (#)	10 2	100 30	Implement Partner Plan
<b>Operations: Utilize systems and processes that enable staff to work efficiently, communicate effectively, and promote transparency</b>				
Convert to new database to improve tracking, monitoring and reporting	Conversion complete Key reports generated	N/A N/A	June 1 July 1	Database conversion and rollout plan
Develop new communications plan to share critical information and celebrate successes	Av Monthly Positive Media Stories (#)	2	10	Convene task force Develop plan Develop templates
<b>Learning and Growth: Hire, train, and retain the best employees who are passionate about our mission</b>				
Identify new hiring needs, create plan for staffing, and promote flexibility as a benefit	New positions hired	1	5	Redesigned HR function Online Training Initiative New Flexible Working Policies
Develop comprehensive training program and career continuum	Staff with Prof Dev Plan(%) Average Annual Satisfaction (%)	N/A 70%	100% 85%	Employee Training and Staff Roundtable Launch PDP Program Annual satisfaction survey

# Review the Draft Scorecard

- Overall
  - Tell “the story” of mission and vision
  - Mix of leading and lagging indicators
- Financial
  - Satisfy constituent expectations
- Key Stakeholder
  - Reflect our values in how we engage
- Operations
  - Key internal processes to meet stakeholder and financial expectations
- Learning and Growth
  - Describe skills, infrastructure, and alignment to enable success



# Managing the Scorecard process





Communicate

Communicate

Communicate!

## Next Up!

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