Balanced Scorecard - Strategic Planning Rollout Briefing

University Council
April 11, 2019
Outline

• Our Overarching Goal
  ▪ Major phases
• Where We Have Been
  ▪ What’s been done
• Where We Are Now
  ▪ Current Status
• Overview to Balanced Scorecard Process
  ▪ Planning Process
  ▪ BSC Strategy House
  ▪ BSC Strategy Map
• Where We Are Going
  ▪ April and May 2019
  ▪ Summer 2019
  ▪ Fall 2019
• Questions and Answers
Our Overarching Goal

• To provide the UHCL community with a new vision, mission, and core values which can be actualized through the development and execution of a 5-7 year strategic plan
• This strategic plan should drive our business model and position UHCL for success over the next decade
• Our Strategic plan and planning process must include specific design characteristics:
  • Transparency
  • Based on internal and external input
  • Is sustainable
  • Engaging every employee
  • Engage our community
  • Can be described visually
  • Aligns every employee with the strategic plan
  • Makes clear our identity, purpose, and plan forward
**Strategic Planning Major Phases**

**PHASE 1**
Development of Vision, Mission, and Values

**PHASE 2**
Balanced Scorecard Launch

**PHASE 3**
Balanced Scorecard Development

**PHASE 4**
Balanced Scorecard Implementation

**PHASE 5**
Ongoing Implementation, Review, Revision

- 2018
- 2019
- 2019
- 2020
- 2021
Where We Have Been

Fall of 2017
• Vision Mission Values Taskforce (VMVTF) was formed

Spring 2018
• VMVTF met weekly (8 weeks) and developed an initial draft of UHCL’s new vision, mission, and core values

Summer 2018
• Draft vision, mission, and values were reviewed (via web survey) by faculty, staff, alumni, community partners, and students
• Revised draft mission, values, and values were generated

Fall 2018
• Balanced Scorecard Institute presented initial proposal and overview of proposed approach
• Revised vision, mission, and values vetted with multiple constituencies
Where We Have Been (cont.)

Spring 2019

• Vision, mission, and values approved by University Council, pending approval by Board of Regents and Texas Higher Education Coordinating Board
• Committees, Teams, and Advisory Board proposed
• Contract with Balanced Scorecard Institute is executed
• UHCL IT personnel developing a plan to use TaskStream to implement the strategic plan reporting and tracking
• Rollout plan is developed for next several years
Where We Are Now (Today)

• Planning to use the Balanced Scorecard Institute to kick-start the process and to train UHCL personnel to implement specific processes and programmatic techniques

• Committees and Advisory Boards Formed
  ▪ UHCL Strategic Planning Advisory Committee (internal constituents)
  ▪ UHCL Strategic Planning Facilitation and Training Team

• UHCL Board of Advisors (external constituents) is being formed – use of industry sector specific members
Strategic Planning Structure for UHCL

- **UHCL Core Leadership Team**
  - Vision, Mission, Values Taskforce (VMVTF)

- **President Blake**
  - Strategic Planning Leadership Team (SPLT)
    - Kevin Wooten – Co-Chair
    - Joan Pedro – Co-Chair
    - Steve Berberich – Sr. VP & Provost
    - Mark Denny – VP Administration & Finance
  - UHCL Strategic Planning Facilitation & Training Team (SPFTT)

- **UHCL Board of Advisors**

- **UHCL Strategy Planning Advisory Committee (SPAC)**
Overview to Balanced Scorecard Process

- Has components of traditional strategic planning
- Incorporates processes – our desired design characteristics
- Important – we will be trained, but we will own and drive the process
Figure 1: Generic Planning and Management System
How do you build a BSC?

Building a Strategic Plan is like Building a Custom House

Perspectives
- Patrons
- Financial Stewardship
- Internal Process
- People, Tools & Technology

Strategic Results
- Mission
- Vision
- Customer Value Proposition
- Organization Enablers and Challenges

THEME
THEME
THEME
THEME
1-Page Summary of Strategic Plan

Vision:
Be a world-class model for a successful urban community

Mission:
Provide effective and fiscally responsible services in a manner that promotes high standards for community life

Strategic Themes:
Maintain an ethical and transparent government that engages its constituents and provides effective and efficient services.
Create a safe, thriving and engaged community so families can flourish through achievement of social, mental, physical and cultural well-being.
Create and maintain a safe, secure community-oriented city that is clean and vibrant.
Offer abundant opportunity for financial stability and advancement for all socio-economic levels.

<table>
<thead>
<tr>
<th>Strategic Objectives and Strategy Map</th>
<th>Measures</th>
<th>Targets</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Reform</td>
<td>• Livelihood satisfaction score</td>
<td>• &gt;90% this year</td>
<td>• Green Space program</td>
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<tr>
<td>Nurturing Children and Families</td>
<td>• Program satisfaction score</td>
<td>• &gt;85% this year</td>
<td>• New business startup program</td>
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<tr>
<td>Public Safety</td>
<td>• Per capita service utilization</td>
<td>• &gt;65% this year</td>
<td>• Community engagement committee</td>
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<tr>
<td>Economic Abundance</td>
<td>• Business permits and licenses</td>
<td>• ↑ 5.5% each quarter</td>
<td>• Partnering program</td>
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<td></td>
<td>• Per capita income</td>
<td>• ↑ 3% this year</td>
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<td></td>
<td>• Tourism revenue</td>
<td>• ↑ 4% this year</td>
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<td>• Controlable expenses</td>
<td>• ↑ 51% this year</td>
<td>• Simplify tax payments</td>
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<tr>
<td>Financial Stewardship</td>
<td>• Asset value</td>
<td>• ↑ 84% this year</td>
<td>• Asset resale program</td>
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<td></td>
<td>• Strategic projects on time and budget</td>
<td>• &gt;95% this year</td>
<td>• Energy savings program</td>
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<tr>
<td>Business Processes</td>
<td>• Index of program results</td>
<td>• &gt;85% this year</td>
<td>• Partner recruitment program</td>
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<td></td>
<td>• Shared systems</td>
<td>• &gt;35% this period, 50% this year</td>
<td>• City marketing program</td>
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<td></td>
<td>• Response time changes</td>
<td>• ↑ 5% this period</td>
<td>• Satisfaction surveys</td>
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<td></td>
<td>• Audit score of communication effectiveness</td>
<td>• &gt;50% this period</td>
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<tr>
<td>Organizational Capacity</td>
<td>• Recruitment effectiveness</td>
<td>• &gt; 80% this period</td>
<td>• Customer service training program</td>
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<td>• Retention effectiveness</td>
<td>• &gt;92% this year</td>
<td>• Individual development plans</td>
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<td></td>
<td>• Training effectiveness</td>
<td>• &gt;93% this period</td>
<td>• Program evaluation process</td>
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<td></td>
<td>• Employees use of appropriate technology</td>
<td>• ↑ 65%</td>
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* Integrity-Based Leadership • Ethics • Accountability • Commitment to Excellence • Citizen-Centered • Mutual Respect
Why an Integrated System with BSC?

Align the Organization to the Vision, Mission & Strategy

- Programs, Products and Services
- Projects, Activities and Tasks
- Rewards, Recognition and Incentives
- Budgets
- Measures and Targets

Vision and Mission
- Customer Values and Needs
- Political Priorities
- Organizational Values
- Stakeholder Considerations
- Policies and Governance

Strategy
- Strategic Themes
- Strategic Results

Actions
- Strategy Map
- Strategic Initiatives
- Personal Objectives
- Measures and Targets

Strategic Objectives
How do you build a BSC?

Objectives Connect Various Elements Of The Strategic Management System

<table>
<thead>
<tr>
<th>Strategic Objectives and Strategy Map</th>
<th>Commentary</th>
<th>Objectives Owner</th>
<th>Performance Measures</th>
<th>Targets</th>
<th>Strategic Initiatives</th>
</tr>
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<tbody>
<tr>
<td>Financial Stewardship</td>
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<td>Customers / Stakeholder</td>
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<td>Internal Process</td>
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<tr>
<td>Organizational Capacity</td>
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</table>

- Mission and Vision
- Strategic Goals and Results

Strategy Map: How Do We Create Value for Customers & Stakeholders

- How Are We Performing?
- What is the Intent and Scope of the Objective?
- Who is Responsible and Accountable?
- How Do We Align Departments and Individuals to Strategy?
- What Strategic Projects Must Be Implemented?

Employee Personal Objectives
How Do We Create a Planning Culture?

• Get behind the plan – experiment – make your voice heard
• Our leadership support
• Our change agents – UHCL Strategic Planning Facilitation and Training Team
  ▪ Consists of 23, administration and faculty
  ▪ Will be provided 1-week certification training in September
  ▪ Will be responsible for “driving” BSC to 2nd and 3rd institutional teams
  ▪ Will be awarded certification status by “The George Washington University”
## Where We Are Going

### SPRING 2019

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>1. Invitations for Participation in:</td>
<td>Week of April 1</td>
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<tr>
<td>a) UHCL Board of Advisors</td>
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<td>b) UHCL Strategic Planning Advisory Committee</td>
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<tr>
<td>c) UHCL Strategic Planning Facilitation and Training Team</td>
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<tr>
<td>2. Roll-out Plan Presentation to Core Leadership Team</td>
<td>April 1</td>
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<tr>
<td>3. Roll-out Plan Presentation to University Council</td>
<td>April 11</td>
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<tr>
<td>4. Balanced Scorecard Institute Communications Workshop (select</td>
<td>April 12 (1 full day)</td>
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<td>officers and MARCOM develop communications strategy and schedule)</td>
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<tr>
<td>5. Balanced Scorecard Institute Facilitated Environmental Scan (</td>
<td>April 15-26</td>
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<tr>
<td>Interviews and Questionnaires)</td>
<td></td>
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</tbody>
</table>
## Where We Are Going

### SPRING 2019

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>6. UHCL Internal Strategic Themes and Great Ideas Campus Forums</td>
<td>Week of April 22 (5-6 theme-based all-University structured meetings)</td>
</tr>
<tr>
<td>7. UHCL Board of Advisors Retreat</td>
<td>May (TBA)</td>
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<td></td>
<td>External stakeholders</td>
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<tr>
<td>8. Balanced Scorecard Institute Facilitated Strategic Foundations</td>
<td>May 9-10</td>
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<td>(select officers and others constituting the Strategic Management Team)</td>
<td>(2 full-day workshops)</td>
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<tr>
<td>9. Presentation to UHCL Strategic Planning Advisory Committee (review</td>
<td>Week of May 13</td>
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<tr>
<td>of work and feedback)</td>
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<tr>
<td>Activity</td>
<td>Date</td>
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<tr>
<td>---------------------------------------------------</td>
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<tr>
<td>1. Rollout of UHCL Initial Strategy House</td>
<td>June 1 – July 31</td>
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<tr>
<td>2. Refinement of Initial Strategic Themes and High-Level Measures</td>
<td>June 1 – July 31</td>
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</tbody>
</table>
### Where We Are Going

**FALL 2019**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>1. Balanced Scorecard Institute Facilitated Strategic Theme Team Workshop (4-5 theme-specific (e.g., Excellence in Education) workshops for select subject matter expert teams to refine themes and overall measures)</td>
<td>Week of September 2</td>
</tr>
<tr>
<td>2. Updates and Review University Council</td>
<td>September 12</td>
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<tr>
<td>3. Communicate to University on Progress Made</td>
<td>September 16</td>
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<tr>
<td>4. Balanced Scorecard Institute Facilitated Workshop (Bootcamp) (21 UHCL faculty to be certified as Balanced Scorecard Professionals to facilitate strategy implementation)</td>
<td>September 23-27</td>
</tr>
<tr>
<td>5. Balanced Scorecard Institute Facilitated Strategy Development Part 1 Workshop (Strategic Management Team develops overall strategic objectives and strategy map)</td>
<td>Week of October 1 (2-day workshop)</td>
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<tr>
<td>6. Communicate to University on Progress Made</td>
<td>Week of October 7</td>
</tr>
<tr>
<td>Activity</td>
<td>Date</td>
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<td>-------------------------------------------------------------------------</td>
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<tr>
<td>7. Balanced Scorecard Institute Facilitated Strategic Objective Overview Workshop (select owners of 10-16 overall strategic objectives develop prioritized initiatives and refined measures/KPIs)</td>
<td>Week of November 4 (2-day workshop)</td>
</tr>
<tr>
<td>8. Balanced Scorecard Institute Facilitated Strategy Development Part 2 Workshop (strategic objective owners and Strategic Management Team review all strategic objectives, strategic initiatives, refine measures and KPIs, refine strategy map)</td>
<td>Week of November 11 (1-day workshop)</td>
</tr>
<tr>
<td>9. Review and Feedback of Complete Strategy Map, Objectives, Initiatives, and Measures by Strategic Advisory Committees and Provide Final Feedback</td>
<td>Week of November 18</td>
</tr>
<tr>
<td>10. Communication of Tier 1 Strategy to University Community – University-Wide Meetings by Dr. Blake and Core Leadership</td>
<td>Week of December 1 (2 one-hour sessions)</td>
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<tr>
<td>11. Presentation to University Council, Faculty Senate</td>
<td>December – TBA</td>
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</table>
Upcoming Events/Tasks

April 12
• BSCI Facilitated Communication Workshop
  ▪ MARCOM and BSCI representative, Strategic Planning Leadership Team, select officers
  ▪ Focus on messaging, internal and external communications
  ▪ Web presence
  ▪ Overall communication strategy
Upcoming Events/Tasks

Week of April 15
- BSCI Facilitated Environmental Scan to Prepare for Foundations Workshop
  - May 10
    - Assessment of planning culture
    - SWOT
    - Assessment of strategic maturity
    - Competitive analysis
    - Strategic gap analysis
    - Select phone interviews with select leadership
    - Survey of all (Core Leadership, Strategic Planning Advisory Committee, SGA Leadership, SSA Leadership, Faculty, Senate Leadership)
Upcoming Events/Tasks

Week of April 22
• All University Strategic Themes and Great Ideas Forum
  ▪ 2-hour facilitated (by Strategic Planning Leadership Team and others) meeting to identify high-level topics that university community wants to be considered for the strategic plan
  ▪ 5 topic areas (teaching, campus life, business operations, etc.)
    • Academic Excellence
    • Student Experience
    • Sustainable Financial Resources and Alignment
    • Partnership with Community
    • Human Capital and Service-Based Culture
  ▪ Current schedule 4/23, 4/25, 4/30 (5 meetings at CL, 1 meeting at PL)
  ▪ Meetings will be at 1:00 pm and 4:00 pm
Upcoming Events/Tasks

May (TBA)

• UHCL Board of Advisors Retreat
  - Introduction of vision, mission, and values statement
  - Overview of our strategic planning process
  - Introduction to Balanced Scorecard
  - Review of our potential strategic themes
  - Discussion of niche and strategic positions
Upcoming Events/Tasks

May 9-10
• BSCI Facilitated Strategic Foundations Workshop (Core Leadership Team and Select Officers)
  ▪ Refinement of strategic position
  ▪ Develop value propositions
  ▪ Develop competitive analysis
  ▪ Define 4-5 strategic themes for UHCL Strategy House

May 13
• Presentation to UHCL Planning Advisory Committee
  ▪ Feedback on work thus far
  ▪ Articulate next steps
  ▪ Review of summer activities
Famous Quotes on Strategy, Planning, and Strategy Execution

“Plan for the future because that’s where you are going to spend the rest of your life.”

Mark Twain

“However beautiful the strategy, you should occasionally look at the results.”

Sir Winston Churchill
Appendix
Approved Vision, Mission, and Core Values
Vision

The University of Houston-Clear Lake will lead as a learner-centered university dedicated to achieving national prominence in transformative education grounded in creative activities, innovative research, and community partnerships that serve regional, state, and global locations. UHCL launches your future!
Mission

The University of Houston-Clear Lake places its highest priority on serving a diverse body of students in every aspect of their university experience. UHCL’s teacher scholars provide high-quality, student-centered undergraduate and graduate programs that prepare students to thrive in a competitive workplace and to make meaningful contributions to their communities. UHCL fosters critical thinking and lifelong learning through a strong legacy of vibrant community partnerships complementing its historical focus on teaching, research, creative activity, and service.
<table>
<thead>
<tr>
<th>Proposed UHCL Core Value</th>
<th>Description</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learner Focused (1)</td>
<td>UHCL is committed to maintaining and building strong degree plans that foster creativity and critical thinking. We are invested in our students and are committed to their growth, development, and transformation.</td>
<td></td>
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<tr>
<td></td>
<td>Impact: Inspire individuals to grow to their fullest potential</td>
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<tr>
<td>Transformation (2)</td>
<td>UHCL empowers individuals to learn, grow, and develop as leaders and contributors. We support, and foster leadership and collaboration among students, faculty, and staff.</td>
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<td></td>
<td>Impact: Forge Visionary leaders who are agents of change in their fields.</td>
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<tr>
<td>Innovation (3)</td>
<td>UHCL cultivates fearless imagination when creating new programs, teaching methods, and research opportunities that prepare students to meet the challenges of changing global economy. We are attuned to social, economic and environmental changes and take timely action to respond to them.</td>
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<td></td>
<td>Impact: Deliver the solutions to challenges of today and tomorrow.</td>
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</table>
## Values

<table>
<thead>
<tr>
<th>Proposed UHCL Core Value</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Diversity and Inclusion (4)</td>
<td>UHCL embraces inclusion and cultivates diversity at all levels of the institution. We celebrate our status as a Hispanic-serving institution. We welcome students, staff, faculty, and partners from different nationalities, races, ethnicities, ages, religions, genders, sexual orientations, and physical abilities into our family and values identity through the lens of intersectionality.</td>
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</tbody>
</table>

Impact: Create an inclusive community that develops well-rounded individuals who contribute to the global society.

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<thead>
<tr>
<th>Resilience (5)</th>
<th>UHCL embodies perseverance, passion, commitment, resolve and grit to bring positive change to the university and community.</th>
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</table>

Impact: Evolve as a community to persevere through challenges and adversity.

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<tr>
<th>Service (6)</th>
<th>UHCL is committed to community values, partnerships and collaboration. We create a service culture among faculty, staff, and students. UHCL maintains strong sustainable relationships by engaging various stakeholders to achieve mutual goals and objectives.</th>
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</table>

Impact: Develop leaders who foster the growth and wellbeing of the communities they serve.
<table>
<thead>
<tr>
<th>Proposed UHCL Core Value</th>
<th>Description</th>
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<tbody>
<tr>
<td>Integrity (7)</td>
<td>UHCL fosters honesty and trust among all internal and external constituents. We are committed to our values and being accountable to our constituency in an atmosphere of generosity and kindness. Impact: Build a community of trusted individuals.</td>
</tr>
<tr>
<td>Sustainability (8)</td>
<td>UHCL maintains stewardship over resources including but not limited to university finances and operations, the socio-physical environment. Impact: Make a difference in our world for generations to come.</td>
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</table>