

A man in a white shirt and red tie is balancing a large red hoop on a colorful, abstract landscape. The landscape is divided into sections of blue, yellow, and green. The man is standing on the yellow section, holding the hoop with both hands. The hoop is arched over the blue section. The background is a textured, light blue wall.

# Stewardship and The Balanced Scorecard

# Limits to Growth

- **Capacity of the environment to deal with waste**
- **Critical resources – i.e., ozone layer, carbon cycle, Amazon forest**

# Issues

- **Externalities – resources that have no market**
- **How do we place value on externality – something of intrinsic value?**
- **NIMBY**
- **Tragedy of the Commons**

# Solutions

- **Governmental Regulation**  
Taxation, Fines
- **Environmental Organizations**  
Oversight, Guidance
- **Economic Approach**  
Technology, Resource Substitution, Conservation,  
Population Control

# Present Value Analysis

- **Determine costs and benefits over life of investment**

**Costs and benefits in the future have little consideration in model (i.e PV of \$1 received 20 years from now at a 10% factor is worth 14.9%. Future generations are not really considered**

# Sustainable Development

**Allows people to think of compromises; of ways to temper the impact of growth without sacrificing it entirely.**

# Holistic Resource Management

- **Allan Savory (The Last Ranch)**
  - **Environmental Impact**
  - **Economic Benefits**

# Holistic Resource Management

- **Six Tests to validate any tool**
  - Honor the ecosystem as a whole
  - Strengthen the weak link in the operation
  - Address causes, not symptoms
  - Give the best marginal reaction per dollar
  - Represent a conscientious use of energy and nonrenewable wealth
  - Respect society and culture



# Holistic Resource Management

- **Define the whole you expect to deal with**
- **List what you want (outcome, goals)**
  - Describe desired quality of life, general activity to support it, and the landscape that will sustain it**
- **Plan how to attain goal**
- **Monitor**
- **Replan**

# Balanced Scorecard

- **Set of performance measures that support an organization's strategy**
  - Top management identifies performance drivers (perspectives) based on mission**
  - Develops key performance indicators in a metric of categories that support strategic plan.**

# Common Characteristics of Balanced Scorecard



# Company's Strategy and the Balanced Scorecard

- **Key performance indicators should be linked together, so that if one improves, it will lead to improvement of another.**

Advantage: Continually tests the theories underlying management's strategy.

# Performance Measures

## Operations or Internal Business Processes

Percentage of sales from new products

Percentage of customer calls answered  
w/in 20 sec.

Time to introduce new products to market

## Market/Customer

Customer Satisfaction

Number of Customer complaints

## People and Adaptability/Learning and Growth Perspective

Suggestions per employee

Patents

Employee Turnover

Positive Desired Change

Negative Desired Change

# Cal Poly Example

## Administration & Finance Division

Vicki Stover, D. P. A. Associate VP

- **Mission: Create and provide high quality, efficient support and planning services as an integral part of the campus community and in support of the educational mission characterized by a polytechnic, learn by doing environment.**
- **Vision: We will strive to reflect the highest professional and ethical standards, provide leadership in fostering a sense of community, and promote innovative and creative means of delivering quality service in support of the mission of the university.**

# Guiding Principles

- **Administrative processes should be customer oriented,**
- **Decision making should be localized,**
- **Administrative processes should be simplified**
- **Attitudes should support innovation, and Evaluative measures should be developed to assess whether these principles are being practiced.**

# Purpose of Balanced Scorecard

- **To provide quality with fewer resources**
- **To eliminate non-value added efforts**
- **To align customer priorities and expectations with the customer**
- **To track progress**
- **To evaluate process changes**
- **To continually improve**
- **To increase accountability**



# The Four Perspectives

- **Customer**

To achieve our vision, how should we appear to our customer?

- **Innovation and Learning**

To achieve our vision, how will we sustain our ability to change and improve

- **Internal Processes**

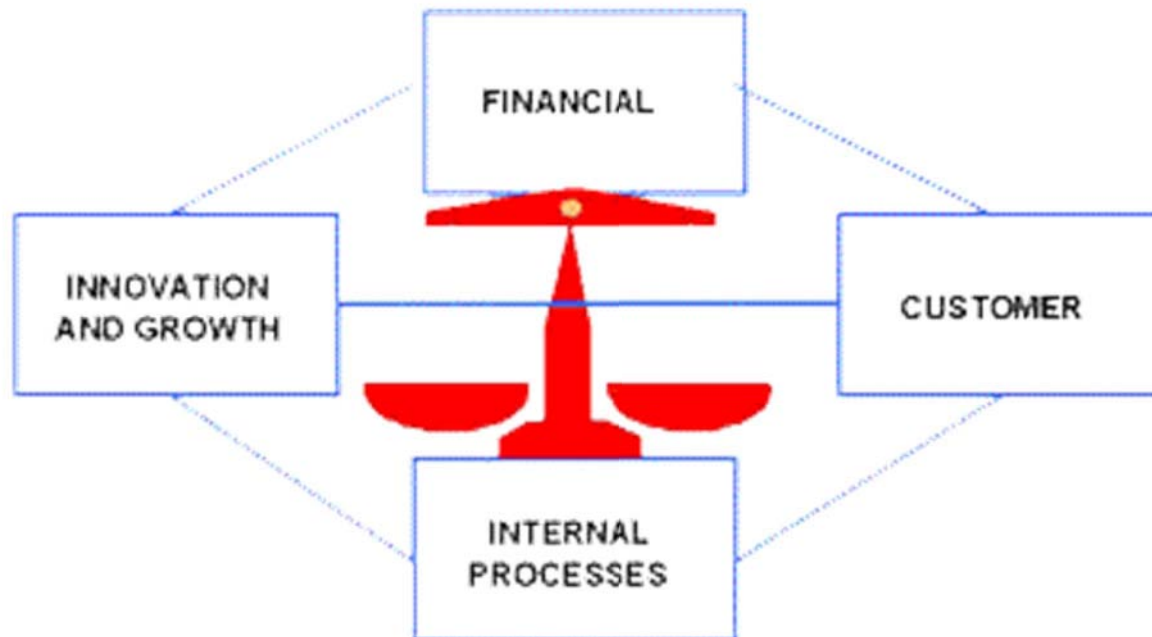
To satisfy our customers, at what business processes must we excel?

- **Financial**

To succeed financially, how should we appear to our constituents?

## LINKING STRATEGIES TO ACTIONS

LINKS FOUR PERSPECTIVES:



# The Facility Services Critical Functions

- **Litter Control**
- **Building Environment Services**
- **Cleaning of Campus Buildings**
- **Recycling**
- **Construction**
- **Customer Service**
- **Project Management**
- **Planning**
- **Road/Parking Maintenance**
- **Special Events**
- **Refrigeration Services**
- **Warehouse Services**
- **Architectural Trades-Maintenance**
- **Weed Control**
- **Plumbing Services**
- **Pruning**
- **Sweeping**
- **Mowing and Edging**
- **Irrigation**
- **Fertilizing**
- **Vehicle and Equipment Maintenance**



# Plumbing Services Scorecard

**Mission:** Our mission is to provide comfort control, plumbing and mechanical services of the highest quality to the Campus in a safe, healthy, timely and energy efficient manner.

**vision:** We will strive to reflect the highest professional and ethical standards, provide leadership in fostering a sense of community, and promote innovative and creative means of delivering quality services.


## Critical Process: Plumbing Services

Perspective	Objectives	Measures	Targets	
<b>Customer</b>	Meet or exceed the customer's expectations within policy and design constraints.	Customer complaints.	0	Develop office procedure for handling complaints.
<b>Financial</b>	Deliver services in an cost effective manner.	Reduce injuries.	0	Monthly safety meetings
		Safety Meetings	1 / month	
<b>Innovation and Learning</b>	On-going development of staff skills and talents to keep pace with new technology, new processes and industry standards.	Training time	1 away training seminar and 2 in-house training sessions per year.	ID training \$, training from shop meetings, class Maintenance Plumber good, inexpensive training web based training
<b>Internal Business Processes</b>	Deliver services in an efficient manner.	Time to complete the assigned task.	Meet or exceed benchmark without sacrificing quality.	Provide needed tools, materials, prep., information
		# of return / repeat calls.	0	Develop office procedure for return / repeat calls



# Plumbing Services Metrics

## Administration and Finance Division Balanced Scorecard Metrics Plumbing Services

	Customer	Financial		Innovation and Learning	Internal Business Processes	
2000/2001	Customer Complaints	Injuries	Safety Meetings	Training	Time to complete assigned task	#of return/repeat calls
January	0	0	0	2	5:0=100%	0
February	0	0	0	3	0:1=0%	0
March	0	0	0		1:0=100%	0
April	0	0	0		1:0=100%	0
May						
June						
	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>7:1=87%</b>	<b>0</b>
	<b>Target:</b> 0 customer complaints monthly	<b>Target:</b> 0 injuries monthly	<b>Target:</b> 1 safety meeting monthly (12 total / year)	<b>Target:</b> 1 away training seminar and 2 in-house training session per year. (15 total/year)	<b>Target:</b> Meet or exceed benchmark (RS Means) 80% of the time.	<b>Target:</b> 0 return/repeat calls mo

# Cal Poly Land Seminar

- **Balanced Scorecard**
  1. **Mission**
  2. **Performance Areas (Critical Functions)**
  3. **Perspectives**
  4. **Key Performance Indicators**

# Cal Poly Mission/Vision

As a predominantly undergraduate, comprehensive, polytechnic university serving California, the mission of Cal Poly is to discover, integrate, articulate, and apply knowledge.

This it does by **emphasizing teaching; engaging in research; participating in the various communities**, local, state, national, and international, with which it pursues common interests; and where appropriate, **providing students with the unique experience of direct involvement with the actual challenges of their disciplines** in the United States and abroad.

Cal Poly is dedicated to complete **respect for human rights** and the development of the full potential of each of its individual members. Cal Poly is committed to **providing an environment where all share in the common responsibility to safeguard each other's rights**, encourage a mutual concern for individual growth and appreciate the benefits of a diverse campus community.

# Cal Poly Land Seminar/Mission

Cal Poly's land has been central to its evolving identity. **Knowing, appreciating, using, and taking care of this land** are common concerns shared by all departments, and by students, faculty, and staff. This particular ten thousand acres sustains our work and defines our institution.

The University Provost has sponsored the creation of a Faculty Seminar for the year 2000-2001 to study, publicize, and celebrate Cal Poly Land.



# Swanton Pacific Ranch Mission

**To Provide Cal Poly students, staff, faculty, and the general public a unique interdisciplinary environment in which to live and learn. To foster the “learn by doing” philosophy by providing learning experiences on a working ranch with diversified agriculture and forest reserves.**

# Critical Processes

- **Education**
- **Outdoor Recreation**
- **Flora and Fauna**
- **Geography**
- **Geology**
- **Climate**
- **Arts**
- **Architecture**
- **Soils**
- **Water**
- **History**
- **Technology**
- **Archaeology**
- **Regulation/Laws**

# Perspectives

- **Education**
- **Economic**
- **Environment**
- **Social**