

4<sup>th</sup> International Conference on New Horizons in Education

## Strategy focused schools: an implementation of the balanced scorecard in provision of educational services

Harun Yüksel<sup>a\*</sup>, Ali Coşkun<sup>b</sup>

<sup>a</sup>*Fatih University, 34500 Istanbul, Turkey.*

<sup>b</sup>*Fatih University, 34500 Istanbul, Turkey.*

---

### Abstract

The main mission of the educational institutions is to provide benefit and create the social values for the society. In order to ensure educational institutions to deliver their main mission, they should measure whether they have achieved their strategic objectives or not. While most of the main objectives of the businesses are financial such as maximizing the profits, however educational institutions' prior performance objectives are not financial ones. Therefore, the performance management of the high schools as an educational institution should be based on nonfinancial performance perspectives. By bringing a comprehensive system to performance measurement, the balanced scorecard (BSC) may help educational institutions to motivate and evaluate the organizational performance. The BSC may be a suitable model to be used in public and non-profit organizations by defining the links between leading inputs, processes, and outcomes and focusing on the importance of managing these components to achieve the organization's strategic priorities. While the implementation of the balanced scorecard (BSC) in the different sectors is frequently seen in the literature, very few researches has been conducted concerning the application of the BSC in the education sector. In this study we will develop a BSC model for the high school in Turkey. First we will review the administrative structures, functions and the operations and the current performance measurement systems of the high schools. Later in the study we develop the perspectives of the school balanced scorecard and we define strategic objectives, performance measures relating to these objectives, performance targets for each measure and initiatives. In the study, we suggest that if high schools use the balanced scorecard as a strategic performance management system it may help them to be strategy focused and may better serve their missions.

© 2013 The Authors. Published by Elsevier Ltd. Open access under [CC BY-NC-ND license](https://creativecommons.org/licenses/by-nc-nd/4.0/).

Selection and peer-review under responsibility of The Association of Science, Education and Technology-TASET, Sakarya Universitesi, Turkey.

Keywords: School; Performance Management; Provision of Educational Services; The Balanced scorecard

---

\* Corresponding author. Tel.: +90-212-8663300; fax: +90-212-8663342.

E-mail address: [hyuksel@fatih.edu.tr](mailto:hyuksel@fatih.edu.tr)

## 1. Introduction

Education is a vital fact that increases knowledge which is an essential feature that enhances the qualifications of people and therefore it plays a critical role in shaping the future of the nations. It is well known that education is an important factor at accelerating economic, cultural and social development in a country. As competition in educational services has become more intense, many educational institutions invested in education in order to achieve their goals. In order to ensure educational institutions to deliver their main mission, they should measure whether they have achieved their strategic objectives or not.

Education has been related with the process of instructing young people in ways which form the mind and character necessary to become good citizens and employable workers to increase the development of a country. Nowadays, education has become a life-long process, increasingly connected to schooling, human and economic development, and productivity by enhancing personal and national welfare. During the past 50 years, development of educational services has contributed to a fundamental conversion of OECD countries, including Turkey (Owings, Kaplan and Pirim, 2012). As a developing country, Turkey accepts education as a crucial component in constructing its economy to world class levels.

The purpose of this study is to increase understanding of how the BSC is used in educational institutions. This paper is organized in the following manner. First we will review the purpose of educational services as privat and governmental sector. Then strategic planning in education is presented. Later in the study we develop the perspectives of the school balanced scorecard and we define strategic objectives, performance measures relating to these objectives, performance targets for each measure and initiatives.

## 2. Educational Services

The purpose of education is to improve the welfare of the individual and the society by promoting civilized, progressive, competent and efficient development of the individual and the society in a given country. Nowadays in developed countries, the priority of educational services is one of the main features that determine level of development. Besides education provides special benefits to people, it also creates positive externalities to the society that increases the social development of a country. The developments in all fields of life increase the importance of education. Thus concentration of many efforts in the provision of this service by government and private sector become prominent.

There are different perspectives on the outcomes of the education process. One view states that education increases the skills of individuals and thus contributes all kind of development. This perspective perceives investment in people as capital investments. The greater is the investment of human capital, the greater is the productivity. Another view is about the socialization role of education. It teaches people how to perform well in public, work and home. In this perspective, there is a positive relation between education period and social skills of individuals. These social abilities make people more valuable in the life. Another function of education is to identify the abilities of different individuals. Those who attend to school longer than the others get higher wage and are observed to be more productive. This is not because the schools have increased their productivity, but rather because the schools have identified those individual who are the most productive, or who have the necessary ability or skill. This view indicates schooling as separating the very able and highly motivated from the less ones (Stiglitz, 1999).

## 3. Strategic Planning in Education

Public and private educational institutions are experiencing challenges such as increased competition, emerging technology, scarcity of resources or inefficient resource allocation. Because of globalization trend and knowledge-based era all these challenges become more important. The increasing volatility of the environment has forced institutions to adapt to ever changing external circumstances (Machado and Taylor, 2010). The literature strongly recommends strategic planning as the key to superior performance. According to the mission

متن کامل مقاله

دریافت فوری ←

**ISI**Articles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات