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# Developing a Performance Management System at McMaster University using the Strategy Map and Balanced Scorecard

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## ABSTRACT

This paper covers the process involved in developing a university-wide performance management system at McMaster University, along with the creation of Strategy Maps and Balanced Scorecards for both the University as a whole, and for the Administration Division. With a set of Performance Objectives and Indicators identified, McMaster can now build upon, and link to, work that has been completed in several data marts of its enterprise-wide data warehouse. Much of the data that is now in place will be integral in providing senior administration with comprehensive reports on performance in a variety of areas across the University. McMaster's data warehouse has now integrated data from research, student records, and finance; therefore, McMaster is strategically poised to maximize its data analysis efforts and link all available data to performance. With this in mind, this paper will also discuss next steps in utilizing SAS® Strategic Performance Management module along with SAS® Financial Management to monitor and enhance performance in a variety of areas across the University. Although more well-known in the corporate arena versus educational sectors, McMaster has used Kaplan-Norton as a model to guide the thinking involved and the ultimate creation of its strategy maps and measures. As this paper will reveal, the Strategy Map and Balanced Scorecard concepts and principles are transferable across both the corporate and educational domains.

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