

Abstract

Higher Education Institutions play an important role in society by spreading knowledge and graduating qualified skilled students. To achieve their mission, Higher Education Institutions must consider the quality of performance. Therefore Higher Education Institutions must adopt effective evaluation tools that are derived from their mission to ensure being excellent compared to other peer institutions'. Balanced Scorecard proved to be an effective strategic measurement tool for evaluating institutions' performance in business, governmental, and educational sectors. This research utilizes the strengths of the BSC as a strategic management tool to implement and evaluate Higher Education Institutions' performance by proposing BSC generic framework as a strategic management tool.

The proposed BSC generic framework provides HEIs with an effective strategic management tool for evaluating performance quality in HEIs. It is designed to cover the BSC four perspectives. For each perspective, the framework contains a strategic theme that the institution must start from, followed by proposed goals for achieving the strategic theme and finally a set of performance indicators to measure the achievement of each goal.

The construction of the proposed generic framework relied mainly on meta-analysis of existing BSC frameworks conducted in the literature. The components of the proposed generic framework were evaluated using research qualitative methods like interviews and participant observations. In addition a survey questionnaire was conducted to quantitatively evaluate a selective set of performance indicators used in internal processes proposed in the generic framework.

The implementation of the BSC as measurement tool requires large financial support, time, and effort when it is first implemented but once it starts working, the positive effects of the BSC into institution's performance will be reflected positively into institution's income.