



## Strategic Planning Using Balanced Scorecard an Experience by Al Al-Bayt University, Jordan

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### Abstract

The aim of this study is to identify the reality of Balanced Scorecard (BSC) at Al Al-Bayt University. BSC of university performance deals with its major aspects such as goals, indicators, and initiatives necessary to achieve the objectives in quantitative measures. Findings of the study showed that there is a moderate realization by academic and administrative units at the university of the need to adopt BSC in strategic planning. Quality Assurance and Planning is the most administrative unit that applied BSC. These units aware of the capacity of BSC to maximize financial return and moral support as a result of the provision of educational services. The study recommended the need to adopt a BSC by all administrative units, especially those which are newly established, as well as, the assessment of deviation from the targeted standards.

### Key words

Scorecard, Strategic, Planning, Jordan

Received: 22 Dec 2019 © The Authors 2019

Revised: 05 Jan 2020 Published by Human Resource Management Academic Research Society ([www.hrmars.com](http://www.hrmars.com))

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Published Online: 10 Jan 2020

### 1. Introduction

One of the priorities of the competitive global economy is to understand how to generate added value to any organization. Such organizations including universities recognized the importance of this issue. Universities employed its resources to achieve the highest level of focus on its students, who are considered the main source of its income. To ensure that it headed towards a selective recruitment for manpower, ensuring their commitment to deliver their tasks, while motivating them and continuously developing their skills.

Measuring BSC is a necessary method to determine how to achieve goals. It should include all administrative levels and academic units at the university, while ensuring continuous improvement towards objectives using BSC and its quantitative and qualitative indicators. Hence, adopting the use of BSC as a mean for strategic planning and performance assessment is of importance. In the twenty-first century, change is the only constituent feature. Therefore, all institutions including universities should sustain creativity and improvisation in order to face the continuous challenges and seize multifaceted opportunities. Otherwise, even if the current situation is good, the consent is considered a loss for competitiveness capacity. Individual achievements are quickly marginalized, if not contained in a supportive institutional framework with continuous innovation, learning, growth, and improvisation to achieve the desired goals (Al-Omari, 2009).

### **1.1. Importance of the study**

Importance of the study stems from the need of Al Al-Bayt University administration to use BSC to get integrative and comprehensive assessment about its performance in order to strengthen its competitive strategy. It helps the university to evaluate its performance by reviewing what was achieved of its strategic plan. As well, assessment of performance provides information about needed skills to carry out tasks and achieve goals at its fullest. Therefore, institutions of higher education should realize the importance of BSC in contributing to its sustainability, growth of operational revenues, expansion and development, and competitive ranking at the local and international levels.

### **1.2. Problem of the study**

The problem of the study is that higher education institutions operate in a broad and rapid changing environment. Such environment becomes complex due to change that affects its performance a result of the interdependence of such changes. This presents surge to use a BSC for strategic planning for its performance and operation in the context of development of the knowledge, methods, and means of its dissemination. The presence of the cyber institutions, distant education, and competitiveness of the private sector with public education causes simple growth in the market share. All these require substantial changes and non-traditional responses to ensure public universities survival and sustainability.

### **1.3. Objectives of the study**

The study aims to achieve the following:

1. Identify the role of the balanced scorecard in strategic planning.
2. Identify the role of the balanced scored card in enhancing financial performance.
3. Identify the efficiency of the use of balanced scorecard on improving indicators.
4. Identify the vision of the university towards students and local community.
5. Identify the level of realization of academic and administrative units for the importance of balanced scorecard.

## **2. Literature review**

### **2.1. Balanced Scorecard**

It is a system to measure performance based on a balanced vision of strategic objectives, which in turn reflects an interest in the strategic vision. Every individual in the organization apply the standards of BSC. This issue was discussed for the first time at Harvard University; it addressed shortcomings of the conventional financial monitoring system (Kaplan and Norton, 1992).

### **2.2. Definition of Balanced Scorecard**

Balance Scorecard (BSC) is a template. It is a balanced performance card, which is defined as a tool used to transfer and deliver the company's strategy to all its units at various administrative levels. It measures models of implementation by those units, so as to guarantee the achievement of targeted outcomes. This supports established competitiveness through the provision of a tool that allows the implementation of its strategy, and judging its targeted outcomes. Gering and Rosmarin (2000) and Horngren *et al.* (1999) defined BSC as a mean to translate the vision and strategy of an organization to performance measures.

Khajavi and Nazemi (2006) defined BSC as a balanced labeling card that is considered as an instrument for measuring and evaluating performance on the basis of the information that translates strategic objectives to coherent set of performance indicators. It links current performance of past activities with future performance through the consolidation of all prospects of organizational activities. Mahmoud (2009) pointed out that BSC is a framework that helps organizations to translate its strategy to implemented goals and gears the conduct and performance of manpower towards achieving its goals. Dudin (2009) defined it as a tool to provide a set of standards that offers the senior management of an

organization a quick and integrative overview about the performance of the organization. It includes financial measures that provide information about the outcomes of achieved missions as final standards. It also adds non-financial operative measures that revolve around customer satisfaction, internal operations, and growth and learning as measures of leadership, and as guidance for future financial performance. Thus, BSC achieve conciliation between financial and non-financial measures (Al-Taamneh, 2005).

### 2.3. Dimensions of Balanced Scorecard

The idea of BSC is based on the distribution of balanced objectives of interrelated dimensions that represent the nature of work of the organization, which may vary from one organization to another. However, the majority of organizations use four dimensions. The success of operative strategic plans takes place through balance between customer satisfaction, manpower, improving internal operations, and raise in the efficiency of the financial center using BSC model. The crucial element in the success or failure of organizations is the human dimension, irrespective of resources, capacities, and financial facilitation of these organizations. The basis of this success or failure is the presence of qualified manpower that is capable and trained characterized by professional ethics and appropriate monitoring (Pascale *et al.*, 1997; Shousha, 2000; Wong-On-Wing *et al.*, 2007; Hammad, 2010).

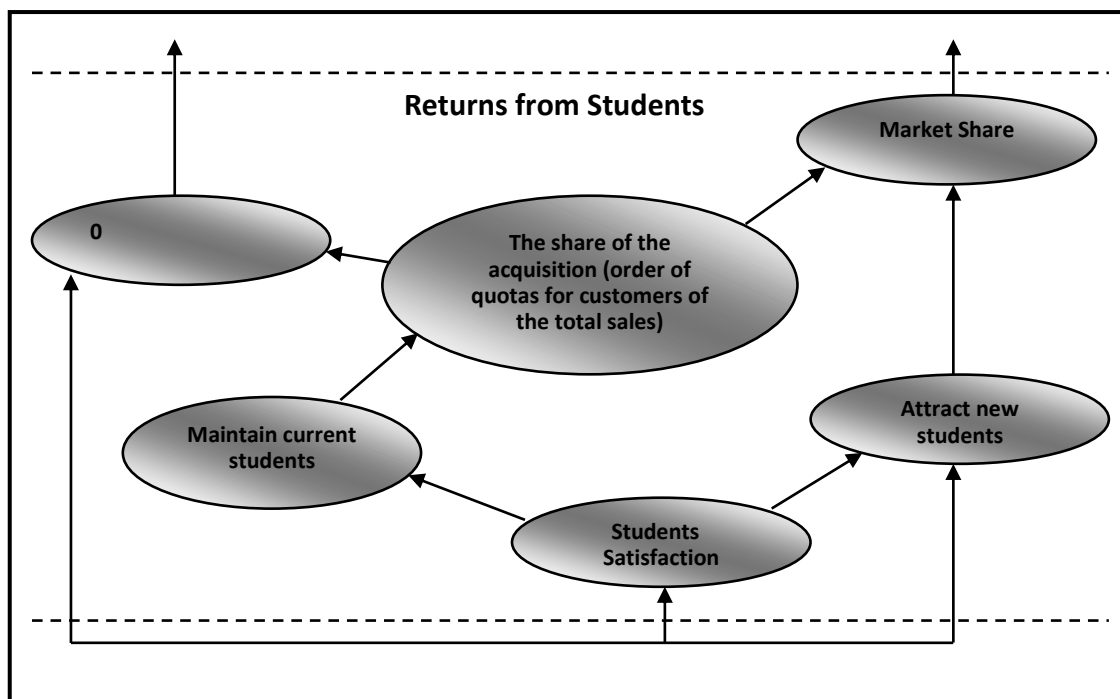


Figure 1. The Financial Dimension and its Core Focus, the Student

**Source:** Developed from Kaplan and Atkinson (1998)

#### Financial Dimensions

It includes indicators that measure efficiency of financial operations of an organization, in addition to the stability of its financial resources that are considered necessary to carry out its activities towards achieving its strategy. It monitors benchmarks and indicators of profits, losses, and financial strength. The most important financial benchmark used in the investment companies are: return on shares, strength of returns, sustainable growth, share price in the market, investment return, property rights return, operational profits to total assets. Student is the main financial core for university sustainability. Therefore, university administration should adopt the following:

1. Attract new students through launching new majors or increase the admission capacity of profitable specializations.
2. Retention of current students within the standard time (study plan period).
3. Analyze students profit in order to price the provided services.

4. Stabilize the financial resources and develop it.
5. Harmonize the available diverse resources for the university, and eliminate stagnation, and study feasibility of its spending budget before its approval.

#### *Customers (Students) Dimensions*

This dimension pays attention to modes that generate value to customers that satisfies them, and reasons behind his willingness to pay for such values. This dimension directs the internal operations and attempts to develop the organization, thus considered the core of BSC. If the organization is not able to provide profitable services on the short and long terms, it runs off the economic cycle (Turkman, 2007). Therefore, this dimension contains goals to satisfy customers' preferences such as the provision of new products or services, improvising service or sales method, increased acquaintance with products, and quick response of the management to clients' complaints. In the case of the lack of institution response to customers' demands, suggestions, and complaints, it is threatened by other competitors to fulfill their wishes (Al-Omari, 2009).

One of the most important measures here is the number of current customers, number of new clients, number of missing customers, proportion of the clients to workers, market share, suppliers satisfaction, rate of exploited time with customers, ratio of customers to users, customer satisfaction index, customers loyalty index, cost per customer, number of complaints, and expenses of services. At institutions of higher education attention should be given to students and to find an integrative system that satisfies them by offering them well prepared and pioneer study plans. These degree plans should have general and private accreditation that qualifies them to work at the local and regional markets. Also to provide a suitable and comfortable educational environment that contributes to the educational process (Turkmen, 2007).

#### *Internal Operations Dimension*

This dimension includes internal measurements that specify the internal procedures of an organization. Key indicators of this dimension focus on staff performance, efficiency of operations, effectiveness of internal procedures, and all that relate to the institution environment. In higher academic institutions internal operations are considered by improvising teaching methods, training, and launching academic programs that matches education market, simplify registration by making it web-based, provision of online services, development of degree plans whenever needed, and establishment of research and training centers to keep up with internationally accredited universities.

#### *Learning and Growth Dimension*

Learning and growth contribute and strengthen the capacity of an organization to adapt to the changing circumstances effectively in order to provide new products and services (Ostrenga *et al.*, 1992). This dimension focuses on internal and external measures that show the potential development of infrastructure and human capacities with the adaptation to the external environment. The key indicators in this dimension focuses on development of performance, skills, and services on permanent bases at the levels of individuals, systems, procedures, performance of new products and services. This implies that the educational institutions are developing the performance of teaching staff through launching center of teaching staff performance development. In addition, it offers development and assessment of human resources capacity, and the transformation to a wise balance of dealing with all parties in order to exchange knowledge and skills.

Measures used to monitor learning and growth include: financial allocations for research and development, financial allocations for the development of information systems, assigned research and development hours, research and development resources, investment in research, direct communication with customers, and consumer satisfaction measures (Turkmen, 2007). Many organizations in Sweden added a fifth dimension, human resources. It reflects the role of manpower in the organization operations and its development; as well, the improvisation of relationships with customers and improvisation of financial performance. This human resources dimension includes several measures such as: number of leaders, motivation index, workers satisfaction index, rate of turnover, number of applicants for employment, and average years of service. Some organizations use additional measure, the environment, which satisfies environmental standards and response to local requirements for environmental preservation (Joudah, 2008; Olve and Sjostrand, 2006).



#### **2.4. Strategic Map**

Valmohammadi and Servati (2011) indicated that strategic maps should address: shareholders, financial resources, supply chain, customers, market, management systems, learning, growth, and internal operations. Kaplan and Norton (2004) pointed that strategic map is a comprehensive tool tailored towards objectives of the company and interrelation between objectives and means to measure performance through BSC that facilitate its treatment to achieve the overall goal of maximizing owners wealth. In higher education institutions it is assumed that the university achieves BSC at all administrative levels. It is important not to precede certain objectives over others. In this regard, all university units achieve the overall goal to compete with internationally top ranking universities. The model was adopted to fit Al Al-Bayt University model.

#### **2.5. The advantages of applying the instrument of BSC**

Many researchers are interested in the benefits of BSC as follows (Morard, 2007, Christinian and Beiman, 2007; Kaplan and Norton, 1992; Beiman, 2006; Albarzanji, 2008; Natour, 2005; Dergham and Abufudda., 2009):

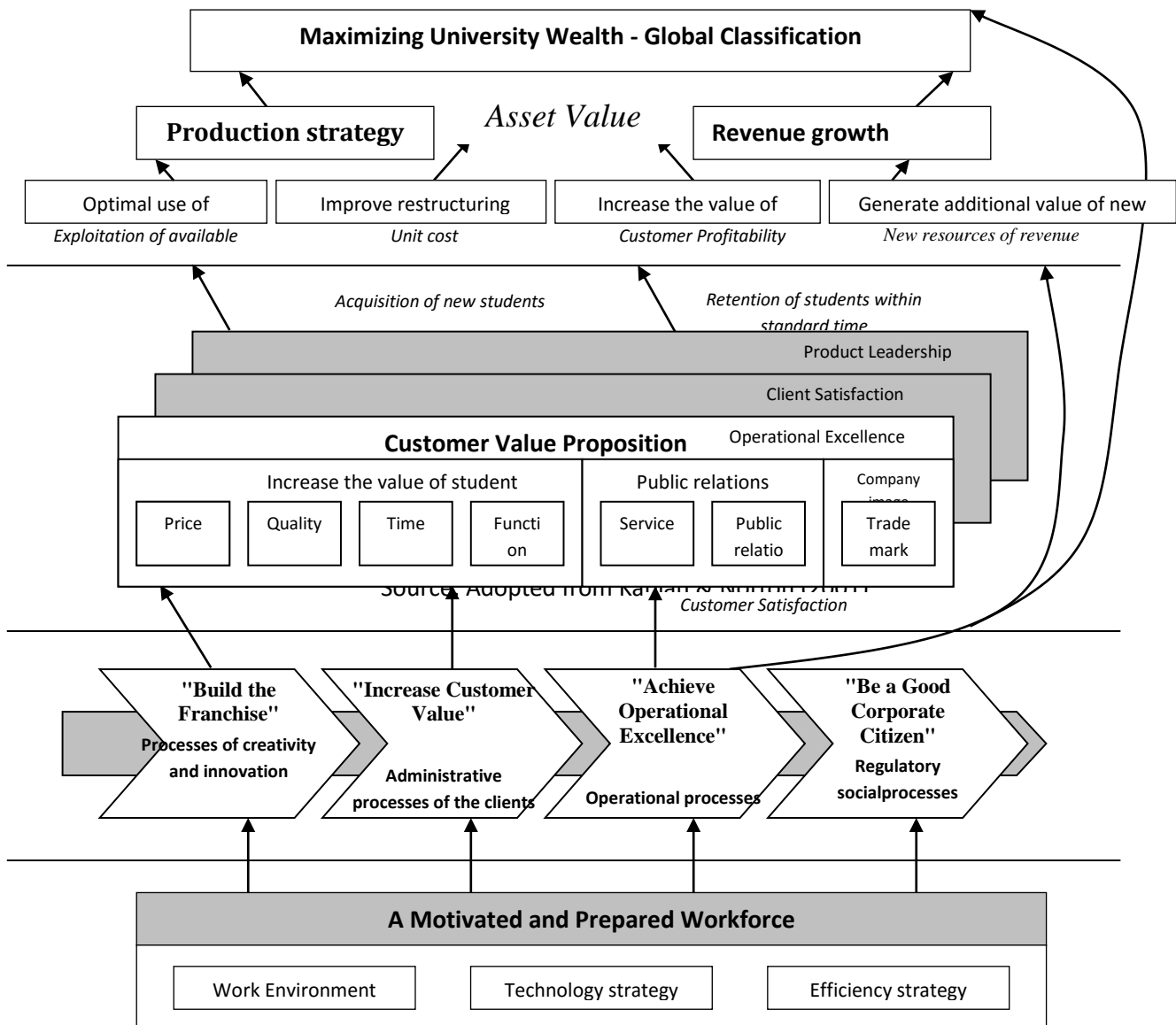
1. To measure the most important multifaceted activity in the organization that provides the management with the needed capacity to achieve its basic goals.
2. To provide a comprehensive framework to translate the strategic objectives to an integrative set of measurements that can be reflected as BSC measure for the strategy.
3. To achieve administrative understanding at the deepest level of interlink between decisions implementation and specific strategic objectives, and thus the formation of an effective application of the strategy.
4. To improvise communication with the organization, and to interrelate objectives of manpower, administrative units, and institution strategy.
5. To deepen current and future understanding of clients, and to develop the necessary policies to achieve this understanding.
6. To clarify the vision and prioritize objectives, to provide strategy feedback, and to reward manpower criteria based on performance.
7. To summarize workers and management performance, and to shed light on set of measures that are of a more generic, interactive, interdependent between funders, internal operations, employees, and system performance in order to achieve long-term financial success.
8. To clarify, explain, and deliver the strategy to all administrative levels and individuals in the organization. To translates the strategy to a set of interrelated and harmonized objectives receptive to understanding, so that directors and employees can take the appropriate steps to achieve the objectives.

#### **2.6. Previous studies**

Kaplan and Norton (2000) pointed out four dimensions for BSC: financial dimension, customer dimension, internal operations dimension, education, innovation, and growth dimension. Lipe and Salterio (2000) clarified the steps by which the development of measures of BSC achieves strategic objectives like: transforming the vision and strategy, connectivity and communication, planning and assessment of the targeted situation, land earning and feedback. While, Norreklit (2009) summarized that the measuring of BSC reduces problems related to financial measures for monitoring purposes. It is a system of monitoring the strategy, as it incorporates financial and non-financial measures, which will be linked with all work stages. The study recommended that a rational relationship, not a causal one, while taking into account that there are variable factors that affect the predictability.

Tohidi *et al.* (2010) dealt with the importance of BSC use in particular in public educational institutions for evaluating the performance. It compared planned and targeted performance with actual performance to assess the outcomes of the provision of online educational services. The study concluded that the use of BSC led to maximize revenue from the provision of educational services through the increasing the number of beneficiaries and recipients of the services. This reflected on revenue growth as a result of the improved performance resulting from continuous development based on the assessment of performance from customer perspective (students). The study indicated that facilitating the provision of

educational service and continuous change as a user friendly interface lead to permanent interaction between the user and the institution. It reflects on student satisfaction, and thus, on increase in service revenues.



Zaman (2002) held a study on 50 Australian companies that showed 33% of them applied BSC, while 25% plan to implement it in the future. One of the most important findings of the study, despite of awareness and knowledge of the management of BSC, but there are weaknesses in the initiative and planning by the senior management of the implementation in their companies. However, senior management believes that BSC is a measurement system for strategic performance and it has an added value; as well, understanding and support for the application of BSC (Almaghrubi, 2008).

McNair-Connolly (2009) dealt with the importance of integration of performance of financial and non-financial measures to assess performance of service projects and the focus on the production of online services. The study pointed out that the role of decision makers does not only depend on proposals and support to decision-making, but also depends on the achievement indicators of the financial department to achieve its goals through the use of BSC. The developed measures that support performance assessment as the development of economizing cost of services to clients through the development of non-financial measures composed of models contributed to the creation of new measures, as the focus on proposed index and the requirements to update an integrative customer service (Al-Ameri *et al.*, 2003; Alanati, 2004).

Ibrahim (2010) showed the role played by BSC. Al-Natour (2005) demonstrated the benefits of BSC as a tool to increase the efficiency of project management through the development of financial performance. The study recommended the use of comprehensive measures for BSC. Al-Ameri and Al-Ghalibi (2003) handled BSC as a system to assess the performance of a business establishment in the information age, as an applied model in Jordanian universities. The study concluded that BSC maintain the privacy of education activities, while supporting it by adding another dimension, the social responsibility of the private universities, and the training of manpower on how to apply BSC.

### 3. Research inquiry

The main research question: Is there any effect of BSC on the strategic plan of Al Al-Bayt University?

The specific research questions are listed below:

1. Is there any effect of BSC on the performance of the whole educational services?
2. Is there any effect of BSC on the financial performance?
3. Do the academic and administrative units realize the importance of BSC on the achievement of objectives of the strategic plan?
4. Is there any effect of BSC on the performance of the university as an educational institution?
5. Is there any effect of BSC on the development of the university vision towards students and local community?

### 4. Methodology of research

The method included intensive survey of previous studies carried out in relation to using a descriptive extrapolation. In addition, it included analytical approach to identify the role of a BSC in achieving the strategic objectives from the point of view of directors, deans, and students at Al Al-Bayt University. As well as, the study used statistical bulletins and financial reports, plans, and the vision of the university.

*The Instrument:* Interviews were used for data collection through face-to-face. Subjects of the study included: university president, vice president for administrative affairs, deans, directors, and students of different majors and years of study.

*Population of the Study:* Al Al-Bayt University started its first academic year in 1994/95. It accepted students to study in which the level for bachelor and master's degrees. It recruited the best professors from around the world. The University graduated its first batch of graduates in 1999. It admitted students from both genders of various nationalities. The number of students in the academic year 2011, dated 16/12/2011, is about 13 thousand students. The university aspires to increase this number through launching new programs, attracting students from outside Jordan. The number of the nationalities that studies at the University is 26 nationalities.

### 4. Analysis and discussions

*The experience of BSC at Al Al-Bayt University (AABU):* The University gave great importance to use BSC to achieve its objectives, vision, and mission for the coming ten years. Figure 3 shows the main dimensions of BSC at Al Al-Bayt University (AABU).

#### *First: Financial Dimension at AABU*

Given that the Ministry of Higher Education vision that public universities revenues should be autonomous, and from the interviews with directors and deans at AABU, they indicated that the university recognizes the importance of effective strategic planning in competence with state and private universities in Jordan. Therefore, the university administration seeks via the Department of Finance, in cooperation with the rest of the other departments, to raise the growth rate of operational income through the following:

1. Attracting more students through launching new disciplines at the university that are compatible with the market demand. The cumulative number of students is an estimate of 18,000 students, with a growth rate of (5%).
2. Marketing the university within and outside Jordan through promotional campaigns to attract more Arab and foreign students.



3. Reduction in students overhead cost by providing online services for registration and fee payments that are accessed off campus.

4. Expansion in investment funds through the establishment of investment units that provide lending in accordance with the Islamic Creed. In addition to external investments in financial shares, purchase of fixed assets for trading, as well as, the sale of agricultural products that achieves cash surpluses.

5. Achieving growth rates of 12% for operational revenues in recent years as the administration became aware of the importance of the major operational revenues, while sustaining it in the coming years.

6. Contribution of services in indebtedness reduction, and the establishment of pioneer investment projects that raises income level of employees.

7. Leasing services for on campus locations in order to provide extra services for student such as photocopying, food, and commercial services.

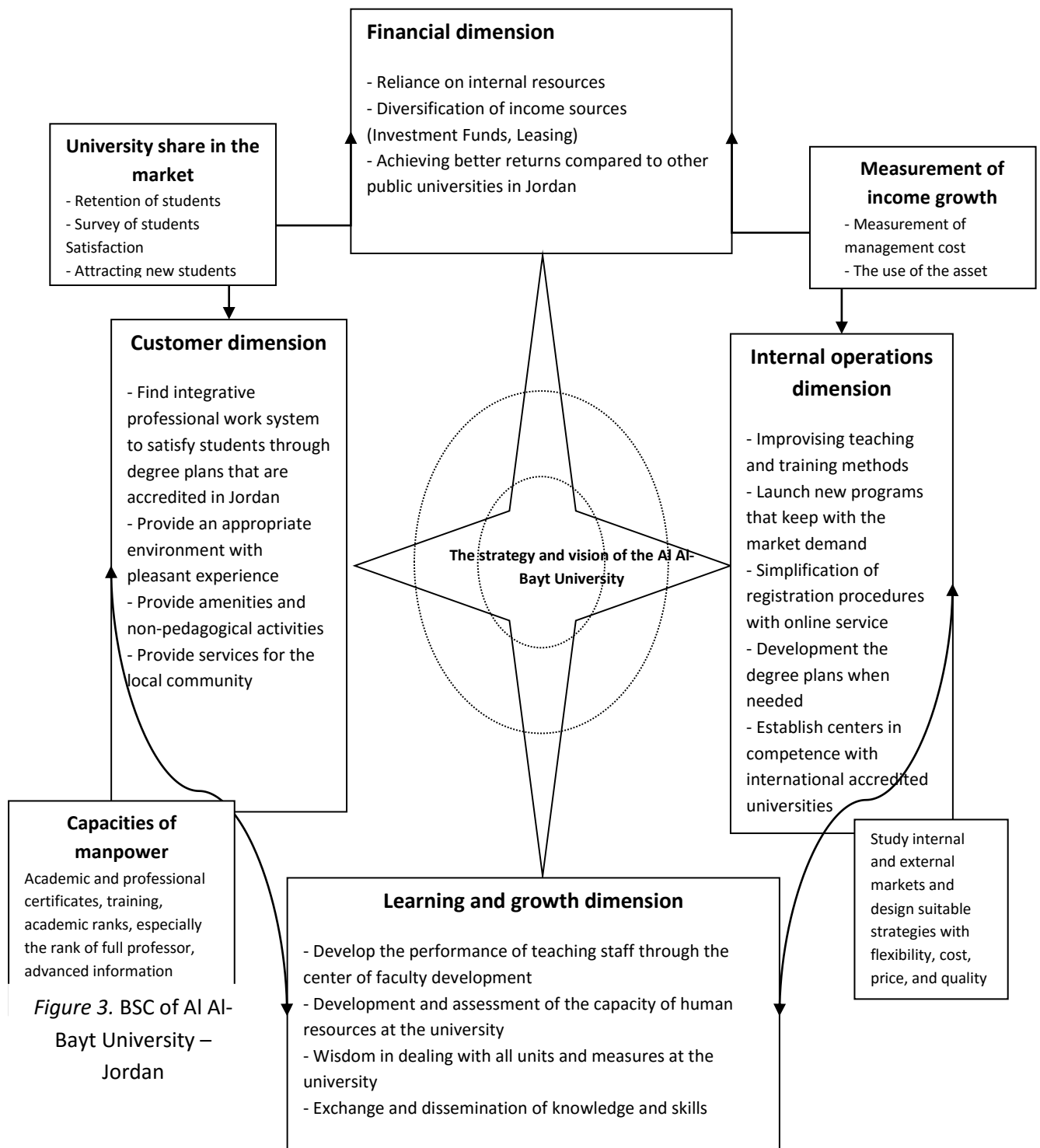


Figure 3. BSC of Al Al-Bayt University – Jordan

This can be summarized as follows:

Table 1. The Financial Dimension

Dimension	Goal	Indicator	Target	Initiatives
<b>Insurance of miscellaneous and sustainable income resources</b>	Reduce the financial risks	Reduction in indebtedness ratio	Indebtedness of zero amount	- Launching profitable majors - Expansion of real estate rentals - Expansion in cultivation of fruitful trees
<b>Increase of operational income</b>	Advancement in the academic achievements	Increase in revenue of major operational by 10% annually	15%	Analysis of student profit and paid activities
<b>Investment funds with Islamic Creed</b>	Provision of financial loans for employees with Islamic Profit	Reduction in the proportion of maintained monetary liquidity down by 5%	Operating "Just in time" funds from fees	The inclusion of all investment funds such as the Provident Fund and end-of-service reward
<b>Partnership with the community</b>	Agricultural projects such as green houses that produces vegetables, as well as, land and real estate rentals to provide extra services by the private sector	Its contribution reached 10% of the major operational revenues	Increase of major operations by 15%	- Launching more participatory activities - Expedite the establishment of the school on campus - Expansion in constructing employees housing - Copy shops and restaurants - Expansion in agricultural activities
<b>Reduction in the cost of provided students service</b>	- The use of online self-service - Online registration - Fees payment accessed from any bank	Non-audit staff by students	Student attend registration officer twice: When registering for the first time, and upon graduation	Computer software and network with high quality and security
<b>Use of non - pedagogical mediums to attract students, and provision of funding sources by Islamic Banks</b>	- Increase in the number of students, especially those who lack financial support	Non-existence of unpaid and due fees and	No debited students fees = 0	Encourage external financial funds for student fees

*Second: Customer Dimension at AABU*

1. *Students:* The university administration is aware of the importance of the students in its strategic planning, they are considered as one of the most important operational and sustained resources for the university. Therefore, the university has endeavored to achieve this dimension through the following:

- Provide an educational atmosphere with appropriate infrastructure that meets the standards of general and private Jordanian accreditation, as well as students' needs.
- Develop degree plans compatible with the international market demands inspired by international universities that have top ranking at the bachelor and masters levels.
- Provide research database for all majors by making it accessible from the university website.

Participating in Arab region data base, local and national library interface, and international databases such as: IEEE, Springer, EBRARY, EBSCO, American Chemical Society, Institute of Physics (IOP), Dissertations & Theses, Science Direct, Oxford Journals, and Digital Library plus.

- Provide online educational services including lectures, references by teaching staff, and ease and speed of communication with students; as well as, accessibility of parental follow-up about the academic performance of their sons and daughters.

2. *Local Community*: The University provides appropriate courses through the consultation center that serve the local community as a response to its social role. It offers the participants academic certificates that entitle them to practice certain skills. The center organized several courses, some of which takes two academic years, which all achieved a financial return to the university. Courses included: hospitals management, medical records, surveying, computers maintenance, and international License (ICDL).

Table 2. Students/Customer Dimension

Dimension	Goal	Indicator	Target	Initiatives
<b>Students satisfaction</b>	Students satisfaction	Satisfaction rate of 70% from a pilot survey	95%	Diagnosing and monitoring the students pedagogical and non-pedagogical needs
<b>Provision of suitable environment for students</b>	Optimal exploitation of land. The university has a total area of 7,800 dunums of land is one of the largest Jordanian campuses, and most cultivated. It has a sewage plant with a capacity of 1,200 cubic meters per day.	130 thousand forest tree	200,000 during the next ten years.	- Trees compatible with the local climatic
		300 palm tree	10 thousand trees during the next ten years.	- Palm trees cultivation of high items generosity prayer
		32 thousand olive tree	No expansion due to high cost of maintenance	
<b>Focus on students' needs of disciplines that match the market demand</b>	Diverse academic majors at the bachelor and master levels, and launching new ones	-29 Bachelor programs -30 Masters programs	40 majors during the five coming years	Specializations that match local and international market demand
<b>Provision of online services</b>	Membership in regional and international databases	10 international database memberships	15 database	Participation in the integrative library system with other Jordanian public universities
		10 Free database membership	15 database	
	Provision of online service	Number of academic courses	All courses are available online during the next five years	Training on how to communicate with students
<b>Increase in students numbers</b>	Optimal number of students to dominate the market share of students	-16500 Bachelor students -1360 Masters students	-25,000 bachelor students -3000 graduate student during the next ten years	Expansion in diverse majors, and admission of students from different Arab and foreign nationalities
<b>Non pedagogical activities</b>	- University Band - Art and Painting	The best band among Arab	Compete globally	Ongoing training

	-Scientific competitions	universities		
<b>Students health care</b>	High quality medical services	Students satisfaction reached 75%	Integrated medical services	Partnerships with the Royal Medical Services as they have a modern hospital close to campus
<b>Local Community</b>	Competency in provision of services to the local community	- An increase in the number of annual workshops - Two-years professional training programs	-30 workshops annually -10 long-term workshops during the next five years	Training Center for the public sector in the Mafraq, and provision of training and consultation services

*Third: Internal Operations Dimension at AABU*

The university offers great importance to the operational processes in balance with the rest of the other goals, as it believes that this dimension has added value to the other activities. Therefore, the university is interested in the completion of work in accordance with standard rates prepared in advance. This includes: degree plans that acquire general and private Jordanian accreditation, number of teaching staff, quality of teaching staff, staff to number of students ratio, provision of the latest academic references at the library, provision of unavailable references on campus in a standard time, improving teaching methods, launching competitive academic programs, and simplifying registration procedures and fee payments by accessing online services, and by paying in collaboration with commercial banks around Jordan.

Table 3. Internal Operations Dimension

<b>Dimension</b>	<b>Goal</b>	<b>Indicator</b>	<b>Target</b>	<b>Initiatives</b>
<b>Clarity of work operations</b>	Knowledge of the tasks encumbered by individuals, no ambiguity or contradiction	Completion of work in standard time	Zero mistakes	Continuous training on how to achieve tasks
<b>Academic activities</b>	Educational service	Updated pedagogical references and high quality staff	Zero mistakes	-Updated international degree plans -Adjoining partnership with top internationally ranked universities
<b>Rehabilitation of teaching staff through the center of development</b>	Quality assurance of professional and academic performance	Two training workshops for each teaching staff	Four training workshops for each teaching staff	The consolidation of the idea that one be distinct when possess greater knowledge
<b>Teaching halls</b>	Teaching halls according to international standards	Two new fully equipped buildings	Four new fully equipped buildings during the ten coming years	New building for classrooms
<b>Laboratories</b>	Fully equipped laboratories	25 laboratories	35 laboratories	Increase in the number of laboratories
<b>Dissemination of knowledge - learning organization</b>	Access to knowledge through university website at any place and time	-Publishing research and conferences on university website -Easy access to international databases through university website	Developa plan to publish research and conferences on university web site	Development of university website for fast access and full coverage of needed information
<b>Funding scientific research</b>	Funding teaching staff to conduct	5% of the total budget to support scientific	5% of the total budget to support	Private partnership with international and

	and publish scientific research	research	scientific research	educational institutions to fund research
<b>Speed of response</b>	Completion of the service on time when requested	Degree of response reaches 76%	Updated computer systems and rapid response through high quality software and reaching 98% response rate	Feedback from students to design appropriate and competent programs to tailor their current and future needs
<b>Scientific awards</b>	Support participants	Two	5 prizes annually	Holding of festivals and offering awards from the university and the private sector
<b>Gyms</b>	Sports Complex	One	Completed during the coming year	Search for sources of funds and grants to support sports activities
<b>Manpower</b>	Downsizing administrative manpower	934	600 during the ten coming years	Completion of operations via computer programs

*Fourth: Learning and Growth Dimension at AABU*

The university supports scientific research, holds workshops and international conferences on campus, and supports researchers to participate in international conferences, and exchange knowledge and skills with others. The number of published research in the academic year of 2010/2011 reached about 383 at a rate of 1.42 per one teaching staff. Conferences attended by teaching staff off campus reached about 158 conference, scientific meetings about 54, two scientific days, 16 symposiums, three externally funded projects, two international awards. Academic ranks are distributed as follows: Full professors (27), Associate Professors (91), a Assistant Professors (152), and lecturers (47). Further, the university achieved the Jordanian general accreditation, as well as, is accepted as a member of the International Accreditation Organization (IAO).

*Table 4. Learning and Growth Dimension*

<b>Dimension</b>	<b>Goal</b>	<b>Indicator</b>	<b>Target</b>	<b>Initiatives</b>
<b>International Rank</b>	To be among the top 500 international universities	To be a member of the International Accreditation organization	During the coming ten years	Commitment to accreditation standards at local and international levels
<b>Number of published research and accepted publications</b>	To get the best rank for published research	501 published and acceptable publication during the academic year 2016/2015	A rate of 3 research for each teaching staff	Financial and technical support for researchers
<b>Conferences on and off campus</b>	-Three on campus conferences -158 attended conference	Increase in the number of participation in conferences	-One conference for each college -Two Conferences for each teaching staff per year	Seeking funds from the private sector for holding conferences through promoting them by the University
<b>Academic ranks</b>	73 full professors	Retention of teaching staff	Increase by 50% full professors	Linking financial awards and salary raise by academic achievements and ranks
	155 associate professors		Increase by 35% associate professors	
	103 assistant professors		Increase by 15% assistant	

	And 76 lecturer		professors	
<b>International scientific awards</b>	Support participants	Two per year	Five prizes per year	Offering honorable and financial awards for winners and holding ceremonies

## 5. Conclusions

1. Impact of BSC on the following:

- Strategic plan: the experience of Al Al-Bayt University with BSC shows that the strategy is measurable and reliable, goals can be achieved, and the university can compete with the top 500 universities around the world.
  - Performance of educational services and work to achieve the developmental balanced dimensions guarantees improving educational outputs at the masters and bachelor levels.
  - Performance of the university as an educational institution through the exchange of knowledge and skills among staff members.
  - Development of university visionary towards students and local community.
  - Lifting up the financial performance of the university by relying on operational income that guarantees the university sustainability with low and controlled financial risks.

2. The first evaluation of the experience of a balanced performance indicate that there are achievements in terms of number of published research, accepted publications, increase in students numbers, and increase in students satisfaction.

3. Some administrative units do not know about BSC, but they realize the importance of the strategic plan.

4. All administrative and academic units are aware of the importance of BSC in the achieving the objectives of the strategic plan.

5. Realization of the university the importance of human resources, recruitment of competent human resources, stabilizing human resources, reduction of turnover, and maintaining its performance through continuous training. In addition to the development of teaching staff by offering them skillful workshops as an added value.

6. Provision of suitable and comfortable environment for students and employees.

## 6. Recommendations

The study recommends the following:

1-Working on achieving the set of goals in accordance with targeted standards when going through the different stages of the strategic plan.

2-Working on activating the necessary initiatives to achieve the objectives and targeted standards to cut in the spending budget.

3-State objectives and standards that achieve competitiveness in the region, given its low chances of competitiveness being the only university at Mafraq Governorate.

4-Dissemination the culture of BSC among all academic and administrative units at the university by holding scientific workshops and hosting experts.

5-Strengthening the concept of competence with the top 500 universities around the world in the next strategy.

6-Adopting the structure of strategic plans of other leading universities by tailoring it to suit the financial and administrative capacities of the university.

7-Focusing on students and attracting more students by launching new majors, or increasing the admission capacity of the disciplines that provide revenues to the university.

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