What is DFA’s strategy?

A strategy is an action plan describing how a goal will be achieved. Our division’s strategy is organized by Kaplan and Norton’s (1992) Balanced Scorecard, a strategic planning and management system that looks at organizational performance from four perspectives.

DFA’s Balanced Scorecard Strategy Map

Customer
How do our customers see us?
Keep/expand targeted customer base and win back lost markets

Financial
What must we do to ensure financial responsibility?
Increase awareness and understanding of rates
Revenues equal expenditures

Internal Processes
What internal processes must we excel at to satisfy our customers and ensure financial accountability?
Use technology to increase effectiveness and efficiency
Foster an environment of continuous process improvement
Open and enhance avenues of communication

Learning and Growth
What must we do to develop employee skills, technology, and our culture to assure long-term success?
Develop an engaged workforce that is well-trained and motivated
Foster an environment committed to diversity and inclusive excellence
Create and maintain a healthy and safe work environment

Our strategy begins with an investment in the learning and growth of DFA employees (e.g., develop a diverse and engaged workforce that is well-trained, motivated, and committed to inclusive excellence), which leads to the ability and desire to improve internal processes (e.g., use technology, enhance communication), which demonstrates a responsible use of financial resources (e.g., reasonable recharge rates, revenues that equal expenditures), and ultimately results in satisfied customers, our campus partners.

How do we know if we are on track?

Each quarter, department heads meet with CFO and Vice Chancellor Ron Cortez to discuss their department’s budget, current initiatives, and performance measures related to the four perspectives of the Balanced Scorecard. This meeting cadence establishes regular check-ins to celebrate successes and correct course, if necessary.