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
- **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 the CFO & Vice Chancellor 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.