

INNOVATION DISCLOSURE: LEVERAGING THE BALANCED SCORECARD FOR EXCELLENCE IN EDUCATIONAL INSTITUTIONS

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ABSTRACT

This paper explores the implementation of the Balanced Scorecard (BSC) within the Global Schools Group (GSG) and introduces the Performance Management Information System Excellence version 2 (PROMISE V2) as a solution to enhance performance management in educational institutions. PROMISE V2 represents a significant evolution from its predecessor, PROMISE V1, addressing identified limitations and offering a standardized framework for measuring and monitoring campus performance. PROMISE V2 introduces six key performance areas (KPIs) and 38 key performance indicators (KPIs), providing a comprehensive view of organizational performance. This structured approach facilitates informed decision-making, strategic alignment, and continuous improvement across GSG campuses. Utilizing PROMISE V2, educational institutions can gain valuable insights into their performance, identify areas for improvement, and foster a culture of continuous enhancement and accountability. Through its robust features, PROMISE V2 empowers decision-makers with valuable insights to inform strategic initiatives, optimize resource utilization, and drive excellence across the organization. Overall, PROMISE V2 represents a sophisticated yet user-friendly tool designed to navigate the complexities of modern educational institutions, setting a benchmark for performance management excellence within GSG and beyond.

Keywords: *Balanced Scorecard (BSC), PROMISE V2, informed decision-making, strategic alignment, and continuous improvement.*

INTRODUCTION

The balanced scorecard (BSC) serves as a strategic performance management tool, offering a comprehensive evaluation of organizational performance by incorporating both financial and non-financial metrics (Cingöz & Yağcı, 2021; Ittner & Larcker, 2020; Ismail et al., 2018). It aligns an organization's mission and strategy with specific objectives and performance indicators across four key perspectives: financial, customer, internal processes, and learning and growth. This approach enables educational institutions to synchronize their strategic goals with operational activities and monitor performance holistically (Kaplan & Norton, 2019; Yusof & Chua, 2021).

Importance of Implementing a Balanced Scorecard in Educational Institutions

Comprehensive performance measurement

The BSC allows educational institutions to measure performance beyond academic achievements, encompassing aspects like student satisfaction, operational efficiency, and staff development (Cingöz & Yağcı, 2021; Yusof & Chua, 2021; Lipton, 2019).

Alignment with strategic goals

By linking performance measures to strategic objectives, the BSC ensures that all activities and initiatives support the overarching mission and vision of the institution (Yusof & Chua, 2021; Maheshwari & Jangid, 2019; Karim & Mohamad, 2018).

Enhanced decision-making

With access to real-time data and insights across multiple dimensions, educational leaders can make informed decisions and implement proactive interventions (Yusof & Chua, 2021; Lipton, 2019; Maheshwari & Jangid, 2019).

Improved accountability and transparency

Implementing a BSC promotes accountability at all levels, fostering a culture of transparency and driving performance-driven outcomes (Cingöz & Yağcı, 2021; Yusof & Chua, 2021; Lipton, 2019).

Stakeholder engagement

The BSC facilitates communication with stakeholders by providing a structured framework to showcase performance and progress towards strategic objectives (Yusof & Chua, 2021; Lipton, 2019).

Continuous improvement

By regularly monitoring and evaluating performance across various perspectives, educational institutions can identify areas for improvement and implement targeted interventions to enhance effectiveness (Cingöz & Yağcı, 2021; Yusof & Chua, 2021; Lipton, 2019; Maheshwari & Jangid, 2019).

Strategic resource allocation

The BSC aids in prioritizing resource allocation based on strategic priorities, ensuring optimal utilization to achieve long-term goals (Cingöz & Yağcı, 2021; Yusof & Chua, 2021; Lipton, 2019; Maheshwari & Jangid, 2019).

In summary, implementing a BSC in educational institutions is vital for fostering performance excellence, strategic alignment, and continuous improvement. The evolution of performance management recognizes the profound impact of monitoring systems on organizational behavior. Thus, a balanced approach that incorporates financial and non-financial parameters is imperative for success in the education sector.

Implementation of Balance Scorecard in Global Schools Group

Amidst debates among managers from the Global Schools Group (GSG) regarding the criteria for performance measurement in the realm of educational excellence, diverse perspectives emerge. Some advocate for traditional financial measures, asserting their relevance, while others contend that solely operational parameters warrant attention (GSG, 2024). However, a consensus emerges: relying on a singular functional measure fails to offer a comprehensive view essential for organizational success. Thus, a balanced approach, encompassing both financial and non-financial parameters, becomes imperative in the domain of performance management within the GSG various departments.

The need for a unified framework was urgent, a means to consolidate critical measures under a singular umbrella, affording senior managers a comprehensive, 360-degree view of organizational performance at a glance. This unified approach aimed to expedite the identification and remediation of pain points, fostering customer-centricity, and enhancing quality in the education sector. However, balance score had four quadrants, performance management in education needed KPI's related to campus functions and safety of the school and our key stakeholders i.e. students. With this in mind, GSG needed a framework which is more standardized and will be easily implemented in all schools.

PROMISE V2 (Performance Management and Information system for education). It is an integrated report which measures and monitors campus performance on monthly basis. It is a standardized framework that can be easily implemented in all schools. It stands as the solution to the challenges faced by senior managers within GSG. It systematically captures parameters KPI's related to finance, customer relations, process and innovation, business excellence, safety, and human resources, within a single, streamlined framework. Consequently, senior leaders' time is liberated as they gain instant access to a holistic organizational overview, not just at the top level, but also granularly across different geographies and individual campuses. Prior to the inception of PROMISE V2, GSG schools lacked an integrated framework capturing measures across financial, non-financial, academic, customer, process, and people domains. Senior managers grappled with the absence of a unified document encapsulating all key measurement criteria, expending considerable time and effort evaluating disparate functions and attempting to connect the dots.

With PROMISE V2, performance tracking, measurement, and deliberation occur on a monthly basis, facilitating proactive interventions and course corrections. This real-time insight empowers GSG to align its efforts with strategic objectives, enhance operational efficiency, and elevate educational quality across its diverse ecosystem.

In essence, PROMISE V2 epitomizes a paradigm shift in performance management within the education sector, offering a sophisticated yet user-friendly tool to navigate the complexities of modern educational institutions. Its implementation heralds a new era of informed decision-making, agility, and excellence within GSG, setting a benchmark for educational institutions globally.

Identified Problems

In the past more emphasis was given to financial measures and all functional areas were measured separately. There were no indicators which existed which gave a full perspective of the organization. So, before PROMISE V2 came into being we had earlier version 1 of PROMISE which had few measurement parameters. However, organization was not able to measure the impact on the performance of the company by improving processes, customer experience and people management for achieving quality goals.

In the past though a realization was always there for a need of an effective management system that will help in looking backward and forward (with leading and lagging indicators). PROMISE Version 1 was the only other measurement document which existed for quality measurement and thereby the senior managers where in need for a single education excellence framework which gives a more holistic approach.

The organization had realized that for continual improvement and innovation one must look beyond financial measures to improve profits PROMISE version 1 was not able to address rapid changes in the technological and competitive environment that are posing serious challenges to education industry.

PERFORMANCE MANAGEMENT INFORMATION SYSTEM EXCELLENCE VERSION 1 (PROMISE V1)

The previous version of PROMISE (Version 1) in 2009 faced several limitations in effectively addressing the challenges within the GSG schools. While it provided some measurement parameters, it primarily focused on academic measures and was implemented only in Singapore, neglecting other crucial aspects such as business excellence, customer experience enhancement, and people management. Consequently, it failed to provide a comprehensive view of campus performance and its impact on achieving quality goals. Furthermore, PROMISE Version 1 lacked adaptability to rapid technological advancements and evolving competitive landscapes within the GSG schools. As a result, it struggled to keep pace with the changing needs and demands of GSG schools, hindering its ability to foster continual improvement and innovation. In summary, the disadvantages of PROMISE Version 1 included its narrow focus on only academic measures, limited scope in addressing holistic performance, and inability to adapt to dynamics and technological advancements of GSG schools.

PERFORMANCE MANAGEMENT INFORMATION SYSTEM EXCELLENCE VERSION 2 (PROMISE V2)

In 2009, the Global Centre for Education Excellence (GCEE) department of the Global Schools Group (GSG) introduced the inaugural edition of the Performance Management Information System Excellence (PROMISE V1) in Singapore-based campuses for a trial run (GSG, 2024). However, this initial version fell short in providing a comprehensive, 360-degree view of the organization. It lacked defined frequencies and rubrics, process ownership, units of measurement, objectives, and sub-parameters. These deficiencies highlighted a need for fundamental changes in the underlying assumptions about performance

measurement. Addressing these shortcomings became the focal point of PROMISE V2, particularly tailored for K to 12 segment schools within GSG.

Requirement of standardized framework based on the principals of unified performance management was ideated and an enhanced framework was carved integrating the idea of unified performance management (GSG, 2024). This evolution gained traction among management with the goal to provide a simple and cost-effective tool to operate at superior levels of autonomy across functional areas. It is capable of monitoring quality with respect to all functions and is also a lead indicator of quickly detecting and pinpointing problems affecting performance and stability. It gives a complete 360-degree overview of the organization (Ittner & Larcker, 2020; Kaplan & Norton, 2019; Lipton, 2019).

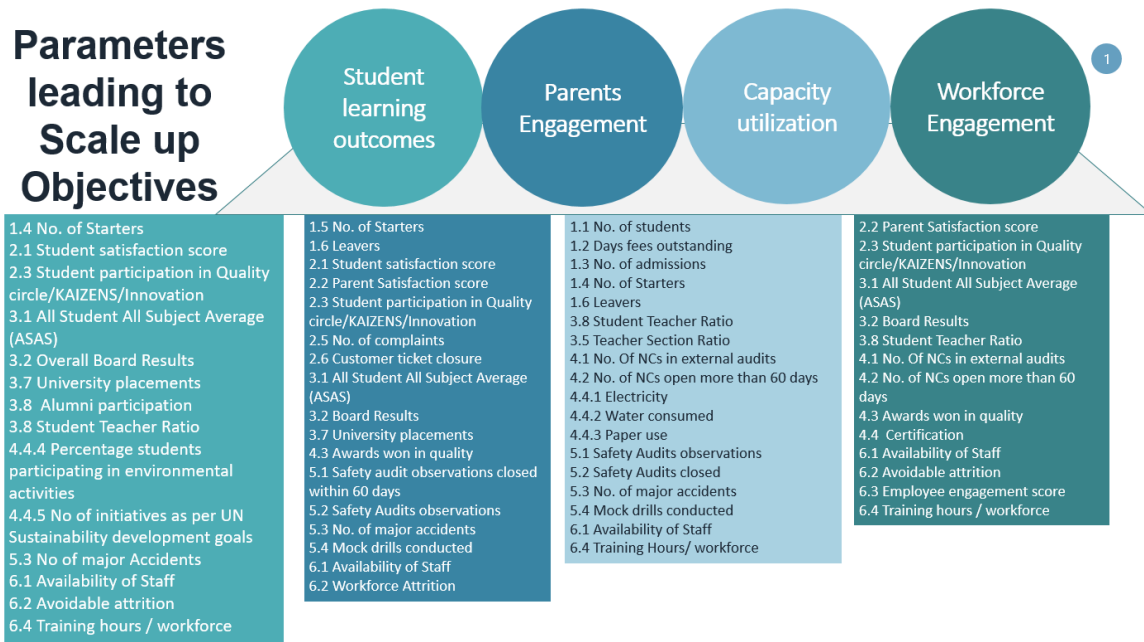
Performance Management Information System Excellence version 2 (PROMISE V2), the latest iteration of the PROMISE framework, has been systematically implemented across all Global Schools Group (GSG) campuses worldwide (GSG, 2024). This updated version serves as a significant enhancement to its predecessor, PROMISE V1, offering a more comprehensive approach aimed at facilitating informed decision-making processes. To achieve this, PROMISE V2 introduces six key parameters to evaluate organizational performance.

These six parameters encompass critical facets of operations, Finance and Business Focus, Customer Focus, Process and Innovation, Business Excellence, Health, Safety, Environment, and People Management. Within these parameters, a total of 38 sub-parameters have been identified to provide a nuanced understanding of various organizational functions (GSG, 2024). This framework acts as a cohesive mechanism, intertwining the essential activities from different departments across the organization.

Each of the 38 sub-parameters is assigned specific weightages, totaling to 38 parameters, facilitating the calculation of an index referred to as the PROMISE V2 score. This score is derived from the evaluation of targets against actual performance data, employing a predefined rating system. Subsequently, these scores are extrapolated to obtain a percentage value, representing the monthly PROMISE V2 score.

By utilizing PROMISE V2, organizations can gain valuable insights into their performance across multiple dimensions. This structured approach enables stakeholders to identify areas of strength, as well as areas requiring improvement, fostering a culture of continuous enhancement and accountability throughout the organization.

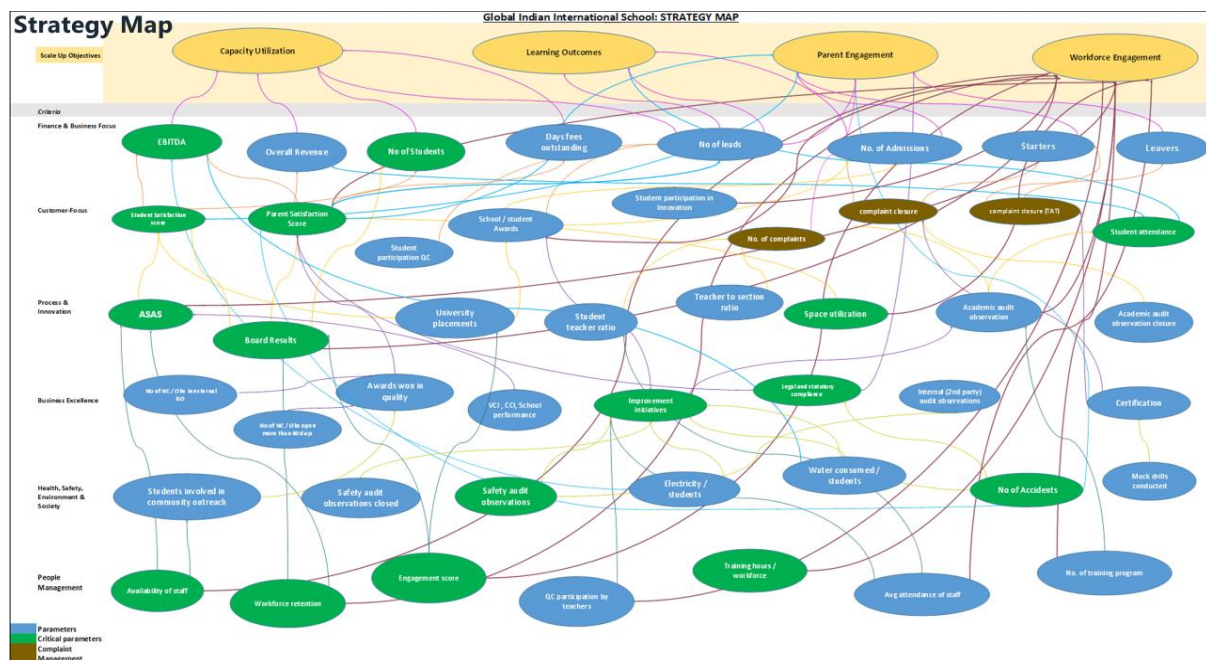
Four broad level areas were identified (stated below) from the strategic objectives of the organization were then classified into 6 Key Performance Areas or KPA's like Finance and Business Focus, Customer Focus, Process and Innovation, Business Excellence, Health safety and Environment and lastly People Management. These KPA's are then further divided into 38 KPI's.



(Source: GCEE, 2024)

Figure 1: Parameters Leading to Scale Up Objectives

Figure 1 illustrates the four overarching levels essential for campus performance, emphasizing the strategic outcomes of GSG objectives. Each level is associated with specific key performance indicators (KPIs) to elucidate the interconnectedness between their respective outcomes



(Source: GCEE, 2024)

Figure 2: Strategy Map

The interconnection between KPIs and the Six KPAs with broad levels required for campus performance, as depicted in Figure 2, resembles a comprehensive mind map. Each level, ranging from student learning outcome to advanced strategic outcomes, is intricately linked with specific KPIs. These KPIs serve as vital metrics for assessing progress and achieving strategic objectives. Through this interconnected network, the performance of various campus functions and initiatives can be effectively monitored and optimized to drive overall success and alignment with the goals of GSG.

Advantages of PROMISE V2

Our solution offers a comprehensive approach to measuring key parameters, providing a convenient one-stop solution for gathering essential data. It streamlines the measurement process, ensuring that all relevant metrics are captured efficiently and accurately (GSG, 2024).

PROMISE V2 represents a sophisticated data analysis tool designed to support Decision Support Systems (DSS), offering advanced capabilities for analyzing and interpreting data. Through its robust features, it empowers decision-makers with valuable insights to inform strategic initiatives and drive organizational performance.

By facilitating the allocation of resources to different organizational subunits, this process enhances efficiency and effectiveness in resource management. It enables organizations to optimize resource utilization, ensuring that each subunit receives the necessary resources to fulfill its objectives and contribute to overall success.

With the ability to analyze data and trends, PROMISE V2 aids decision-makers in making informed choices regarding future assignments and strategic directions. It provides valuable insights into emerging opportunities and challenges, allowing organizations to adapt and thrive in dynamic environments.

The benchmarking capabilities of PROMISE V2 enable organizations to compare and evaluate the value-adding processes across different campuses. By identifying best practices and areas for improvement, it facilitates continuous enhancement and optimization of operations, ultimately driving excellence across the organization.

Our organization's mission is fully articulated through the precise definition of measurement metrics and goals. By aligning every aspect of our operations with these metrics, we ensure a clear and cohesive path towards achieving our mission and fulfilling our purpose.

PROMISE V2 integrates various critical areas such as finance, customer satisfaction, business excellence, health, safety, environment, societal impact, process efficiency, innovation, and people management.

Through performance management, senior managers gain profound insights into the intricate interrelationships among these areas when visualized on a strategy map, enhancing strategic decision-making and alignment with organizational objectives.

Designed with scalability and agility in mind, PROMISE V2 adapts seamlessly to the evolving needs and dynamics of our organization. Its flexibility allows for efficient scaling as our operations grow, ensuring continued effectiveness and relevance in meeting our measurement and goal-setting requirements.

The systematic measurement of parameters facilitated by PROMISE V2 plays a pivotal role in driving continual improvement across our organization. By consistently evaluating performance metrics and identifying areas for enhancement, we contribute directly to the overall profitability and success of the organization, fostering a culture of excellence and innovation.

Proposed solution for PROMISE V2

Table 1: Proposed Solution for PROMISE V2

							Low (Poor)	Medium (Satisfactory)	High (Good)		
Business and Finance Focus	30	1.1	No of Students on Roll (Billable students studying in the school)	% Students against the Budget	14	FC	MTLY	<=85 = 0 85-<=87=1 87-<=88=2 88-<=89=3 89-<=90=4	>90-<=92=5 92-<=93=6 93-<=94=7 96-<=97=10	>=97-<=98=11 98-<=99=12 99-<=100=13 >=100=14	
		1.2	Days fees outstanding	% DSO v/s Budget	4	FC	MTLY	>100 = 0	<=100 - 95 = 1 <=95-90=2	<= 90 - > 85 = 3	< = 85 = 4
		1.3	No of Admissions	% of admissions against Budget	4	Admissions	MTLY	<=85 = 0	>85 - 90=1 >90 - 95=2	>95 -100=3	> 100 = 4
		1.4	Starters	% of starters v/s Budget	4	FC	MTLY	<=85 = 0	>85 - 90=1 90 - 95=2	>95 -100=3	>100 = 4
		1.5	Leavers	% of leavers v/s projected Budget	4	FC	MTLY	>100 = 0	<=100 - 95 = 1 <= 95-90=2	<= 90 - > 85 = 3	< = 85 = 4
Sub Total				30							
Customer Focus	14	2.1	Student Satisfaction score	% of student satisfaction	3	GCEE	HLY	<70 = 0	>70 - 75 = 1	>75 - 80 = 2	> 80 = 3
		2.2	Parent Satisfaction Score	% of parent satisfaction score	3	GCEE	HLY	<65 = 0	>=65 - 75 = 1	>75 - 80 = 2	> 80 = 3
		2.3	Student participation in QC/KAIZENS/Innovation	% of identified students participated in Quality circle initiatives	3	Principal	MTLY	<80 = 0	>=80 - 85 = 1	>85 - 90 = 2	> 90 = 3
		2.4	School / student Awards	No of awards won (inter campus, interschool, external awards)	1	Principal	HLY	<1 = 0	>=1 - 4 = 0.5		> 4 = 1
		2.5	No of complaints (concerns received v/s total no of	complaints (concerns) received v/s total no of	2	Helpdesk	MTLY	> 10 = 0	>=10 - 5 = 1		< 5 = 2
		2.6	Customer tickets closure	% of customer closed within 7 days	2	Helpdesk	MTLY	<=85 = 0	>85 - 95 = 1		> 95 = 2
Sub Total				14							
Process and Innovation	28	3.1	ASAS average score	Average score of ASAS for the campus	5	Principal (from 7S myGIIIS)	HLY	<75 = 0	>75-76 = 1 >76-78 = 2	>78- 80 = 3 >80 - 85 = 4	> 85 = 5
		3.2	Overall Board Results	% of toppers against projected	4	Global Head Academics	YLY	<=85 = 0	>85 - 90=1 >90 - 95=2	>95 -100=3	> 100 = 4
		3.3	Class 12th average score - I	% against projected	2	Global Head Academics	YLY	<95 = 0	>95 -100=1		>=100 = 2
		3.4	Class 10th average score - I	% against projected	2	Global Head Academics	YLY	<95 = 0	>95 -100=1		>=100 = 2
		3.5	Class 12th average score - C	% against projected	2	Global Head Academics	YLY	<95 = 0	>95 -100=1		>=100 = 2
		3.6	Class 10th average score - C	% against projected	2	Global Head Academics	YLY	<95 = 0	>95 -100=1		>=100 = 2
		3.7	University placements	No of students placed in identified university v/s applicable students	3	Global Head Academics	YLY	<90 = 0	>90-93=1 >93-95=2		> 95 = 3
		3.8	Student teacher ratio	Ratio of students to teachers (Actual vs Budget)	4	FC	MTLY	<85 = 0 85-90=1	>90-93=2 93-95=3		> 95 = 4
		3.9	Alumni participation	% graduate students of Alumni registered /total pastouts of last 5 years or	2	Principal	YLY	<=85 = 0	>85-95 = 1		> 95 = 2
		3.10	Academic Audit	Audit findings closed in 60 days v/s total findings	2	Global Head Academics	QTYL	<=85 = 0	>85-95 = 1		> 95 = 2
Sub Total				28							

Business Excellence	10	4.1	No of NC / Obs in external ISO and other system	No of NC / observation	2	GCEE	QTYL	> 5 = 0	5 -1 = 1	< 1 = 2
		4.2	No of NC / Obs open more than 60 days	No of NC / observation open	3	GCEE	MTLY	> = 5 = 0	5 -3 = 1 3 -1 = 2	< 1 = 3
		4.3	Awards won in quality / exc	No of awards won	2	GCEE	YLY	< = 2 = 0	2 - 5 = 1	> 5 = 2
		4.4	Sustainability Index	% compliance	2	GCEE	YLY	< = 60 = 0	60 - 80 = 1	> 80 = 2
		4.5	Certification	% adherence to plan	1	GCEE	YLY	< = 90 = 0	90 - 99 = 0.5	> 99 = 1
Sub Total				10						
Health, Safety, Environment and Society	8	5.1	Safety audit observations closed within 60 days	Audit findings closed v/s total findings received	2	Principal	MTLY	< = 85 = 0	85 - 95 = 1	> 95 = 2
		5.2	Safety audit observations	No of major safety audit observation	2	Principal	YLY	> = 5 = 0	5 -1 = 1	< 1 = 2
		5.3	No of Accidents / Incidents	Nos	2	Principal	MTLY	> 1 = 0	< = 1 = 1	0 = 2
		5.4	Mock drills conducted	Nos as per planned	2	Principal	HLY	< = 80 = 0	80 - 90 = 1	> 90 = 2
Sub Total				8						
People Management	10	6.1	Availability of staff	Staff availability as per moving budget and standard	2	HR	MTLY	< = 85 = 0	85 - 95 = 1	> 95 = 2
		6.2	Avoidable attrition	% annualised attrition against Budget	3	HR	MTLY	> 25 = 0	> 25 - 20 = 1 > 20 - 15 = 2	< 15 = 3
		6.3	Employee engagement score	% score against target	3	HR	YLY	< = 75 = 0	> 75 - 80 = 1 > 80 - 85 = 2	> 85 = 3
		6.4	Training hours / workforce	% hours per employee v/s budgeted hours per employee	2	HR	MTLY	< = 80 = 0	80 - 90 = 1	> 90 = 2
Sub Total				10						
Total				100						

(Source: GCEE, 2024)

The Six Main Key Performance Areas (KPA) of GSG Campuses

Business and Finance Focus:

This area focuses on the financial health of a GSG campus, including metrics such as student enrollment, outstanding fees, admissions, and student attrition.

Customer Focus:

This KPA is concerned with customer engagement and experience within the school. It seeks to enhance the satisfaction and involvement of students and Parents.

Process and Innovation:

This area measures the academic performance of GSG schools, taking into account board exam results, student achievements, and other academic outcomes.

Business Excellence:

This KPA evaluates the quality standards in schools, including awards received, ISO certifications, and findings from audits, as well as sustainability measures.

Health, Safety, Environment, and Society:

This area assesses safety measures in schools, such as conducting mock drills and tracking incidents and accidents, to ensure the safety of students and staff.

People Management:

This KPA focuses on human resources, including workforce requirements, training programs, and employee engagement to align with the overall objectives of the school.

RESULTS

All the results in PROMISE V2 are presented at Figure 3, 4, 5, 6, 7, and 8.

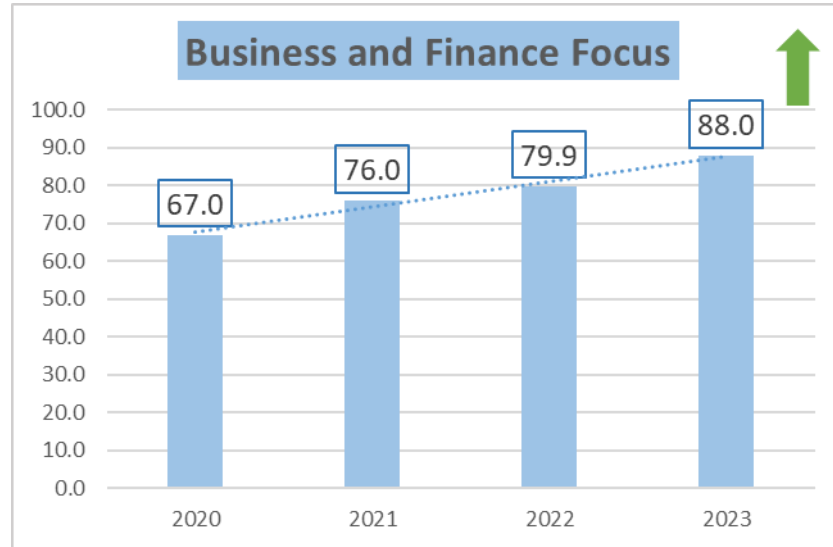


Figure 3: Business and Finance Focus

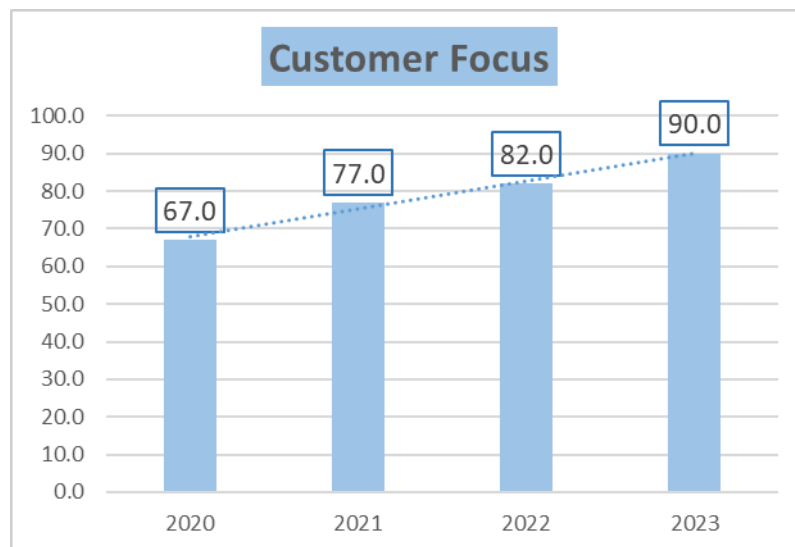


Figure 4: Customer Focus

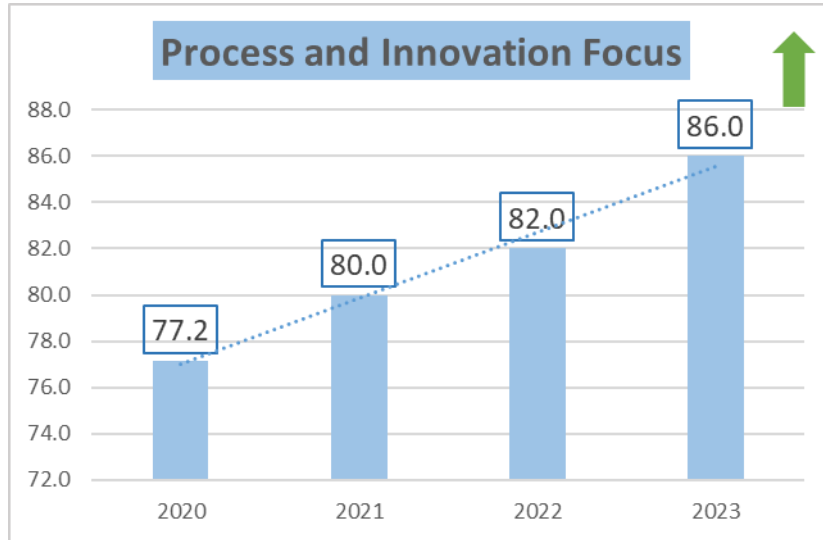


Figure 5: Business and Finance Focus

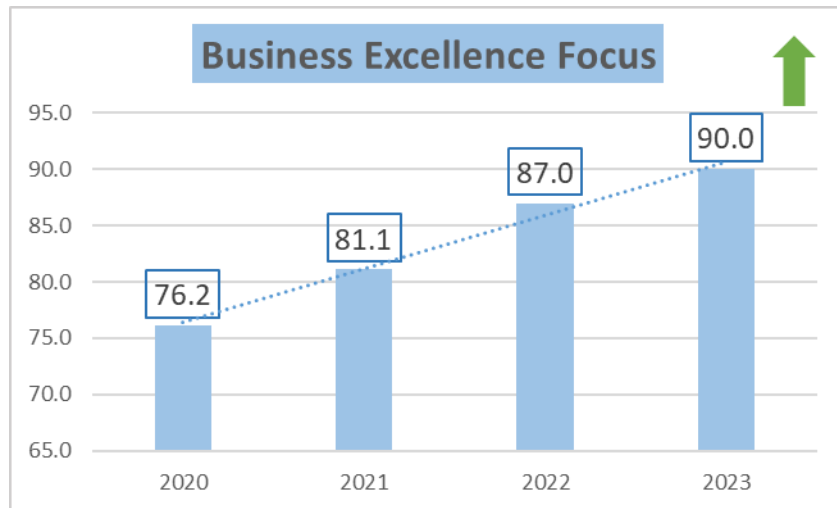


Figure 6: Business Excellence Focus

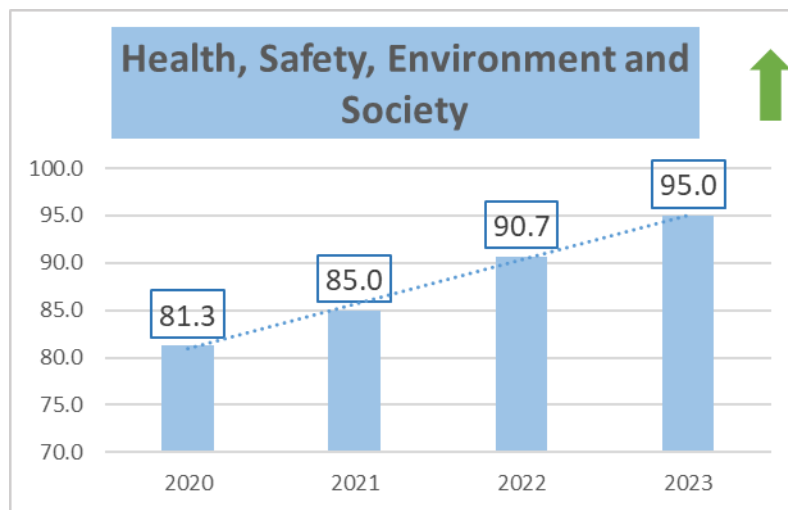


Figure 7: Health, Safety, Environment and Society

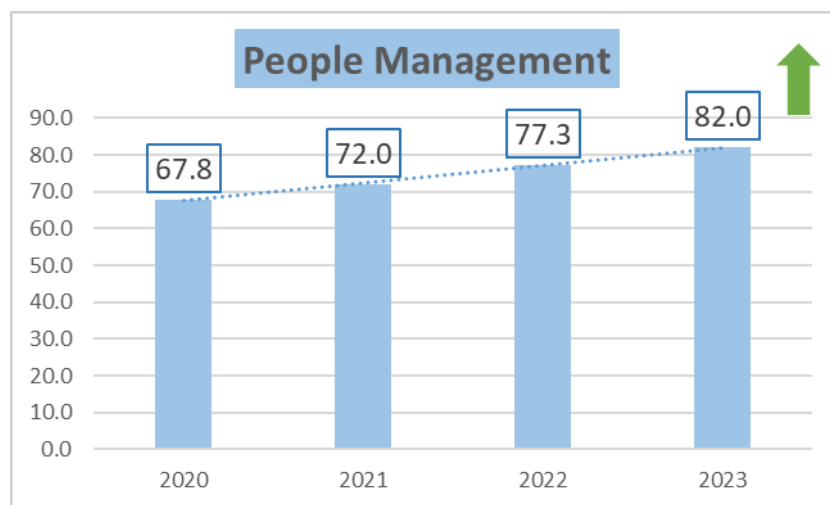


Figure 8: People Management

CONCLUSION

The success of PROMISE V2 signifies a pivotal milestone in GSG's pursuit of operational excellence across its diverse campus network. This initiative has been meticulously implemented across all GSG brands, spanning 51 campuses, establishing a standardized framework for assessing performance and fostering continuous improvement.

PROMISE V2 introduces a structured and comprehensive approach, departing significantly from its predecessor, PROMISE V1. Unlike its predecessor, which solely focused on academic Key Performance Areas (KPIs), PROMISE V2 evaluates 38 parameters encompassing all facets of campus operations. This evolution enables a more holistic understanding of campus performance, facilitating targeted interventions to address areas of improvement while also leveraging best practices from high-performing campuses.

The system's standardized evaluation framework not only enables benchmarking across different locations but also promotes collaboration and knowledge sharing among campuses. By identifying areas of excellence and opportunities for enhancement, PROMISE V2 catalyzes a culture of continuous improvement and strategic alignment across the entire GSG network.

As GSG continues to embrace the principles of performance management, it's recommended that future endeavours under the PROMISE framework prioritize ongoing refinement and adaptation. This includes periodic reviews to ensure the relevance of assessment parameters, proactive identification of emerging trends and challenges, and strategic alignment with evolving organizational goals. By nurturing a culture of agility and innovation within the performance management system, GSG can sustain its trajectory towards excellence while effectively meeting the dynamic needs of its stakeholders.

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