Dynamic Performance Measurement System for a Self-financing Tertiary Institution: Integrating Governance for Quality and Sustainability

Artie NG  
School of Professional Education and Executive Development, The Hong Kong Polytechnic University

Helen WONG  
Hong Kong Community College, The Hong Kong Polytechnic University

Raymond WONG  
The Chinese University of Hong Kong

Quality of self-financing tertiary education institutions typically assessed by designated external agencies can be influenced by institutional performances in a wide range of areas. For management purpose, prior studies have pointed out adoption of a performance measurement system, such as balanced scorecard, to monitor and manage performance of tertiary education institutions under an increasingly competitive environment. In the case of Hong Kong, there have been a number of newly established degree offering, self-financing institutions that are monitored closely by various stakeholders mainly for quality assurance purpose. Building on a literature review of performance measurement for tertiary education institutions as part of the third sector, a strategy-focused balanced performance measurement framework is explored and constructed. We argue that this framework reconfigured from the conventional balanced scorecard for the self-financing tertiary institutions must be led by a governance of complementary visions in seeking causal-effects for continuous improvement and sustainable performance.