

## How to Enhance Performance of Universities by Implementing Balanced Scorecard with Using FDM and ANP

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**Abstract :** The present research recommended balanced scorecard (BSC) framework to appraise the performance of the universities. As the original model of balanced scorecard has four perspectives in order to implement BSC in present research the same model with "financial perspective", "customer", "internal process" and "learning and growth" is used as well. With applying fuzzy Delphi method (FDM) and questionnaire sixteen measures of performance were identified. Moreover, with using the analytic network process (ANP) the weights of the selected indicators were determined. Results indicated that the most important BSC's aspect were Internal Process (0.3149), Customer (0.2769), Learning and Growth (0.2049), and Financial (0.2033) respectively. The proposed BSC framework can help universities to enhance their efficiency in competitive environment.

**Keywords :** balanced scorecard, higher education, fuzzy delphi method, analytic network process (ANP)

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