

Prudential Financial, Inc.: Stockholders' Equity and Balance Sheet Leverage

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Ashton Graduate School of Business

- Founded in 1960
- Mid-Sized school
- Consistently ranked in the top 20
- 2-Year MBA Program
- Short-course executive program
- Jack Watkins

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The Issue

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- School is becoming undistinguished
- Classroom intensity has lowered
- Task force
- Balanced Scorecard

Balanced Scorecard

- Robert Kaplan & David Norton
- Measures effectiveness
- Financial and non-financial measures
- 4 Perspectives:
 - Financial
 - Customer
 - Process
 - Learning and Growth

Watkins' Goal

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"To have the world's best graduate business education programs for developing results-oriented leaders with a general management perspective"

Financial Perspective

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Objective 1: Increase enrollment

- % of students entering the program
- 10% increase/year for 5 years

Objective 2: Receive larger donations from Alumni Network

- Dollar amount of Donations
- 20% increase

Objective 3: Increase number of short-course executive programs offered

- Number of programs
- 10 programs/year

Customer Perspective

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Objective 1: Deliver high starting salary for graduates compared to competition

- Percentile amongst MBA programs
- Top 10%

Objective 2: Maintain a high retention rate of students

- Retention rate of students
- 95% retention rate

Objective 3: Increase profits for companies using short-course executive programs

- % increase in profits
- 5% increase

Process Perspective

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Objective 1: Integrate more case studies

- # of case studies
- 3 case studies/course

Objective 2: Utilize more out-of-the-classroom experiences

- Number of trips per course
- At least 1

Objective 3: Increase visibility of academic articles

- % of articles published per year
- 15% increase for first 5 years