Balanced scorecards of results 360º

Consortium of the Associated Centre of the UNED in Tudela
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Outline of the presentation

1. **Mission of UNED Tudela, figures and intellectual capital**

2. **Context and description of BSCs 360º**

3. **Process, sustainability and participants**

4. **Results**

5. **What we learned and recommendations**

University of blended and distance learning

250,000 students

Headquarters in Madrid

60 associated centres

Centre of Tudela

LEADER IN QUALITY
Training and certification in quality to other UNED centres through the "Ciudad de Tudela" Quality Chair certified by ANECA

LEADER IN TECHNOLOGICAL DEVELOPMENT
(500,000 users) of management programs in the University and Ministry of Economy, Government of the Canary Islands…

Budget: 1.538.383 €

40% own income

Staff:
- 47 teacher tutors
- 27 administration and services staff

Students:
- 632 regulated teaching
- 3,336 general non-credit education

46% processes with improvement

Mission

Society

- Distance university education
- Cultural and professional development

UNED

- Innovative management and technology tools
- Training ad certification of associated centres

Patrons (& others)

- Specialized knowledge of strategic value
- Projects that boost their competitiveness

CAF Resource Centre
European Institute of Public Administration
COMMON ASSESSMENT FRAMEWORK

CENTRO UNIVERSITARIO UNED TUDELA (ESPAÑA)

PERFIL DE CAPITAL INTELECTUAL 2017

Ejes de capital intelectual	CAF	Áreas de Capital intelectual Estructural (e), relacional (r), humano (h), innovador (i)		No existe - testimonial 0 - 39	Muy baja 40 - 49 (riesgo deterioro)	Baja 50 - 59 (riesgo retroceso)	Media 60 . 69 (riesgo oscilación)	Algo alta 70 - 79 (Cap. resistencia)	Bastante alta 80 - 89 (Cap. avance)	Muy alta 90 - 100 (Cap. expansión)	e	r	h	i
Liderazgo	1	Liderazgo estratégico							h				8	
	1	Rendimiento de valores corporativos a través del liderazgo							h				100%	
Estrategia	2	Ventajas competitivas en líneas estratégicas							i					4
Competencia de personal	3	Captación y conservación de talento	Puestos PAS con actividad innovación						i					50%
	3		Rotación de personal						h				<5%	
Alianzas	4	Alianzas con valor estratégico					r					3		
	4	Procesos clave con colaboraciones externas							r			90%		
	4	Eficacia de proveedores estratégicos							r			95%		
Economía	4	Diversificación de ingresos	Diversificación de clientes > 10000 euros		r							4		
Conocimiento	4	Disposición de conocimiento valorable y diferenciador	Áreas con conocimiento innovador						i					75%
	4		Buenas prácticas compartidas / publicadas			i								2
Tecnología	4	Impacto tecnológico	Programas TIC actualizados*						e		100%			
	4		Aplicación TIC en procesos						e		96%			
Calidad	5	Sistema de Garantía de Calidad en la Gestión							e		610			
	5	Certificaciones oficiales del sistemas de gestión						e			3			
	5	Productos y/o servicios de calidad acreditada						e			34			
Innovación	5	Innovación en productos y servicios (acreditados)							i					24
	5	Cultura interna de innovación (nivel modelo innovación)*				i								250
Oferta de productos y servicios	5	Propuesta de valor diferenciada y atractiva	Grados ofertados*			e					21			
			Rutas culturales / formativas ofertadas*					e			15			
			Cartera de servicios Cátedra ofertados*				e				7			
			Cartera aplicaciones en red ofertadas*				e				7			
Rdo clientes	6	Dinámica de ventas (local, global)	Matrículas de estudios oficiales*			r						632		
			Matrícula de Extensión Universitaria*					r				3316		
			Centros en proceso de certificación			r						27		
			Unidades con aplicaciones qInnova*					r				299		
	6	Satisfacción de clientes con servicios	Docente*						r			95%		
	6		Extensión*					r				87%		
	6		Cátedra*					r				86%		
	6		qInnova*						r			94%		
Rdo. Personal	7	Rendimiento de equipos de trabajo (PAS y Tutores)					h			r			7,7	
Rdo. Social	8	Nivel de Responsabilidad Social							e		98%			
	8	Presencia en medios							r		1100			
Rdo Clave	9	Éxito en objetivos estratégicos anuales (Plan Gestión)							e		95%			

Value of the Centre: Intellectual Capital
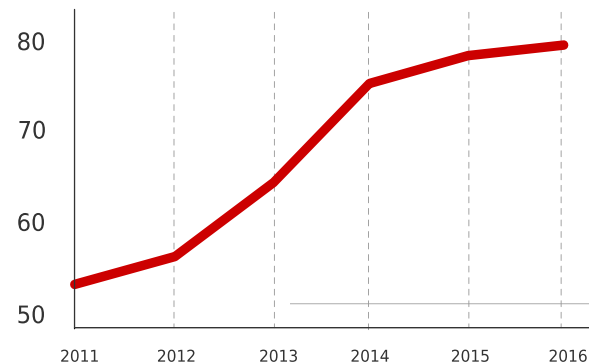
2a.- Development area in CAF Self-evaluation

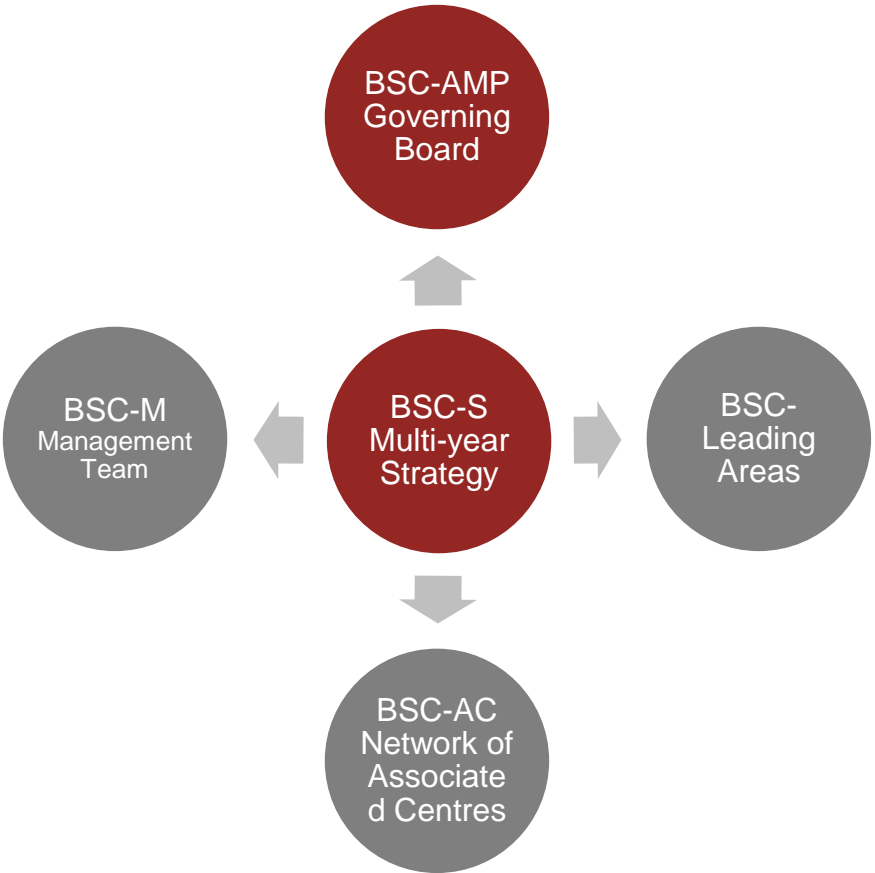**We develop management and technology systems (based on CAF and Audit)**

The recommendations of the CAF model are deployed in the form of mandatory and desirable requirements of the Internal Quality Assurance system in the Management of Associated Centers of the UNED

Dependence of stakeholders that make strategic decisions with significant and limited information oriented to their
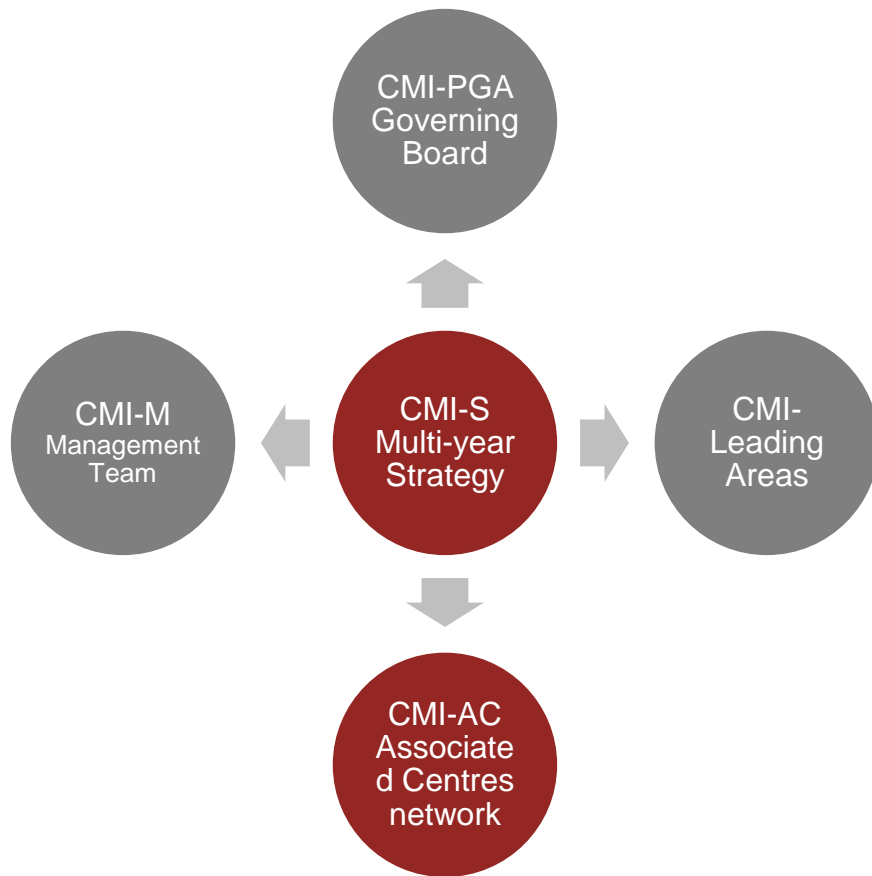
Vision of future

(Governing Board -UNED, Government of Navarre, City Council-, Associated Centres, Management Team, Leaders)

2b.- Objetive: each stakeholder with its BSC (Governing Board)
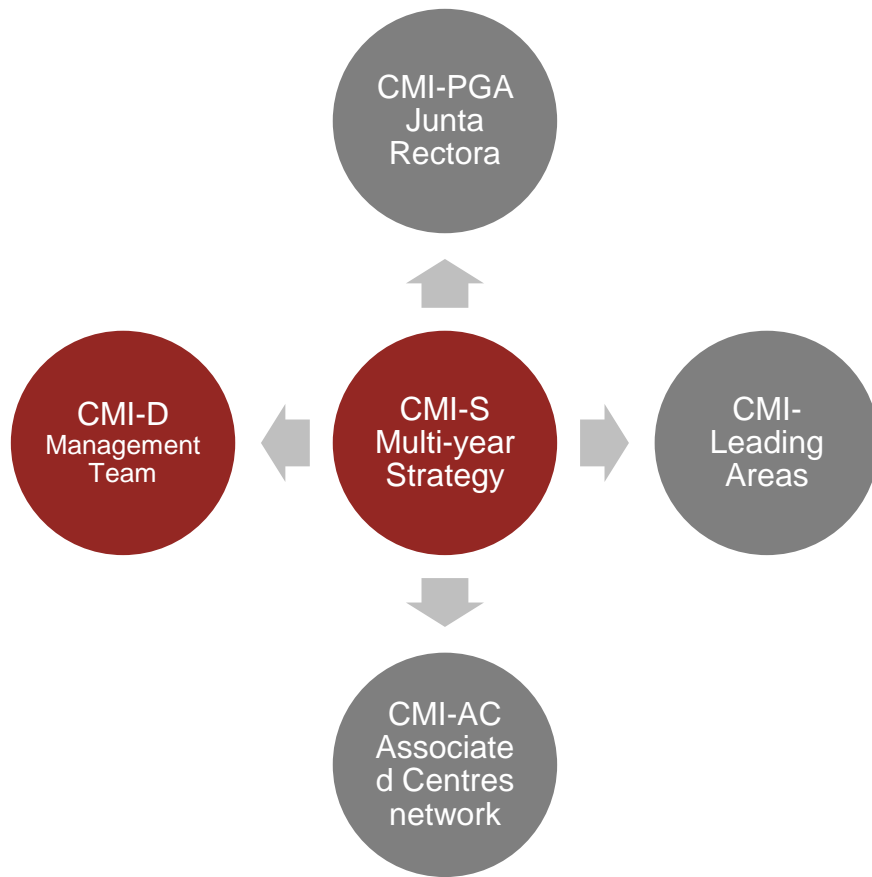
2e.- Objetive: each stakeholder with its BSC (Management Team)
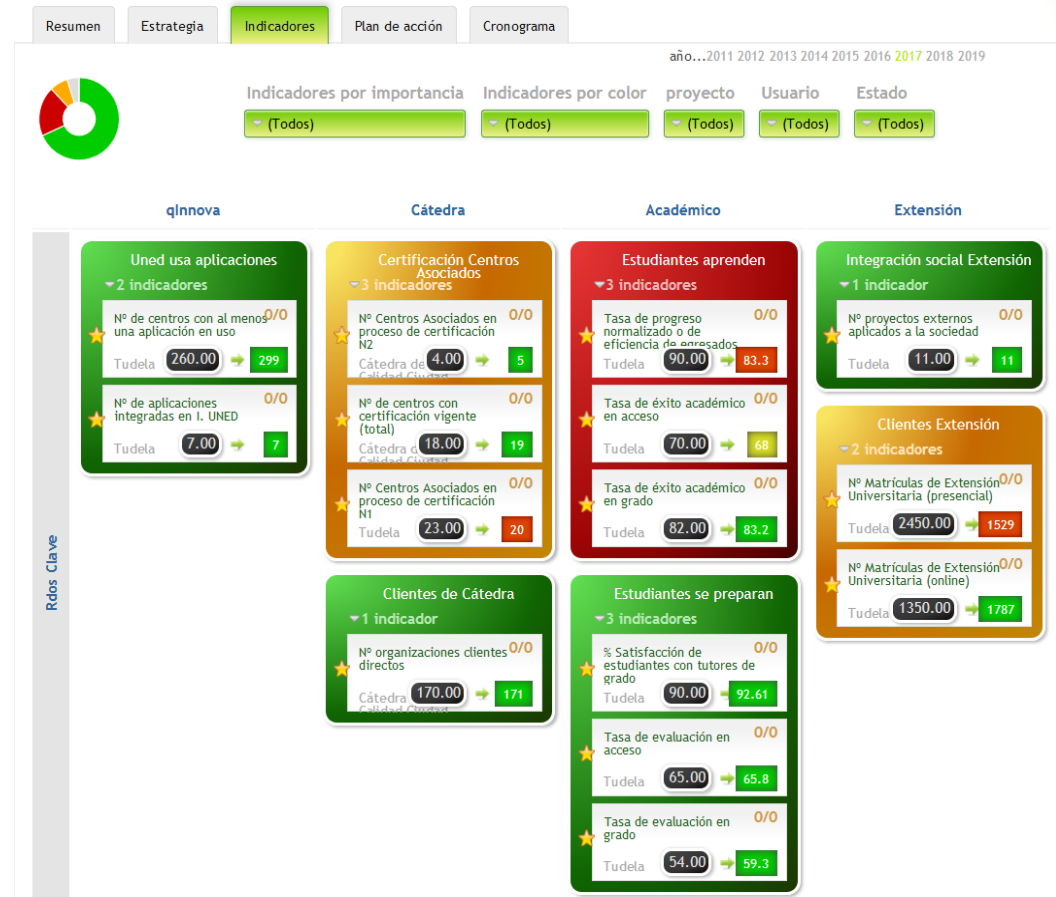
Structure
- BSC based on tailored strategies for each stakeholder
- **Repeated** indicators? … interconnected with unique data

Process
- Intranet network information management system
- Coordinate **update** of plans? ... virtual flow chart

Technology
- Computer environment qProcesses that integrate applications
- **Coherence** Strategy and Plans? ... planning program

Integration
- Construction and updates in equipment
- **Sustained involvement** of management, leaders, staff and customers? ... quarterly and annual monitoring of Plans and Projects
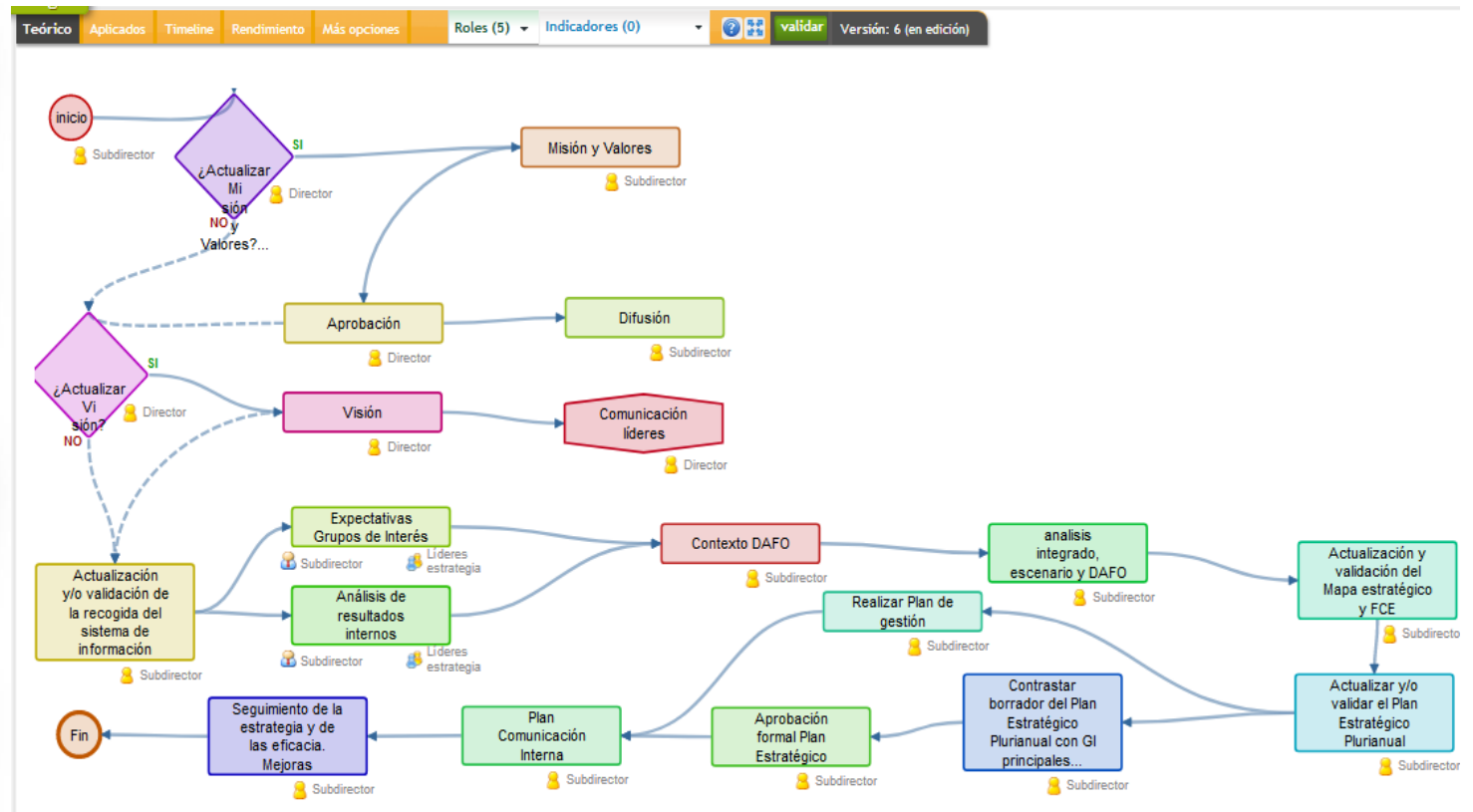
Formal base
- UNED agreements for the Quality Chair and qInnova Technology Centre
- **Permissions** to manage data from the Centers network? ... Accreditation UNED

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COMMON ASSESSMENT FRAMEWORK

Stages of the project	e	f	m	a	m	j	j	a	s	o	n	d	e	f	m	a	m	j	j	a	s	o	n	d
Design a common strategy for Centres	█	█																						
Generate generic BSC UNED Centres		█	█																					
Generate BSC PGA in each Centre			█	█																				
Apply Master of Management Quality					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
Master end-guided self-test																		█	█					
Quarterly follow-up with patrons																								█
CAF self-evaluation and training leaders										█	█													
Desing Strategy in each Area										█	█	█	█	█										
Generate BSC in each Area														█	█	█								
Generate Intellectual Capital BSC															█	█								
Apply in Areas management plans																█	█							
Quarterly follow-up with leaders																		█		█				█

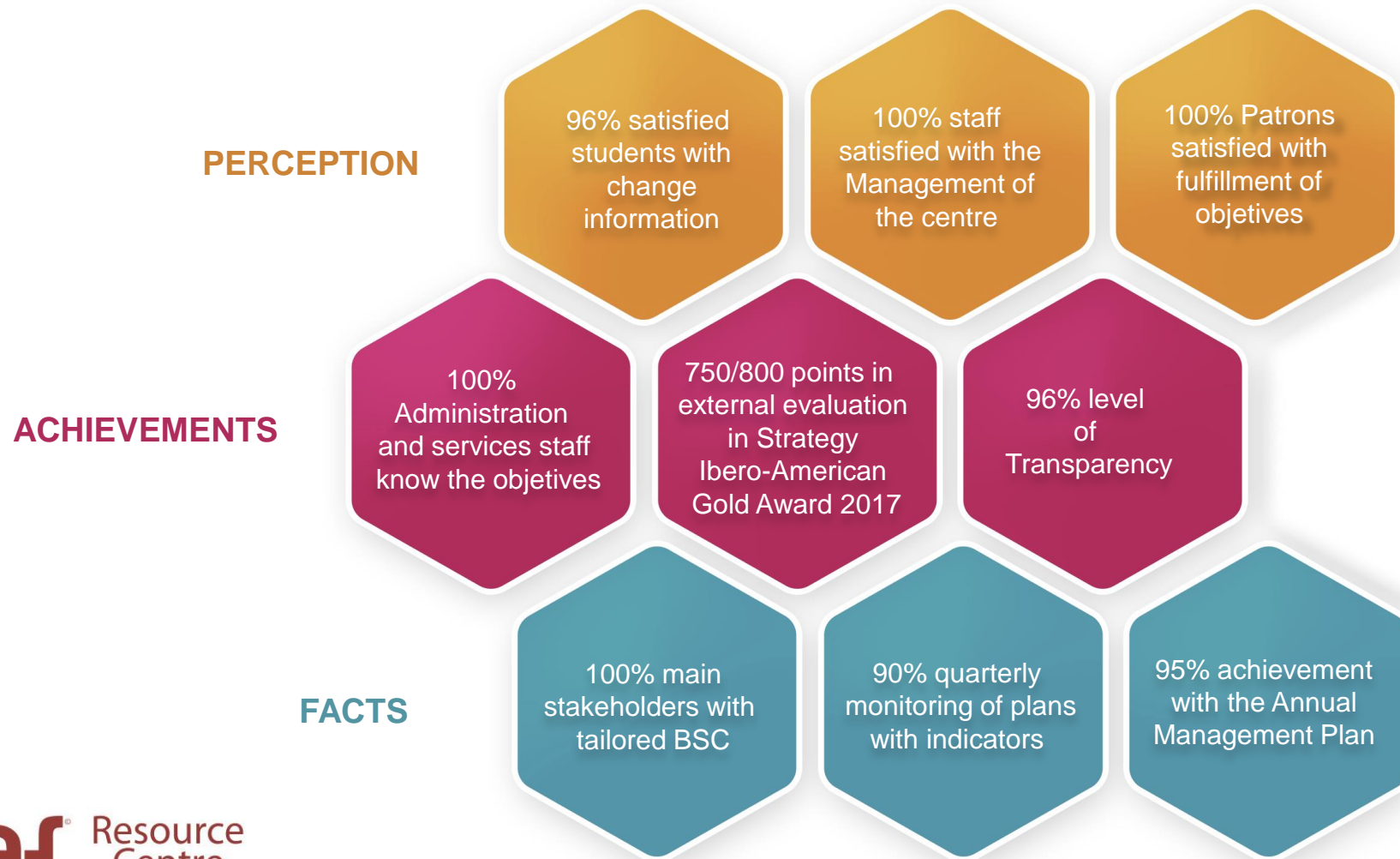Integration in plans, systems and processes

Regular follow-up meetings

Editing projects, reports and memory

Self-evaluation and external evaluations

UNED Tudela Quality Chair

Qinnova UNED Tudela

Process owners Tudela

Quality Office UNED

External Evaluators

Iberoamerican Quality Award 2017. Gold

Patrons of the Tudela Centre

UNED Information Processing Office

Management Team & Area Leaders Tudela

PERCEPTION

96% satisfied students with change information

100% staff satisfied with the Management of the centre

100% Patrons satisfied with fulfillment of objetives

ACHIEVEMENTS

100% Administration and services staff know the objetives

750/800 points in external evaluation in Strategy Ibero-American Gold Award 2017

96% level of Transparency

FACTS

100% main stakeholders with tailored BSC

90% quarterly monitoring of plans with indicators

95% achievement with the Annual Management Plan

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COMMON ASSESSMENT FRAMEWORK

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5a.- Learned lessons: … the systematic and shares use with the groups of interest generates learning and new expectations … SROI, executive reports, saturated indicators reform, memory automation, mirror BSC with alliances,…

The indicators traceability agreed upon with each stakeholder generates trust and loyalty in the development of new projects: design, follow-up and final evaluation

Stakeholders are involved in handling significant information linked to their expectations
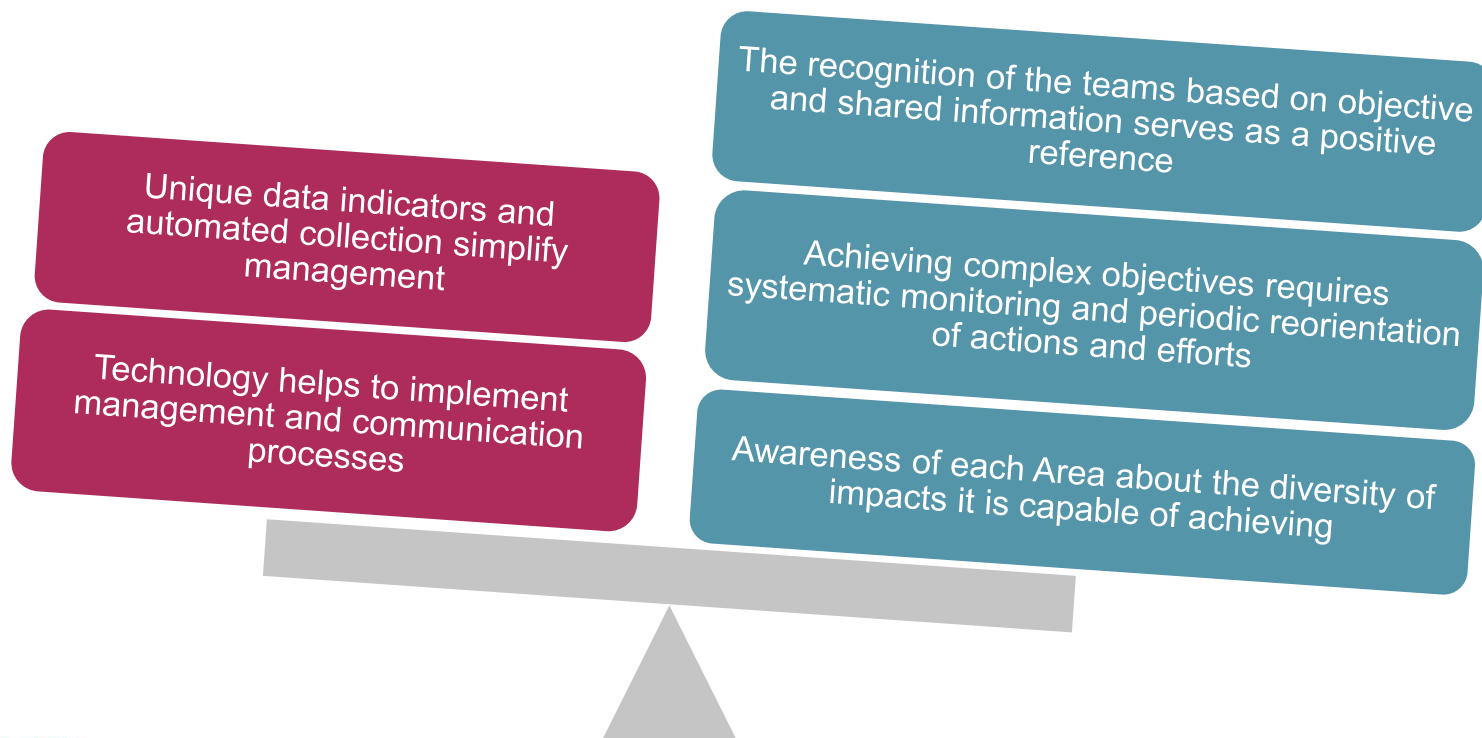
The recognition of the teams based on objective and shared information serves as a positive reference

Unique data indicators and automated collection simplify management

Achieving complex objectives requires systematic monitoring and periodic reorientation of actions and efforts

Technology helps to implement management and communication processes

Awareness of each Area about the diversity of impacts it is capable of achieving

Questions

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