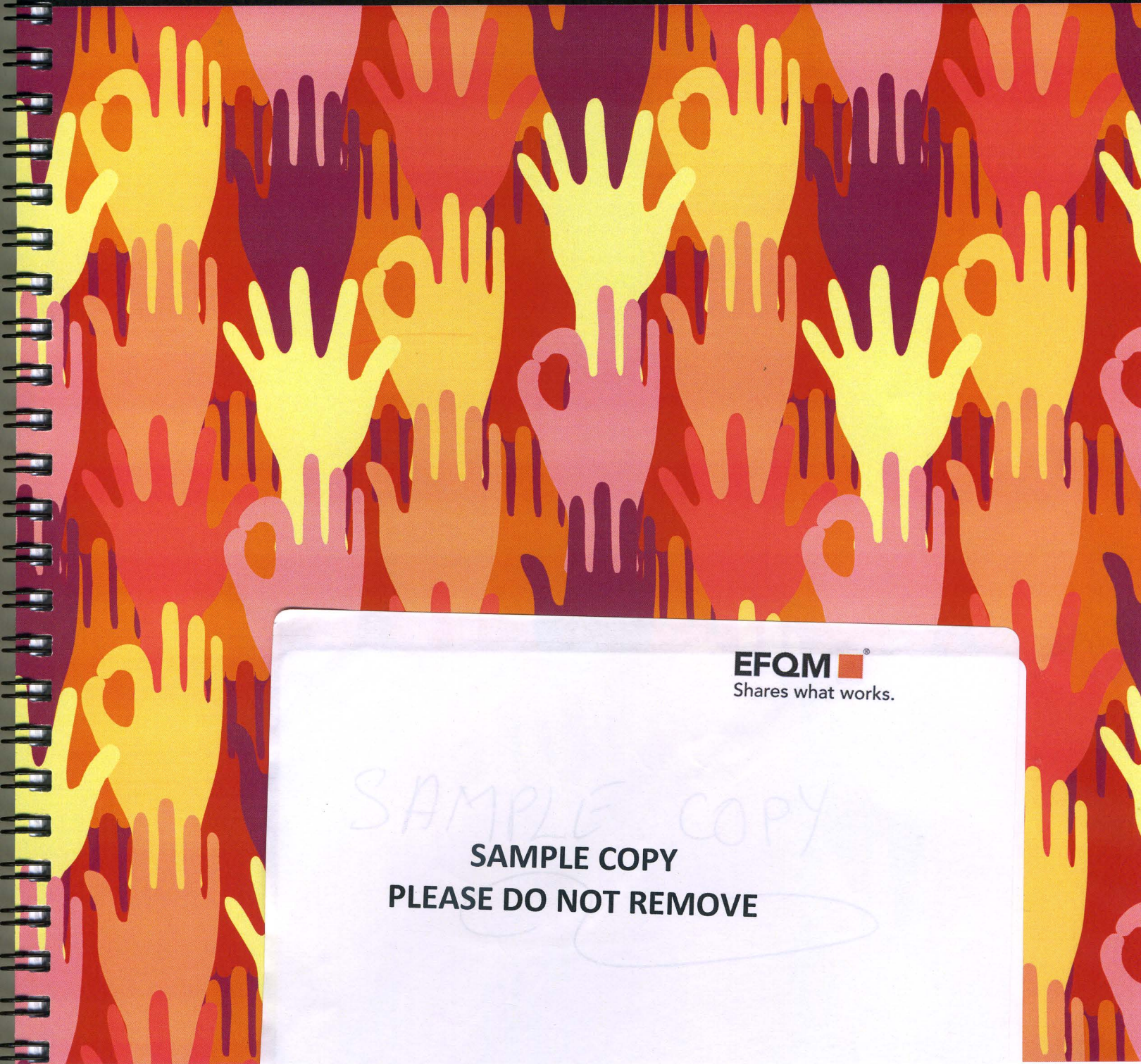


Customer Perception
2012 Benchmark Report

EFQM
MODEL
2013



EFQM  **Shares what works.**

SAMPLE COPY

SAMPLE COPY
PLEASE DO NOT REMOVE

Stavropol State Agrarian University

EEA Category	Large Public Sector
Fundamental Concept	Adding Value for Customers
EEA Year and Result	Prize Winner 2010

Organisation Overview

Stavropol State Agrarian University (SSAU) is a federal state educational institution of higher professional education situated in the Southern Federal District of the Russian Federation in Stavropol. The founder of the University is the Ministry of agriculture of the Russian Federation. The main areas of the University activities are: educational services; scientific researches and implementation of their results into practice; providing methodological information and consultation services in the key fields of activity; publishing services and international partnership development. Main fields of the educational activities of the University are: agriculture; equipment and technologies; land management; transportation; information systems; economics and management; food processing technologies and gardening and landscape design. The main fields of scientific activities of the University include; energy and energy saving; technology of living organisms; information and telecommunication systems, ecology and natural resources etc. There are 11 faculties, 61 departments, 30 laboratories and 5 educational and scientific centres. There are 1,398 staff people, among them 637 teaching staff and over 13,000 students.

Approach

The team found a living best practice example of student care and development (Fundamental Concept of Excellence, Customer Orientation) characterized by:

- Structured early support of College students in the region interested in University training
- Sound mentorship approach both by university and student unions in social student support and entrepreneurial self-management
- Provision of dormitories for students, broad sport activities including horse riding for female students and professional support of sport top performers
- Awarding successful students with the students "mini bank" approach based on self-management of provided funding
- Provision of jobs for students in the University to support entrepreneurial skills
- Provision of practical work experience at employers and job finding support
- Ongoing contact to graduates and offer of tailor made further training opportunities

Deployment

The set of approaches is deployed to the 13,000 students of the University. The deployment is achieved by consequent student performance measurement. The student performance of each of the 11 University faculties is measured. Teaching staff of the faculties is set under competitive conditions.

The mentorship approach is deployed to groups of 25 people – that means each mentor has responsibility for a group of 25 students.

Assessment and Review

The core part of University performance measurement is a Russian State Ministry defined set of student performance indicators. Minimum performance requirements are set by the Russian State Ministry. The University (SSAU) internally is breaking down these indicators to the faculties and is setting in faculties more ambitious targets (see Criterion part 1b, 9b).

Annually the Russian State is performing benchmarking between Agrarian Universities based on 32 criteria. SSAU is since 4 years categorized "A" and is in a leading position since 2005 (see Criterion part 9a).

Student (customer) satisfaction surveys are performed on a regular basis and show clear performance improvements (see Criterion part 6a, 6b). Staff satisfaction is measured accordingly and also shows clear performance improvement (see Criterion part 7a).

The performance review of the faculties of SSAU and of SSAU in large is done in the regular meetings of the Academic Council of SSAU.

Impact on performance

The team could find a set of cause and effect relationships:

- Clear view of Russian state what kind of experts / specialists are required now and in the future
- Clearly defined set of performance indicators for students and Universities by Russian state – reviewed annually
- Russian state funding linked to University performance outcomes and student numbers (SSAU doubled student numbers compared to 2003)
- SSAU provides students and graduates satisfying working conditions including provision of training outside of Russia (a clear requirement of a number of young Russian people)
- Teaching staff satisfaction is improved as well as the degree of full employment (from about 30 % full employed teaching staff in 1999 to more than 90% today)
- Opening of the University to Western countries and to adopt good practices (Most leading Russian Agrarian Universities don't do so)
- Competing successfully for research funds within Russia and in Europe
- Creating and improving the image of the University in the Southern region in order to attract students and research funding from "employer" organizations

All performance indicators and benchmarks proof improved performance. The future funding of the University is assured, has a healthy proportion (government, third party) and gives SSAU a number of attractive options to grow and improve further. The bookkeeping is straight on and "clean". For good bookkeeping performance the Russian State provides extra funding in order to overcome corruption and criminal influence. SSAU European projects are usually joint projects with local European Universities. SSAU leaves the governance of the funds in the hands of the European Universities.

The team members compared the situation and performance of SSAU with the current status of the “education concepts” in our Western countries aimed to safeguard current know how, competencies and a leading position of Western Europe economy. All team members would be very happy to find a similar clear shared view and University performance in their own countries.

Many European (“employer”) organizations had to declare the “war for talents” in order to overcome brain drain and loss of know how. People competencies are setting the limits for further growth and growing business opportunities within global economy. Salary level and unemployment rate of countries is decreasing more and more in importance for setting up new businesses – key factor becomes availability of competent people.

In this global context the team classified the applicant’s performance as a quite remarkable achievement and as a good practice for European countries. A visibility of the applicant SSAU in the Award ceremony process would encourage both the applicant for their pursuit to Excellence and the participants of the meeting to sharing experience.