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Since 1999, we have started working using the EFQM Excellence Model. The experience of our University, which was chosen as a path to Excellence 15 years ago, shows that nowadays the information is constantly changing and is very quickly becoming outdated, thus it is important to keep pace with the new demands in business, education, science and industry. It can be realized not only through a constant perception of new information, the ability not only use existing knowledge, but also generate new willingness to permanently change and develop, grow in the desires, goals different areas of activity. The EFQM Excellence Model is a practical tool used by Stavropol State Agrarian University (SSAU) for different purposes: to find new market segments, identify and implement the necessary changes to reduce costs, which is especially important in today's market.

The example of the strategy of long-term presence of the SSAU in the socio-economic area of Russia on the ground of the high level demand for highly skilled labour force for economic and social sphere (strategic flexibility) is the establishment of the Stavropol Branch Inter-Regional Resource Centre on the basis SSAU in 2011 (SBIRRC).

With a powerful material and technical base, competent staff

in 2010 the SSAU developed a project for the modernisation of vocational training of workers and specialists for the agrarian sector of the economy of Russia. In 2011 the project received the state support in the amount of 2.5 million euros for its implementation. The SBIRRC united 28 technical schools and colleges of Russia, as well as 163 companies within the industry and agriculture of the Southern and North Caucasus Federal Districts.

Key results of the project:

- 34 network programs for training of workers were developed and tested (contingent of students: 2808, performance growth: 12 - 15%);
- 37 training courses of professional disciplines and 18 workshops were organised for employees of vocational training institutions (over 2,000 participants from 6 subjects of Russia) about the implementation of modern educational technologies, organisation of practical training were held.

Thanks to the SBIRRC activities the SSAU the following received benefits

- drew into its field new categories of customers and increased the contingent of students to 5,000 people per year;



About The Stavropol State Agrarian University

The Stavropol State Agrarian University, founded in 1930, is the Russia's leading centre for education, science and culture, educational, research and consulting and methodological activity. It is a state institution for higher professional education, located in the South of Russia, Stavropol.

- Prize Winner of the EFQM Excellence Award (2010, 2013); Finalist (2008)
- Russian National Quality Award (2011, 2005)

The University structure includes 9 faculties where 18 500 people get training. The staff includes 1384 people. 92,1 % of the teaching staff has academic titles. The University has partners from 66 countries, 136 strategic partners. The graduates' employment rate is 97,5 %. It is the member of the Magna Charta of universities.

■ transformed the experience of creation and activity of 44 small innovative enterprises established by the staff of the University in partnership with the SSAU (total turnover - more than 750 thousand euros per year) into new training programs - "Venture funding of innovative projects", "Development of youth innovations: trends and practice", "Engineering and technological energy efficiency and resource conservation in agricultural production". One of the programmes received the state support in the amount of 130 thousand euros, out of which 38 thousand euros is co-financing with agricultural enterprises - employers of the SSAU.

The project to develop professional standards of working professions of branches of agriculture in 2013 is an example of situational flexibility.

The SSAU is the only agricultural university in Russia, which won the contest giving the right to develop 16 professional standards (livestock breeder, poultry farmer, beekeeper, fur handler, specialist in ornamental horticulture, etc.) and received

public funding in the amount of 82 thousand euros.

According to the results of this project the SSAU got the opportunity to occupy a new market segment (development of professional standards); improved the model of interaction with business organisations in the implementation of wishes of manufacturers regarding the content, level and quality of young workers and professionals training; expanded the staff experience in analytic generalization of real industrial processes and its transformation into the training-methodological support of the SSAU educational and research processes.

The realisation of such projects require flexibility in the implementation of each employee's daily duties and enables the SSAU not only effectively respond to opportunities and threats, expand customer field, strengthen partnerships, attract investments for development, but also meet the requirements and expectations imposed by the state, customers, employers and society.