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**FUNDAMENTAL CONCEPTS OF EFQM AS THE BASIS FOR THE
UNIVERSITY ORGANIZATIONAL DEVELOPMENT**

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Annotation: The paper presents an original vision of the implementation process of the fundamental concepts of the European Foundation of Quality Management in terms of Russian universities. Identifying priority areas at different stages of its development, the Universities focuses on the fundamental concepts of the EFQM Excellence , which formed the basis of the philosophy of quality and inspired University in search of new areas for the application of acquired knowledge and experience.

Key words: quality management system, process management, customers, competitive advantages.

The fundamental basis of the SSAU life is the principle of freedom in educational and scientific-research activities proclaimed by the Magna Charta of European Universities. This principle allows preserving and efficiently developing the identity of the SSAU, stimulates creativity and innovation, and highlights the University in a competitive environment.

Enhancing the competitive advantages of the University is largely possible due to the fact that in 2002, the University began to develop the quality management system in accordance with the EFQM Excellence Model.

Why have we made a choice of the EFQM? First, The EFQM Excellence is a practical tool that allows you opening new market segments, generating new knowledge, creates a need for a constant change and grow in the desires and purposes.

Secondly, when using the model the university receives a comprehensive picture of its activities, assesses the level of satisfaction of its customers, staff, suppliers, society, and on this basis identifies the priority areas for improvement.

Thirdly, understanding of the model's criteria and their relationship with the University processes enables timely identification of areas for improvement and taking the necessary managerial decisions to improve performance.

Thus, implementing the EFQM Excellence Model the University is constantly increasing its competitive advantage, while using some other tools.

The University staff – is a dynamic living organism and it needs to keep constantly "abreast" – studying the needs of employees and providing timely opportunities to meet them, and also to evaluate the contribution of staff to the strategic goals of the University.

To do this, we have developed a versatile tool – the Model of the "Perfect employee". It defines the area in which the employee may be perfect [2].

We strive to see what each employee is able and to understand and whether he will be perfect in one area or in several areas at the same time. This allows optimally reallocating the personnel, attracting and retaining qualified employees, encouraging young and energetic talents and increasing the competitive advantages of the University.

On the Journey towards Excellence the University supports and encourages each employee, creates all conditions for his professional and personal growth.

For example, the University has a program of creation of small innovative enterprises, on which basis innovative developments, products and services of employees for education, science and production are tested, allowing the University and its customers to keeping up with the progress and be a locomotive.

Thus, the balance between the objectives of the University, the employee personal goals and expectations of consumers is obtained.

In the educational sphere there is a pronounced independence of the consumer, which primarily focuses on a specific goal - professional development and personal development [1]. Educational services can be offered to them in the extent to which they conform to its demands. Therefore, the understanding the needs and expectations are

going through a permanent process informing managers about the motives of consumers that they are driven by, behavior in general.

To do this, the University developed the evaluation model of the customer satisfaction. Monitoring of customer satisfaction, benchmarking with the best-in-class Russian and foreign organizations can properly understand consumers.

Image policy is an important tool of administrative activities of the University and its resource mobilization capacity. Therefore, the University provides the necessary conditions for the unrestricted exchange of information between staff, students, partners and stakeholders.

For concentrated impact on target groups of the Society the University uses a corporate portal as a tool to promote services and maintain the image of the university.

The corporate portal is constantly being improved, so that all stakeholders would always have the opportunity to get all necessary confirmed information about the University need to confirm the information in a simple and understandable form.

Defining priorities at different stages of development, the University was driven by the fundamental concepts of the EFQM Excellence Model, which shaped on the basis of the philosophy of quality and inspired the University for search of new areas for application of obtained knowledge and experience.

In 1999 the University was in a state of crisis: the decline of the material and technical base, aging professionals, a significant lack of funds even to pay salaries to employees, and as a result, high turnover. This situation was a characteristic phenomenon for the higher education system in this historic period of Russia, which was in a state of political and economic crisis.

Obviously, to overcome these challenges extraordinary approaches and people were required, those who were ready to put these approaches into practice, confident in their own abilities, that is why a new system of the university management was being built in accordance with one of the fundamental concepts - leadership with vision, inspiration and integrity.

The implementation of the main approaches in the leadership already during the next 5 years allowed restructuring the management of the university, reconstructing a series of processes - education, scientific-research, personnel management process.

In accordance with this the Concept of development of the university was annually amended, priorities were determined; the professional team of staff was shaped.

To ensure the effective management system in 2004, the University developed, implemented and certified the quality management system in compliance to the international standard ISO 9000. In 2014, the University re certified and received a certificate of conformity to ISO 9001:2011.

The Certificate ISO 9001-2011, as a guarantor of quality and stability, had a positive influence on the formation of public opinion on the situation of the enterprise at the market of products, and as a result, increased the number of orders and appeals. It also became a guarantor for our customers - students, parents, employers, business partners, investment companies, etc.

At the stage of the development of the quality management system preserving and increasing the results achieved by the University became an important factor was the appeal and understanding of another fundamental concept – Achieving balanced results.

In accordance with this concept, the University turned to the study of the best practices in the area of quality management, started to use increasingly benchmarking as the tool for improving activities, updated the system of customer feedback to build the optimal marketing strategy.

During this period, there was an intensive development of the material and technical base of the production infrastructure and internal environment of work, designing and development of key and auxiliary processes took place, optimal communication channels were formed within the University and the external environment.

This ensured the modernization of the educational process, support and further development of scientific research, a clear focus on consumers.

The years 2005-2007 is the Period of shaping of the Russian market of educational services, the time when universities were searching for their unique segment in it, building competitive advantages. Diving into the world's best practices in the area of the quality management, studying various models of excellence, analyses of the key ideas of the concept "Building partnership relationships" gave the University its understanding of the necessity of embedding successful development experience of European organizations in their activities as the basic platform to achieve sustainable development of the University in the future.

Active participation in contests in the area of quality has helped to expand the circle of business partners, contributed to the consolidation of the values of excellence in the organizational culture of the University, has raised the level of involvement of staff and students in the project activities and provided with the successful transformation of the University from the state of deep crisis to the stable sustainable development.

The main result of the transformation is obtaining for the University's new status – "innovative university" and state funding for the modernization of material and technical and laboratory facilities, updating methodical software in the processes of education and science, training and retraining of employees.

During 2 years of the realization of the project "Education", the University opened more than 50 innovative subdivisions, which activities provided with the breakthrough in the scientific-research activity and now promotes the social- economical development of the rural areas of the Stavropol Territory and the North-Caucasus federal district.

In general, it allowed the University introducing qualitatively new proposals for staff (conditions and opportunities for professional self-realization), consumers and society (innovative technologies, experimental constructive developments, programs of additional education, consulting services).

In addition, it promoted the preservation and development of fundamental and applied science as the basis of main educational programs.

Crystallization of the experience gained in previous years of the University development, philosophical understanding and practical implementation of some fundamental concepts prioritized "Nurturing creativity and innovation" and "Leadership with vision, inspiration and integrity" made a focus on leadership and nurturing creativity and innovations in the University's continued effort to Excellence .

Therefore, the University tested the mechanisms for coordinating its strategic objectives and personal goals of employees, considering the staff as a constant source of creativity and innovation in all processes, and leadership – the potential for their implementation.

Skillful management of the accumulated potential at this stage gave an opportunity to move to the commercialization of research and advisory services in the region, to reactivate the powerful teaching and experimental farm as the area for innovation and practical skills of students received in the framework of their professions.

Widespread awareness of the public of the achieved progress, raising partnership capacities, including in the social sphere, influenced the formation of the image of the university, as the university, characterized by high-quality services and professional staff.

This perception of the university has received confirmation from the Russian and international professional community. In 2008 the team decided one more serious test for the University – to take part in the European contest "Excellence Award – 2008." The assessment conducted by experts from different countries: Germany, Netherlands, Holland, Cyprus. Assessors for the first time arrived in Russia and on the spot and assessed the management of the University.

By the results of the contest the University became the first Russian organization - EFQM Excellence Award Finalist. The final report of the team of assessors helped vector for further development and progress forward.

In 2010, the University again took part in the European contest "Excellence Award" (EFQM Excellence Award) and as a result of this contest became the first Russian-organization Prize Winner in the categories "Leadership through the vision, inspiration and integrity", "Nurturing creativity and innovations".

The contest participation shapes a special mentality in the staff and students. Those who passed the contest preparation think and act differently. They realize that the scopes of their activities are open educational space, people and resources that are in different cities and countries. It's a fantastic feeling of national unity, peace and humanity.

Therefore, in 2008 the University became a member of the Magna Charta of universities uniting 570 elite universities in the world.

On the Journey to Excellence the higher management skills were manifested in the leaders' ability to predict long-term development of the University and to determine the optimal point of growth to achieve key results. In doing it one should reach the understanding of what each employee is capable for in certain activities and make optimal use of its potential.

Such approach ensured a high level of employee loyalty and their willingness to changes in accordance with the challenges of time and personal professional ambitions.

The implementation of the concept "Achieving success through people" has provided a high degree of employee involvement in the development of mission, vision,

strategic goals and objectives of the University and its individual structural subdivisions [3].

During this period the organizational culture of the University is assigned a single system of values - Quality, Ethics, Professionalism, and Creativity, which covers all core and support processes.

The University is perceived by the staff as the perfect employer who welcomes the initiative and dedication of the staff in the achievement of strategic objectives, creates equal opportunities for professional and personal growth.

In 2010 the University developed, implemented and certified the environmental management system in accordance with the Russian standard ISO 14001-2007 (ISO 14001:2004) "Environmental Management Systems. Requirements with guidance for use. "A certified environmental management system is a single practice for the educational institutions of the North Caucasus Federal District. In January 2013 the University passed the inspection audit as a result of which the certification body decided to extend the environmental certificate for up to 2016.

The quality of results achieved by the University became the starting point for the university reevaluation of its role in society. There came the understanding that the University is not just a center of education, science and culture, but above all a socio-cultural area. The area is enriched with professional and life experiences of employees, customers, and partners and is able to exercise significant influence on those who are involved in it.

This perception is reflected in the new Mission of the University, which has shifted the main focus on improving the quality of life of the population of the Southern Russia and the multiplication of the moral, cultural and scientific values.

The University saw directions of the realization of a new mission in the key ideas of the fundamental concept of "Creating a Sustainable Future": having a positive influence on the formation of favorable ecological, economic and social environment of the region.

In 2013 the University for the third time participated in the European contest "Excellence Award- 2013" (EFQM "Excellence Award - 2013").

On October 23, 2013 at the ceremony of the celebration award "EFQM Excellence Award" in Vienna (Austria) the University confirmed its status. Marc Amblard, the CEO of EFQM said that the University for a Number of years had been demonstrating the

strong commitment to Excellence philosophy and social responsibility in all areas of its work in addressing stakeholders in the region.

Sustainable development at the University is supported at all levels of its development.

Today we are building a new model of university based on European standards. The new Russia is a country of technologies and innovations. The country of creativity and success. The country of enormous possibilities and talents. In the new Russia the University is the flagship of education and science. Smithy of young specialists. Example of development and prosperity.

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