EFQM, over 25 Years of driving Excellence

1989 EFQM established
EFQM is officially launched in 1989

1992 EFQM Award
First EFQM Award presented to Xerox by King Juan Carlos of Spain.

1997 New categories
More categories in the EFQM Award. Growing interest in the Model... (Public & SMEs).

2001 Levels of Excellence
2 levels of Excellence are launched in 2001. (C2E and R4E) Model Revised

2014 25th Anniversary of EFQM

2015 EFQM Middle East
Launch of the EFQM Middle East office in November 2015 at the DKV.

2016 EFQM China MoU signed with CAQ in April

EFQM Forum 2016
Milan, Italy

DRIVING EXCELLENCE BEYOND THE LIMITS
The EFQM founding fathers: 14 European Business leaders (CEOs) come together in 1988 to found EFQM

- Fiat Auto SpA
- Ing. C. Ollivettie & C., SpA
- Volkswagen AG
- AB Electrolux
- KLM: Koninklijke Luchvaart Maatschappij
- Philips’ Gloeilampenfabrieken NV
- Avions Marcel Dassault-Breguet Aviation
- Ciba-Geigy AG
- Régie Nationale des Usines Renault
- Bull SA
- Robert Bosch GmbH
- BT British Telecommunications plc
- Gebr. Sulzer AG
- Nestlé SA

Had the collective ambition to lead a Quality drive beyond.......
The ambition of the founding fathers

EFQM established October 19, 1989 - A shared vision of the European Industry

**PURPOSE**
Improve Competitiveness of member organizations and the total industry

**FOCUS**
- Excellence of Processes
- Continuous Improvement
- Customers & Suppliers
- Involvement of people

**DRIVE**
Leaders have to drive these Fundamental Changes
Deployment of Excellence through the network of partners

**Primary Partners**

- British Quality Foundation
- Centre for Competitiveness (Ireland)
- APQ (Portugal)
- Czech Society for Quality
- Ukrainian Association for Quality
- KOQIM (Kazakhstan)
- SII (Israel)
- Fundación Colombia Excelente
- CODEFE (Ecuador)
- CAQ (China)

**Representatives**

- Ministry for Higher Education, Science and Technology Metrology Institute (Slovenia)
- Swedish Institute for Quality (Sweden)
- Hellenic Management Association (Greece)
- Kvalitetas Quality of Life (Lithuania)
- Latvian Society for Quality (Latvia)
- HAE (Hungary)
- ROQ (Russia)
- EAQ (Estonia)
- Fundacij (Poland)
- INK (Netherlands)
- SSK (Slovakia)
- Sharjah Chamber of Commerce (Sharjah)
- SKEA (Abu Dhabi)
- King Abdullah II Center for Excellence (Jordan)
- Dubai Quality Group
- KOQIM (Kazakhstan)
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**Distributors**

- Bbest (Belgium)
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**Licensed Trainers**

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**Licensed Advisors**

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European EFQM Partners – Spread of EFQM Excellence Model over Europe

30 National Partners in 25 Countries
THE CONTEXT IN HIGHER EDUCATION
The context of higher education today

Responding to diversity and growing expectations for higher education requires a more student-centric approach to learning and teaching, embracing flexible learning paths and recognising competencies gained outside formal curricula.

- Stakeholders management and co-development
- Research and Innovation
- Creating a broad advanced knowledge base
- Growth of internationalisation
- Digital learning
- New form of delivery

Source: ESG standards & guidelines for Quality Assurance in European Higher education

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Standard and guidelines for Quality Assurance in the European Higher education Area (ESG)

Higher education, research and innovation play a crucial role in supporting social cohesion, economic growth and global competitiveness. Higher education is an essential component of socio-economic and cultural development.

- Standards and guidelines for internal quality assurance
- Standards and guidelines for external quality assurance
- Standards and guidelines for quality assurance agencies

Academia are requested to have a policy of quality assurance forming part of strategic management
ESG and EFQM

- Deploying a policy for Quality Assurance (criterion 1)
- Processes for design and approval of programmes against clear objectives (criterion 5 & 6)
- Student-centred learning and assessment (criteria 5 & 6)
- Clear regulations for student “life cycle” (criterion 5)
- Competencies for teaching staff (criterion 3)
- Funding and resources for learning activities (criterion 4)
- Information Management (criterion 2)
- Public information (criteria 1, 5)
- On-going monitoring and review programmes (Results)
- Cyclical external review (Criterion 1 & Assessment)
Cyclical review vs EFQM assessment

- External review addressing effectiveness of internal quality assurance
- External review should be reliable including
  - Self-assessment
  - External assessment with site visit
  - A report from an external assessment
  - A consistent follow-up
- External assessment carried out by external experts
- Fact based and objective feedback

- Introduction High Level structure (HLS)
- Introduction of a context analysis
- Risk-based thinking
- Leadership
- Enhanced Process approach
- Performance evaluation
- Quality manual
- Improvement
- Organisational knowledge management
- Communication now explicitly expanded to include external.
## ISO/EFQM Principles/Fundamental concepts

### Remarkable differences

<table>
<thead>
<tr>
<th>ISO</th>
<th>EFQM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer focus</strong>&lt;br&gt;The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations.</td>
<td><strong>Adding value for customers</strong>&lt;br&gt;Excellent organisations consistently add value for customers by understanding, anticipating, and fulfilling needs, expectations and opportunities</td>
</tr>
<tr>
<td><strong>Leadership</strong>&lt;br&gt;Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the organisation’s quality objectives.</td>
<td><strong>Leading with vision, inspiration &amp; integrity</strong>&lt;br&gt;Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.</td>
</tr>
<tr>
<td><strong>Engagement of people</strong>&lt;br&gt;<strong>Competent</strong>, empowered and engaged people at all levels throughout the organisation are essential to enhance the organisation’s capability to create and deliver value</td>
<td><strong>Succeeding through the talent of people</strong>&lt;br&gt;Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals.</td>
</tr>
<tr>
<td><strong>Relationship management</strong>&lt;br&gt;For sustained success, organisations manage their relationships with relevant interested parties, such as providers</td>
<td></td>
</tr>
</tbody>
</table>
ISO/EFQM Principles/Fundamental concepts

<table>
<thead>
<tr>
<th>Remarkable differences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Process approach</strong></td>
</tr>
<tr>
<td>Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.</td>
</tr>
<tr>
<td><strong>Sustaining outstanding results</strong></td>
</tr>
<tr>
<td>Excellent organisations achieve sustained outstanding results that meet both the short and the long term needs of all their stakeholders, within the context of their operating environment.</td>
</tr>
<tr>
<td><strong>Evidence-based decision making</strong></td>
</tr>
<tr>
<td>Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.</td>
</tr>
<tr>
<td><strong>Managing with agility</strong></td>
</tr>
<tr>
<td>Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats.</td>
</tr>
<tr>
<td><strong>Improvement</strong></td>
</tr>
<tr>
<td>Successful organisations have an ongoing focus on improvement.</td>
</tr>
<tr>
<td><strong>Harnessing creativity &amp; innovation</strong></td>
</tr>
<tr>
<td>Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.</td>
</tr>
<tr>
<td><strong>Developing organisational capability</strong></td>
</tr>
<tr>
<td>Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries.</td>
</tr>
<tr>
<td><strong>Creating a sustainable future</strong></td>
</tr>
<tr>
<td>Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.</td>
</tr>
</tbody>
</table>
SOME PILLS FROM EFQM AWARD NOMINEES FROM THE SECTOR
Challenges and strategy of higher education: an EFQM prize winner example

Fig. 1. SSAU business-strategy
Main strategic objectives and critical success factors

<table>
<thead>
<tr>
<th>C1</th>
<th>Leadership</th>
<th>Become one of the three market leaders in agricultural education services of Russia</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2</td>
<td>Education</td>
<td>Attracting talented students from all over the South of Russia and Russia as a whole</td>
</tr>
<tr>
<td>C3</td>
<td>Commercialization</td>
<td>Increase in the portfolio of proposals for the SSAU supporting related services</td>
</tr>
<tr>
<td>C4</td>
<td>Demand</td>
<td>Increase the level of employment of graduates to 90 percent</td>
</tr>
<tr>
<td>C5</td>
<td>Staff potential</td>
<td>We strive to ensure that our employees and the SSAU corporate culture became one of the main sources of our competitive advantage</td>
</tr>
<tr>
<td>C6</td>
<td>Social involvement</td>
<td>We will become the leading regional organization in the field of corporate social responsibility</td>
</tr>
<tr>
<td>C7</td>
<td>Interaction with customers</td>
<td>Exceeding the expectations of our customers.</td>
</tr>
<tr>
<td>C8</td>
<td>Financial efficiency</td>
<td>We will increase the financial returns of our operations through more effective cost management and the ratio of risk and return</td>
</tr>
</tbody>
</table>

Talent Concentration
attracting talented students, graduates, teachers, scientists

Diversity of Resources
diversification of sources of budgetary and extra budgetary funding through commercialisation of research, technology transfer, expanding the range of supporting services, expansion of expert and consulting activities of employees

Efficient Management
continuous improvement of management system in applying innovative and flexible approaches, in refining decision making process and reduce red tape
Markets, offers and customers

Indicators for competitive analyses (criterion 6-9)

- competitor marketing (image and vector of growth, advertising / public relations, perception of society, availability of information);
- human resources (qualitative composition, wages, mobility and creativity of staff);
- operating parameters (resource potential indicators of key processes of the quality management system);
- leadership characteristics (personality, biography, leadership style, past successes and failures);
- strategic and social partnership (short-term or long-term partnerships and their effectiveness, goodwill);
- innovation and technological capabilities (technologies used, experience and scale of R & D, patents, citation);
- financial information (reports, financial ratios, the parameters of sustainable development, costs, profitability).

Used approaches

- monitoring the socio-economic environment of the South of Russia and the Russian Federation
- benchmarking on selected indicators of the competitive analysis
- monitoring of PR-activity in the media (visibility, media personalities, message format)
- analysis of competitors' sites
- establishing and maintaining communications with target groups (population, authorities, business community, NGOs, media), including with competitors at conferences, seminars, meetings, cultural events
Integrated system of the resource provision

Fig. 5. Integrated system of the resource provision of the SSAU
Type and importance of relationships
Performance management structured in subsystems

**Strategic development management subsystem** include: strategic planning, management, strategy development, project development business plan, organization and improvement of the management structure, management innovation, marketing activities, study of the education market and others.

**Educational work management subsystem** includes: management of educational process, methodical work, preparation of educational process, information management and computerization, organization of vocational guidance, quality control of the educational process, licensing, certification, accreditation, management of pre-university training and others.

**Research work management subsystem** includes: planning and organization of research work, organization of research activity of teachers, graduate students, professional development of the teaching staff, preparation management in the implementation of research activities and other.

**Economic management subsystem** provides financial management, accounting, business management, performance evaluation, pricing management, labor management and payroll, and others.

**External relations management subsystem** includes: management of international relations, organization of cooperation with other universities, organizations and enterprises and others.

**Social and upbringing work management subsystem** includes: management of personnel work, social development management, administration of the cultural, educational and sports activities with students and staff and others.

**Administrative and business activity management subsystem** includes: managing logistics, occupational health and safety, management of repair and construction works, transport, serving the economy, management of publishing and other industrial activities.
Strategic priorities from a EEA nominee

**Students**
- Priority 1: Engage and inspire all our students with world class teaching
- Priority 2: Maximise student attainment & employability by enabling individuals to achieve their full potential

**Growth and development**
- Priority 3: Develop our staff, embed our values, promote further culture change and extend our reputation
- Priority 4: Position the College as a prominent partner in support of city region and the national economy

**Processes & Performances**
- Priority 5: With a high performance focus, be the best we can be in the way we operate and work together
- Priority 6: Activate maximum effectiveness and efficiency through innovative practices and continuous improvement and remain vigilant of our corporate risks

**Finance**
- Priority 7: Maintain our long term financial stability
Annual Planning Cycle from a nominee

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Business Model from another EEA prize winner

**Business Model Prize Winner**

**Key Partnership**
- Local Authorities
- Academia
- Chambers
- ...

**Key Processes**
- Education & Training Process
- Research process

**Value Proposition**
- Value proposition of education & training
- Value proposition of research
- Value proposition of application and social services
- ...

**Services Receivers**
- Students
- Private sector Corporates
- Public sector institutions

**Services & Products**
- Associate programmes
- Bachelor and master programmes

**Key Resources**
- Academic and Admin Staff
- Physical Resources
- ...

**Value Proposition**
- Value proposition of education & training
- Value proposition of research
- Value proposition of application and social services
- ...

**Services Delivery Channels**
- Academic Units
- Distance learning Projects, papers, articles
- Scientific activities

**Cost Structure**
- Personnel Expenses
- Capital & Insurance Expenses
- Goods and services expenses

**Financial Resources**
- Budget resources (treasury aid, revenue)
- Off-Budget resources (projects, grants)
Progress Map towards the EFQM prize Winner

SAKARYA UNIVERSITY
INSTITUTIONAL PROGRESS MAP

2000
- ISO 9000 Certification

2003
- Initiation of TQM Strategy and Process Management
- Renewal of ISO 9000 Certificate

2006
- Recognition for Benchmarking with EFQM 5000
- Renewal of ISO 9000 Certificate

2008
- Preparation for EFQM R4E 4 Star Renovation

2009
- EFQM 6 Star Award
- MjDEK Accreditation
- Preparatory for EFQM R4E 4 Star

2010
- EFQM 4 Star National Renovation Award
- MjDEK Accreditation

2012
- 303rd in Worldmerit Ranking
- National 4th and International 142nd in URAP

2013
- EFQM Grand Prize
- National Winner

2014
- EFQM Prize Winner

EFQM Shares what works.

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EFQM Recognition in Education… a success story

Total no. of recognitions 2013 - 2016

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<tr>
<th>SECTORS</th>
<th>NO. OF RECOGNITIONS</th>
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<td>Construction</td>
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<td>Transportation / Logistics</td>
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Maturity level for Higher Education

Recognition for Education sector 2013-2016

<table>
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<td>15</td>
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Spain way above the rest of the world
Score profile segmentation in 2016

Average score by criteria (2016)

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THE FUTURE CHALLENGES OF HIGHER EDUCATION IN EUROPE
European higher education: ready for the future

How are we preparing students in Europe for a labour market in flux? And for active participation in an ever-diversifying society? And, how is higher education applying the latest technology? In short: what are we doing to ensure that European higher education is ready for the future.
Strong impact on future higher education

- 6 key trends
- 6 challenges
- 6 developments

Source: NMC Horizon report 2016
How to succeed and address these trends and challenges

- How to advance such trends
- How to surmont Pressing challenges
- How to leverage technologies development

Let’s play our cards and leverage the peer review opportunities and the drivers for excellence concepts.
The “Drivers for Excellence” Concept

- Made of “building blocks” (drivers) of excellence (not principles, as the FCs)
- Extracting Execution and Operational Excellence from “Developing Organisational Capability”
- Written in a language close to businesses (or the language of any sectors)
The “Drivers for Excellence” Concept

The Value Proposition:

- EFQM will support organisations **sustaining excellence through each driver** and **aligning each driver to strategy and business results**

- This does not mean shifting the focus from Excellence to the driver, out of scope for EFQM.

- EFQM will help organisations exploiting the driver in order to achieve strategic goals and business results.

- EFQM will do this by specific products, such as:
  - **Sharing**: e.g. good practice visits/workshops, webinars, cases, networks for excellence, etc.

  also involving role model organisations and experts on the topics.
### Some Drivers for Excellence in UNAMED

| Excellence in teaching and research to facilitate entering job market | Excellent education to facilitate students entering job market and University integration in the society. |
| Technology transfer Research | State-of-the-art research, transferring knowledge and technology to enterprises to ensure progress of the society. |
| Recognition | Recognition in Spain and internationally by building strategic partnerships and cooperation (internationalisation) |
| CSR | Promotion and contribution to social responsibility (values, environment, cultural, society) and sustainability. Civic and environmental education. |
# Let’s pick one: recognition

Recognition in Spain and internationally by building strategic partnerships and cooperation (internationalisation)

<table>
<thead>
<tr>
<th>1. Leadership</th>
<th>1a. Development of Vision, Mission, values</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1b. Management system according to internationalisation</td>
</tr>
<tr>
<td></td>
<td>1c. Leaders involvement in strategic partnerships</td>
</tr>
<tr>
<td></td>
<td>1d. Leader’s support to international programmes</td>
</tr>
<tr>
<td></td>
<td>1e. Project management of internationalisation programmes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Strategy</th>
<th>2a. Analysing needs and expectations of partners</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2b. Benchmarking</td>
</tr>
<tr>
<td></td>
<td>2c. Internationalisation in the Strategic plan (cooperation)</td>
</tr>
<tr>
<td></td>
<td>2d. Communication of strategy to all stakeholders involved</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>3. People</th>
<th>3a. Selection process. Alignment</th>
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<tbody>
<tr>
<td></td>
<td>3b. Identification, classification and suitability of people’s knowledge and competences</td>
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<td></td>
<td>3c. Ambassador programme</td>
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<td></td>
<td>3d. Engagement of all educational community towards cooperation and internationalisation</td>
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<td>3e. Reward and recognition system</td>
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<tr>
<th>4. Partners &amp; Resources</th>
<th>4a. Partnership strengthening</th>
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<tbody>
<tr>
<td></td>
<td>4b. Financial support to international projects</td>
</tr>
<tr>
<td></td>
<td>4c. Development of new technologies</td>
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<td></td>
<td>4d. Knowledge management support</td>
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<td>4e. Protection of intellectual capital, patents and research results</td>
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<tr>
<th>5. Processes, Products &amp; Services</th>
<th>5a. Quality assurance system recognised</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>5b. Development of international programmes</td>
</tr>
<tr>
<td></td>
<td>5c. Marketing plan support</td>
</tr>
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<td></td>
<td>5d. Research promotion and technology transfer plan</td>
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<td>5e. Care of international students and researchers</td>
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</table>
Let’s pick one: recognition

Recognition in Spain and internationally by building strategic partnerships and cooperation (internationalisation)

<table>
<thead>
<tr>
<th>6. Customer Results</th>
<th>6a. Excellent customer perception (students + collaborating bodies). Graduate &amp; Employer satisfaction with the education 6a. Satisfaction of international students 6b. Number of new internationally recognised programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. People Results</td>
<td>7a. Teacher’s satisfaction with international programmes 7a. Satisfaction with competence development 7b1 % of TRS with PhDs</td>
</tr>
<tr>
<td>8. Society Results</td>
<td>8a. Reputation 8a2 % graduates recommending the university 8a3. Awards &amp; recognitions 8b2 University extension budget</td>
</tr>
<tr>
<td>9. Business Results</td>
<td>9a. Business perception of graduate’s capabilities. 9a11 Position in rankings 9b. International excellence campus performance indicators 9b. Research projects with businesses 9b6 % international/ Spanish master’s degree students 9b3 Increasing in no. of articles and scientific publications</td>
</tr>
</tbody>
</table>
Strong impact on future higher education

- 6 key trends
- 6 challenges
- 6 developments

Source: NMC Horizon report 2016
Let’s try to explode the specific theme (advancing cultures of innovation) across the 9 criteria of EFQM. We create a red thread for the theme which represents the excellence roadmap (on the theme) for the player from higher education.
To do this

- We need to analyse with the player how the theme is developed and implemented

- We need to map out the theme across the model and create the specific roadmap (or canvass) for excellence

- We define the main approaches and main indicators with results as part of the roadmap (or canvass)

- We create a blank roadmap (or canvass) which could be presented and circulated across other companies (members)
Blank roadmap for Excellence

We create the blank roadmap (or canvass) for excellence on the theme and we share it with other interested players. The objective is to help other members mapping out their specific thematic road maps ( innovation on this case).
To do this

- We explain and present the main elements of EFQM and its criteria with a sharing event (webinar)
- We present the (thematic) roadmap for excellence from the host company
- We give instructions to other players/members on how to create their thematic road maps
- Each member will map out the thematic roadmap for excellence across the model with reference to the canvass from the host company
- Each organisation will define approaches, indicators (and ideally performances) on the thematic roadmap
Sharing event: phases of Good Practice Workshop

- Presentation from the host company with focus on the strategy and how the thematic roadmap of excellence fits within the strategy
- Working groups across the different tables to share the organisations thematic roadmaps and support peer-learning and review. In each working group a resource from the host company should be present
- Presentation from each working group on main conclusions of the peer-learning and high level feedback on the thematic roadmap of excellence for the host company

All these phases need strong facilitation from EFQM and from national partners like CEG
Additional benefits of this practice

- A sound and structured gateway for a structured benchmarking platform and process
- The creation of a robust database of approaches, indicators and performances on the theme
- Give people trained the possibilities to put in practice the learning with the peer review during the sharing event
- A culture for working together and addressing key challenges systematically
What else can we do: EFQM Networks

Overview
Scope & potential

Sectors of focus in Europe

Education

Potential approaches

- Executive Meetings
- Communities of Practice
- Peer-to-peer dialogue
- Roundtable conversations
- Learning journeys
- Cross-sector collaboration
We are what we repeatedly do. Excellence then is not an act but a habit.

(Aristotle)
Celebration from 2012

If the habits are dropped...
2016 after a robust assessment from a competitor