

MIDPOINT OF THE PROJECT:

HSE STEADY PROGRESS ON THE GLOBAL MARKET

MARCH 17, 2017











2013 2014

2015

2016

4 000

10 000

8 000

000 9

2000

HSE RADICAL TRANSFORMATION IN THE COURSE OF THE 5-100 PROJECT

2013-14 2015-16 2017-18 Open calls for domestic faculty vacancies: International recruitment - 132 international and Further increase of standard 30% external candidates domestic faculty and researchers with PhD degrees requirements for publications Staff and instruction: Performance-based contracts with faculty members: Renewal 80% of faculty members publish Integrated contract for academic 60% of all scholars in journals indexed in the WoS (research-teaching-administration): and Scopus databases 70% of faculty members 30% of funds and decision-making Path-breaking research and educational Transition from 28 faculties and divisions responsibilities are delegated projects implemented within the STRA-Us: to 11 faculties incorporating research institutes **Transformation** to mega-faculties 12 research projects. and labs of Governance 19 educational projects 8 Strategic Academic Units (STRA-Us) Transition from 158 traditional chairs ('cathedras') **Structure** in HSE key areas of study, including: to 50 schools and departments 4 consortia and 4 centers of excellence

New Educational Model

- Educational programmes with academic councils and professional managers as a core of governance: 100% (transition completed)
- Reducing the number of courses simultaneously taken by students,
 research and project components –
 1/5 of curriculum

- Major/minor model for undergraduate students: combining core competencies with additional interdisciplinary skills: 100% students involved; 19 minors offered
- 19 educational programmes;
 21% of courses taught in English
- Leading positions on the online education market: over 100 massive online courses on Coursera and the National Open Education Platform: over 2 mln users

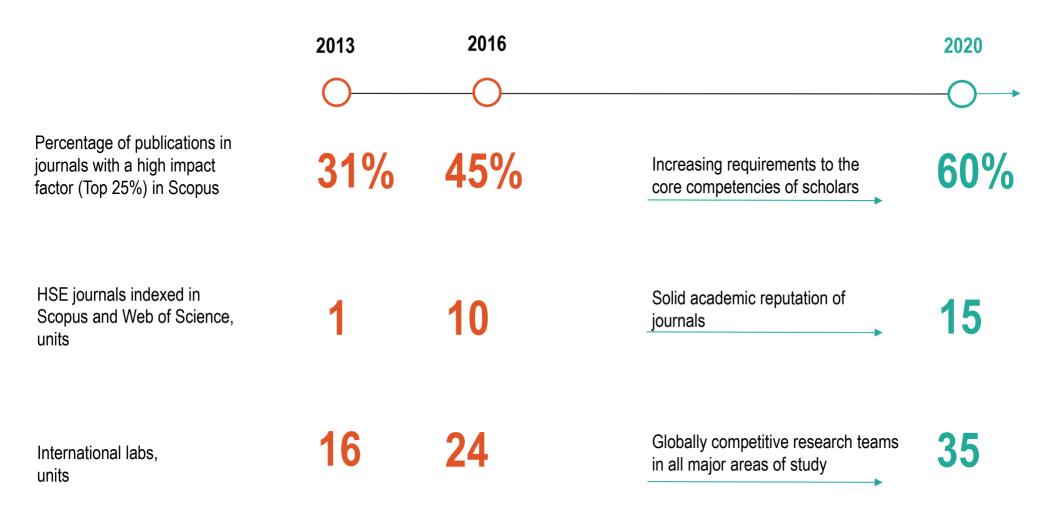


RAPID GROWTH OF TARGET INDICATORS

| | Start 2013 | Midpoint 2016 | Target 2020 |
|---|-------------------|---------------------------------------|--------------------|
| Academic publications per capita of faculty members over 5 years (Scopus) | 0.4 | 1.7 1 4-fold | 3.4 |
| Citations per capita of faculty members over 5 years (Scopus) | 0.4 | 4.5 11-fold | 9.3 |
| Share of international and domestic scholars with PhD degrees, % | 5.1 | 10.8 ↑ 2-fold | 12 |
| Share of international students, % | 3.6 | 8 1 2-fold | 12 |
| Unified State Exam: average score of undergraduate students enrolled to state-funded places, points | 92.7 | 93.0 TOP-3 among Russian universities | ≥ 90 |

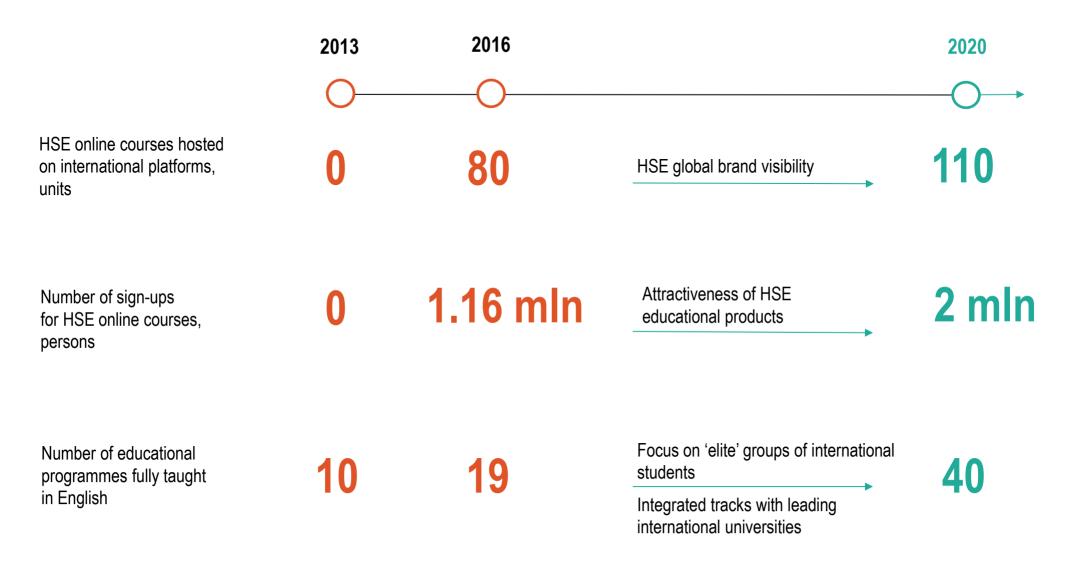


INTEGRATING HSE RESEACH WITH THE GLOBAL AGENDA



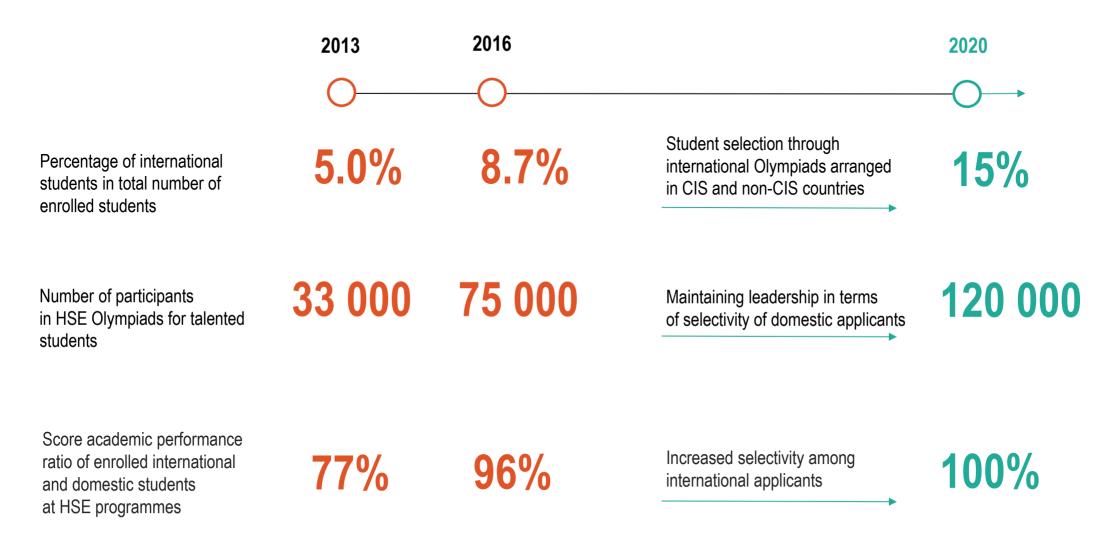


GLOBAL EDUCATIONAL PRODUCTS





ATTRACTING TALENTED STUDENTS





NEW STAFF POLICY

| | 2013 | 2016 | | 2020 |
|--|------|-------------|---|----------|
| | 0 | <u> </u> | | ─ |
| Number of international and domestic scholars with PhD degrees | 132 | 289 | Flexible performance-based contract arrangements with leading researchers | 450 |
| Share of scholars published in WoS and Scopus | 28% | 59% | Raising hiring standards for academic staff members | 80% |
| Percent of English-speaking administrative staff at teaching offices | 5% | 52 % | Productive internationally-oriented environment | 80% |

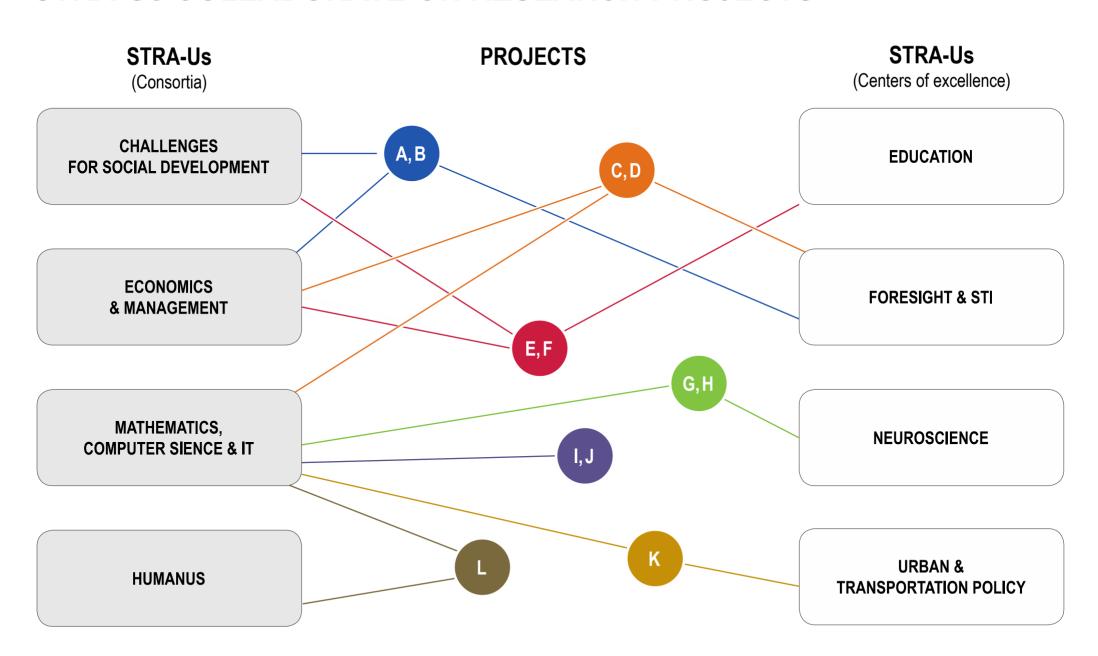


PROGRESS IN INTERNATIONAL RANKINGS BY SUBJECT AND FACULTY

| RANKING | SUBJECT/FACULTY | 2015 | 2016 | 2017 |
|-----------|--|---------|---------|--------------|
| THE | Economics & Business | | 83 | October 2017 |
| QS | Economics & Econometrics | 151-200 | 101-150 | 51-100 |
| | Sociology | 151-200 | 101-150 | 51-100 |
| | Politics & International Studies | | 101-150 | 51-100 |
| | Accounting & Finance | | 151-200 | 101-150 |
| | Philosophy | 151-200 | 151-200 | 151-200 |
| | Business & Management Studies | | 151-200 | 151-200 |
| | Mathematics | | 251-300 | 151-200 |
| | History | | | 151-200 |
| | Linguistics | | | 151-200 |
| | Communication & Media Studies | | | 151-200 |
| | Education | | | 201-250 |
| | Law | | | 201-250 |
| | Computer Science & Information Systems | | 401-500 | 351-400 |
| | Development Studies | 51-100 | | |
| TOTAL SUB | JECTS | 4 | 9 | 13 |



STRA-Us COLLABORATE ON RESEARCH PROJECTS





RESEARCH PROJECTS: EXAMPLES

Trends in Science, Technology and Innovation

Russian Longitude Monitoring Survey of the Economic and Health Status of Population

Adaptive City Governance

GOAL:

Identifying trends in STI development

Annual monitoring the quality of life of Russia's population

Developing a smart city environment

PROJECTED RESULTS:

- Creating an information system for Big Data mining of STI trends
- Developing new methods for forecasting STI development

- Reliable and nationwide representative data on household trends since 1994
- Recommendations for social policy with a particular emphasis on inequality, poverty, consumption and health
- · Incubator for smart city technologies
- Mechanisms for adaptive governance of social, transport and utilities infrastructure

KEY PARTNERS:

- University of Manchester
- Georgia Institute of Technology
- Center for Strategic Studies and Management in Science, Technology and Innovation (Brazil)
- Institute of Information Transmission Problems of the Russian Academy of Sciences (RAS)

- University of North Carolina at Chapel Hill
- Ohio State University
- Institute of Sociology of the Russian Academy of Sciences (RAS)
- Federal Research Center for Nutrition, Biotechnology and Life Safety
- New York University
- Massachusetts Institute of Technology
- Institute for Advanced Architecture of Catalonia
- Uber

KROST Construction

Intel

Gett

- Yandex
- Ƙuka

