

ROADMAP

for Implementing the Global Competitiveness Programme of the Federal State Autonomous Educational Institution National Research University “Higher School of Economics” in 2013-2020

SUMMARY

Since its founding in 1992 the Higher School of Economics (HSE) has become a major educational and research institution in Eastern Europe in the field of economics and social sciences, as well as a leading think tank for the Russian government. HSE is internationally recognized in several of its subject areas.

This development programme is designed to increase HSE’s competitiveness and consolidate its position on the global market of education, research and development. HSE will transform into the following:

- A focal point for Russia’s integration into international networks of knowledge and technologies in the social sciences, economics and humanities fields.
- An international leader of research and development in the field of transition economies and societies.
- An educational center attracting the most talented Russian and international students and offering bachelor’s, master’s and PhD programmes in a wide range of disciplines.
- An alma mater for professionals possessing global competency.

HSE’s strategic goal is to achieve globally recognized standards in its research, education and project work, and to join the ranks of the world’s leading research universities in the social sciences, economics, humanities, computer sciences and mathematics.

Main challenges

HSE’s **research agenda** includes issues of predominantly national interest. This agenda must be expanded to incorporate globally relevant problems. More faculty members must publish in international journals, thus improving the university’s international status and visibility (at present total number of international publications per faculty at HSE is only one fifth of that of comparable universities, such as the London School of Economics).

HSE’s **education process** is suffering from poor interaction between its research and teaching departments, a small number of programs attractive to international students, poor course flexibility and a lack of an integrated e-learning system. The HSE brand as an educational institution is hardly recognized outside Russia. Efforts to promote the university’s educational products to the international market must be stepped up; the size of HSE’s international student body should increase four-fold.

HSE’s **infrastructure** has many weaknesses, including a shortage of classroom, laboratory and dormitory space. Large distances between campuses located in different districts of Moscow and poor quality of living and working conditions also make HSE less unattractive to international students and specialists. The university must deal with the shortage of space, improve interior planning and design to adapt it to both individual and team work, and radically increase the capacity for on-line presence.

Major drivers of transformation

The HSE Competitiveness Programme is based on the following drivers of transformation:

- *Radical improvement of faculty* by attracting actively publishing scholars who are well-integrated into global research networks, increasing the number of post-doctoral positions, stepping up required qualifications, competitively hiring and recruiting international faculty and researchers (accounting for as many as 50% of the total), attracting administrative staff with international competency and reorganizing departments that fail to contribute to the university’s academic potential.

- *Cultivation of high-potential research teams* by providing them with priority support, funding and facilities for interacting with the international research community.
- Ongoing *modernization of research agendas* by conducting foresight studies, establishing new teams with leading international scholars and maximizing the benefits of Russia's status as a 'testing-ground for transition economies and societies'.
- Introduction of *globally competitive educational programmes* including those providing the most highly-sought skills, designing personalized education trajectories, expanding joint education programmes with leading international universities and conducting regular programme evaluations with international experts.
- Increasing the *academic productivity of master's and doctoral students* by incorporating research and development work into the programmes of study, and expanding and upgrading doctoral programmes.
- *Promotion of educational products on international markets*, including attracting more international students, obtaining international accreditation of educational programmes and gaining access to the MOOC market.
- *Modernization of university governance* by increasing the size of academic departments, introducing power and resource distribution mechanisms, and upgrading all administrative processes.
- Cultivation of an *attractive international university environment* by providing internationally competitive working conditions and improving university infrastructure and services.¹

HSE's Roadmap includes six strategic initiatives that together make up a foundation for the university's development until 2020. These initiatives will ensure the achievement of all targets included in the HSE Development Programme:

Strategic initiative 1: Achieving international competitiveness in research & development, expert evaluation and analysis in a number of areas within the social sciences, economics, humanities, computer science and mathematics

In fundamental studies, priority will be given to the international components and to combining investment into new research frontiers with further expansion of the most productive mainstream research studies. Priority support will go to comparative studies and projects involving international research teams. Applied studies will open access to international markets, more work will be done in conjunction with international organizations (OECD, the World Bank and the European Commission); thus, strategic partnership with Russian and international corporations will continue to grow. Priority will be given to enhancing HSE's role as a leading center providing services such as evaluation, expertise and analysis with respect to Russia's economic and social policy, and to expanding the university's competency in subjects included in the global agenda.

Main tasks:

- Priority development of research centres headed by international scholars
- Establishing and supporting international laboratories (adding 14 new ones to the current 16)
- Joining international research consortia and networks
- Implementing the teacher-researcher model that calls for the faculty to conduct research and for the research staff to become involved in the teaching process
- Upgrading postgraduate programmes
- Increasing incentives both for improving the standards of published materials and for publishing in international journals
- Accreditation of HSE's journals in Scopus and Web of Science
- Establishing partnerships with international publishers.

¹ The efforts to obtain more space are restricted by current plans to improve existing premises (including capital repairs). The programme for increasing space will be implemented based on the Federal Targeted Investment Programme following decisions by the HSE Founder (the Government of the Russia Federation).

Targets	2013	2016	2020
Number of materials in Scopus and Web of Science (unduplicated) per faculty/staff member	0.35	0.7	1.8
Average citation index per faculty/staff member calculated from the total number of articles in Web of Science and Scopus (unduplicated)	0.45	2.5	8.0
R&D per faculty/staff member, thousand rubles	950	1 030	1 700

Strategic Initiative 2: **Creating and promoting globally oriented educational products**

Main tasks:

- Introduce a new major-minor study model and a system of tutorial support (individualized learning trajectories)
- Reduce students' classroom hours and increase the role of research and project work in the learning process
- Increase the number of courses and programmes offered in English
- Widen the range of joint programmes and courses conducted in conjunction with foreign universities
- Support greater student mobility and exchange
- Introduce structured PhD programmes in all areas of study
- Integrating master's programmes with PhD programmes
- Upgrade programme content to meet international standards and employee expectations
- Carry out regular assessment of educational programmes with international experts
- Replace department-led study program management with personalized program management.

Targets	2013	2016	2020
Percent of full-time master's and PhD students in total student body (bachelor's specialist, master's doctoral students), %	25	26	28
Credits received by students for research, project and innovation work, out of total credits from basic education programmes, %	8	12	20
Disciplines (with more than 2 credits) taught in English out of all study disciplines with more than 2 credits, %	5	12	20

Strategic initiative 3: **Expanding into new geographic markets at all levels of education and increasing the selectivity of master's and PhD programmes**

HSE attracts the most talented students from the national market (top three amongst Russian universities in terms of quality of newly enrolled students). The new priority is to attract talented students from the CIS and other foreign countries to the university's bachelor's, master's and doctoral programmes. While students from mainly Russia and CIS countries will be attracted to bachelor's courses, HSE will seek to draw some of the best international and domestic students to its master's and doctoral courses. HSE will offer free tuition as well as tuition and accommodation grants to attract international students. HSE will also make necessary efforts to participate in student loans programmes in target countries.

Main tasks:

- Establish a network of HSE partners in Russia and abroad
- Help organize education advice centres and Olympics
- Interact with international student recruiting agencies
- Participate in international education fairs
- Enhance the HSE Internet School and other professional orientation formats to prepare potential applicants (including MOOCs)
- Develop preparatory courses affiliated with master's courses, as well as preparatory courses for international students
- Establish internships for potential doctoral students
- Launch a grant programme for enrolling talented master's and doctoral students

- Conduct summer and winter professional orientation programmes and competitions
- Integrate school and university programmes based on the HSE Lyceum and ‘affiliated’ schools.

Target	2013	2016	2020
International students in HSE education programmes (including CIS students) out of total students, %	3	6	12

Strategic Initiative 4: **Human Resources for a Research University**

The target model calls for at least 60% of faculty and staff to be globally integrated scholars, of which approximately 20% will be distinguished practitioners. At least 25% of all faculty and staff will be hired through international recruiting procedures, and at least 50% of administrative staff will have a good command of English.

Main tasks:

- Recruit from the international labour market (young scholars holding PhDs from Western universities, leading scholars with high citation indexes and potential research team leaders)
- Create postdoctoral positions
- Launch an orientation programme for international faculty and research staff to ensure their successful integration into university life
- Introduce a standard contract for research and teaching staff, including three components: teaching, research and administrative or social work
- Expand incentive schemes to improve academic productivity
- Implement procedures to recruit faculty with non-academic backgrounds (adjunct-professors)
- Radically increase the number of teaching and research assistants
- Develop faculty and scholar mobility and integration into international programmes
- Upgrade the quality of the administrative staff.

Target	2013	2016	2020
International faculty and research staff, including Russian nationals with international PhD degrees (out of total), %	5	7	12

Strategic initiative 5: **Modernization of the Governance System**

The benefits of the current centralized governance system will be retained for attracting resources and conducting structural reorganization. As academic teams cultivate their own leadership, some of the powers and authority (such as human resource management, product management, partnership programmes, etc.) will be delegated to academic departments, with targeted funding dedicated to their development plans. This will allow resources to be focused on points of growth and on creating conditions for sustainable development. It will also leave strategic management tools in the hands of the university’s central leadership team, while at the same time improving administrative processes to address the new requirements.

Main tasks:

- Decentralize the management structure and delegate some powers and resources to the most advanced academic departments
- Develop academic self-governance (management committees made up of faculty and research staff members) and involve students into the management mechanism
- Implement result-driven management models and concentrate resources in key areas
- Improve business processes and develop electronic services
- Cultivate and improve the attractiveness of the university environment, including the campus and social infrastructure.

Target	2013	2016	2020
University expenditures allocated to strategic initiatives, out of total, %	17	25	25

Central university budget resources allocated to departments for development purposes, out %	-	20	30
Positive evaluations by faculty and staff of administrative standards, out of total, %	30	60	80
Members of faculty and staff with personal working places (out of total), %	5	40	80

Strategic Initiative 6. HSE's Social Mission

In a social science university, engagement with the wider world and outreach are indispensable for ensuring visibility and competitiveness. HSE's students and faculty are strongly engaged with economic and social transformation processes, which helps to ensure the relevance of their research into transformation economies and societies. This will provide students with key skills for social action.

Main tasks:

- Deliver expert evaluation and analysis on socially relevant subjects
- Disseminate knowledge pertaining to social and economic development
- Organize platforms for public discussion of current public issues
- Establish and maintain open education resources as a part of educational, cultural and social projects
- Implement projects aimed at modernizing the education system as a whole, and especially education in social sciences and economics.

Target	2013	2016	2020
Number of open on-line courses (MOOCs) maintained by the HSE at corresponding international platforms	3	100	250
Total number of unique visits to online HSE resources, thousand	10	40	80

Resources

HSE's total development budget for the period until 2020 will amount to 48 Billion of Rubles (from all sources) in which the state financial support to increasing HSE's international competitiveness (under Russian Government Order No. 211 from 16 March 2013) will account for 10-20% depending on later allocations. While much of the HSE's revenues come from non-budgetary sources (40% in the current year), on the whole, income sustainability considerably depends on consistency of the Russian government's policies regarding development of the country's leading universities.

This Programme's successful implementation is ensured by the HSE leadership's vast experience with successful innovations. HSE has the ability to attract the necessary resources and to provide managerial support, the willingness amongst faculty and staff to embrace change, and the support of the country's leadership, including favorable regulatory conditions.