**Roadmap for Implementing the Global Competitiveness Programme**

**of National Research University Higher School of Economics:**

**Key Results for 2016**

National Research University Higher School of Economics’ (HSE) strategic goal is to attain globally recognized standards in research and education, and join the ranks of the world’s leading research universities in social sciences, economics, humanities, computer science, and mathematics. The university’s development programme has been designed to increase HSE’s competitiveness and consolidate its global position in education and research.

The HSE Roadmap 2015-2016 was approved by the Global Competitiveness Programme Council on March 21, 2015, and then by the Russian Ministry of Education and Science on September 16, 2015.

**Target Indicators for 2016**

| **№** | **Indicator** | **Units of measure-ment** | **2016** | |
| --- | --- | --- | --- | --- |
| **Expected Indicator Values** | **Actual Indicator Values** |
| **Main Indicators** | |  |  |  |
| 1. | Rank position (accurate to within 50 positions) in top global rankings (on the general list and the main subject lists) |  |  |  |
| 1.1. | The Times Higher Education World University Rankings | position | 301-350 | 401-500 |
| 1.1.1. | The Times Higher Education World University Rankings by faculty: Business & Economics | position | - | 83 |
| 1.1.2 | The Times Higher Education BRICS & Emerging Economies Rankings | position | - | 48 |
| 1.2. | QS – World University Rankings | position | 301-350 | 411-420 |
| 1.2.1. | QS – World University Rankings by faculty:  Social Sciences and Management | position | 151-200 | 161 |
| 1.2.2. | QS – World University Rankings by faculty:  Arts & Humanities | position | - | 289 |
| 1.2.3. | QS – World University Rankings by subject:  Economics & Econometrics | position | 151-200 | 101-150 |
| 1.2.4. | QS – World University Rankings by subject:  Sociology | position | 151-200 | 101-150 |
| 1.2.5. | QS – World University Rankings by subject:  Business & Management | position | - | 151-200 |
| 1.2.6 | QS – World University Rankings by subject:  Accounting & Finance | position | - | 151-200 |
| 1.2.7. | QS – World University Rankings by subject:  Politics & International Studies | position | - | 101-150 |
| 1.2.8. | QS – World University Rankings by subject:  Philosophy | position | 151-200 | 151-200 |
| 1.2.9 | QS – World University Rankings by subject:  Mathematics | position | 251-300 | 251-300 |
| 1.2.10. | QS – World University Rankings by subject:  Computer Science & Information Systems | position | 451-500 | 401-500 |
| 1.2.11. | QS Top 50 under 50 | position | - | 51-60 |
| 1.2.12. | QS University Rankings: BRICS | position | - | 62 |
| 1.2.13. | QS University Rankings: Emerging Europe & Central Asia | position | - | 35 |
| 1.3 | US News & World Report Best Global Universities Rankings by Subject: Mathematics |  | - | 181 |
| 1.4. | Social Sciences Research Network (SSRN), rated by total number of cited publications | position | 51-100 | 119 |
| 1.5. | Research Papers in Economics (RePEc), European countries | position | 51-100 | 48 |
| 2. | Number of articles in Web of Science and Scopus (unduplicated) per faculty member |  |  |  |
| 2.1. | Number of articles in Web of Science per faculty member | units | 0.80 | 1.19 |
| 2.2. | Number of articles in Scopus per faculty member | units | 1.23 | 1.67 |
| 3. | Average citation index per faculty member in Web of Science and Scopus (unduplicated) |  |  |  |
| 3.1. | Average citation index per faculty member in Web of Science | units | 1.15 | 3.42 |
| 3.2. | Average citation index per faculty member in Scopus | units | 1.81 | 4.45 |
| 4. | Foreign professors, lecturers, and researchers in the total faculty and staff contingent, including Russian citizens with PhDs from foreign universities | % | 10.2 | 10.8 |
| 5. | Foreign students enrolled in the university's core educational programs (including students from CIS countries), percent of the total student population | % | 7.55 | 8.00 |
| 6. | Average USE score of full-time students admitted to bachelor's and specialist programs whose tuition is covered by the government | score | 90 | 93.03 |
| 7. | Share of revenues from non-governmental sources in the university's revenue structure | % | 39 | 39.5 |
| 8. | Доля обучающихся по программам магистратуры и подготовки научно-педагогических кадров в аспирантуре, имеющих диплом бакалавра, диплом специалиста или диплом магистра других организаций, в общей численности обучающихся по программам магистратуры и подготовки научно-педагогических кадров в аспирантуре | % | 40 | 55.3 |
| 9. | R&D revenue per faculty member | thousands of rubles | 1174.0 | 1174.8 |
| **Supplementary Indicators** | |  |  |  |
| 10. | Full-time master's and PhD students, percent of the total full-time student population | % | 28.1 | 28.7 |
| 11. | Credits received by students through participation in research, projects, and innovative activities out of the total number of credits received in core educational programs | % | 19 | 19.4 |
| 12. | English-taught courses (worth more than two credits), percent of the total number of courses (worth more than two credits) | % | 13 | 18.7 |
| 13. | University expenditures allocated for implementing strategic initiatives (out of total expenditures) | % | не менее  25 | 25.8 |

In 2016, most of the target indicators (except for global institutional rankings) were met or exceeded. HSE’s positions in top global rankings by field and subject have significantly improved and exceeded the target values.

HSE is the only Russian university ranked in the Top-100 (#83) in global Business and Economics Rankings in the Times Higher Education.

The university continuously increases the number of ranked programs and improves global rankings by field and subject. In 2015 HSE was represented in only six rankings by field and subject and in 2016, HSE and its programs have got 12 rankings.

Three HSE disciplines are ranked in Top-150 by the QS. For example, the university has moved 50 ranks up in QS in Economics & Econometrics and Sociology since 2015 and is currently ranked No. 1 among Russian universities. Also, the Politics & International Studies was ranked for the first time and is currently second among Russian universities.

In three subjects HSE is ranked in Top-200 by the QS: the university’s programs in Business & Management and Accounting & Finance were ranked for the first time by the QS and HSE is the only Russian university to appear in those categories. In addition, HSE is currently ranked third in Philosophy among Russian academic institutions.

In Mathematics, HSE was ranked 181st by the US News & World Report and in the 251-300 group by the QS.

In Computer Science & Information, HSE was ranked by the QS for the first time, it is currently in the 401-500 group.

HSE has become the first Russian university to be included in the QS TOP under 50 global institutional ranking, where it appeared within the 51-60 group in 2016 (30 positions up compared to 2015).

Due to the changes in methodology of the QS and Times Higher Education (THE) – World University Rankings, HSE failed to attain target positions in global institutional rankings in 2016. In 2016, the university was ranked in the 401-500 group by THE and shared 411-420th position in the QS global institutional ranking, improving by 90 positions compared to 2015.

**Strategic Initiative No. 1: Achieving International Competitiveness in Research & Development and Expert Evaluation and Analysis**

HSE 2016 research revenue of 2.96 billion roubles ($50 million) ranks among top three Russian academic institutions.

In order to further improve its achievement in research and academia, the university has built on its strengths and established eight Strategic Academic Units (see Strategic Initiative No. 5 for more details), a network of 22 international laboratories and two Centres for Advanced Studies (in Foresight and Science, Technology and Innovation Studies, and Cognitive Neuroscience), and two large Centres of Excellence, which conduct comprehensive fundamental and applied research critically important to Russia’s national economy such as power generation and transportation.

In 2016, two new international laboratories chaired by leading international scholars were created: the International Laboratory for Mirror Symmetry and Automorphic Forms, and the Laboratory for Condensed Matter Physics. A total of 77 international experts and researchers from Europe, South and North America, and CIS countries are employed by HSE’s international laboratories. About 300 young researchers and over 200 students are involved in the work of HSE’s international laboratories.

A substantial part of the research projects implemented at HSE relates to “traditional” fields, where the university has already secured a strong academic position, namely, in economics, social sciences, humanities, cognitive sciences, and mathematics. The scope of the university’s projects in engineering and technical areas has been expanded in order to produce world class research in mathematical modelling of physical processes and phenomena, information management systems, materials in electronic, microsystems and space technologies, functional safety of spacecraft and related systems, and applied physics. These projects not only complement HSE’s leadership in its “traditional domains”, but also serve the interests of Russian defense, aerospace, nuclear, electronics, and radio-electronics industries.

In 2016, HSE conducted 136 research projects and 15 large-scale monitoring projects. Several of those projects were implemented in partnership with OECD, the UNESCO Institute for Statistics, Eurostat, etc.

The Joint Economic and Social Data Archive hosted on HSE’s website contains data on 182 research projects; in addition, 2,767 individual databases are available to public through this resource. About 30,000 individual users visited the archive’s website in 2016, and the total number of page views has reached 233,000. The Joint Economic and Social Data Archive is part of the International Association of Social Science Information Service and Technology and also collaborates with the Council of European Social Science Data Archives (CESSDA).

To ensure high quality, all research projects are subject to annual evaluations by international and Russian experts. In 2016, a total of 297 projects passed rigorous evaluations, which follow the approved standards and criteria. Such evaluations, as well as recommendations given to project teams following each evaluation, encourage competition among HSE’s researchers and research teams.

In 2016, 14 scientific journals published at HSE met all international standards and requirements and 10 of them are currently indexed in the Scopus and Web of Science databases (compared to only three in 2015).

To promote HSE research globally, the university distributes 16 series of preprints, which are published in English and available in open databases. A total of 150 preprints were published in 2016.

The HSE Academic Writing Centre, where native English speakers are employed, helps faculty members and researchers to enhance their English writing skills for academic texts. In 2016 alone, 445 faculty members used the Centre’s services.

HSE has implemented 305 applied research projects for 193 clients at a cost of more than 1.46 billion roubles. In 2016, HSE continued partnerships with key global organizations, including the Eurasian Economic Commission, the German Aerospace Center, the World Health Organization and the Eurasian Development Bank.

HSE also runs a special programme, to promote and support international research partnerships, by providing funding to cover HSE researchers’ participation in OECD commissions, as well as other events and activities related to joint projects with international partners. For instance, 50 researchers and faculty have taken part in events held by international organizations, associations and leading international universities.

HSE closely monitors new and continuing applied research projects and funding opportunities. In 2016, HSE research units received information on 8,096 requests for proposals (RFPs) and submitted 316 applications. A total of 94 applications from HSE were successful, while the school is still waiting on final results of some competitions.

The innovation base at HSE is growing through various entrepreneurial competitions, which bring together young entrepreneurs, innovators, venture specialists and investors. In 2016, HSE provided support to 1,279 innovative projects, compared to 250 in 2015.

**Strategic Initiative No. 2: Creating and Promoting Globally Oriented Educational Products**

The number of international students participating in HSE’s academic mobility programmes has increased significantly. A total of 746 international students studied at university in 2016 (206 from non-CIS countries). In 2016/17 academic year, the university is offering 17 Master’s and two Bachelor’s programmes taught in English. The total of 2,089 students are currently enrolled in these programmes, including 310 international students. Also, 46 educational programmes (vs 41 in 2015), including 44 dual-degree programmes, are being offered in partnership with leading universities in the UK, Austria, Germany, the Netherlands, Italy, Luxemburg, Finland, the USA and China. In 2016, new dual degree Master’s programmes were launched in partnership with the University of South Carolina (USA), Lappeenranta University of Technology (Finland), and Blaise Pascal University (France).

There has been significant growth in total number of international students involved in HSE’s academic mobility programmes. For instance, 777 international students (including 506 from non-CIS countries and 520 students studying for more than a month) participated in academic mobility programmes in 2016. A major increase in the number of international students in mobility programmes has been achieved thanks to student exchange programmes in partnership with foreign universities and special short-term educational programmes (Summer University, Semester in Moscow, Math in Moscow, and Russian as a Foreign Language).

The number of HSE students taking part in international academic mobility programmes has also increased. In 2016, a total of 987 HSE students were enrolled in programmes hosted by academic institutions in Germany, Italy, Spain, the Netherlands, Norway, the UK, China, South Korea and Japan (compared to 678 in 2015).

In 2016/17 academic year, the share of English-taught courses at HSE has increased to 21.5%, compared to 18.7% in 2015/16. The undergraduate curriculum now includes at least one sophomore and two junior and senior mandatory courses taught in English.

HSE actively promotes its cutting edge educational products. In 2016, HSE was ranked among the Top-10 international universities by the number of online courses delivered through Coursera platform. HSE has launched 53 courses on Coursera, 20 of which are delivered in English. In total, 930,000 learners from 195 countries have signed up for HSE courses, and 27,837 learners have already completed HSE courses.

A new major/minor model for undergraduate programmes continued in 2016/2017. In addition to major, each undergraduate student has to choose a minor – a block comprised of four courses in the same field. In 2016/17, students were offered 36 minors. Undergraduate programmes also include a project component: an electronic “Projects Fair” was created to allow potential clients propose a variety of projects, place offers and job vacancies for students. In 2016, a total of 7,712 students applied for participation in the projects, while 50% of students added projects to their individual curricula.

To promote personalized learning at the Master’s level, the Magolego Programme was introduced. The program allows students select additional courses from a pool of university-wide courses. Magolego courses are included in the elective component of the programmes and are studied during the first year of a student’s Master’s programme. A total of 72 Magolego courses were offered to students in 2016/17.

In 2016, HSE was educating 711 doctoral students at 14 doctoral schools. Also, two new Schools, Physics and Law were established, and an international doctoral admission procedure was put in place. The university’s full-time advanced doctoral programmes, organized as PhD programmes, are available in 13 fields of study. In 2016, 120 doctoral students were enrolled in full time advanced doctoral programmes.

HSE continues developing an independent quality assessment system for its academic programmes. The system includes different types of accreditation and certification, as well as expert reviews of educational programmes, with frequent participation of international experts. In 2016, 15 of HSE’s educational programmes received accreditation and 27.1% of all programmes passed independent expert reviews.

In order to improve the standards of services offered to students and faculty, a performance evaluation system for programme coordinators has been put in place. Sixty-nine percent, of educational programmes’ coordinators successfully passed evaluations. In addition, 53% of employees received bonuses based on their level of English language proficiency.

**Strategic Initiative No. 3: Attracting Talented Students**

In order to promote its education globally, HSE takes an active part in large international education fairs. In 2016, the university participated in four marketing events in the USA, the UK, South Korea and India. That resulted in the increase in the number of tuition-paying students enrolled in HSE degree programmes – 180 international students in 2016.

HSE is continuing to expand partnerships with countries of the Asia-Pacific region and Latin America, which are relatively new markets for the university. In particular, 10 new agreements on cooperation have been signed with seven universities from Asia and Latin America that rank in Top-300 global rankings. In 2016, presentations about HSE academic programmes were made in China, the USA, Spain, Turkey, Israel, Mongolia, Vietnam, Indonesia, Kenya and in most countries of Eastern and Central Europe, for more than 2,000 prospective students.

In 2015, global standards for international student recruitment were introduced for HSE’s English-taught Master’s programmes. Those standards were implemented further for all Master’s programmes in 2016. As a result, 1,270 new applications were registered through the university’s recruitment system, and 506 prospective students (40%) were eventually recommended for admission.

HSE Olympiads and academic contests in all fields of study offered by the university are held throughout Russia, CIS countries, the Baltic States, and Central and Eastern Europe. Those events have proven to be an important instrument for attracting talented international and Russian students. The Interregional School Students’ Competition “Vysshaya Proba” (The Highest Hallmark), the International Youth Competition and competitions for university students and graduates have proven to be the most successful. In 2015/16, over 12,000 prospective international students from 31 countries and 63,000 prospective students from all over Russia took part in the HSE’s competitions. In addition, the International Youth Competition was held in Indonesia, Vietnam and Turkey for the first time ever.

The HSE Lyceum (secondary school) also plays a key role in attracting talented students. It offers courses in eight major fields of study to 1,460 senior high school students. In 2016, two new fields were launched – (1) Psychology & Social Sciences and Mathematics and (2) Informatics & Engineering. The HSE Lyceum is the second best school in Moscow and is ranked No.10 among all schools in Russia. It is also ranked first among secondary schools in the country with a focus on social studies and economics and social studies and humanities. The concept of the distributed HSE Lyceum is based on the university’s efforts to build network communications with 25 secondary schools in Moscow. The University offers methodology and resource support to these schools, and as a result, 1,524 students from partner schools take courses developed and implemented in cooperation with HSE.

HSE continues to provide services for international students to help them adapt culturally and academically: in 2016, 806 international students received counselling.

**Strategic Initiative No. 4: Faculty and Staff for a Research University**

HSE’s HR policy aims at recruiting leading scholars, as well as talented young scholars from national and international academic markets. The goal is to boost the quality of teaching and research produced by each academic staff member to bring it in line with global standards and best practices. In 2016, 24 faculty members and 20 post-doctoral fellows were hired through the university’s international recruitment procedure. A total of 289 international academic staff members and Russian specialists with PhDs from international universities are currently employed by HSE, compared to 170 in 2014, a 70 percent increase.

Since 2014, HSE has been hiring faculty through open competition. Nearly 30% of candidates have arrived from other institutions, thus ensuring high competition among prospective faculty members. The competitive selection procedures employed at HSE follow global standards and best practices (e.g., expert evaluation of the candidates’ academic papers and research, open lectures by candidates and face-to-face interviews).

The university offers bonuses to academic staff for academic and research achievements. Although research efficiency criteria (i.e., requirements as to the quality of research publications) have been made tougher lately, 45% of academic staff were able to meet those criteria and received bonuses in 2016.

In order to stimulate research productivity, the HSE Academic Fund Programme offers support to researchers in various forms, including academic mobility programmes for staff holding PhDs from international universities (168 grants in 2016) and individual research grants (116 grants in 2016). In addition, the fund provides financial support for 28 projects carried out by young researchers and students supervised by experienced faculty members and researchers.

In 2016, 167 academic staff members took part in HSE’s Young Faculty Support Programme. This programme targets different academic categories (e.g., prospective faculty members, new faculty members, new researchers, prospective researchers, etc.) and includes programmes of specialized training and continuing professional development (e.g. at international universities and research centres). The programme’s participants are eligible for grants awarded on a competitive basis (126 grants were awarded in 2016), as well as internships at leading international universities.

HSE’s Leadership Development Programme, which was created for professional development of managers and enhancing collaboration among administrative subdivisions, trained 74 managers in 2016. This programme is additionally focused on design and implementation of projects, which would improve university’s internal processes and in-house services.

Another programme – comprehensive continuing professional development (CCPD) involved 1,271 academic and 362 administrative staff members in 2016. .

The university also operates a comprehensive information, administrative and social support system, which ensures better academic and cultural adaptation and integration for international staff. In fact, a recent survey indicated that 55% of international staff members have a positive view of HSE’s adaptation services.

**Strategic Initiative No. 5: Creating a Market-Oriented Management System**

To improve university research and education, HSE has merged multiple departments and units into 10 mega-faculties with associated research subdivisions. The mega-faculties ensure further development of promising cross-disciplinary research and promote a multidisciplinary approach to research and education.

In order to enhance physics and mathematics education and research associated with the institutes of the Russian Academy of Sciences (RAS), the Faculty of Physics was opened.

Two types of Strategic Academic Units (STRA-Us) have been established in HSE’s priority areas of study using the following criteria:

1. Research must be consistent with global trends and developments; each STRA-U must participate in international research networks;
2. Research must be relevant to Russia’s national geopolitical interests and/or sectoral priorities;
3. Individual STRA-Us must serve as expert analytical public policy centres in economic and social development, education, science and technology forecasting, and state-building; each unit should make a significant contribution to the development of Russia’s economy;
4. STRA-Us must implement educational programmes at various levels (undergraduate, specialist, Master’s and doctoral programmes).

The first type of STRA-U includes major consortia, linked to the university’s core areas of study. They are internationally recognized (as is reflected in their international rankings) and possess a high potential for further dynamic development. These consortia have been formed from one or more mega-faculties and academic units. They offer educational programmes at all levels; their research efforts have been integrated, or can be integrated into the global research agenda.

HSE’s first type of STRA-Us includes:

* Economics and Management;
* Challenges for Social Development;
* Mathematics, Computer Science, and Information Technology: Scalable Mathematical Methods;
* Humanities Consortium ‘Humanus’.

The second type of STRA-U includes Centres of Excellence. These are individual structural units that have been created as new points of growth in relatively narrow and promising interdisciplinary areas of research and education. They are fully integrated with global research trends and offer high quality Master’s and doctoral programmes. In the long run, these units are capable of developing further in new areas of research and education.

The second type of STRA-Us at HSE includes:

* Foresight and Science, Technology and Innovation Studies;
* Cognitive Neuroscience: from Computational Models to Neurotechnology;
* Education and Human Development in the Changing World;
* Urban and Transportation Policy: Guiding Urban Transformation from the Industrial to Digital Age.

**Strategic Initiative No. 6: HSE’s Social Mission**

“A University Open to the City” project was developed to foster cooperation with Moscow residents and various urban organizations; it is fully functional, offering open lectures, cultural and charity events, projects for urban improvement, etc. In 2016, HSE hosted public events for Moscow residents with over 33,000 visitors; held 256 free consultations on social matters and 27 events dedicated to urban improvement. Seventy-seven information stands dedicated to the history of Moscow were built and set up throughout the city.

HSE initiates discussions on current social, political, and economic issues among the representatives of civil society, government, business, and the academic community. Fifty-two such events focused on the development of civil society were held in 2016.

The university contributes to the promotion of high quality courses, both in Russia and globally via МOOCs hosted on the National Open Education Platform. At present, HSE offers 27 online courses with 235,000 students.

In addition, HSE operates as an open platform for the professional development of secondary school teachers. In 2015, a total of 3,789 teachers participated in the university’s CPD programmes.

**Strategic Initiative No. 7: University’s International Positioning**

Following the analysis of HSE’s target audiences (e.g., prospective students, the academic community, potential employers, etc.), the university marketing campaign for the undergraduate and graduate programmes has been improved. As a result, the campaign has been successful in boosting HSE’s global brand awareness by 14%.

In 2016, as part of the institutional partnerships programme, HSE signed 57 new cooperation agreements, including 16 student exchange agreements and five dual-degree agreements.

Due to improved communication with reputable media sources around the world, the number of international publications making reference to HSE has increased. In 2016 only, over 9,000 articles acknowledging the university’s expert, research and educational efforts were published.

The HSE official website has been updated to improve its design and services: there is a new database for collecting online applications from international students; webpages dedicated to educational programmes delivered in English were improved, and individual English-language websites for the university’s STRA-Us were launched. Overall, the number of original materials published on the website in English has increased. Also, Master’s programmes and online education products are now being promoted through external websites, thanks to international partnerships and academic events.