**The Roadmap for Implementing the Global Competitiveness Program**

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

**Key Results of Implementation in 2014**

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 science and mathematics. The program is designed to increase HSE’s competitiveness and consolidate its position on the global market of education, research, and development.

The HSE Roadmap was accepted by the Global Competitiveness Program Council on October 26, 2013, and approved by the Russian Ministry of Education and Science on December 16, 2013.

**Target Indicators and Their Values in 2014**

| **№** | **Indicator** | **Units of measure-ment** | **2014** |
| --- | --- | --- | --- |
| **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. | QS – World University Rankings | position | 451-500 | 501-550 |
| 1.1.1. | QS – World University Rankings by major areas: Social Sciences and Management | position | 301-350 | 232 |
| 1.3. | Social Sciences Research Network (SSRN), rated by total number of cited publications  | position | 101-150 | 108 |
| 1.4. | Research Papers in Economics (RePEc), European countries | position | 151-200 | 55 |
| 2. | Number of articles in Web of Science and Scopus (unduplicated) per faculty member |  | 0.45 | 0.64 |
| 3 | Average citation index per faculty member calculated based on the total number of articles in Web of Science and Scopus (unduplicated)  |  | 0.6 | 0.96 |
| 4 | Foreign professors, lecturers, and researchers in the total faculty and staff contingent, including Russian citizens with PhDs from foreign universities | % | 5.5 | 6.7 |
| 5 | Foreign students enrolled in the university's core educational programs (including students from CIS countries), percent of the total student population | % | 4 | 5.34 |
| 6 | Average USE score of full-time students admitted to bachelor's and specialist programs whose tuition is covered by the government  | score | 80 | 84.8 |
| 7 | Share of revenues from non-governmental sources in the university's revenue structure | % | 37 | 39.00 |
| **Supplementary Indicators** |  |  |  |
| 8 | R&D revenue per faculty member | thousands of rubles | 1150 | 1240.37 |
| 9 | Full-time master's and PhD students, percent of the total full-time student population  | % | 25 | 26.0 |
| 10 | Credits received by students through participation in research, projects, and innovative activities out of the total number of credits received in core educational programs | % | 9 | 17.0 |
| 11 | English-taught courses (worth more than two credits), percent of the total number of courses (worth more than two credits) | % | 8 | 10.0 |
| 12 | University expenditures allocated for implementing strategic initiatives (out of total expenditures) | % | 20 | 35,0 |

HSE successfully achieved all target indicators with the exception of the Indicator 1.1 “HSE rank in the QS – World University Rankings”, where the University still retains the position obtained in 2013. This is primarily caused by the general rankings methodology that tends to give preference to classical or technical universities rather than to those operating in social sciences and humanities due to natural difference in their academic work features. It is clearly confirmed by the significant results HSE managed to show in the subject rankings related to its major academic areas: rising from 401+ to 232nd position in the QS Social Sciences and Management ranking from 117th to 108th position in the SSRN , and from 155th to 55thposition in RePEc. Such risks have been accounted for in the approved HSE Roadmap. In order to address it HSE will further increase its efforts in fostering internationalization even though basic indicators currently show very high dynamic (i.e. the number of publications and citations have doubled in 2014 vs. 2013).

**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**

The total HSE research revenues in 2014 amounted to 2,975.6 million rubles (vs. 2,457.7 in 2013). Based on this indicator, HSE ranks among the top three Russian universities.

In order to further improve the results in the fields of science, where HSE has already achieved strong academic position, in 2014 two new centres of excellence were established– - one at the HSE Institute for Statistical Studies and Economics of Knowledge, and one at HSE Centre for Neuroeconomics and Cognitive Studies (fully equipped with modern software and hardware for experimental activities). One more centre of excellence based at the HSE Institute for Transport Economics and Transport Policy Studies will be opened in 2015. The HSE Institute of Energy was established in cooperation with NOVATEK Company, Russia’s leading independent natural gas producer.

HSE operates 24 international laboratories headed by leading foreign scholars including Dr. Eric Maskin, Nobel Prize winner, and Head of the HSE International Academic Council. Ten of those laboratories were opened in 2014. HSE international laboratories are home to 520 researchers, including 362 staff members under 40 years of age. More than 150 students are involved in the labs’ projects.

HSE plan of fundamental research is implemented by more than 30 large institutes and 29 laboratories dedicated to study and research. The results of this research are published in the leading international journals indexed by Scopus and Web of Science such as Economic Theory, Social Choice and Welfare, The B.E. Journal of Theoretical Economics, Journal of Accounting, Finance and Economics, Europe-Asia Studies, International Journal of Industrial Organization, Journal of Institutional and Theoretical Economics, Macroeconomics and Finance in Emerging Market Economies, Journal of Economic Inequality, Journal of Economic Issues, Journal of Risk and Insurance, Economic Inquiry, Review of Economic Studies, etc.

HSE runs 15 large-scale empirical studies projects in key aspects of economic and social development, including those implemented in partnership with OECD, Eurostat, UNESCO Institute for Statistics. The resulting data and survey findings are used in annual analytical reports, in long-term forecasts of socio-economic development of Russia and regions, and for strategic planning in education, science, healthcare, and other sectors.

HSE provides researchers with necessary analytical and empirical data for all fields of research. This infrastructure was amplified by 43 institutional subscriptions to on-line libraries, and 31 databases have been obtained for the HSE Joint Economic and Social Data Archive.

In 2014 the HSE Publishing House Council has approved development programs for all HSE scientific journals, focused on their international promotion. Two journals have entered the index of Scopus (“Foresight”) and Web of Science (“Moscow Mathematical Journal”). Currently 7 HSE journals are considered by Scopus for being indexed. Applications of five more journals are ready for submission.

In order to foster the international circulation of HSE research results, the University issues 14 series of preprints published in English in open databases (Social Science Research Network, RePEc and eLibrary.ru). Two of such series have been launched in 2014 (Linguistics and Literary Studies).

Within the applied research program HSE has implemented as many as 456 projects with the total cost of more than 1619 million rubles (vs. 1515 in 2013) for 199 customers, including 16 surveys for the Presidential Executive Office and 25 projects for the Government of the Russian Federation. HSE continues to support the development of the city of Moscow, specifically within the framework of Moscow strategic programs “Information City”, “Transport Infrastructure Development”, “Urban Development Policy”, “Municipal Education”.

HSE innovation base is growing through various entrepreneurial contests which bring together young entrepreneurs and innovators and venture specialists and investors. In 2014 the university provided infrastructural support to more than 200 innovative projects. Intellectual property rights were registered for 41 objects. HSE Business Incubator has attracted as many as 3 thousand participants to its networking and educational programs.

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

During 2013/14 academic year 645 students participated in HSE academic mobility programs, having visited universities in 24 countries. 174 students received financial support from HSE on a competitive basis. On the whole, the number of participants in mobility programs has increased by almost three times over the last four years.

During the 2013/14 academic year 308 students from foreign countries outside the CIS and the Baltic region came to study at the HSE. The most common countries of origin were the US, Germany, Great Britain, China and South Korea. The “Summer University” program was launched in 2014, inviting foreign students to take courses at HSE during their summer vacation (40 participants). 207 foreign students took language courses at the HSE Russian Language Centre for Foreigners.

HSE implemented 13 master’s programs taught entirely in English for Russian and foreign students. 6 new programs were developed and launched with enrolment of 128 students (Governance of Science, Technology and Innovation; Big Data Systems; Applied Social Psychology; Cognitive Sciences & Technologies: From Neuron to Cognition; Comparative Social Research; International Economic Law).

In the 2014/15 academic year HSE delivers 38 double-degree programs in cooperation with partner universities in Austria, Great Britain, Germany, Netherlands, France, USA, Italy, China, Finland, and Luxemburg.

The share of curricular courses taught in English has grown up to 6.7% for bachelor’s programs and up to 17.9% for master’s programs. During the reporting year 99 new English-taught courses were introduced (twice more than planned).

In 2014 the concept of new major-minor study model at the bachelor’s level was approved. The model aimed to increase project-oriented component and to support individualized learning trajectories (including student mobility, independent work, MOOCs, and major-minor blocks). Teaching and measuring materials for 40 core disciplines of bachelor’s and master’s programs were updated in accordance with the HSE original educational standards. These activities involved monitoring of HSE alumni and employers opinions on expected skills and qualifications of HSE graduates. As many as 2000 alumni and 700 employers participated in the survey.

In order to foster the implementation of structured PhD program model, 13 Graduate Schools in 16 academic fields have been founded, and new standards for PhD programs were adopted. In all, 103 students are studying at the academic graduate program. Each PhD student has to make a study & work visit to a foreign HSE partner university.

A system of international expert review of educational programs has been introduced. During the reporting period bachelor’s and master’s programs at the HSE Faculty of Logistics have successfully passed the international review. A new initiative of educational programs accreditation with professional associations has been launched. 25% of programs of continuing education have been accredited by the National Association of Business Administration, including 3 of those in 2014.

Within the new educational program management model HSE has opened curricular offices focused on educational programs administration. The share of English-speaking staff in the curricular offices has increased from 16% to 30%. The efficiency criteria for evaluation of educational program managers have been developed and introduced.

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

HSE actively develops partnerships with leading Western universities for joint educational and research projects. 58 new agreements have been signed during the reporting period.

HSE has achieved a considerable increase of international students enrolled in degree programs: from 603 in 2013 to 952 in 2014, including 132 students from the countries outside the CIS and the Baltic region. In 2014, 468 international students began their study in HSE, 65 of them from outside the CIS and the Baltic region.

An integrated system of talents selection has been developed at HSE: Olympiads, creative competitions, professional orientation schools, the Internet school, preparatory courses, advertising campaigns, educational fairs, etc.

HSE Lyceum (secondary school) has increased the number of students from 58 in 2013 up to 450 in 2014. HSE Lyceum builds on the advanced study model, based on new generation of standards of secondary education, and offers unique courses developed by HSE professors.

HSE inter-regional Olympiad for secondary school students “Higher Hallmark” was held in 15 disciplines and attracted students from 21 countries.

In 2014 HSE has launched new International Humanities Olympiad for secondary school students from the CIS and Eastern Europe countries. Its contests run in 15 countries with more than 4500 participants.

Number of HSE Internet-school students exceeded 2700 participants with more than 8300 registrations for specific disciplines.

HSE Olympiad for undergraduate and postgraduate students in Russia and the CIS was attended by 3418 participants. HSE Winter Schools for postgraduates attracted more than 500 people. Another 432 students have taken preparatory courses for admission to the master’s programs.

**Strategic Initiative 4: Human resources for a research university**

In 2014, 27 faculty members from 12 countries were hired through international recruitment procedures (vs. 13 members in 2013). The selection had been made from 95 candidates out of 870 applications. In all, more than 170 PhD specialists from foreign universities are employed at HSE on employment contracts. The international recruitment initiative is expanding – a call for applications in 2015 has been opened in 17 academic areas. Terms and conditions for new Tenure Track hires have been updated in 2014 based on previous experience and competitor’s analysis.

Within the Post-doctoral Fellowship program HSE has selected and hired 21 researchers (out of 97 applicants) on one-year contract basis for various HSE departments and international laboratories (vs. 8 hires in 2013 when the program was launched).

HSE has started to apply the principles of international recruitment to national hiring procedures, including widely announced open calls, competitive selection, sample lectures and interviews, results expert review, etc. This methodology was initially adopted during the 2014 summer call (more than 1300 vacancies) and showed very positive results.

The number of Teaching Assistants has grown from 600 in 2013 to 1430, resulting in an average to 0.6 TA per teaching staff member.

The HSE Young Faculty Support Program is still in progress and currently involves over 267 staff members. The Program is targeted at different faculty categories and includes programs of specialized training and advanced training. The Young Faculty Support Program participants have an opportunity to receive university grants on a competitive basis. In the reporting year the Program was expanded to include administrative staff and university managers (23 members).

A comprehensive advanced training program is being implemented for HSE faculty and staff. In 2014, 727 faculty members and 589 administrative staff members participated in the program (10% growth compared to 2013).

HSE continues to work on its result-oriented remuneration system designed for faculty members, which develops mechanisms that stimulate publications in leading international journals, teaching in English, supporting students, etc. Although the efficiency criteria have been gradually raised, the number of faculty members who met the criteria and gained eligibility for additional result-based rewards has grown up to 60% for permanent faculty staff.

In order to stimulate individual and team research productivity, HSE Scientific Fund provides support to researchers in various forms including travel grants (487 grants in 2014) and individual research grants (43 grants in 2014), co-financed state research grants (46 projects), funding to academic and research groups headed by professors with intensive students involvement (53 projects in 2014).

HSE continues to be the leader among Russian state universities in terms of the average remuneration of permanent faculty members. In 2014, the average monthly income of HSE faculty members amounted to 106,000 rubles, or 181% of the average salary in the Moscow region (14% higher than in 2013).

As a result of complex support system available to instructors and researchers, HSE has significantly increased over the last three years its positions in international rankings in the fields of economics, social sciences and humanities (see above).

**Strategic Initiative 5: Modernization of the management system**

As part of the reform of the university’s management system and organizational structure during the reporting year, HSE has created large academic divisions (mega-faculties) by merging faculties and previously independent educational and scientific units within respective subject fields: Faculty of Humanities, Faculty of Communications, Media and Design, Faculty of Computer Science, Faculty of World Economy and International Affairs, Faculty of Law, Faculty of Social Sciences, Faculty of Economics, Moscow Institute of Electronics and Mathematics.The Department of Foreign Languages was established to merge 6 different foreign languages units (more than 300 staff members).

As mega-faculties become the centers of independent financial responsibility, a new budgeting model has been developed for them. The foundation for further increase of faculties’ academic and financial autonomy has been laid, and simultaneously their performance measurement system and management KPI models have been introduced.

In order to foster the faculty members’ participation in the university administrative activities, HSE is implementing the “shared governance” concept for the administrative processes design. More than 30 collegial bodies are currently in operation at HSE at the top levels, and as many as 100 at the level of academic and research divisions.

One of the important steps to further involvement of faculty members in decision-making process is the introduction of the standard contract, which combines teaching, research, and participation in the university life (providing services to the university) in one document. In 2014 the concept of this type of contract with faculty members was developed.

In order to facilitate the students' social involvement and recognize their opinion on matters related to the University management, the Student council has been re-elected to represent all HSE departments and dormitories. The University supports 45 student organizations of various profiles. During the reporting year HSE was the first among Russian state universities to complete an independent audit of financial statements in accordance with international accounting standards and received a positive resolution by the international auditing company PwC.

**Strategic initiative 6: HSE’s social mission**

In relation to academic programs and as a part of a joint project with international educational platform Coursera.org, HSE has developed and launched 14 open online courses. 5 courses are available in English. 340 thousand participants from 190 countries have registered for the HSE courses. Upon completing the course, 90% of respondents confirmed that they would recommend this course to their friends.

Under the University information support program, in 2014 new core modules of the HSE corporate portal were introduced, and the main portal pages were updated based on new patterns.

Within the framework of the expert analysis support to the Presidential Executive Office, to the Government of the Russian Federation and to the federal ministries and agencies, in 2014 HSE has produced and submitted 106 analytical materials.

In the field of cooperation with the urban community, the "University open to the city" project is fully functional, offering open lectures and public events (the HSE Day in Gorky Park, etc.). The total number of visitors at these events has exceeded 70,000.