



HIGHER SCHOOL OF ECONOMICS:

**FROM STRENGTHENING INDIVIDUAL INSTITUTION
TO ADVANCING NATIONAL CAUSE**

2018, OCTOBER

EXTERNAL

Academic:

- Gap between national and global academic standards in social sciences
- Russian social sciences and humanities' research have insufficient international reputation
- Underdeveloped national academic market in economics, social sciences and humanities
- Disconnect between universities and RAS research institutes

Economic and Political:

- The devaluation of ruble negatively affects international faculty and researchers' recruitment efforts, it also affects other higher education areas that depend on currency exchange
- Economic recession negatively impacts R&D revenue
- There are significant limitations in international partnerships and academic mobility due to the sanctions against Russia

INTERNAL

Faculty:

- Very few faculty and researchers with global experience and publications in international professional journals
- Non-competitive academic environment
- Shortage of English-speaking administrators who would contribute to internationalization

Reputational:

- HSE is a young university with limited international exposure
Lack of global reputation in social sciences and humanities

Research:

- Most research is focused on national issues rather than global agenda
- Low integration into global research networks
- Narrow research focus limits the development of contemporary interdisciplinary research

Educational:

- Most academic programmes are designed for the national market only
- No mechanism to recruit international students

HSE DEVELOPMENT STRATEGY: RESPONSE TO CHALLENGES



2010-2012

EXPANDING INTO NEW RESEARCH AND EDUCATION MARKETS

- Transition to global standards in research and education
- Hiring the best faculty and researchers; setting up a merit compensation and promotion system to boost performance

2013-2015

INTEGRATION OF RESEARCH AND EDUCATION

- Establishing large multidisciplinary faculties (schools)
- Raising professional expectations for faculty members
- Faculty renewal through open competition and external expert review
- New model of shared governance: decentralization and active faculty involvement

2016-2018

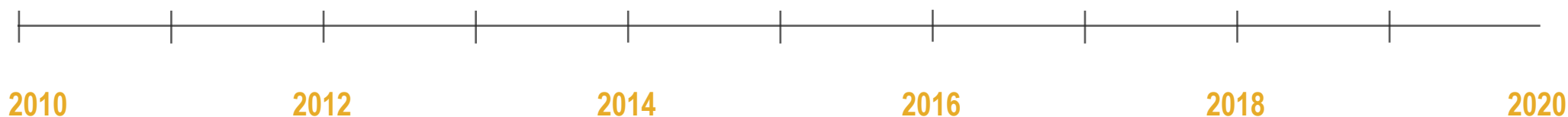
FOCUSING ON STRATEGIC BREAKTHROUGH DIRECTIONS

- Identifying key research and education areas to achieve global competitiveness
- Concentrating major resources in those key areas

2019 +

COMPREHENSIVE INTERDISCIPLINARY UNIVERSITY

- Requirement of additional research and education competencies in natural sciences and engineering
- Interdisciplinary projects based on Big Data and Life Sciences
- Establishing new joint faculties with the Russian Academy of Sciences
- Network cooperation with other Russian universities; sharing HSE's best practices



INCREASING EMPLOYEE EXPECTATIONS AND FACULTY RENEWAL



- Transitioning to open competition for faculty vacancies: **30% external** (non-HSE) candidates; hiring faculty using best international practices
- Annual **assessment of publishing productivity** for all faculty and researchers
- **Performance-based contracts** with academic staff: guaranteed pay is set at **50%**, the remaining salary depends on quality of teaching and research
- **Unified Contract with all scholars** (research – teaching – administration) for 100% of faculty and researchers
- A system to stimulate smooth **integration of international faculty** at HSE: services, social programmes and clubs
- International management standard: **65% of administrators** at HSE speak **English**
- Professional support programmes for faculty: **Teaching Excellence Initiative**

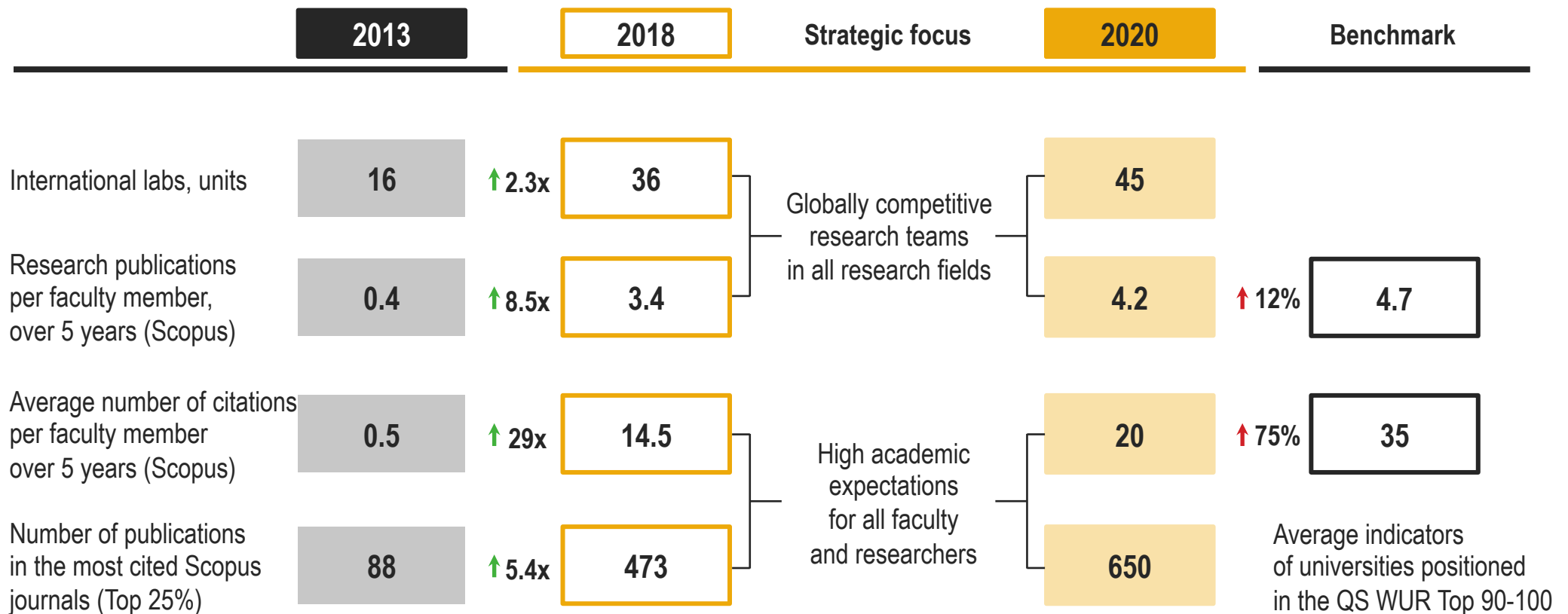
	2013		2018	Strategic focus	2020	Benchmark
Percent of foreign faculty members	2.9%	↑ 2.4x	7.1%	Creating international academic environment	10%	7%
Foreign and Russian faculty members with international PhDs, persons	132	↑ 2.6x	350	Flexible and attractive employment contracts with leading scholars	400	
Percent of faculty members* with publications indexed in WoS and Scopus	28%	↑ 2.2x	62%	Raising professional “entry” requirements for faculty	90%	↑10% 100%
Average faculty monthly salary, ‘000 RUB	97	↑ 1.6x	155	Competitive salaries	250	Average indicators of universities positioned in the QS WUR Top 90-100

* not including adjunct faculty

INTEGRATING RESEARCH INTO GLOBAL AGENDA



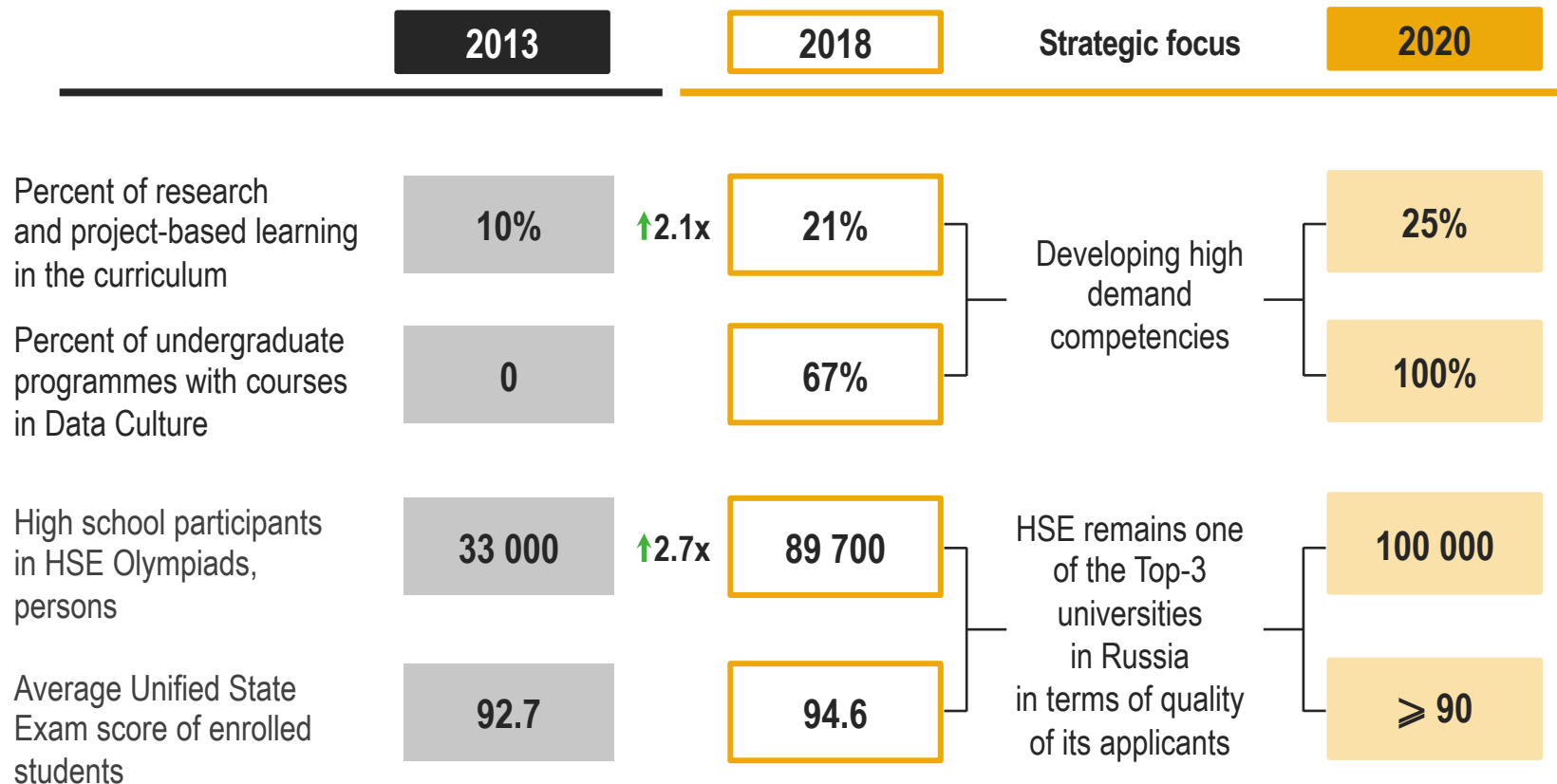
- Research projects focused on the global academic agenda and delivered by **36 international labs**
- Research projects **in collaboration** with CERN and Samsung
- 12 large-scale **international projects** implemented by eight HSE Strategic Academic Units
- Peer review by **international experts'** of all large-scale R&D projects
- **11 scientific journals** indexed in **WoS and Scopus** (currently, one journal is ranked in Top 25%)
- **Working papers in English** in specialized international databases: **16 series**
- Assistance in **Academic Writing** for all faculty and researchers
- **HSE-awarded doctoral degrees** based on international standards



NEW EDUCATIONAL MODEL AND ATTRACTING BEST STUDENTS



- **Major-Minor model** for undergrads to achieve cross-disciplinary competencies: offering **30 new Minors**
- Research and project-based learning account for **21% of the curriculum to build highly demanded competencies**; 59 joint departments with businesses and research institutions to attract top Russian and international practitioners
- Traditional lectures combined with online courses and **Blended Learning**; HSE curriculum includes **350 online courses**; of those, **84%** courses from other institutions. **20%** of all courses are **mandatory and 80% – electives**
- **Teaching and research field trips for students** to boost professional and personal competencies
- Courses in **Data Culture, and Soft Skills development** are offered by all programmes
- **HSE Lyceum**: 1,800 high school students take courses in 9 areas
- “**Distributed Lyceum**” and **312 partner schools** in 44 Russian regions: 1,500 graduates have been admitted and enrolled in HSE
- **Olympiads for school students** and graduates of Bachelor’s programmes conducted in cooperation with 10 Russian universities: **89,700 participants** from all Russia’s regions, CIS countries, Asia, and Central and Eastern Europe



GLOBAL EDUCATIONAL PRODUCTS



- 25% of courses are taught in English
- 5 English language Bachelor's and 20 Master's programmes
- 46 double-degree programmes with leading universities in the U.S.A., Europe and China
- Specialized programmes for international students: Summer School, Semester in Moscow, Math in Moscow, etc.
- Promoting HSE's brand and products on the online education market: over 2 mln users, 141 courses; of those, 88 hosted on Coursera and 53 on National Open Education Platform
- Attracting best international students - Olympiad participants: 10,800 have taken part in various HSE Olympiads
- Implementing standardized online application for international applicants

	2013		2018	Strategic focus	2020	Benchmark
Academic programmes taught in English	10	↑2.5x	25	Focus on the top segment of international and Russian applicants	35	
HSE courses on global online platforms, units	0		141	Dominating the e-learning market and promoting HSE's global brand	150	82
Percent of international students	3.6%	↑2.6x	9.6%	Best talent selection through Olympiads	12%	7.3%
Number of international students, persons	603	↑4.5x	2 692		3 500	Average indicators of universities positioned in the QS WUR Top 90-100

GLOBAL RECOGNITION: 2018 SUBJECT RANKINGS



HSE's total positions in subject rankings

	2015 QS	2016 QS, THE	2017 QS, THE, ARWU	2018 QS, THE, ARWU
Total	6	11	23	25
Top-100	1	1	4	5
Top 101-200	4	7	13	12

Top 101-150

Business & Economics (101-125)	THE
Economics & Econometrics (101-150)	QS
Mathematics (101-150)	QS
Philosophy (101-150)	QS

Top 200-300

Arts & Humanities (220)	QS
Law (201-250)	QS
Modern Languages (201-250) New	QS
Education (251-300)	QS
Computer Science & Information Systems (251-300)	QS

Top 100

Social Sciences and Management (73)	QS
Sociology (51-75)	ARWU
Sociology (51-100)	QS
Politics & International Studies (51-100)	QS
Mathematics (76-100)	ARWU

Top 151-200

Political Science (151-200)	ARWU
Economics (151-200)	ARWU
Accounting & Finance (151-200)	QS
History (151-200)	QS
Linguistics (151-200)	QS
Social Sciences (176-200) New	THE
Business & Management Studies (151-200)	QS
Arts & Humanities (176-200) New	THE
Mathematics (144)	US News & World Report

NEW PARTNERSHIP MODEL WITH LEADING RAS INSTITUTES



- HSE is home to several joint departments with leading RAS institutes and attracts leading RAS scholars to teach at HSE
- HSE students are involved in research at RAS labs using state-of-the-art technology
- HSE is taking a leadership position in closing the gap between RAS and universities



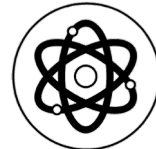
Faculty of Mathematics

- Steklov Mathematical Institute
- Institute for Information Transmission Problems (Kharkevich Institute)



Faculty of Chemistry

- Zelinsky Institute of Organic Chemistry
- Kurnakov Institute of General and Inorganic Chemistry
- Nesmeyanov Institute of Organoelement Compounds
- Topchiev Institute of Petrochemical Synthesis



Faculty of Physics

- Landau Institute for Theoretical Physics
- Kapitza Institute for Physical Problems
- Institute of Solid State Physics
- Space Research Institute
- Prokhorov General Physics Institute
- Institute for Spectroscopy



Faculty of Biology and Biotechnology

- Shemyakin-Ovchinnikov Institute of Bioorganic Chemistry

New strategic directions

- **New Life Sciences interdisciplinary fields:** neurophysiology, cognitive sciences, sociology of medicine and health, etc.
- **Entrepreneurship and innovation culture:** based on integration of STEM and social sciences achievements
- **Russia's international academic reputation:** moving up in the Top-100 of leading global subject rankings

Digitalization

- **Multidisciplinary fields relying on Big Data:** digitalization of social sciences, economics and humanities
- **New scalable digital university model:** integrating all digital systems at HSE; completing Business Process Management system; offering a one-stop shop administrative services
- **Digital educational environment in Russia:** network partnerships with Russian universities through National Online Education Platform; promoting eLearning and Blended Learning

Partnerships

- **Nation-wide academic community:** hiring Russian postdocs and introducing programmes of free academic internships for scholars from other universities; conducting joint Olympiads with regional academic institutions; developing network programmes with partner schools in Russia's regions; training school and university teachers (over 5,000 annually)
- **Replicating best practices in university governance:** providing expert support to Russian universities' management; sharing best practices for stimulating faculty performance; developing a shared governance model through the institute of academic leadership