HSE's NEW FACE
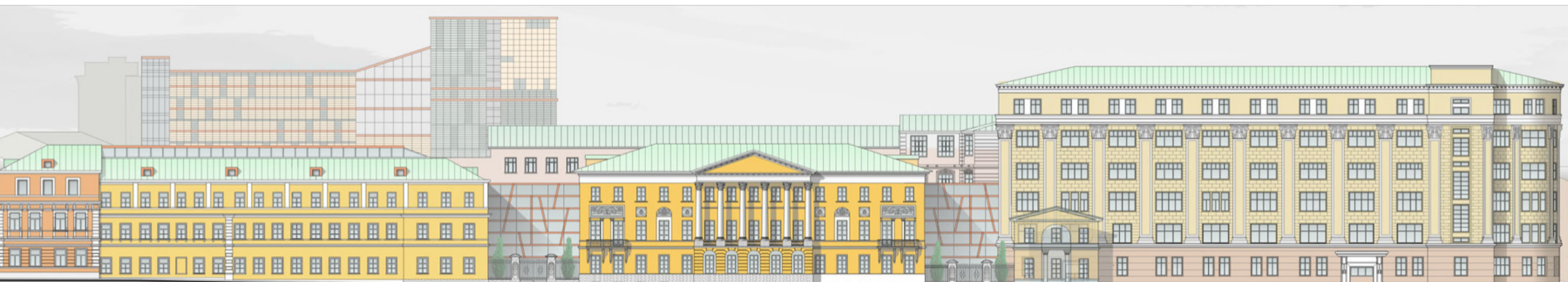
October 25, 2019
Moscow

Target model

2013
HSE'S GOALS FOR THE PROJECT 5-100

- Become globally recognized leader in basic research, education, and project implementation

- Secure position among leading global research universities in social, economic and computer sciences, humanities and mathematics

2013–2015
INTEGRATING RESEARCH AND EDUCATION

- Faculty renewal through open competition with external expert review

- New governance model: decentralization and active faculty involvement

- HSE's courses on global online platforms

2016–2018
FOCUS ON STRATEGIC BREAKTHROUGHS

- Building research potential in the fields related to national social and economic development

- Establishing faculties with support of Russian Academy of Sciences Institutes

- Digitizing HSE's education

2019+
COMPREHENSIVE INTERDISCIPLINARY GLOBAL UNIVERSITY

- Creating multidisciplinary research and education centres to respond to 'global challenges'

- Adding research and educational competencies in natural and engineering sciences, including Life Sciences and Big Data

- Network cooperation with other Russian universities, sharing HSE's best practices

2013   2014   2015   2016   2017   2018   2019   2020

Indicators

2013 —— VS —— 2018

Positions in Subject Rankings, total

0   33

Positions in Top 100 Subject Rankings

0   6

Positions in Top 101-200 Subject Rankings

0   17

Top 100:

QS Social Sciences and Management   **QS** Sociology

QS Economics & Econometrics   **ARWU** Sociology

QS Politics & International Studies   **ARWU** Mathematics

Top 101-150:

QS Accounting & Finance   **QS** Mathematics

QS Business & Management   **QS** Philosophy

QS Education   **THE** Business & Economics

QS History   **THE** Social Sciences

QS Linguistics   **ARWU** Political Sciences

Top 151-200:

QS Arts & Humanities   **THE** Psychology

QS Communications   **THE** Arts & Humanities

QS Law   **ARWU** Economics

QS Modern Languages

OBJECTIVES

Renewing faculty and improving faculty quality

ACTIONS

2013: Involving academic staff, students, alumni and external stakeholders in the University's governance

2014: Transition to perfomance-based contracts with faculty: basic salary now accounts for only 50% of total remuneration, the rest of the salary is based on teaching quality and research productivity

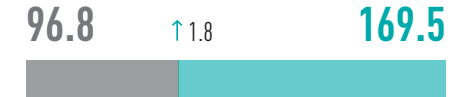**2016:** Unified Contract with all academic staff: Research + Teaching + Service

METRICS — 2013 — VS — 2018

	2013		2018
Average full-time faculty monthly salary, '000 RUB	**96.8**	↑ 1.8	**169.5**

Transforming the environment in line with the objectives of global university, decentralization

2013: Bilingual academic environment: information environment, international faculty and student support system

2014: Transition to mega-faculties

2015: KPI system for heads of faculties

2017: KPI system for heads of academic programmes

2018: A '180°' performance evaluation for management at all levels

	2013		2018
Number of faculties (subdivisions / departments)	**28** (158)		**14** (66)

Increasing investment in development projects, building university endowment

2014: Transition to the investment model of financial management

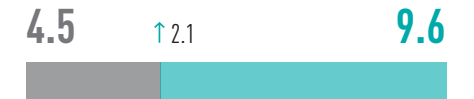**2017:** HSE Alumni Ambassadors programme

	2013		2018
External funding revenues, billion RUB	**4.5**	↑ 2.1	**9.6**
HSE Endowment, million RUB	**43**	↑ 17.2	**741**

GAPS

Very few faculty
and researchers publish
in top international journals
or have global experience

Shortage of well-qualified
faculty and researchers
in social and economic
sciences in Russia

Lack of global reputation
in Russian social sciences
and humanities

ACTIONS

2013: International academic staff recruitment

2013: Transitioning to competitive selection
and evaluation of domestic faculty members
and performance-based contracts

2014: Transitioning to open competition
for domestic faculty vacancies (25% non-HSE
candidates) and external expert review

2014: International postdoc programme

2018: Russian postdoc programme

METRICS   2013 — VS — 2018

Number of foreign
and Russian academic
staff with PhD degrees

83   ↑ 4.3   353

Percent of Academic
staff with publications
in Web of Science
or Scopus journals

30%   ↑ 2.1   62%

International
and Russian
postdoctoral fellows

8   ↑ 9.4   75

HSE positions by Fields

QS Social Sciences & Management **(75)**
THE Social Sciences **(126-150)**
QS Arts & Humanities **(153)**
THE Arts & Humanities **(176-200)**
THE Physical Sciences **(401-500)**
QS Engineering & Technology **(451-500)**

UNIVERSITY POLICIES

OBJECTIVES

Early identification and attraction best students to ensure high quality of applicants to undergraduate programmes
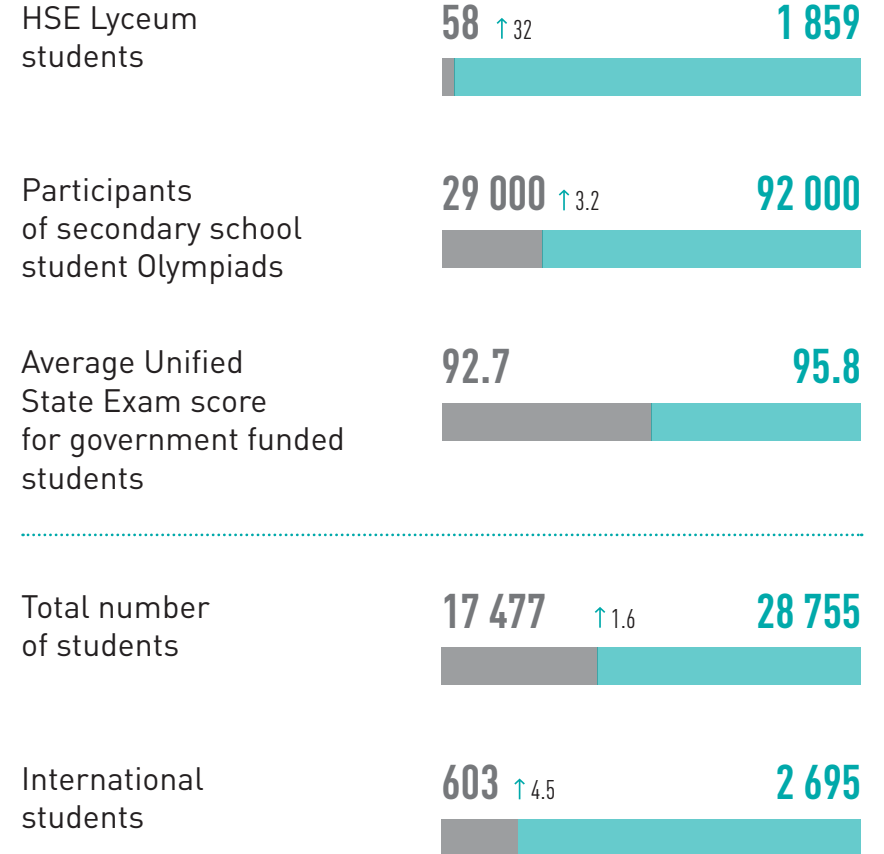
Expanding into new geographic markets

ACTIONS

2013: Lyceum as a part of HSE structure

2013: Expanding the 'Vysshaya Proba' secondary school student Olympiad to add new fields

2014: System of partner pre-tertiary schools ('Distributed Lyceum' and partner schools in Russian regions)

2018: Educational programmes on the basis of the 'Sirius' Centre

2013: International management standards for educational programmes: 85% of administrators speak English

2015: Global standards for international applicant recruitment: early submission of application and online selection using proctoring procedures

2015: Pre-University Training Programme for foreign students

METRICS — 2013 — VS — 2018

HSE Lyceum students — 58 ↑32 — 1 859

Participants of secondary school student Olympiads — 29 000 ↑3.2 — 92 000

Average Unified State Exam score for government funded students — 92.7 — 95.8

Total number of students — 17 477 ↑1.6 — 28 755

International students — 603 ↑4.5 — 2 695

OBJECTIVES

Providing choices, creating opportunities for individual educational tracks

Integrating project and research activities

Soft skills development

Creating and promoting global educational products

Securing HSE stable position on the e-learning market among the leading global universities

ACTIONS

2014: Major/Minor models, 'MAGOLEGO', and open elective courses

2015: Including HSE online courses, along with online courses from other universities, in curriculum

2016: Student Projects Fair

2017: Student expeditions 'Rediscovering Russia'

2017: Courses in Data Culture and Entrepreneurship offered by all educational programmes

2014: HSE online courses on Coursera

2015: Cofounder of National Open Education Platform

2016: Centre for Psychometrics in e-learning

2017: Traditional lectures combined with online courses and Blended Learning

METRICS 2013 — VS — 2018

Data Culture courses outreach
0%   **100%**

Percent of project and research components of study
10% ↑ 2.4   **24%**

Number of online courses
14 ↑ 10.2   **143**

Percent of students having online-courses in their individual curriculum
3% ↑ 24.3   **73%**

OBJECTIVES

Rapidly overcoming deficiencies in faculty and staff publication activity

Revitalizing research agenda through development of international labs

Creating a new system for awarding advanced degrees

Becoming a part of the global academic community

ACTIONS

2009: Creating research teams competitive at the global market, bringing in top academics from the international job market

2013: Expanding English language support for academic staff through the Academic Writing Center

2013: Publishing HSE preprints series in English

2017: Developing internal criteria for dissertations, procedures for review committees and dissertation defense

2018: Option to defend dissertational thesis in Russian or English

2013: New format for HSE international conferences

2013: English versions of HSE journals, fulfilling global bibliometric criteria

METRICS

2013 — VS — 2018

Academic publications in Web of Science per academic staff
0.3 ↑12 **3.6**

Average number of citations in Web of Science per academic staff
0.3 ↑48.7 **14.6**

Dissertation committees for awarding HSE doctoral degrees
0 **16**

HSE journals indexed in Web of Science and Scopus
1 ↑13 **13**

Number of editorial staff at international journals
90 ↑2.5 **229**

OBJECTIVES

Creating a platform
for entrepreneurial innovations
in partnership with outside
corporations and organizations

Developing business incubators
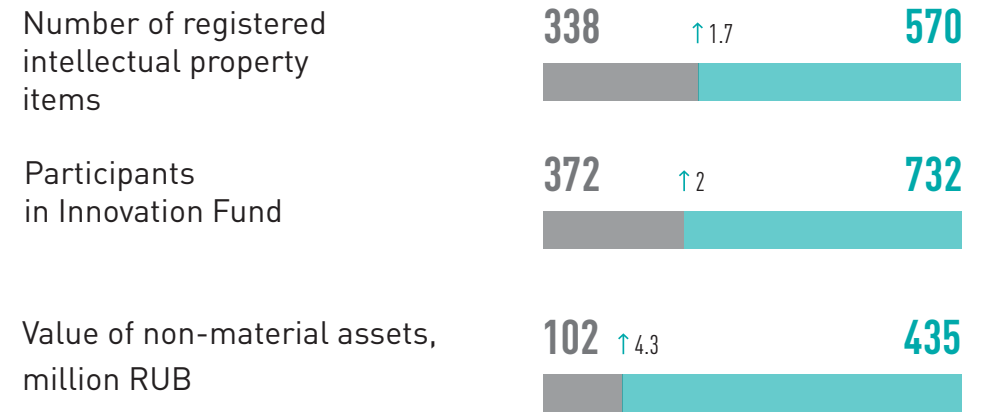at HSE's campuses

ACTIONS

Fund to support innovative
entrepreneurship HSE{Tech}Cup
and business competitions
HSE{Business}Cup

Administering HSE's start-up
portfolio

Developing competencies
to commercialize intellectual property

METRICS

2013 — VS — 2018

Metric	2013	change	2018
Number of registered intellectual property items	338	↑ 1.7	570
Participants in Innovation Fund	372	↑ 2	732
Value of non-material assets, million RUB	102	↑ 4.3	435

HSE's Business Incubator — 7th place
in UBI Global rating

Analytical Center Expert Rating of Entrepreneurial
Activity of Universities — 6th place

SUPPORTIVE ENVIRONMENT

OBJECTIVES

Developing modern campus, and overcoming territorial disconnection

---

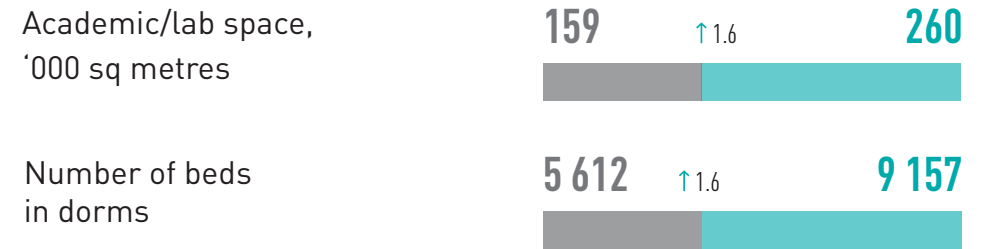Developing empirical research capacity and using high tech equipment

ACTIONS

Clustering facilities by discipline affinity

Modern recreational spaces and co-working areas for study, team activities, project work and individual activities

Hybrid spaces with special adjustable furniture and mufti-functional facilities at 25% of HSE's premises

Special facilities for persons with limited mobility and disabilities covering 35% of HSE's premises

---

Internal equipment base

Hi-tech clusters

Joint Economic and Social Data Archive (3,523 databases)

Subscription to 17 electronic databases with world social and economic data

METRICS   2013 — VS — 2018

Academic/lab space, '000 sq metres

159   ↑1.6   260

Number of beds in dorms

5 612   ↑1.6   9 157

Computation cluster capacity: 862 TFLOPS

26 highly functional hubs

8 visualization servers and a **1PB** storage system

HSE owns one of the **Top 6** supercomputers in Russia

OBJECTIVES

ACTIONS

METRICS

2013 — VS — 2018

Increasing integration in global research networks	Developing interdisciplinary research teams in collaboration with CERN and Samsung	International labs

Creating joint departments with major corporations, including Sberbank, Yandex and Microsoft

Taking part in international expert organizations: OECD, European Commission, Eurostat, UNIDO, etc.

International labs
16 ↑2.3 36

Total joint departments
38 ↑1.7 66

Securing close cooperation between HSE and Russian Academy of Sciences (RAS) Institutes

Establishing faculties and joint departments with RAS's Institutes

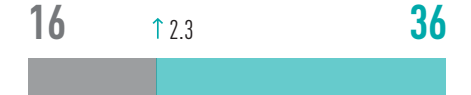Engaging foreign scholars, institutions and RAS's Institutes in research networks

Number of RAS's Institutes in partnership with HSE's faculties
2 ↑6.5 13

Expanding partnerships with Russian and foreign universities

Dual degree diplomas in multiple fields in partnership with leading foreign universities

Number of international agreements on student exchange
34 ↑8.7 297

Sharing best governance and administration practices

Expert assistance to administrations of Russian universities, promoting best practices to incentivize research and teaching, Institute for academic administrators, etc.
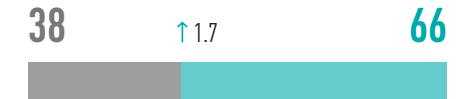
Number of Russian universities receiving HSE's expert strategic support
5 ↑5 25

SOCIO-ECONOMIC IMPACT

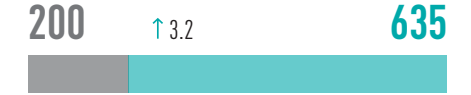| OBJECTIVES	ACTIONS	METRICS	2013 — VS — 2018
Diversifying applied research and increasing volume of R&D work for federal and regional authorities, as well as Russian and global corporations	Over 500 staff members and 1/3 of academic subdivisions, including 10 major departments, are involved in expert and analytical activities	Total financing for expert/analytical activities, million RUB	200 ↑3.2 635
Promoting MOOCs Developing an urban academic environment	Promotion of HSE's brand and products on the e-learning market Public events in the city: 'University Open to the City' project, social projects 'Active Life of Senior Citizens', social, legal and psychological concerns	Number of registered students in online courses	340 000 ↑7 2 400 000
		Audience of HSE's public educational events	50 000 ↑2.3 117 000
Increasing HSE's impact in education methodologies	Working with schools ('Distributed lyceum', basic and partner schools) HSE – one of Russia's leaders in providing open access to educational materials	Number of partner schools	66 ↑4.6 301
		Teachers and administrators of schools and universities who received professional development at HSE	624 ↑9.8 6 116

COUNCIL'S RECOMMENDATIONS

NEXT STEPS

RECOMMENDATIONS

ACTIONS

METRICS

2013 —— **VS** —— 2018

RECOMMENDATIONS	ACTIONS	METRICS	2013		2018

Considering possibilities for HSE's global rebranding

The name 'HSE University' as a global brand

Clearly define university target model

Moving to a final stage of a comprehensive interdisciplinary global university

---

Recruit more international students of better quality

Short-term programmes for international students: Summer University, Semester in Moscow, Russian as a Foreign Language, Doing Business in Russia, Math in Moscow, etc.

Organizing **Olympiads** to attract talented international applicants:

- HSE **Global Scholarship** Competition
- **Open Doors** International Olympiad for Master's applicants in partnership with Russian universities

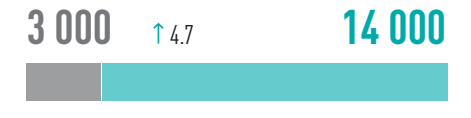Number of international students in short-term programmes

79 ↑ 4.9   **384**

Developing Master's and PhD programmes with a focus on attracting and supporting talent

'I am a Professional' Olympiad

'Advanced Doctoral Programme' for most talented graduate students:

- Multiple expert review of graduate students' work at all stages
- Engaging graduate students in academic projects
- Bringing in external academic supervisors

Number of participants in HSE's Student Olympiads

3 000 ↑ 4.7   **14 000**

Number of doctoral schools

0   **15**

ACADEMIC STAFF

- Institutionalizing professional tracks (academic, practical, teaching)
- Stabilizing contract relations in order to secure and expand the possibilities for personal development for academic staff

RESEARCH

- Developing large interdisciplinary teams at HSE able to deal with external challenges

EDUCATION

- Engaging the majority of students in research, project activities
- Using digital technologies for individualised and expanding independent academic work

SOCIAL MISSION

- Using the University's potential to boost the quality of Russian higher education by sharing HSE experience with regional universities

INFRASTRUCTURE

- Co-working areas for student projects
- Lodging and dormitories for globally competitive staff and international and local students