



Education: Developing students' academic and innovative potential

Contribution of students

- Students' fees
- Intellectual capital and creativity
- New ideas for research and education development
- New ideas for sustainable development initiatives

University's Target Model

- Active usage of wide range of digital tools
- Individualization of educational tracks
- Creating Data Culture among HSE students
- Creating new online education programmes and digital tools
- Active involvement into R&D activity and innovative entrepreneurship
- Active involvement into University's sustainability projects

Benefits for students

- ✓ World-class education
- ✓ New skills and knowledge
- ✓ Social and professional ties
- ✓ Research experience
- ✓ Support of career development



Education: Developing students' academic and innovative potential

Key Performance Indicators 2030

125

joint departments with companies and scientific organizations



+67%
vs 2021

70%

students taking part in R&D projects with external contractors



+43 pp
vs 2021

49%

students acquiring additional qualification free of charge



+25 pp
vs 2021

200 000

participants of intellectual competitions by HSE University



+38%
vs 2021

100 000

students studying under CDP programmes



+230%
vs 2021

300 000

learners who completed HSE e-courses and obtained certificate



+400%
vs 2021



Contribution of all stakeholders

- Unique knowledge and skills
- Creativity and capability to generate original ideas
- Best practices from global academic market
- Unique resources (tools, databases, infrastructure) for conducting research
- Financial resources (grants)

University's Target Model

- Implementing advanced interdisciplinary research agenda in the context of global challenges and national interests
- Analysis and forecasting of the subject field is a required element of each research project
- Five Strategic projects as an instrument of developing key “points of growth”
- “Big Projects” realized on an interdisciplinary basis to solve key socio-economic and technological tasks

Benefits for all stakeholders

- ✓ New technologies and decisions in wide range of academic fields
- ✓ World-class expertise in economic, social, political science, mathematics, IT, etc.
- Unique resources (tools, databases, infrastructure) for conducting research



Science: Harmonizing
advanced and emerging
competences

Key Performance Indicators 2030

4

4 400

publications in Web of Science
per annum



+69%
vs 2021

5 000

publications in Scopus per annum



+61%
vs 2021

80

International Labs



+30
vs 2021

0,91

publications in Q1-Q2 of Web of
Science Core Collection, per one
person of academic staff



+57%
vs 2021

0,99

publications in Q1-Q2 of Scopus,
per one person of academic staff



+48%
vs 2021

95%

basic research projects
implemented by international
teams



+20 pp
vs 2021



Contribution of all stakeholders

- Unique knowledge and skills
- Creativity and capability to generate original ideas
- Unique resources (tools, databases, infrastructure) for testing hypotheses and scaling technologies
- Financial resources

University's Target Model

- Developing full-cycle R&D projects, from fundamental ideas to high-demand products and services
- Increasing the share of incomes from R&D and innovations in total income of the University
- Active commercialization of intellectual property
- Stimulating technological entrepreneurship among our students and colleagues, creating specialized educational programs

Benefits for all stakeholders

- ✓ Unique technologies and products
- ✓ Access to the University's infrastructure (HSE Business Incubator etc.)
- ✓ Access to intellectual resources
- ✓ Unique resources (tools, databases, infrastructure) for testing hypotheses and scaling technologies



600

student projects that passed HSE
Business Incubator acceleration
programme



+160%
vs 2021

1,78 mln RUR

income from R&D activity per one
person of academic staff



+38%
vs 2021

100

registered patents per annum



+230%
vs 2021

4 000

databases available for open access in the
Joint Economic and Social Data Archive



+16%
vs 2021



Contribution of staff and alumnus

- Unique knowledge and skills
- Creativity and capability to generate original ideas
- Professional reputation and social ties
- Best practices from global academic market
- Mentoring for students
- Qualitative feedback

University's Target Model

- Individualization of career opportunities
- Three professional tracks for academic staff
- Individualized professional development programs for academic and administrative staff
- Flexible system of remuneration and motivation
- Active attraction of colleagues from global academic market

Benefits for staff and alumnus

- ✓ Wide range of opportunities for academic development
- ✓ Competitive remuneration
- ✓ Unique set of resources for academic work and professional development
- ✓ Social networking with academics and business professionals
- ✓ Social support



Human Capital:
Accumulating and
cultivating talents

Key Performance Indicators 2030

8

25%

academic staff working under
long-term renewable contracts



+11 pp
vs 2021

310%

remuneration of full-time
academic staff comparing to
average by region



+95 pp
vs 2021

7

end-to-end digital
technologies available for
academic and administrative
staff



+4
vs 2021



Partnership: Diversified portfolio, locally and internationally

Contribution of partners

- Academic and business expertise
- Intellectual, organizational and financial resources and infrastructure
- Exchange and internship opportunities
- Best practices for constantly learning university

University's Target Model

- Creating new partnerships, network educational programmes and labs
- Promoting academic mobility of students and staff
- Active involvement of industrial partners into R&D and technological entrepreneurship
- Creating new digital tools for HSE University ecosystem, facilitating access to University's resources and open data for partners

Benefits for partners

- ✓ University's unique expertise and infrastructure for wide range of projects
- ✓ Direct access to the most perspective employees on both Russian and international market
- ✓ Contribution to strategic development of partners



Partnership: Diversified portfolio, locally and internationally

Key Performance Indicators 2030

10

50 000

students admitted under network partnerships



+350%
vs 2021

15

subjects in TOP-100 of subject-based and sector-specific global rankings



+9
vs 2021

25

conferences and forums organized with international organizations and associations



+20
vs 2021

300

network educational programmes with other universities



+275%
vs 2021



Contribution of all stakeholders

- New ideas for University's development
- Unique expertise in social volunteering and entrepreneurship
- New knowledge and experience for University's students and staff

University's Target Model

- Using University's strategic advantages to build the forecasting capability for environmental, economic and social processes in the interests of society at large
- Improving Russia's academic reputation
- Using University's expertise to develop new tools and models for education system, social policy and state services
- Enhancing students' and colleagues' activity in charity and volunteering projects

Benefits for all stakeholders

- ✓ Economic and social development of regions of presence
- ✓ Access to University's intellectual and organizational resources for non-profit organizations
- ✓ Increasing quality and inclusiveness of education in Russia
- ✓ Diversified support of local communities



Sustainability: Serving the society with our expertise and resources

Key Performance Indicators 2030

12

2 000

University's e-courses available on open educational platforms



+560%
vs 2021

1 500

schools receiving the University's methodological support



+650%
vs 2021

70 000

external participants of the University's free educational events



+160%
vs 2021

25%

students involved in the University's social volunteering projects



+15 pp
vs 2021

9 000

students employed in the University



+55%
vs 2021