

ROADMAP TO INCREASE INTERNATIONAL COMPETITIVENESS

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The Roadmap represents a logical and substantiated elaboration of the Development Program 2010-2019

Development Program 2010-2019

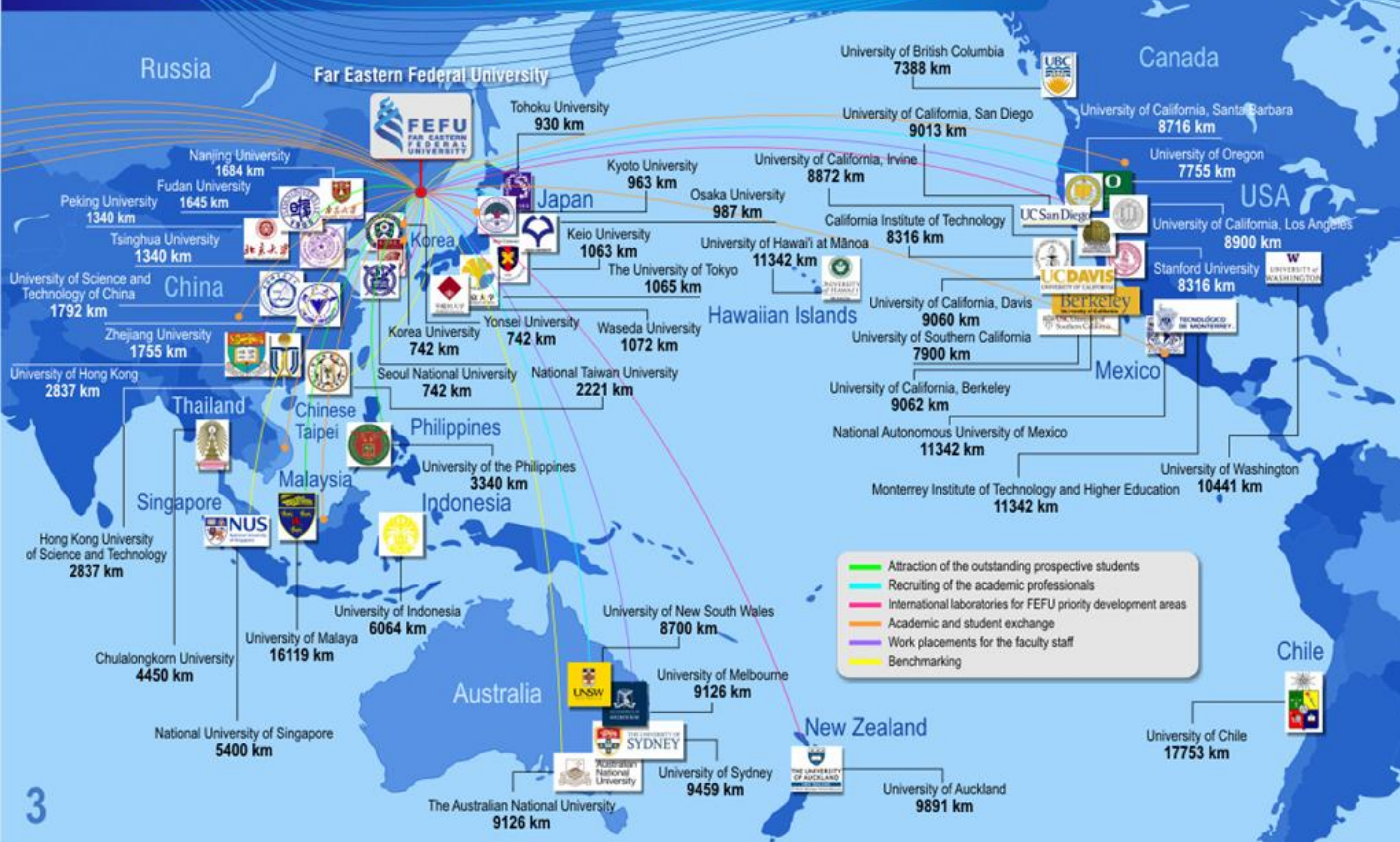
Roadmap 2020

Common key strategic approaches

- ▶ Prime investments investments in human resources
- ▶ Focus on development priorities of FEFU targeted at the Far East and Asia Pacific economies
- ▶ Co-operation with major Russian and foreign scientific and educational centers as institutional partners
- ▶ Focus on a large-scale export of intellectual services, including education, to Asia Pacific Region
- ▶ Reliance on research potential of the Russian Academy of Sciences (Far Eastern Branch) for the purposes of reinforcement of the University's research components, and integration of education, research and innovations



Unique geopolitical position of FEFU – strong advantage which predetermines its role as a gateway between Russia and Asia Pacific



FEFU: international from the very beginning

- ▶ Modern campus 600,000 sq. m on Russky Island
- ▶ Over 400 Labs and research centers
- ▶ University Clinic
- ▶ World-class Congress venue



Campus Environment:
Our Commitment to the University



Hospitable Campus:
International by virtue of location,
history and outlook

FEFU committed to the cutting-edge research and advanced training in priority areas, commonly important for Russia Far East and Asia-Pacific as well



Priority development areas

Interdisciplinary Breakthrough areas

Vision 2020

1. The Ocean

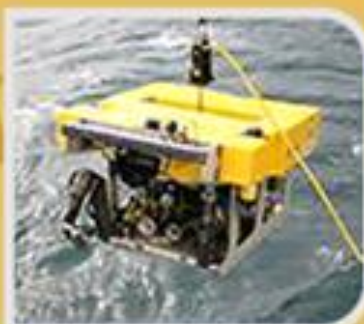
2. Energy efficiency

3. New materials and nanotech

4. Transport and logistics

5. APR collaboration

6. Biomedical technologies



Prominent research and educational institution with established centers of excellence in priority development areas

Gateway of Russian education to Asia Pacific countries and import of advanced educational technologies from the APR

Russia's business communications hub in Asia Pacific: venue of expertise on Russia's integration into APR and APR countries in Russia

Complete internal re-organization is fundamental



Goal 2020

Leading research, educational and innovation center in Russia and the APR

Research and Innovations	Education	Communications venue of APR in Russia
<ul style="list-style-type: none">▶ Collaboration with leading business and research centers of APR (including RAS)▶ High research productivity through promotion of centers of excellence▶ Commercialization through establishment of center of technology transfer	<ul style="list-style-type: none">▶ Educational programs of a high demand (shift to high quality graduate and postgraduate programs)▶ High level of student mobility, wide variety of dual degrees and exchange programs▶ Modern educational technologies	<ul style="list-style-type: none">▶ Tough schedule of high-level international events at the FEFU campus▶ Joint projects within international associations▶ Global acknowledgment and recognition of FEFU
Talent concentration		Management and financial strength
<ul style="list-style-type: none">▶ The world's leading faculty and researchers▶ The most talented students from Russia and abroad▶ Highly professional management staff		<ul style="list-style-type: none">▶ Efficient organizational structure and management system▶ Financial sustainability and transparency▶ Effective HR management

To enter the best world's university ranking, FEFU must ...






	Target indicator	2012	Target 2020 (top-200)
Mandatory indicators	1. Position in QS World University Rankings: All (oct 2013)	700+	200
	2. Number of articles in WoS and Scopus per faculty member	0.07	1.0
	3. Average citation index	0.15	5.0
	4. Share of foreign professors	1.4%	20%
	5. Share of international students	4.25%	30%
	6. Average Unified State Exam score of entrants	60	67
	7. Revenues from extra-budgetary sources	17.3%	51%
Additional	8. Inbound Exchange Students	0.35%	5%
	9. Outbound Exchange Students	0.35%	5%
	10. Number of international events per annum	45	75
	11. Volume of R&D financing per faculty member, mln RUB	0.2	1.2

To increase research productivity, FEFU plans to expand collaboration with international academic community and to support its own in-house ideas






Goal 2020

Research and Innovations		Education	Communications venue of APR in Russia	
	Activity		Key examples 2013	KPI 2012/20
 Cooperation	<ul style="list-style-type: none"> ▶ Joint labs with RAS and international bodies ▶ Joint R&D projects with business 		▶ Cutting-edge technologies of combusting international project (Hokuriku University + RAS)	Number of joint publications 96/600
 Research productivity	<ul style="list-style-type: none"> ▶ Research programs for centers of excellence ▶ Mini-grants for early-stage research projects 		<ul style="list-style-type: none"> ▶ Marine technologies and robot-technics international project (Rosneft + RAS) ▶ 30 Grants for Ideas in FEFU 	Papers per faculty member 0.07/1
 Commercialization	▶ Russia in APR Innovation Terminal		▶ Pharmacy: marine-based medicals international project (Chemrar high tech center)	Revenues from innovations, Mrub. 19/400
Talents concentration			Management and financial sustainability	

Need to strengthen graduate programs, introduce modern technologies and embrace all types of student exchange






Goal 2020

Research and Innovations		Education		Communications venue of APR in Russia	
	Activity	Key examples 2013	KPI 2012/20		
 Programs	<ul style="list-style-type: none"> ▶ Shift to graduate and postgraduate programs, quality revision ▶ Leading scientists in charge of schools and centers 	<ul style="list-style-type: none"> ▶ Graduate and postgraduate programs for priority development areas based on international collaboration 	Share of graduate students 7%/40%		
 Mobility	<ul style="list-style-type: none"> ▶ Courses in English ▶ Exchange programs ▶ Dual degrees 	<ul style="list-style-type: none"> ▶ 10 MA programs taught in English ▶ 14 Dual degree programs (USA, Australia, China, etc.) 	Outbound students 0.35%/5%		
 Technologies	<ul style="list-style-type: none"> ▶ Joint and blended learning programs ▶ Online courses (MOOC's) ▶ LMS 	<ul style="list-style-type: none"> ▶ 400 Multimedia equipped high-tech classrooms ▶ FEFU and partner universities courses integrated in LMS Blackboard 	Courses available online 10%/100%		
Talents concentration			Management and financial sustainability		

Positioning FEFU as a key communications hub of Russia in the Asia Pacific; boosting the University's reputation and publicity






Goal 2020

Research and Innovations		Education		Communications venue of APR in Russia			
		Activity		Key examples 2013		KPI 2012/20	
 Events		<ul style="list-style-type: none">▶ Hosting wide range of international conferences▶ Cross-communications centers with APR countries▶ "Study in Russia" gate for Asia Pacific		<ul style="list-style-type: none">▶ FEFU cultural and education centers of China, India, Indonesia, Japan, Korea, Vietnam		International conferences held per annum 42/75	
 Joint projects		<ul style="list-style-type: none">▶ Participation in events held by professional associations (APRU)▶ Launch of interdisciplinary foresight venues (APEC, UN-ESCAP, ADB)		<ul style="list-style-type: none">▶ UNESCO's international department of Marine Ecology▶ Confucius Institute together with Heilongjiang University		APRU joint projects 2/15	
 Global acknowledgment		<ul style="list-style-type: none">▶ Aggressive marketing strategy▶ Expansion of presence at global information platforms		<ul style="list-style-type: none">▶ FEFU Marketing Center (business staff and principles)▶ Annual participation in Apple-QS, Involvement with most popular Social networks		Coverage of target audience 2.1/6.0 mln	
Talents concentration				Management and financial sustainability			

FEFU develops a range of incentives to become a place of attraction for the best faculty, staff and students



Goal 2020

Research and Innovations		Education	Communications venue of APR in Russia	
	Activity		Key examples 2013	KPI 2012/20
 Faculty and researchers	<ul style="list-style-type: none"> ▶ Employment of distinguished faculty ▶ Establishment of international recruitment network 		<ul style="list-style-type: none"> ▶ 70 international professors and researchers ▶ 2 Competitions to attract renown scholars to head research labs 	No. of PhDs employed via int. recruitment agency 10/370*
 Students	<ul style="list-style-type: none"> ▶ Olympiad system ▶ Student mobility grants ▶ Russian as a foreign language center 		<ul style="list-style-type: none"> ▶ Students from 54 regions of Russia ▶ Over 1,000 international students from 10 countries ▶ 9 agreements with leading China recruitment agencies 	Share of int. students 4.3%/30%
 Executives	<ul style="list-style-type: none"> ▶ International recruitment of professional managers, including from business ▶ Performance-based motivation 		<ul style="list-style-type: none"> ▶ University borrowed employee program ▶ An effective manpower ranking system 	% of vacancies filled via int. recruiting 0%/50%
Talents concentration			Management and financial sustainability	

*Cumulative indicator




Attraction of the prominent young people from Russia and Asia Pacific countries



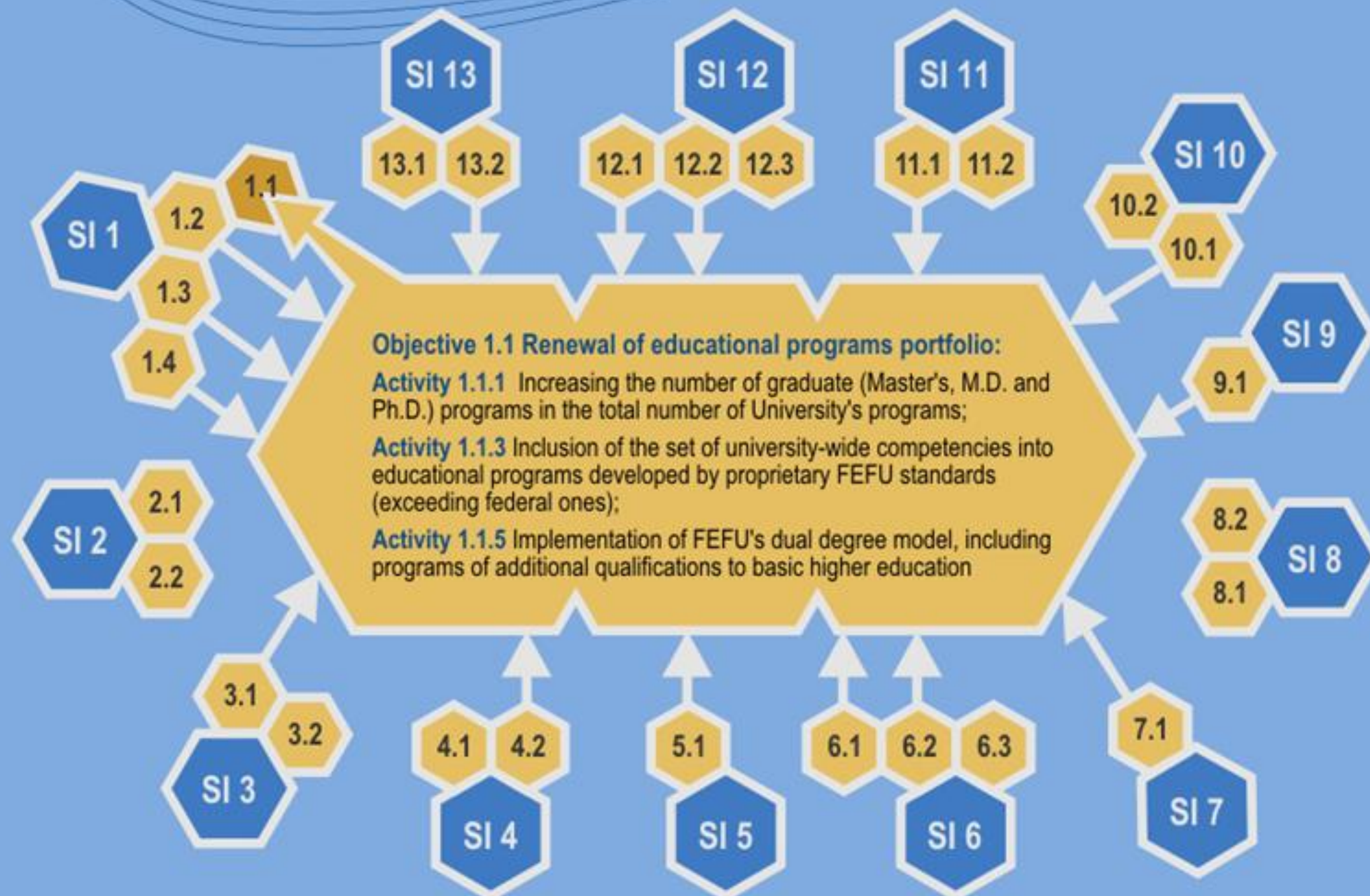
A streamlined operational model and the unified E-university system are key steps in building an efficient management system



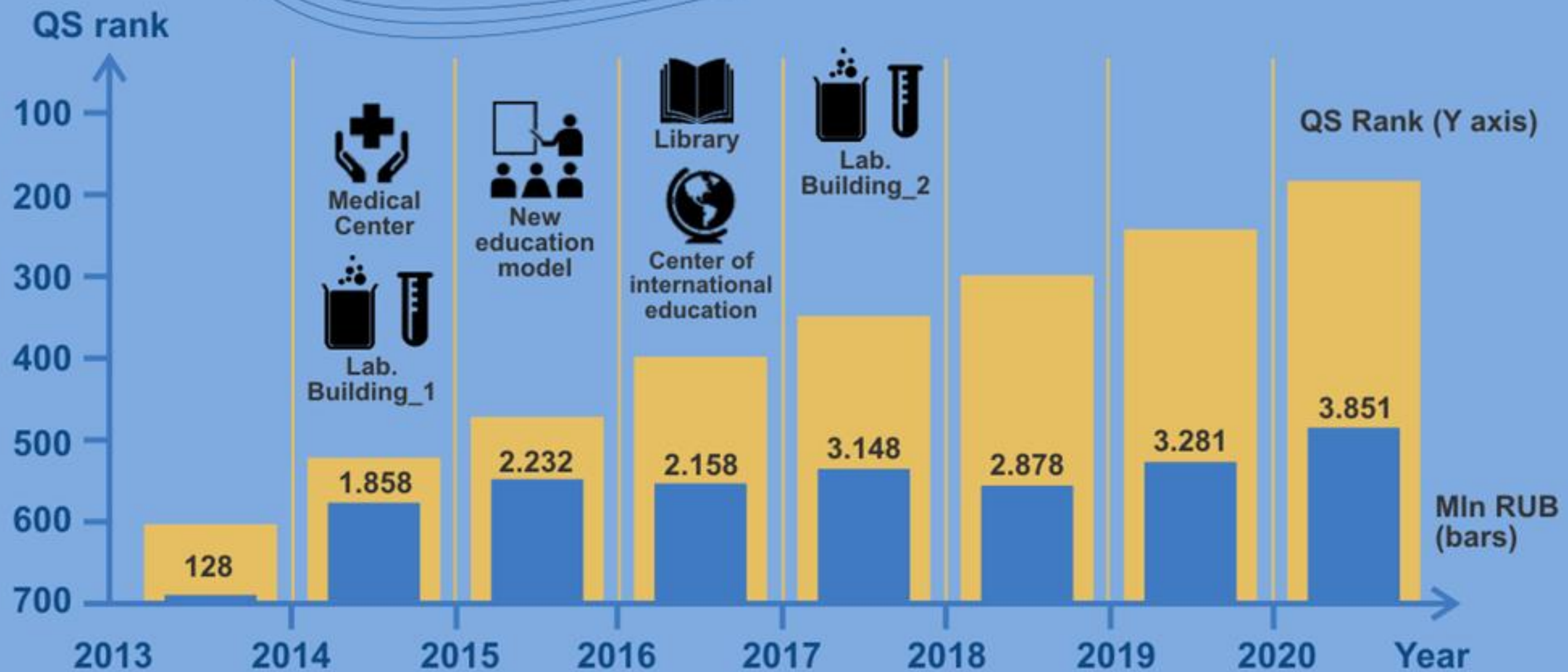
Goal 2020

Research and Innovations		Education		Communications venue of APR in Russia	
	Activity	Key examples 2013		KPI 2012/20	
 Management system	<ul style="list-style-type: none">▶ Streamlined operational model▶ Quality management system▶ Project management▶ E-services	<ul style="list-style-type: none">▶ New structure of education process (school-education program leader – tutor- student)▶ FEFU Development Program – 100% project-administrated		Number of automated processes 0%/90%	
 Finance	<ul style="list-style-type: none">▶ Investment strategy▶ Budgeting of all major processes (educational economy)▶ Fast-growing endowment	<ul style="list-style-type: none">▶ FEFU is one of the five major tax-payers of the region▶ Registered endowment fund▶ Outsource assets management (Campus, University Clinic)		Endowment volume 0/2 Bln RUB	
 HR	<ul style="list-style-type: none">▶ Qualifying requirements▶ Selection on competitive basis▶ KPI-based assessment▶ Effective contracts	<ul style="list-style-type: none">▶ 20 % of FEFU faculty is proficient in English▶ KPI system for faculty		Share of effective contracts 0%/100%	
Talents concentration			Management and financial sustainability		

Strategic initiatives synergy pattern



Overview of key milestones and finance distribution up to 2020



Planned total expenditures 19.5 billion RUB

It is our vision that thanks to FEFU
we will see an illuminated spot around
Vladivostok in the nearest future

Beijing

Seoul

Shanghai



Vladivostok

Tokyo

VISION 2020

Thank you
Questions, please!

