

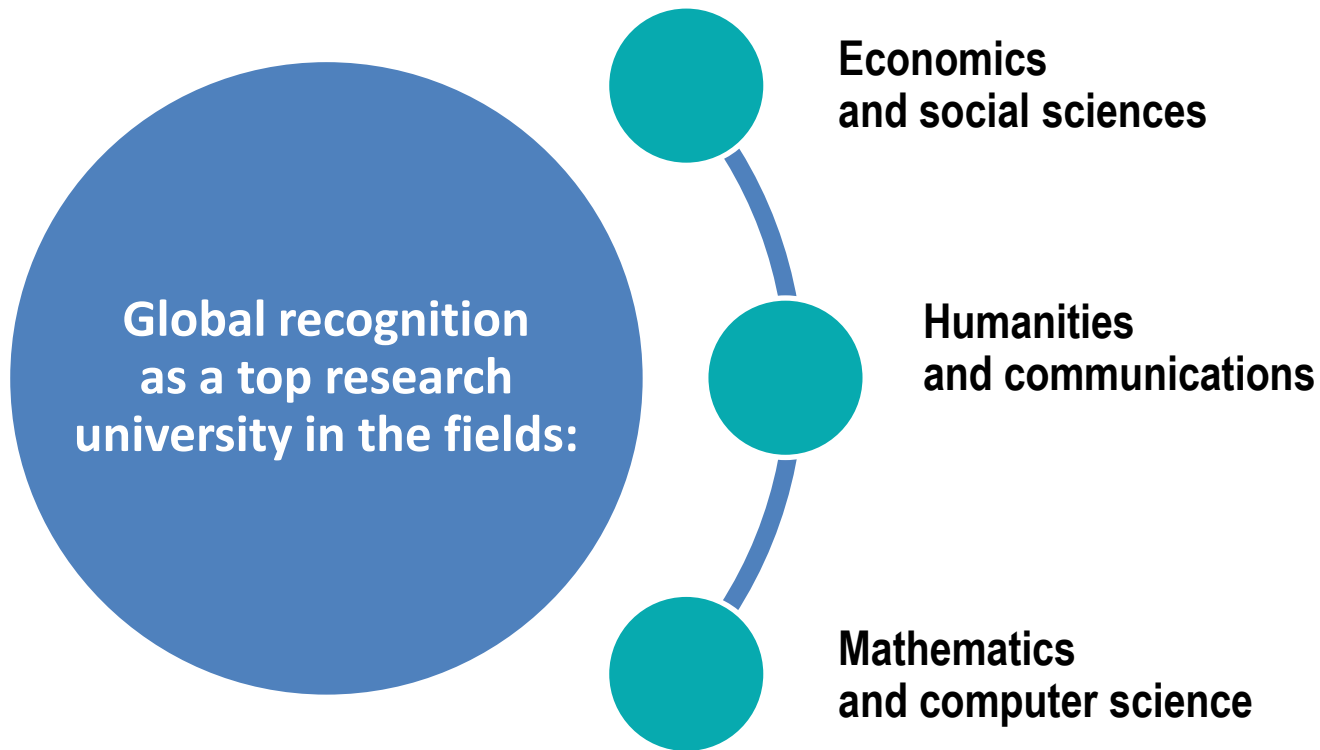
NATIONAL RESEARCH UNIVERSITY "HIGHER SCHOOL OF ECONOMICS"
GLOBAL COMPETITIVENESS PROGRAM

ROADMAP TO WORLD-CLASS UNIVERSITY

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HSE Strategic Goal





Major gaps for global recognition

* figures do not include regional branches

Major gaps: **Research**



- **Small share of globally recognized faculty**
- **Weak ties with global research networks**

International faculty:

2013
5%

2020
12%

Average citation index per faculty member (Scopus and Web of Science):

2013
0,45

2020
8,0

Number of publications in Scopus and Web of Science per faculty member:

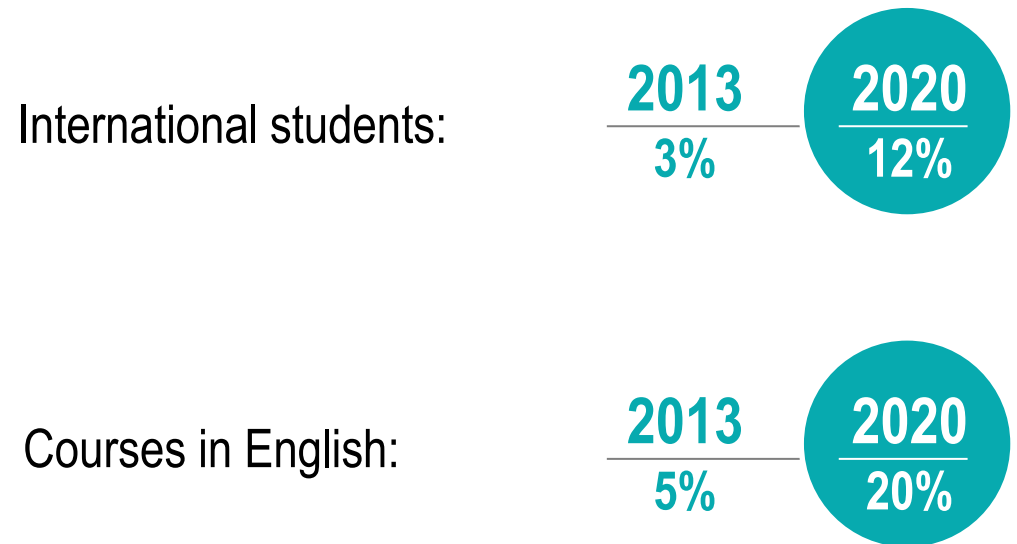
2013
0,35

2020
1,8

Major gaps: **Education**



- Most programs still focused nationally
- Weak presence on the international market of talents



Major gaps: Infrastructure



- Dispersed location of university buildings
- Shortage of space for individual and team work
- Absence of own sports and recreation facilities

Max. time to commute between university buildings, min:

2013
65

2020
30

Faculty members provided with personal offices/working spaces:

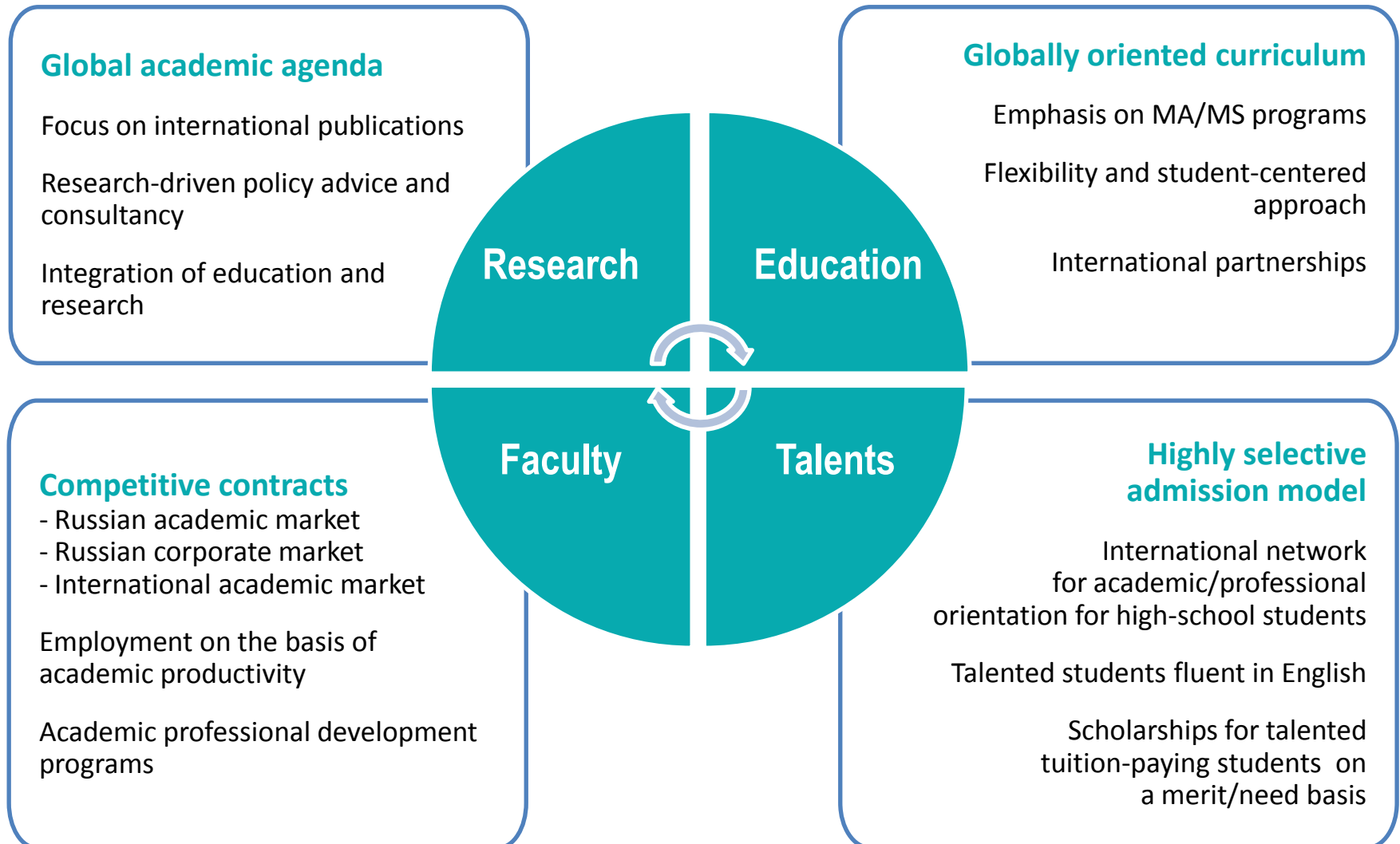
2013
5%

2020
80%



Target model and key drivers for transformation

Key principles of HSE development



Faculty structure: Target model



	2013	2020
International staff	112	800
Local staff with international publications	125	1 000
Postdocs	8	160
Local staff with domestic publications only	515	500
Local staff with few or no publications	1 568	400
Total faculty (FTE)	2 328	2 860
Experts and consultants	50	300
Adjunct instructors	200	350
Research / Teaching assistants	319 / 400	2 860

Faculty structure: Key drivers



Faculty renewal

- Massive international recruitment
- Successive raise of faculty hiring criteria
- Growth in the number of post-doctoral positions
- Displacement of faculty members performing below international academic standards

Boosting academic performance

- Incentives for international publishing
- Successive lowering of teaching load
- Expanding academic mobility programs and sabbaticals
- Integrating researchers into educational programs
- Incorporating research activities into master's programs
- Upgrading PhD programs

Research: Target model



	2013	2020
Centers for advanced studies	-	8
International research labs	16	30
Research groups involved in international research networks, %	15	60
Participation in international comparative surveys	10	15
HSE academic journals indexed by Scopus and Web of Science	1	30
HSE faculty members in editorial boards of international academic journals	90	170

Research: Key drivers



Funding policy

- Expanding University research funds
- Direct support to globally recognized research units
- Targeted development of research teams in priority areas
- Support for international networking
- Closing research units with poor academic performance

Infrastructure

- International evaluation
- Global placement of HSE academic journals and books
- Academic writing services
- Fundraising support

Education: Target model



	2013	2020
Credits obtained by students for research and applied projects, %	8	20
Courses in English, %	5	20
Double-degree programs with foreign universities	30	60
Structured PhD programs	8	11
Integrated MS / PhD programs	0	20
Internationally evaluated or accredited educational programs, %	10	80
MOOC-based courses developed and offered / approved	3	250 / 1000

Education: Key drivers



Curriculum modernization

- BA / BS major-minor model and tutorship
- Bilingual educational environment
- Research and project activities in curriculum
- Regular international assessment

PhD programs reform

- Graduate School model in major fields
- Structured PhD programs based on international standards
- International PhD alliances
- Integrated MS / PhD programs

Professional management

- Program-centered management model
- New administrative staff fluent in English
- International working environment

International students: Target model



	2013		2020	
	Total	International	Total	International
BA/BS students	12 649	281	12 700	1 180
MA/MS students	3 533	312	5 300	1 000
Postgraduate students	882	30	1000	250
Total	17 064	623	19 000	2 280

Exchange students

Outbound Undergraduate	305	2 500
Inbound Undergraduate	197	2 200
Outbound Graduate/Postgraduate	235	1 500
Inbound Graduate/Postgraduate	124	1 500



International students: Key drivers

New geographic markets

- Student recruiting network
- Recognition of credits taken outside HSE
- Russian as a foreign language
- On-line learning initiative (incl. MOOCs)

Talents

- International summer and winter schools
- Merit-based selection
- Scholarship program for talented MA/MS and PhD students
- Preparatory courses for master's programs
- Internships for PhD students

Management system: Target model



	2013	2020
University expenditures allocated to strategic initiatives, %	17	25
Centralized resources managed at department level, %	-	30
Administrative processes quality, level of satisfaction, %	30	80
Faculty members provided with adequate office / working space, %	5	80

Management system: Key drivers



“Shared Governance” model

- International recruitment of academic leaders
- Transferring of operational management to large departments
- “Academic committee – Executive manager” model

Operational efficiency

- Performance-based management system
- Improvement of services for faculty and students
- On-line administrative services
- Development of campus and social infrastructure



Program resources and budget

Program budget for 2013-2020*



\$ mln

Strategic Initiative	Overall allocations	5/100 state subsidy
SI-1. Enhancement of R&D competitiveness	654	133
SI-2. Globally-oriented educational products	104	81
SI-3. New geographic markets of education	56	5
SI-4. Human resources for research university	560	260
SI-5. Modernization of management system	132	-
SI-6. HSE's Social Mission	17	-
TOTAL, \$ mln:	1 523	479

* based on recent revenues forecast and assumptions on 5/100 state appropriations

Early achievements 2013



- Launch of regular assessment of publication activity
- International evaluation of HSE Mathematics Department
- 2 new International Laboratories:
 - Process-oriented Information Systems
 - Quantitative Finance
- New model of educational programs management
- New system of differentiated contracts for faculty members
- One-stop services for international faculty and research staff
- Papers authored by HSE economists published in “Nature”
- “Foresight” journal indexed by Scopus
- HSE / Coursera agreement for world-wide placement of HSE MOOCs