



НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ
УНИВЕРСИТЕТ

Merging of tradition and innovation: the HSE University case

UNICA Rectors Seminar, Camenius University, Bratislava

Universities in Europe:

From a hundred years back to a hundred years forward

16 November 2018

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(Moscow, Russia)**



HSE today: one of the Russia's largest and leading universities

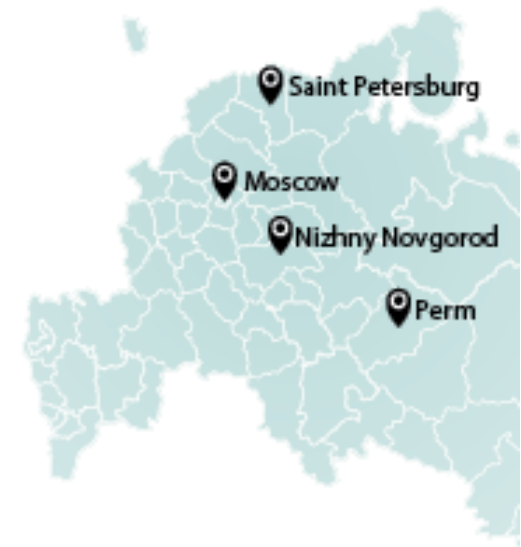
4 campuses: > 37 200 students,
7 000 faculty members

Moscow (est. 1992) – 27 757 students

Nizhny Novgorod (est. 1996) – 2 559 students

St. Petersburg (est. 1997) – 4 910 students

Perm (est. 1997) – 1 969 students

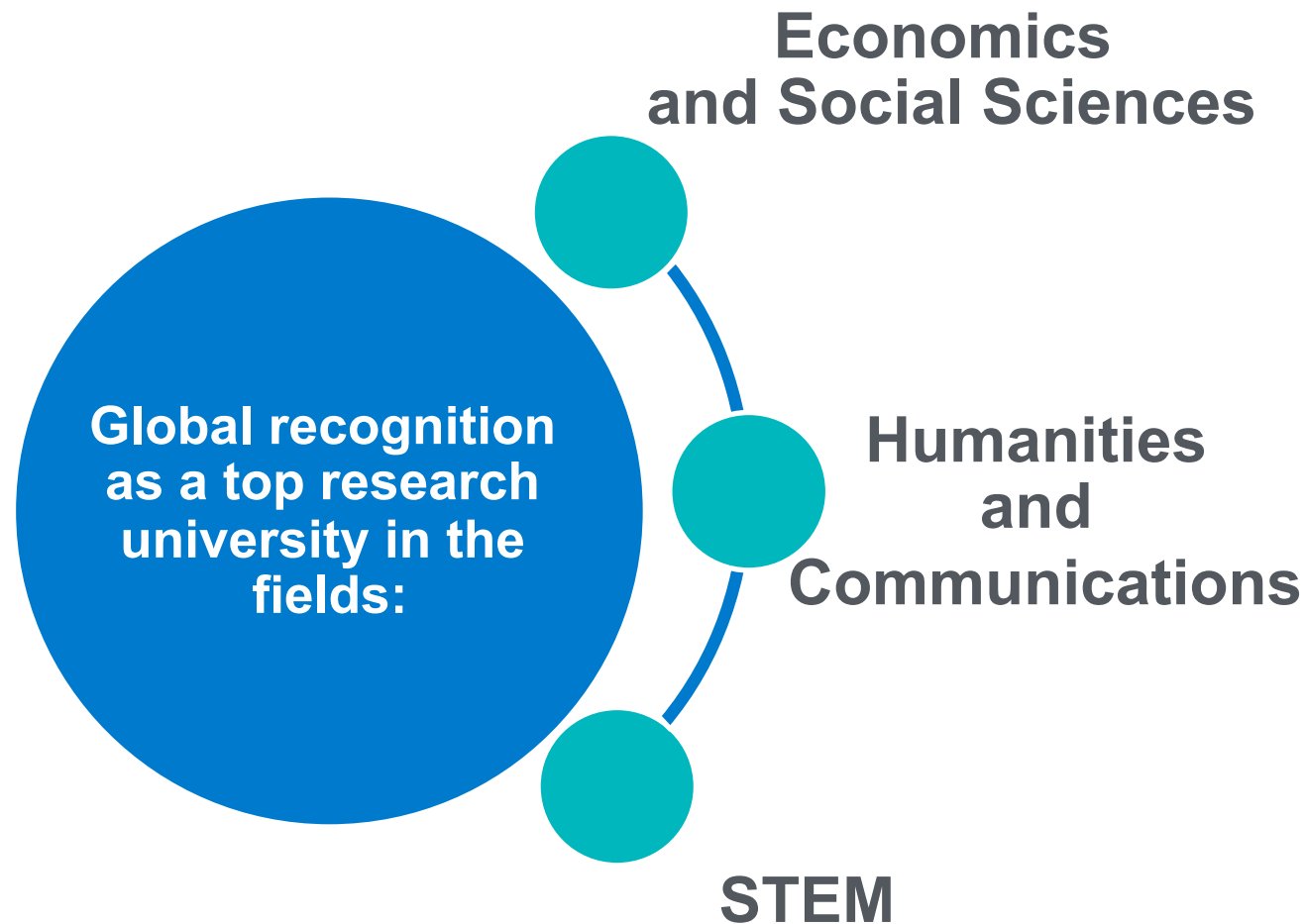


The largest enrollment of graduate students in Russia

The 5th university in Russia by national rankings (after MSU, SPgSU, MFTI, MEPhI)



HSE: A Comprehensive University



Doctoral

68 programs
700 PhD candidates

Master's

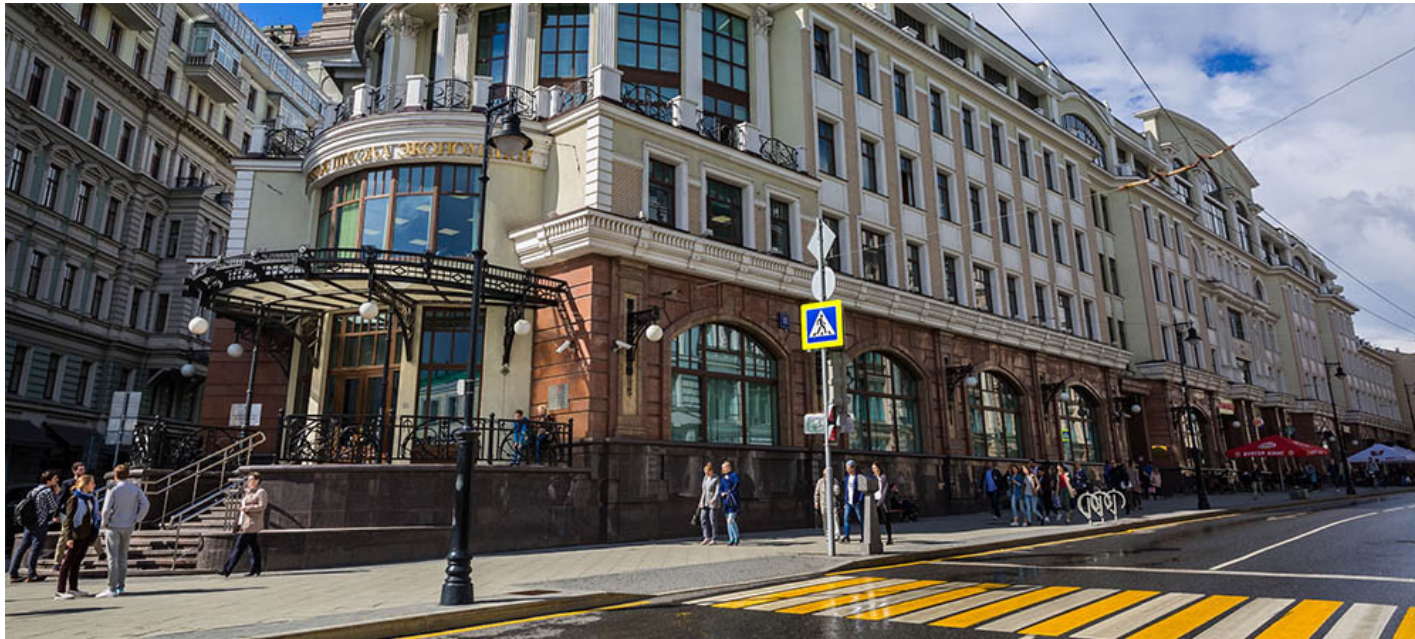
166 programs
28 English-taught programmes
30 fields of studies
>8 000 students

Bachelor's

80 programmes
8 English-taught programmes
16 fields of study
>28 000 students



What are the advantages and challenges of youngest universities?





To create a concept of a new school in a highly competitive environment

1992

- **November 27** - HSE is established as a public institution
- HSE received a TACIS grant to organize the first ever economics master's program in Russia.

1993

- Nearly 200 people are enrolled in the first group of master's students
- HSE pilot centers are established in Perm, Novosibirsk, Nizhny Novgorod, and St. Petersburg.

1995

- The first Doctoral program enrolments takes place - 25 students are admitted
- HSE is awarded university status and, in addition to economics, begins to teach sociology, management, and law

2009

- National Research University status granted by the Government of the Russian Federation. HSE becomes Russia's only national research university specializing in social sciences and the humanities



To improve the management

2013

- Major internal reforms begins with the creation of “big faculties”, which are responsible for implementing educational programs. The main reasons for the reform is the need to optimize management, to transfer resources and responsibilities from the central budget to big departments, as well as to overcome ‘departmentization’ (when certain subjects had little or no interaction with those in other departments).

As a result, by the beginning of 2015, 11 big faculties were formed at the Moscow campus from 28 faculties and schools.



**How do young universities
build their status,
foster academic values
and compensate
for the lack of historic reputation
and legacy ?**



Attracting best international partners for innovative projects

1997

- HSE is the first Russian universities to successfully introduce an undergraduate 'double degree program' with one of the global leaders in economics education, London School of Economics (LSE). For this purpose HSE International College of Economics and Finance is established.

Now, 20 years later, ICEF has around 1,000 students and more than 1,500 alumni of bachelor's and master's programs who work in 35 countries around the globe. HSE has 46 double-degree programs with leading universities of the USA, Europe and Korea.

2013

- HSE began to work with Coursera

Now, 5 years later, HSE is the 4th university in the world by number of MOOCs on Coursera.



Reviving best academic traditions

1995

- The title of ‘tenured professor’ is introduced. This title is given for serious achievement in both research and teaching, as prescribed by the Tenured Professor Policy. The Board of Tenured Professors is created mainly to provide this elite community with an institution that could express opinions and propose solutions to problems at HSE.

2016-2018

- Faculties of Physics, Chemistry and Biology are established with the support of research institutes of Russian Academy of Sciences



Competing on global scale

2013

- Selected as one of 15 universities in “Programme 5/100,” a government initiative to increase global competitiveness

2012

- For the first time, HSE enters the top 500-550 category of the QS World University Rankings. [Now, 343.](#)

2016

- For the first time, HSE appears the university in the THE 401-500 range. [Now, 301-351.](#)

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



Attracting talents through an effective model of education and research

1998

- First HSE competition (“Olympiads”) for High school students is launched

Now, HSE High school and Bachelor student Olympiads in collaboration with 10 Russian attract 90 000 participants from all Russian regions, CIS countries, Asia, and Central and Eastern Europe

2010

- HSE opens its first international laboratories

Now, HSE has 39 international labs with leading scholars from US, UK, Belgium, Canada, Denmark, Kazakhstan, France, Germany, Netherlands, Spain, Portugal, UK, US

2018

- HSE awards own doctoral degrees based on international standards
- Average Unified State Exam score of enrolled students is 94,4/100



Can the “young achievers” become the Higher Education elite of tomorrow?





2020 and beyond: HSE Strategic Priorities

DIGITALIZATION (4D: Knowledge production)

- ✓ Digitalization of **social sciences, economics and humanities**; developing multidisciplinary fields relying on Big Data analysis;
- ✓ Creating a new **scalable digital university model**: integrating all digital systems at HSE; finalizing the development of the Business Process Management system; offering administrative services on a one-stop basis;
- ✓ Developing a **digital educational environment** in Russia: network partnerships with Russian universities through the **National Online Education Platform**; promoting eLearning and Blended Learning technologies;

INTERDISCIPLINARITY (4D: Knowledge management)

- ✓ Developing new interdisciplinary fields **intersecting with Life Sciences**: neurophysiology, cognitive sciences, sociology of medicine and health, etc.;



2020 and beyond: HSE Strategic Priorities

ENTREPRENEURSHIP (4D: Innovation ecosystem)

- ✓ Developing a **culture of entrepreneurship and innovation** based on the integration of achievements in technical and social sciences;

EXPERTISE AND NETWORKING (4D: Knowledge dissemination)

- ✓ Developing a **nation-wide academic community**: hiring Russian postdocs and introducing programmes for unpaid academic internships for teachers of other universities; holding Olympiads jointly with regional academic institutions; developing network programmes with partner schools in Russia's regions; training school and university teachers (over 5,000 every year);
- ✓ Replicating **best practices in university governance**: providing expert support to administrative teams at Russian universities; developing and supporting an institute of academic leaders (administrators) in order to develop a shared governance model.

INTERNATIONALISATION

- ✓ Enhancing Russia's international image: appearing in the **Top-100 lists** of leading global subject rankings;



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THANK YOU!

HSE UNIVERSITY

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