



NATIONAL RESEARCH
UNIVERSITY

INTERNATIONAL STRATEGIC PARTNERSHIPS: HSE APPROACH

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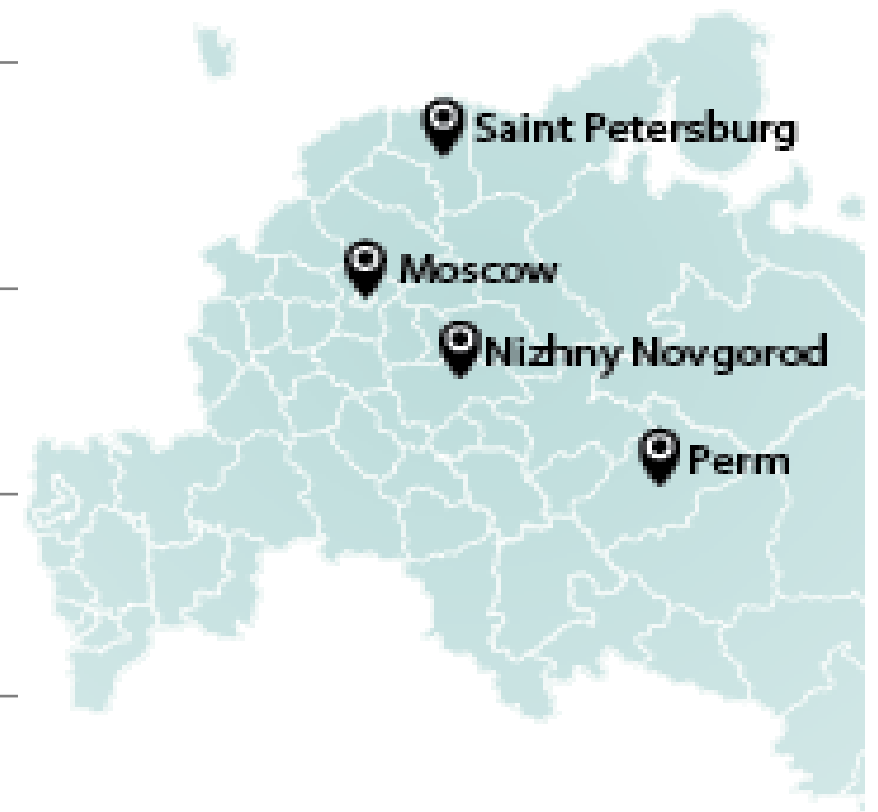
SESSION 3: STRATEGIC PARTNERSHIPS: HOW CAN THEIR
STRENGTHEN OUR INTERNATIONAL STRATEGIES?

UNICA IRO Meeting, 17-19 April 2018



HSE AT A GLANCE

Campuses:	Moscow, St. Petersburg, Nizhny Novgorod, Perm
Students:	35,100 (~ 50% from outside of Moscow) 2,600 foreign students > 70 countries
Academic Staff:	~7,000 teachers and researchers
Research:	100+ research centers, 30+ international scientific labs
Courses and Programmes:	60+ MOOCs on Coursera platform (incl. 10+ courses in English) 72 undergrad programmes (incl. 8 in English) 153 graduate programmes (incl. 28 in English)
Continuing Education:	900+ programs including MBA, DBA and EMBA programs More than 33,000 students





NATIONAL POLICY FRAMING HSE STRATEGY

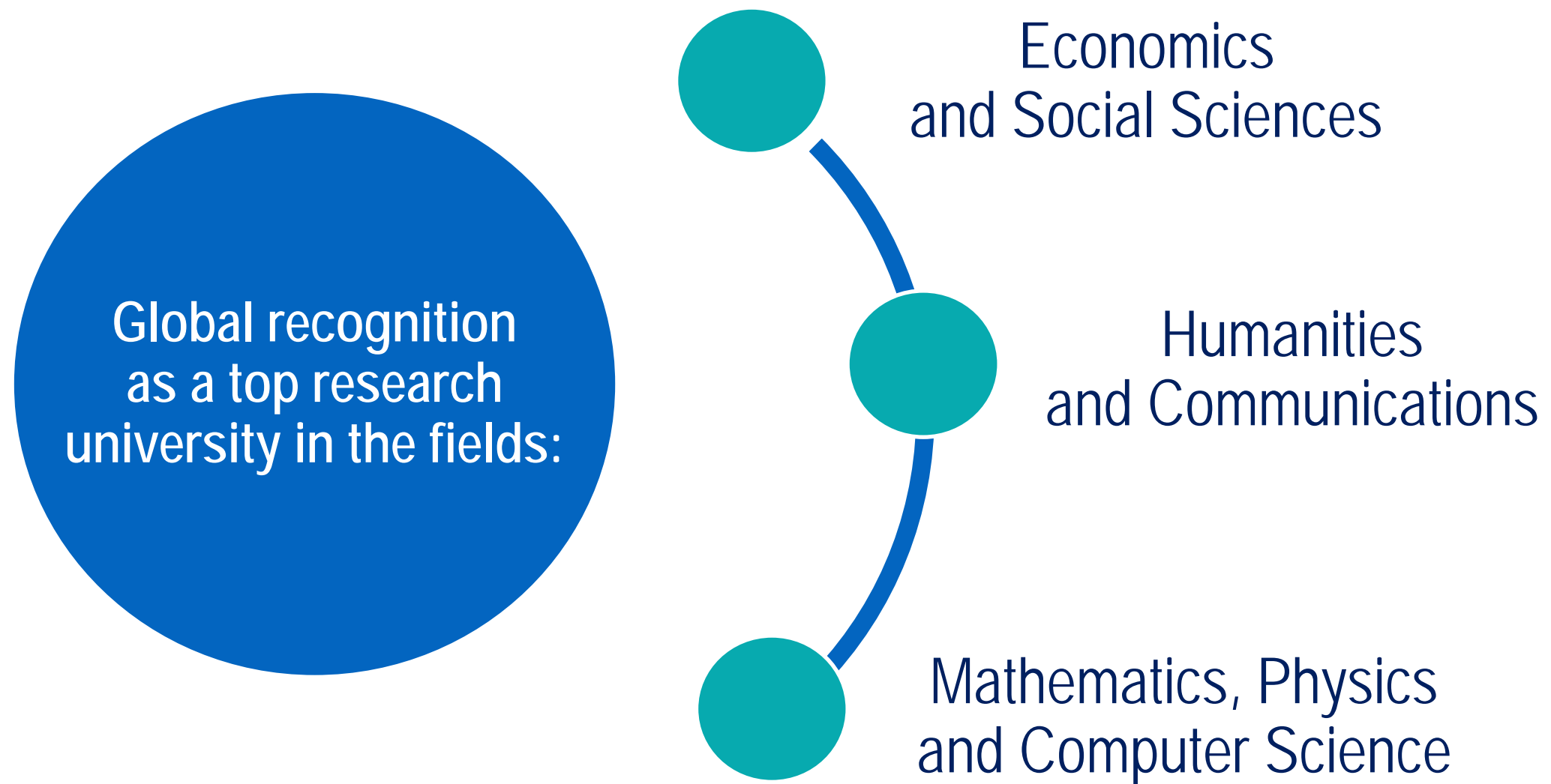
HSE Global Competitiveness Programme for 2013-2020 (Russian Academic Excellence project) “5-100”

Cooperation with international partners - an integral element of internationalization of HSE’s education, research and administration on the way towards enhancing its global competitiveness

National Priority Project on “Education Export”: new challenges & opportunities

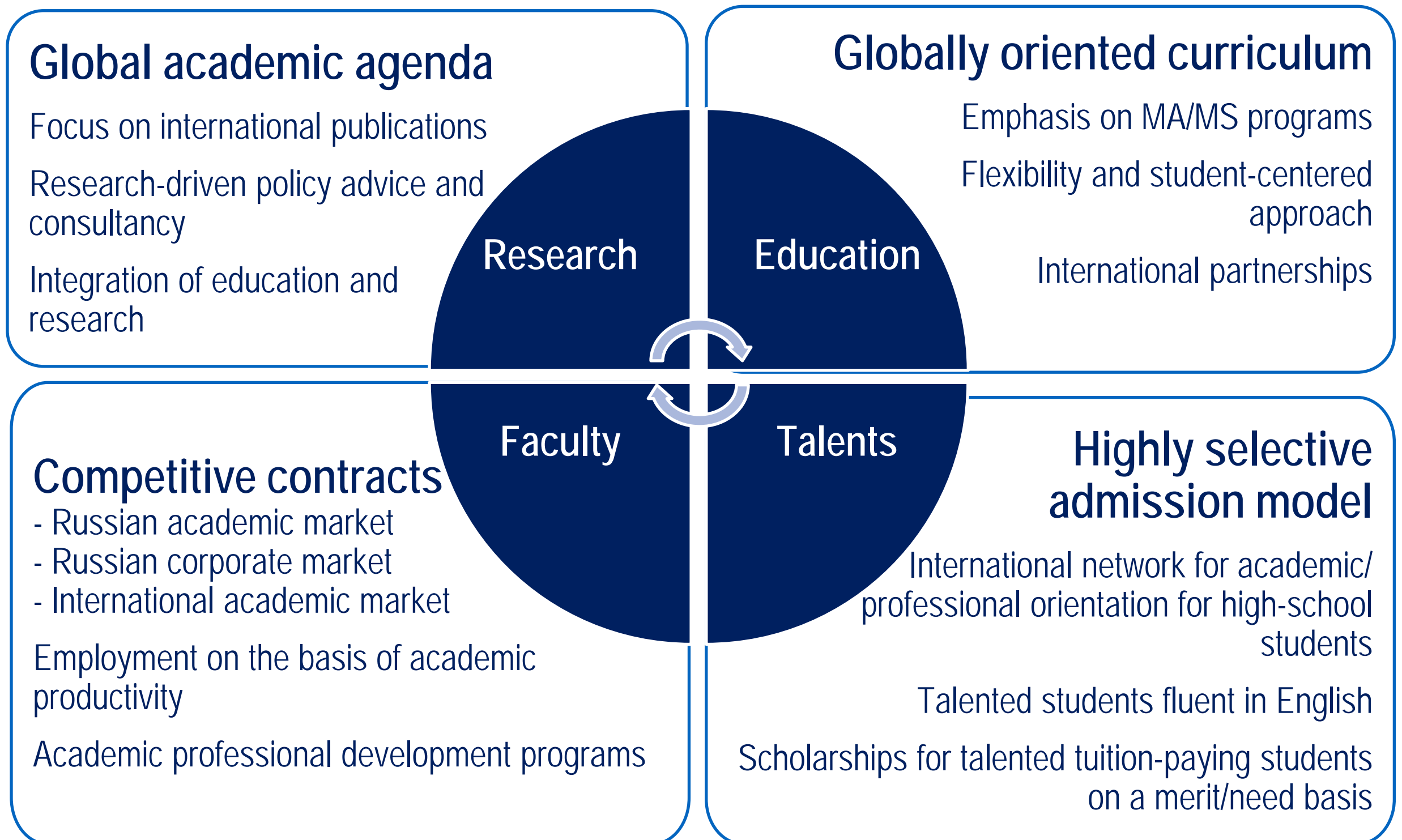
- 3 time increase from of international students number in Russia by 2025: from 225,000 up to 710,000
- HSE is a member of the Consortium of Russian HEIs – Exporters of Education

HSE STRATEGIC GOAL





KEY PRINCIPLES OF HSE DEVELOPMENT





HSE INTERNATIONAL COOPERATION

Institutional membership in **EUA, EUA CDE, IIE, CASE, UNICA, SERU; EACES, EFMD, EFMD Global Network, ECPR, ICPSR, NISPAcee...**

Active participation in **EAIE, NAFSA, APAIE.**

550 COOPERATION AND STUDENT EXCHANGE AGREEMENTS

with **339 INTERNATIONAL PARTNERS in 60 COUNTRIES**, incl.

232 university-wide or inter-faculty agreement and

318 faculty-level agreements, i.e. **49** **DOUBLE DEGREE PROGRAMMES** agreements

67 PARTNER UNIVERSITIES in 25 EUROPEAN COUNTRIES cooperate with HSE in the context of the Erasmus+ programme

2016/17 a.y.: inbound academic mobility - 658 international students;

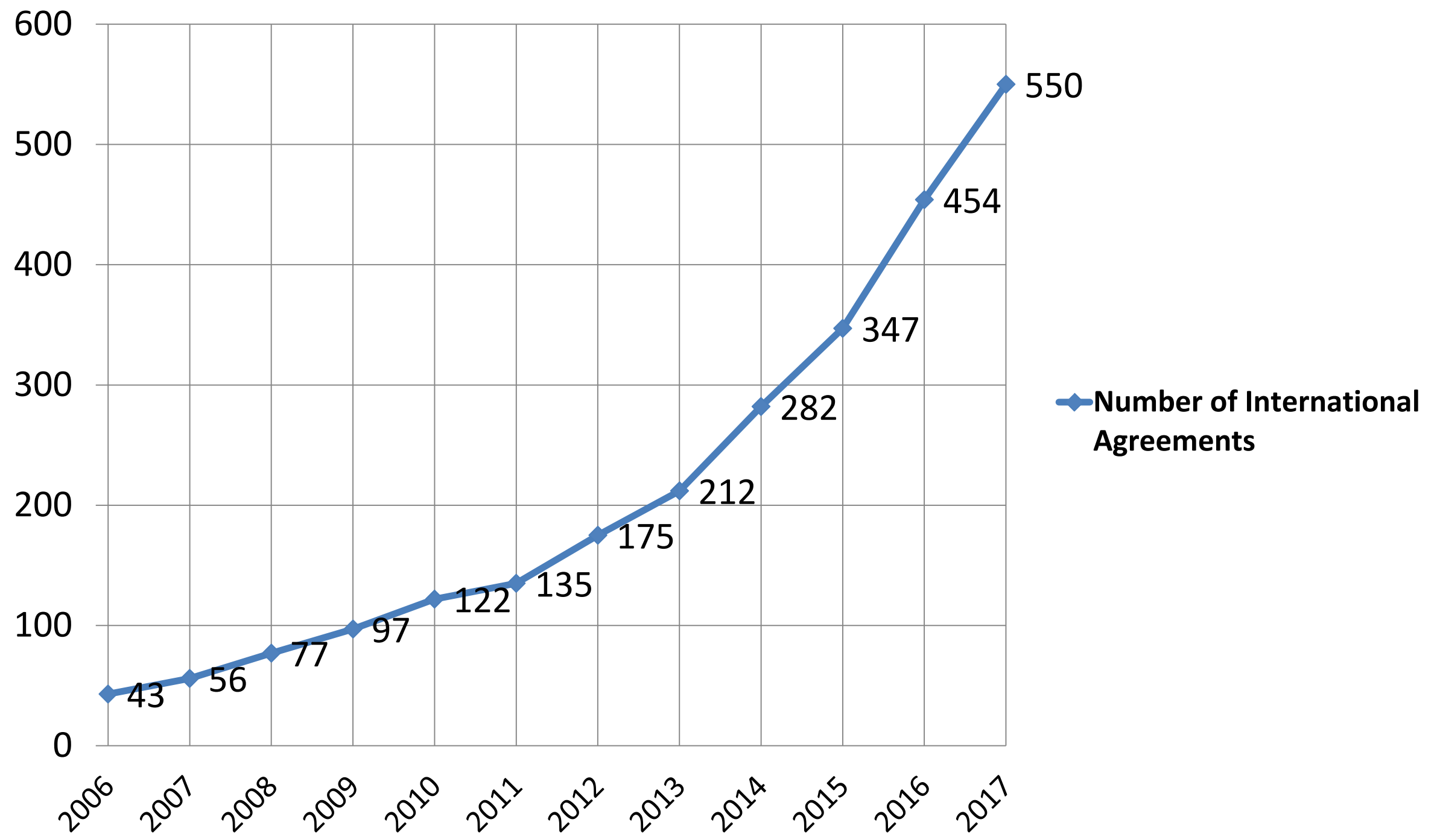
outgoing academic mobility - 668 HSE students.



HSE STRATEGIC PARTNERSHIPS: PAST AND PRESENT

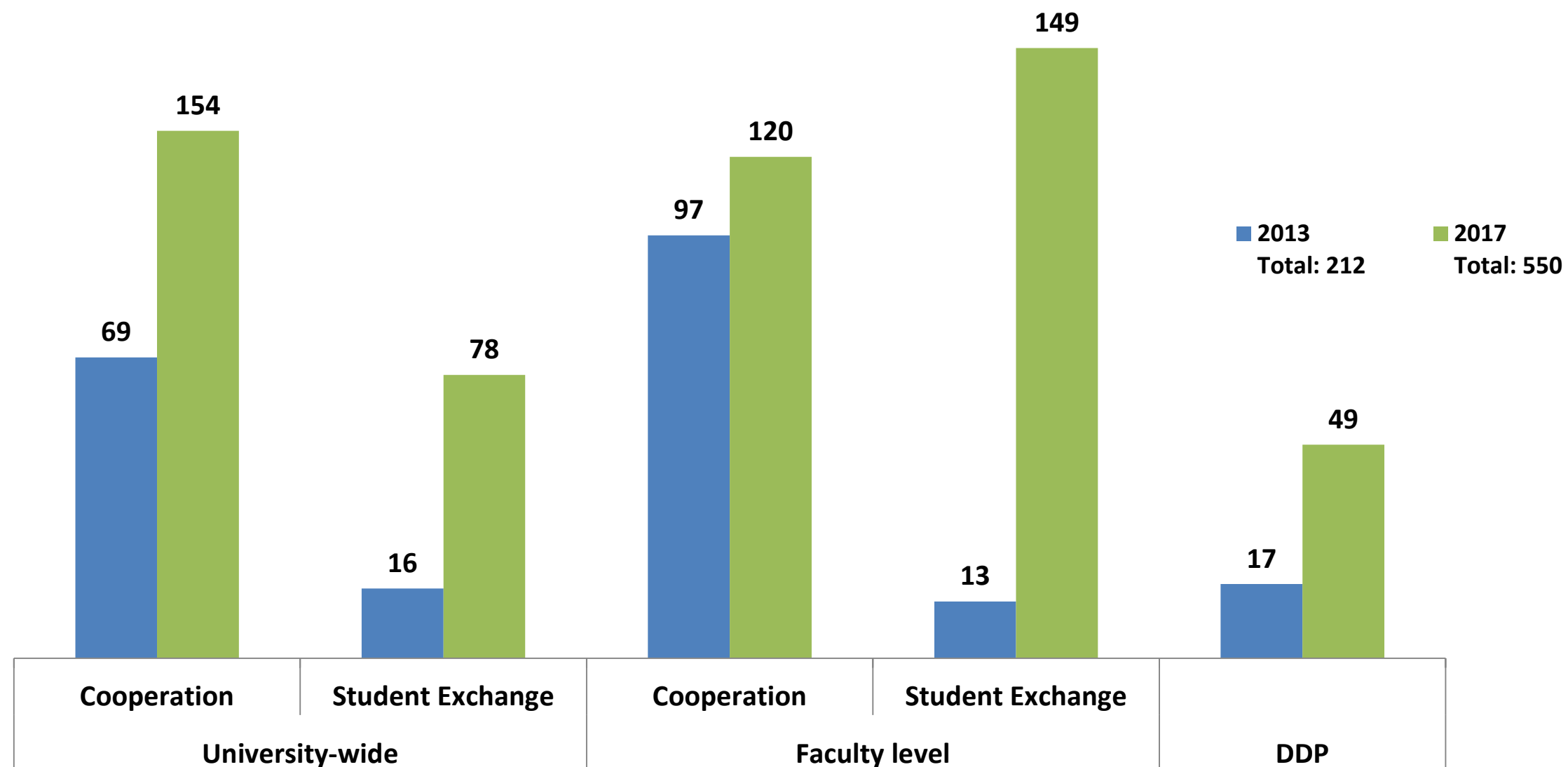
Since HSE establishment in 1992 -

- engagement in cooperation with internationally renowned universities world-wide (esp. in Europe) through bi- and multilateral projects, European Commission and other schemes, international associations and networks
- targeting strategic partnerships at development of HSE in line with advanced international academic, infrastructural and managerial experience (“coaching” model)
- implementing cooperation in a wide range of formats, incl.: student and faculty exchange, joint research, curriculum modernization, DDP, MOOCs, academic and administrative staff development, strategy advising, learning/sharing best practice, joint academic events, policy advice to national/bi-lateral/international bodies etc.
- involvement of representatives from partner institutions in international HSE boards

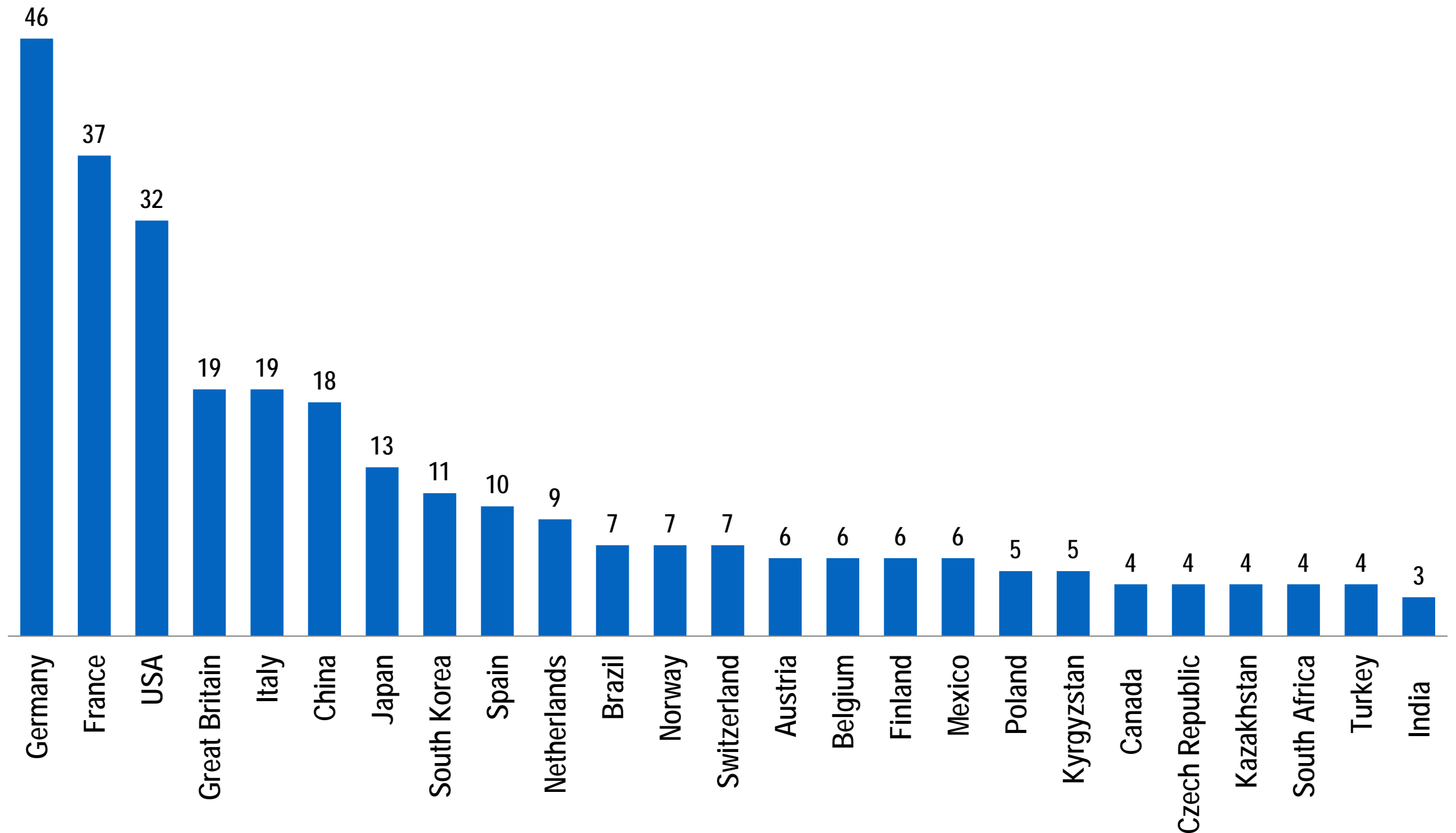




UNIVERSITY-WIDE AND FACULTY-/PROGRAMME - LEVEL AGREEMENTS, INCL. DDP, BY NUMBER - 2013 VS. 2017



TOP 25 HSE PARTNER COUNTRIES 2017





STEPS TOWARDS DEVELOPMENT OF HSE INTERNATIONALIZATION STRATEGY (INTERNATIONAL AGENDA)

- ✓ Preliminary discussions on the International Agenda within the International Commission of HSE Academic Council and at HSE Faculties ACs
- ✓ HSE International Partner week roundtables (June 2017; October 2018)
- ✓ HSE International Expert Committee meeting discussion (December 2017)
- ✓ UNICA IRO meeting (April 2018)
- ✓ ...

Key features of Strategic Partnerships (based on *EAIE Barometer: Internationalisation in Europe 2017*):

A strategic partnership is a formal alliance between two or more higher education institutions developed through an international process whereby the partners share resources and leverage complementary strengths to achieve defined (common) objectives. Strategic cooperation is tied to the strategic goals and objectives of an academic unit, college, or the university as a whole. It indicates a multi-dimensional engagement between the involved institutions and implies the joint understanding of a diverse range of activities with the aim of the parties' mutual benefit.

A range of definitions:

international strategic partnerships, prioritized partners, preferred international partnerships, synergetic partnerships, strategic partnerships systems, transformational partnerships, primary partnerships network...



MAIN ISSUES AND NEXT STEPS

- Further thorough analysis of strategic partnerships *pros* and *cons*
- Identification of strategic (prioritized) bi-lateral and network partners, incl. characteristic features, geography, format of relations with the partner university, stakeholders and national governments, related management approaches, financing and assessment mechanisms

RELATED TASKS

- Current international partnerships efficiency review
- Clear definition of University/Faculty-/Campus-level partnerships: criteria, responsibilities and compliance with HSE goals
- Geographical diversification of partnerships
- Creation of partnerships' digital platform



CHALLENGES FOR STRATEGIC PARTNERSHIPS

- Defining strategic partnerships types and numbers: exclusiveness versus diversity
- Negotiating strategic partnerships
- Gaining synergy for internal and external development



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