



"The object of a New Year is not that we should have a new year. It is that we should have a new soul and a new nose; new feet, a new backbone, new ears, and new eyes. Unless a particular man made New Year resolutions, he would make no resolutions. Unless a man starts afresh about things, he will certainly do nothing effective."

– G.K. Chesterton

Dear colleagues,

December is a very important month, as it's the time to analyse the most significant results and achievements of the outgoing year. With no doubt such an event for HSE was and is its solid win at an open contest among Russia's higher education institutions. In order to get included into the programme and obtain financial support from the government HSE had to present its development plan and compete with 36 other participants. And so was done and in June HSE was selected along with 15 other higher education institutions. The part of the game was also to prepare so called roadmap, the document that presents the specific strategic initiatives to be implemented by 2020 in order to get in the top 100 in the world university ranking. As this document will be determining the main guidelines of the further developments it will influence every person employed by HSE without an exception, that's why we decided to devote this issue of the Look to this topic. Apart from the article about the Global Competitiveness Programme, there is an interview with Dr. Martin Beisswenger, an Assistant Professor at the Faculty of History. He has kindly shared his views about and commented on the development programme and spoke of his fresh start at HSE. Successful development of the university is not only about academic success of its scholars and students, that's also about the culture events it inspires and initiates, and we are proud and happy to announce that the project Professorskiye Sredy (Professors' Clubs on Wednesdays) celebrates its 10th anniversary this December.

It's been a very intense and fruitful year for the university, no doubt that next one will outcome it! And as a New Year's greeting I would like to quote Alfred Lord Tennyson:

"Hope
Smiles from the threshold of the year to come,
Whispering 'it will be happier!'"

Happy New Year!
Best wishes,

Yulia Grinkevich
Director for International Academic Integration

Road to Top 100

In October 2013 HSE presented its roadmap of the Global Competitiveness Programme "5-100". The document outlines initiatives for university development to be implemented by 2020.

The goal of the open contest "5-100" announced in May 2013 was to select country's most promising higher education institutions and award them financial support from the government to promote Russia's higher education in the world rankings ("5" stands for five Russian universities to get in the top 100 in the world rankings). As recently as October 2013 at a meeting with the International Council for the project "5-100," Rector Yaroslav Kuzminov presented a roadmap of the HSE's Global Competitiveness Programme. The document determines the main gaps that separate HSE from reaching desired academic and scientific performance and outlines the initiatives for their erasure.

Major Challenges

The major challenges as determined by the HSE Development Committee are the following:

- Up until now HSE researchers mainly concentrated on issues concerning predominantly national interests. This has resulted in insufficient involvement in the global research agenda. Another outcome of this lack of internationalisation is a scarce number of publications in international journals. HSE needs to increase the number of international publications by more than five times to become comparable to prominent universities abroad in this regard.
- HSE's educational process suffers from a poor interaction between its research and teaching departments. The brand HSE as an educational institution is hardly recognised outside Russia and a limited number of our programmes are attractive to overseas students. Additionally, courses and programmes are not sufficiently flexible and we lack e-learning alternatives.
- HSE's infrastructure is far from perfect. Currently we are facing such problems as a shortage of study and research spaces, campus buildings are spread throughout the city. Additionally, the quality of living and working conditions and services needs serious improvement.

Strategic Initiatives

The following initiatives were developed as a guidance for HSE to address the challenges described earlier and ensure good results in reaching the top 100 in international rankings. All in all these concrete steps should be seen as the basis for the university's development between now and 2020.

International Competitiveness in Research and Expertise

The main focus of HSE as a research university is achieving international competitiveness in research and development, expert evaluation, and analysis in a number of fields such as social sciences, economics, humanities, computer science and mathematics. Here HSE wants to concentrate on positioning the university as an expert in transition economies and societies.

In fundamental studies, priority will be given to international components and to combining investment into new research frontiers with further expansion of the most productive mainstream research studies. Comparative studies and projects involving international research teams will be most favoured. Applied studies will open access to international markets and more work will be done in conjunction with international organisations (OECD, the World Bank and the European Commission). Therefore, strategic partnerships with Russian and international corporations will continue to grow.

All in all the university plans to provide serious support (funding and facilities) for research centres headed by international scholars, international laboratories, research consortia and networks, increase incentives for publishing in international scientific journals and establish contacts with international publishers. It is planned that the number of materials published in Scopus and Web of Science in 2020 will comprise 1.8 per faculty member.

Creating Globally Oriented Educational Products

The plans in this direction combine introducing and promoting globally competitive study programmes including those providing the most highly-sought skills, designing personalised educational trajectories, expanding joint programmes with leading international universities, and conducting regular evaluations of the results with international experts. It is also realised that structured PhD programmes integrated with MA programmes in all areas of study need to be introduced. One of the cornerstones of this initiative is of course increasing the number of courses offered in English. The target figure for 2020 is at least 20% disciplines taught in English out of all study disciplines with more than 2 credit points.

New Geographic Markets for Educational Products

HSE is in the top three amongst Russian universities in terms of the quality of newly enrolled students. The new priority is to attract talented students from abroad to the university's bachelor's, master's and doctoral programmes. As a bonus for students HSE will offer tuition waivers as well as academic scholarships to help cover tuition and living costs. The university also plans to participate in student loan schemes in target countries.

At least 12 % of students studying at HSE in 2020 will be those coming from abroad. Other tasks include establishing partnerships with global education advice centres and student recruiting agencies and participating in international education fairs.

Human Resources for a Research University

Success on the path to development is unthinkable without the commitment of faculty, whether they are HSE veterans or newly-hired specialists from the international market. The plan is to increase the body of academics that are embedded in global scientific networks and publish in top scientific journals. In addition to tenured faculty, postdoctoral fellows will be hired. The university also plans to increase qualification requirements for research and teaching staff and ultimately switch to the procedures of faculty recruitment conducted at the best universities internationally. The target model calls for at least 60% of faculty and staff to be globally integrated scholars, of which approximately 20% will be distinguished practitioners. At least 25% of all faculty and staff will be hired through international recruiting procedures.

Another urgent need is to internationalise HSE's administrative staff by employing English-speaking administrators who have experience working at international higher education institutions. According to our plan, at least 50% of administrative staff will have a good command of English.

Modernisation of the Governance System

The general idea of this strategic change is partial decentralisation of power. The benefits of the current centralised governance system will be retained for attracting resources and conducting structural reorganisation. As academic teams cultivate their own leadership, some of the powers and authority (such as human resource management, product management, partnership programmes, etc.) will be delegated to academic departments, with targeted funding tied to their development plans. It will also leave strategic management tools in the hands of the university's central leadership team, while at the same time improving administrative processes to address the new requirements.

Academic self-governance is another aim on the list: committees consisting of academics and researchers will take part in managerial decision-making. Moreover, it is planned to include students into the management mechanism. In parallel to these strategic moves it is realised that business processes and electronic services need to be upgraded.

One of the most challenging and crucial tasks here is creating an attractive university environment, which demands a lot of work and resources invested in improving the campus and social infrastructure. About 30% of central university budget will be allocated to departments for development purposes in 2020.

HSE's Social Mission

At a social science university, engagement with the wider world and outreach are indispensable for ensuring visibility and competitiveness. HSE's students and faculty are strongly engaged with economic and social transformation processes, which help to ensure the relevance of their research for developing and transitional economies and societies.

HSE's tasks within this initiative include among others organising platforms for public discussion of current issues, establishment of open resources as part of educational, cultural and social projects, and implementing projects to modernise the system of Russian education. In 2020 HSE plans to maintain at least 250 open online courses accessible at international internet platforms.

To put these strategic initiatives into action the university needs to mobilise 50 billion rubles (not including capital investments) with 15-20% of this money coming from a government grant. All in all up to 30% of university's annual budget will be spent on these initiatives. The challenges have been enunciated, the commitments are made and certain steps are already being made towards the implementation of the "5-100" project. Without a doubt this is a new and very important stage of development for everybody associated with HSE.

For more information see the Roadmap for Implementing the Global Competitiveness Programme at www.iai.hse.ru/pro

“Historians need to publish books, not only journal articles”

Interview with Dr. Martin Beisswenger, an Assistant Professor at the Faculty of History

Martin Beisswenger was born in Southwest Germany. He received his MA from Humboldt University of Berlin in 2001 and his PhD from the University of Notre Dame in Indiana (USA) in 2009. His areas of specialisation are modern European and Russian history with a particular focus on intellectual history and the history of the Russian emigration. He has published widely on Eurasianism and is currently revising his dissertation on Pyotr Savitsky into a book manuscript. Starting from September 2013 Dr. Beisswenger works as an Assistant Professor at the HSE Faculty of History. Besides his work he enjoys hiking, spending time with his family and watching the German detective series *Tatort*.

Why did you choose HSE as a place to work?

After I started studying Russian history and language in the early 1990s I visited Moscow at least once a year to practice my Russian. Russian culture and Moscow as a city have always fascinated me. So it was a pleasant surprise to learn about HSE's international recruitment programme. As a relatively young university, HSE is a very attractive place for me. Working here you can contribute to the development of this institution and have a real impact. Last but not least, HSE's Faculty of History is one of the best history departments in Russia. There are many prominent and well-respected historians working here and having them as my colleagues is a great thing.

What are your impressions from working here so far?

I joined HSE only a few months ago so my experience here is still rather limited. Nevertheless, I can say that my impressions so far have been very positive. There is a very welcoming, open-minded atmosphere here. This is a rare thing, and not only in Russia. You can feel the difference, for example, when you enter HSE and see more smiling people than elsewhere in the city.

As far as my research is concerned, I have been very impressed by the excellent online access (even from home) to electronic resources – books, but even more importantly, journals. This is definitely comparable to any American university, and it is better than it would be in many European countries. This allows me to work in Moscow yet at the same time be integrated into the Western and global academic environment.

I would like to ask you about the HSE's development programme. The plan is to bring at least five Russian Universities to the top 100 universities in the world rankings. What do think about this idea?

I think this is a very good and ambitious idea. I would say a very ambitious idea indeed. But you need ambitious ideas in order to change things. From what I've seen so far, I mean the roadmap and the directions – they all look great. It is another thing, however, how these plans will materialise. For me as a historian it would be an interesting question to talk about this plan in 2020 looking back at what has been realised and what has not. It is important in that respect to make sure that these great ideas do not remain empty words.

It should also be noticed that those universities that actually are in the top 100 are very different. Each and every university and country have their special path to excellence. What will bring an American university to the top, will not necessarily work for a British or a Russian university. There is no universal path. Therefore it is important to consider one's university's or one's country's traditions of higher education and look carefully at the strengths and weaknesses of this particular way of development.

Is there something in the HSE development programme that strikes you as a historian? Something you would like to comment on?

History departments are different from economy departments or management departments in terms of academic culture. The process of research and also publication of research is different. I think this should be somehow considered as HSE is developing. Of course, for a historian as for any other serious scholar it is essential to publish in peer-reviewed journals but historians also need to publish books, not only journal articles. Historical research takes a lot of time, maybe more time than research in other disciplines. As a historian you have to conduct extensive archival research, and this often involves travel abroad to study all relevant primary sources. Moreover, historians very rarely publish co-authored pieces, which automatically lowers the number of published research. That would be important to keep in mind, for example, in determining the requirements for tenure.

How do you feel at your department? Do you already feel as an integral part of the team?

I feel very comfortable at the department and with my colleagues. I am teaching three lecture courses in the BA programme, all of them in English. Besides that I am participating in the efforts to re-design the English version of the Faculty's internet presentation. This month I will also give a lecture in the Faculty's PhD programme.

Finally, I am advising on three student research papers and co-advising on one diploma. Thus, I am participating in as many events taking place at the department as any of my Russian colleagues would do. From this perspective I feel really integrated and it surely helps a lot that I speak Russian. Knowledge of Russian language facilitates interaction with my colleagues but also with my students. Although I teach in English only, it's good to know that if there is any serious communication problem we can always use Russian to clarify things.

What are your impressions from working with Russian students?

My students are really excellent. They are curious, talented and ambitious. That is how students should be. They show real enthusiasm and a profound interest in what they are studying. It often happens that even after class some students come up to me and ask additional questions. For a teacher that's a very good sign. Also, at the end of November they organised the Historian's Day, a wonderful party for students and teachers. This shows that the students have a strong sense of community and an interest in history that goes beyond the classroom.

You have been to Moscow in the 90s. Do you notice any changes occurring to the city and probably to the system of higher education here?

Yes. Moscow is developing very dynamically and in this respect HSE as an institution is reflecting the changes taking place in the city. Moscow is becoming more globalised, so is Russia, so is the world. All in all, in many aspects the city has become a much easier place to live and work.

However there are several things about life in Moscow that are difficult for me and my family. One of them is the natural environment. It is great to see Moscow developing, but there are too many cars and the air isn't as clean as it should be. There is also a serious lack of ecological consciousness: as a German who grew up with recycling it always breaks my heart to see all those bottles, newspapers and other recyclable materials simply been thrown away without any recycling at all. Another problem of course is dealing with bureaucracy, where sometimes even knowledge of Russian

doesn't help. This is where HSE is really making things much easier by assisting very professionally in dealing with this challenge. Postal service is also one of the problems I am trying to solve. As a historian I need books from abroad, but the Russian postal service is slow and sometimes books may even get lost.

Can you think of something in particular that can help your department become more internationalised?

There should definitely be more history courses offered in English. If we talk about Russian students, their language education and practice should be intensified. As far as my colleagues are concerned, I think they are on a very good way towards internationalisation. I have been pleasantly surprised by the number of prominent foreign scholars who during the last three months presented papers or gave lectures at the department as well as by the international contacts with different institutions that are already in place. I don't think that anything needs to be changed here at this point.

Anniversary of Professors' Club on Wednesdays

The project *Professorskiye Sredy* (Professors' Club on Wednesdays) celebrates its 10th anniversary this year. During the decade of its existence the club has experimented with various formats of cultural events. Ultimately, classical music concerts have become the hallmark of the initiative.

"I believe that getting acquainted with Russian culture and its contemporary musical scene can be initiated by becoming a regular visitor to our concert series. I have no doubt that you are going to enjoy it and have an unforgettable musical experience!" – says project coordinator Marina Lebed.

The concerts take place at the Professors' Club at 20 Myasnitskaya Ulitsa and at the HSE Community Centre at 5A Vorontsovo Pole which is currently being renovated. Despite the project's name, the events do not exclusively occur on Wednesdays. The concerts usually begin at 6 or 7 pm. They are free of charge for HSE students, faculty, and staff. You are welcome to invite someone from outside the HSE community for free, although non-HSE visitors need to register online. Do not forget to take your security pass to enter the HSE building where the concert is taking place.

Announcements and other information on concerts can be found at www.hse.ru/culture/proff/