

Moscow

15 January 2017

The main goal of RUDN University in the reporting period was to **implement system-wide transformation initiatives** that would lay the foundation for its accelerated growth as a research university. The **key results** of the Roadmap implementation in 2016 are as follows:

- **The new strategy for the University's positioning** in the global research and academic community led to a shift in the **RUDN University brand** identity (the University's Scientific Council has approved a new mission, slogan, values, and visual identity based on the redesigned logo) and the University's trajectory move from the international classic university to the research university model. The renewed brand image has been shaped around the University's characteristics as an **Academic, Global, Entrepreneurial, and Research institution**.

- RUDN has created **new research divisions**: 3 institutes, 8 research centers for the development of strategic assets in the field of mathematics and chemistry. The University works to **involve the majority of RUDN teaching staff more actively in research** by providing resources for self-initiated projects, supporting academic mobility for research events and publishing activity; research findings are popularized in the media. The University has substantially increased financial **aid to support research among PhD students** enrolled in programs in the priority fields: **Mathematics, Chemistry, Medicine, Comparative Studies in Social Sciences and Humanities**.

- **The implementation of a new system for research project management and advancement of research activity** (*in particular, a competitive process for selection of applicants, an external expertise of research projects by leading scientists, recruiting young researchers with experience at leading universities and research institutions, signing performance-based contracts with research staff, providing financial aid to authors who publish in Q1 and Q2 journals ranked by SJR*) helped to increase the publishing activity of RUDN's faculty members by 1.5 times already in 2016, with the number of publications in top-rated academic journals jumping 5-fold.

Though the 5-100 Program did not provide for funds to finance the University's research projects, RUDN allocated its own non-budgetary funds to boost research in the earmarked priority areas, with an approximate estimated total of RUB 200 million (whereas, in 2016, the whole government subsidy to RUDN under the 5-100 Program was only RUB 150 million).

RUDN has deployed new tools for the **international student community** (*a new system for medical and social adaptation of international students on the basis of the Diagnostic and Treatment Center launched in 2016; adaptation training programs for those admitted to the pre-university courses and enrolled in English-taught programs, etc.*) and tested new technologies to recruit talented students from abroad (*international academic Olympiads in specific disciplines, opening subject-specific classes abroad, preparation of students for entrance examinations in Russian language centers located abroad*). In 2016, students from 154 countries studied at the University, which is unique to the world.

MAIN 2016 RESULTS BY KEY TASKS OF THE RUDN ROADMAP



Developing educational activity

Updating programs, implementing new educational technologies within the Strategy “From Teaching to Learning”, diversifying academic programs, and rolling them out worldwide

- In order to increase the share and role of student independent studies, and creative graduates, the University has launched more than 1,200 new learning and guidance packages, incorporating distance learning tools. As a result, the **classroom workload of first- and second-year students was reduced** from 32 to 28 hours a week (in natural science) and from 27 to 22 hours a week (in humanities);

- The University's e-learning environment was upgraded through shift to a **new learning management system (LMS)** on the basis of the MOODLE software solution, conventionally used in many leading world universities and in line with international standards. RUDN has developed 75 e-courses and incorporated them in the education process. Teaching staff use this system to post video lectures and to arrange online consultations, as well as to engage with students for preparation of publications, competition papers. The total of 2,800 University's students became e-learning course users in just 6 months. Apart from online programs, the system hosts a specialized module – a student's portfolio, which accumulates information about his/her academic performance, achievements and research aspirations, as well as social activity.

- **RUDN has implemented 15 new lifelong learning (LLL) programs** (8 programs in Russian language training, 4 in humanities, 3 in medicine) in 22 countries, based on a comprehensive **marketing research of the global and regional markets for LLL education** that helped define target groups for the provision of RUDN LLL education services: *Commonwealth of Independent States (Kazakhstan, Belarus), Europe (Greece, Spain, Poland, Estonia), Asia (Mongolia, South Korea, China, Japan), and Latin America (Panama, Chile, Argentina), etc.* RUDN developed **26 LLL education programs using distance and e-learning technologies**, including 9 programs in MOOC format (posted at www.elearn.rudn.ru).

- In 2016, RUDN developed and opened 38 new double-degree bachelor's and master's programs (allowing for degrees from both RUDN and a foreign university), including joint programs with the London Metropolitan University, Edinburgh Napier University, University of Nice Sophia Antipolis and others. RUDN admitted students for 8 new joint programs within the *Commonwealth of Independent States (CIS)* and *Shanghai Cooperation Organization (SCO)* network universities, in which RUDN acts as the hub university. Over 80 students are enrolled in joint programs.

Improving research and academic staff training

- The University has implemented a new incentive system for its faculty members with a focus on improving the quality of PhD training. In 2016, the University launched annual **financial aid (on a competitive basis) to its best research supervisors**, whose PhD students become winners of research paper competitions and grant holders, have publications in journals indexed by Scopus/WoS, have patents, and defend their thesis ahead of the scheduled date.

- In 2016, the University initiated **modernization of its PhD programs**: 10 English-taught programs in priority areas were developed in the fields of Chemistry, Medicine, Biochemistry, Ecology, Engineering Sciences, Comparative Studies in Social Sciences and Humanities. A joint PhD program with the University of Toulouse (France) titled “Russia-Europe: Languages and Cultures”, was launched. RUDN developed in-house PhD programs as the third level HE under the Bologna Process.

- In October 2016, the **full-time** Advanced PhD program was opened to train talented researchers in RUDN in line with best international practices. RUDN organized a competition in its top-priority areas of research and selected 23 PhD students who will have an increased scientific workload and receive scholarship 10 times more as compared to ordinary PhD students.

Technologies of recruiting best Russian prospective students

- In 2016, RUDN opened **20 subject-specific classes** (in natural, technological and social sciences, economics and humanities) across partner secondary schools. The share of programs in humanities was reduced, while the share of natural sciences and engineering programs was increased: students enrolled to natural sciences and engineering programs represented 66.0% of the 2016 admission quotas.

- In 2016, RUDN organized **four schools for students enrolling in master's programs**: The Chemistry of Future – Today; Good Education is the Way to International Recognition; Lifelong Education; and Workforce for Agricultural Science.

- One of the main tools that RUDN used to promote its education services among prospective students was an extensive **advertising program in the Internet**, which helped attract more than 280,000 visitors (in 2015: 116,870 people) to the website pages for applicants to RUDN; 36.5% (8,029 people) of applicants for full-time programs submitted their applications online.

Recruiting talented prospective international students, including those for foreign language taught programs

- RUDN is among the most internationalized universities in the world. In 2016, nationals of 154 countries studied at the University.

- RUDN has started promoting its subject-specific Olympiads in priority regions of the world. In 2016, **27 Olympiads were held** in mathematics, physics, chemistry, biology, Russian language, social studies (in English, Arabic, Spanish, Chinese, Portuguese, and French languages) in China, Ecuador, Peru, Colombia, Vietnam and other countries in collaboration with foreign education authorities and education institutions, as well as with RUDN alumni association. The Olympiad winners were admitted to RUDN on the state tuition fee basis. RUDN has created a **promotional website** (www.olymp.rudn.ru) to increase its Olympiads visibility.

- In 2016, **three RUDN Russian language and pre-university centers were opened** under cooperation agreements at foreign universities in Ecuador, China and Jordan, as well as 10 subject-specific classes for advanced studies in selected disciplines (mathematics, physics, chemistry, biology) for students enrolling in RUDN. Over the year, seconded representatives of RUDN departments and institutes developed training guidelines for e-learning, according to the University's priorities and partner requests.

- In 2016, 107 social and cultural events were held, including those organized with the involvement of representatives of the embassies of countries where RUDN students come

from (exhibitions, multicultural festivals, contests, meetings with top-level delegations, etc.) aimed at **shaping a tolerant multinational student community** and preventing extremism. A distinctive feature of these events is that they are initiated, prepared and staged with the active involvement of RUDN students' national communities and associations representing over 100 countries across the world.

RUDN participates in the international employment market for graduates

- In 2016, RUDN (first among Russian universities) created a division for international graduate employment promotion. **International RUDN graduates start getting support with employment** in their home countries (*advice, liaising with potential employers on behalf of graduates, engaging with alumni*). RUDN signed cooperation agreements with organizations (from Mexico, China, Vietnam, South Africa, Morocco and other countries) that specialize in IT, production of petrochemicals, exploration and development of oil and gas fields and other deposits.

RUDN optimizes the structure of its academic and research divisions

- In 2016, RUDN's Engineering Department was reorganized into the Engineering Academy through liquidating all chairs and establishing integrated departments. The Institute of Innovative Engineering Technologies (IIET), comprising 15 research laboratories and centers, was set up. In 2016, RUDN allocated more than RUB 100 million to the acquisition of modern equipment for IIET for additive technologies.






Developing research activity

Supporting research teams and enhancing research capabilities

- The year 2016 saw the launch of **a new competition-based system for the provision of financial aid to research teams that are led by guest leading foreign and Russian researchers**, who have recognized achievements in their specific research areas. As a result, in 2016 the University outperformed the Roadmap targets with 116 extra publications in journals indexed by Scopus. As compared to 2015, the number of publications **in the top 10% of SJR journals increased by almost 2.5 times** (with 36% of articles published in Q1 journals in Chemistry, and another 30% in Medicine).

In the reporting year, RUDN used its own funds to implement 3 research projects:

Research project	Deliverable
 Basic and applied issues of gravitation, cosmology, field theory and astrodynamics	A new design technology for on-orbit satellite systems that helps achieve stable orbital configurations, reduce the requisite number of satellites and fuel consumption, and improve characteristics of the satellite coverage
 Convergence of physical and chemical methods in the development of new bioactive compounds	Strategy for the derivation and modification of alkaloids structurally related to natural compounds, which is of high potential for the synthesis of new pharmaceuticals
 Qualitative methods of differential and functional differential equations theory and their application to interdisciplinary research, high temperature plasma kinetics and mathematical medicine	Significant progress in researching the issue of high-temperature plasma confinement and controllability of changes in immune and infection processes

In 2017, RUDN plans to implement 11 projects in mathematics, chemistry and IT that won the open competition in December 2016. The new projects include research studies in the field of 5G mobile communication networks and the Internet of Things technology, as well as the creation of a new class of drugs for the treatment of neurodegenerative diseases, etc.

Technologies improving the quality of publications by faculty members

- The year 2016 saw the establishment of **RUDN's Scientific Journals and Publishing Activity Promotion Center**. The Center focuses on the following areas: enhancing publishing competencies among faculty members, improving the university's scientific journals to get them included in the Scopus database; creating tools to promote RUDN's scientific publications.

- **A system of incentives for publishing activity** of RUDN's faculty members and students in highly cited scientific journals. Financial support goes to the authors of articles in Q1 and Q2 journals, and from Q3 for students only.

- In October 2016, RUDN launched a new **scientific journals portal** (www.journals.rudn.ru). The portal runs online submission system and provides open access to 22 University's journals and 15-year archive of publications.

Strategy of research results commercialization

- As part of the **Technology Transfer Center establishment**, RUDN audited its research areas to identify those with the highest capacity for commercialization of research outcomes. The plans for 2017 include the conclusion of at least 15 licensing agreements,

establishment of small innovative enterprises, implementation of two R&D projects in partnership with high-tech companies in the area of mechanical engineering, additive technologies, and biotechnologies.

Fostering international research collaboration

RUDN hosted 40 international conferences attended by representatives of leading universities and research organizations, including the University of Manchester, University of Strasbourg, Heidelberg University, Semmelweis University, University of California, Berkeley, and others.

In the reporting period, the University delivered 468 mobility programs for faculty members with over 580 participants (approximately 30% of all faculty members). Over 70% of the programs account for secondments to attend international conferences as plenary and panel speakers with further publications in conference proceedings indexed by Scopus and WoS.



Recruiting and developing key personnel

RUDN recruits managers from leading foreign and Russian universities and research institutions

- In 2016, the University formed an International Marketing and Recruiting Office, whose function was to find and select foreign specialists, and to provide paperwork support for their invitations and employment. The Office has recruited 8 leading foreign and Russian researchers to supervise the following research centers and laboratories:

	<p>Andrey Malkov (h-34) Center for Molecular Design and Synthesis of Innovative Chemical Compounds for Medicine</p>		<p>V.I. Deigin (h-5) Laboratory for Innovative Drug Delivery Systems</p>
	<p>E.A. Kucheryaviy (h-18) Center for Modeling High-Tech Systems and Communications</p>		<p>V.V. Pokrovskiy (h-4) Laboratory for Research of Pathogenesis and a Clinic for Socially Important Infectious and Parasitic Diseases</p>
	<p>V.V. Kozlov (h-14) Center for Mathematical Models in Inter-Discipline Research</p>		<p>V.I. Osipov (h-4) Metabolomics Laboratory</p>
	<p>M.V. Donova (h-13) Center for Biotechnology and Bioinformatics Research in Medicine</p>		<p>M.E. Abishev (h-1) Center for Gravitation, Cosmology, Astrophysics and Space Systems</p>

RUDN is renewing its management team

- In order to bring young managers to the University's management team, RUDN introduced a management rotation mechanism relying on performance-based contracts. In 2016, it replaced 45 senior managers (31.9% of all managerial staff).

- In 2016, following a competitive recruitment procedure, 130 new managers were included in talent personnel pool. To raise the professional level of the succession pool, RUDN delivered two special-purpose continuing professional development (CPD) programs: "Applied Management for University Staff" and "English Language for International University Staff". RUDN also organized secondment of 17 members of the succession pool to English Language schools in the United Kingdom and Republic of Ireland.

RUDN recruits young faculty members from leading universities and research institutions

- Following a competitive selection for RUDN faculty members, the University **invited 77 postdocs with research experience at leading foreign and Russian universities and research institutions**. The above resulted in 80 articles being accepted and/or published in international journals indexed by Scopus/WoS.

RUDN is developing a performance-based personnel management system

- In 2014, RUDN faculty was transferred to performance-based employment contracts, with performance indicators reflected in the employees' individual plans. In 2016, RUDN increased the target indicators in contracts of the Vice-Rectors, Deans, Institute Directors and Department Heads and their respective divisions, including such indicators as the number of publications in leading scientific journals, R&D fundraising, participation in grant programs, PhD programs efficiency, etc.). A new incentive-based system considering the completion of quarterly and annual work plans has been adopted for RUDN management.

- In the reporting year, RUDN has introduced the practice of concluding performance-based contracts with invited leading and young Russian and foreign researchers. According to such contracts, 60% of their remuneration is paid on a monthly basis, and 40% upon achievement of their target indicators.



Creating new governing bodies for the University

- **Expert councils** were established to improve the University's strategic management system.

The International Expert Council (IEC) is an independent advisory body whose purpose is to assist with key and strategic management decisions. It consists of recognized experts in organizing higher education (the IEC held an in-person meeting on 28-29 September 2016).



Jan Sadlak (Chair of the IEC in 2016)
President of the IREG Observatory,
Director of UNESCO-European Centre for
Higher Education (1999-2009)



Piotr Dutkiewicz
Director of the Center for Governance
and Public Policy at Carleton University



Frédérique Vidal
President of the Nice Sophia Antipolis
University



Wolf-Ferdinand Wieland
Professor, Dr. med. Habil (urology),
Head of the Department of Urology,
University of Regensburg



Willi Jäger
Head of the Center for Scientific
Computing, the Institute of Applied
Mathematics at Heidelberg University



Hans de Wit
Director of the Center for International
Higher Education, Boston college



Filippo Graziani
Professor at the University of Roma
"La Sapienza"



RUDN has set up 5 International Scientific Advisory Councils (ISACs) to focus on the RUDN 5-100 Program priorities (Chemistry, Mathematics, Physics, Medicine, and Comparative Studies in Social Sciences and Humanities). ISACs are independent expert panels made up of representatives of external research institutions and universities. Their goal is to consider the opening of new research divisions and to evaluate research projects at RUDN. In 2016, the members of international scientific advisory councils were engaged in the expert review of applications submitted by RUDN teams for a contest of research projects.

- To ensure the efficient project management within the 5-100 Program, **the Directorate of RUDN University Competitiveness Enhancement Program** (Program

Directorate) was established. It comprised experts in project management, international operations, finance and planning.

- RUDN set up a special-purpose Program Steering Committee (which includes RUDN’s key Vice-Rectors, the Chief Accountant, leaders of the Planning and Finance Department and Program Directorate) to make the decisions concerning initiation, planning, funding and control of the 5-100 Program projects.

RUDN is implementing new management tools

- In 2016, the University initiated the development and implementation of a **change management system**, which included planning of internal communications and creating a network of change leaders, as well as regular assessment of various RUDN teams’ readiness and support for changes. The University conducted an opinion survey in November 2016. The integral index of staff support for changes was 73.3%. The University developed a **detailed communication plan**, identified priority changes, message topics, the channels and frequency of communication with key groups of stakeholders. It formed a pool of **change leaders** consisting of 14 groups, composed of the most active staff members.

- In order to improve financial transparency, RUDN initiated **migration to IFRS**. In 2017, RUDN financial statements for 2016 will be issued with an auditor’s opinion. The RUDN Supervisory Board chose AO PricewaterhouseCoopers Audit to be RUDN’s audit firm.

- In 2016, the University initiated the development and implementation of the **data analysis subsystem based on RUDN’s unified information system (UIS)**. Its main goal is to provide feedback on the University’s governance system using a well-balanced set of key performance indicators.



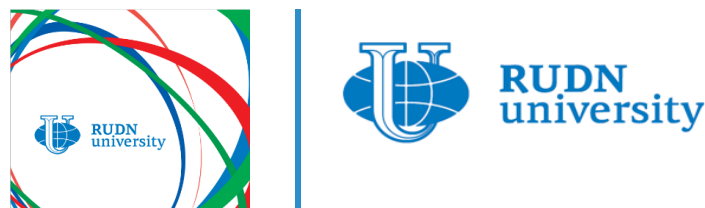
Raising awareness of the University’s brand

RUDN is upgrading its brand

- The University developed new elements of the RUDN brand identity and new approaches to positioning. The University’s revised mission statement refers not only to the process, but also to the result: “Uniting people of different cultures by knowledge RUDN University creates leaders to make the World better.” The imperative mood was intentionally

used in the University's slogan: *"Discover the World in one University!"* The new brand image comprises the following features: Academic, Global, Entrepreneurial, and Research.

RUDN designed a University brand book to reflect its visual communication strategy: the new logo demonstrates continuity, although it has been modified to be more readable, understandable and scalable. The logo's graphic environment is created by three primary colours: blue for international operations, red for leadership, and green for development. The main elements of the logo's environment are symbolic meridian lines, being part of the logo.



RUDN'S RESULTS IN ACHIEVING ACTION PLAN PERFORMANCE INDICATORS IN 2016

No.	Indicator	Measurement unit	Target	Actual
1	Position (accuracy up to 50) in the leading world rankings (in the general list and in key subject rankings)			
1.1	ARWU World University Rankings	Rank	-	-
1.2	ARWU: subject ranking	Rank	-	-
1.3	THE World University Rankings	Rank	-	801+
1.4	THE: subject ranking	Rank	-	-
1.5	QS World University Rankings	Rank	501-550	601-650 ¹
1.6	QS: subject rankings	Rank	-	-
1.6.1	QS Ranking: Chemistry	Rank	-	-
1.6.2	QS Ranking: Mathematics	Rank	-	-
1.6.3	QS Ranking: Medicine	Rank	-	-
2	Number of publications in the Web of Science and Scopus databases per one faculty member, excluding the article duplication			

¹ RUDN retained last year's positions (601-650) in a highly competitive environment, including the Russian universities that implement their competitiveness improvement programs since 2013. The target was not hit since the 2016/2017 ranking was based on publications from 2011-2015, before RUDN joined the 5-100 Project.

No.	Indicator	Measurement unit	Target	Actual
2.1.1	Number of publications in the Web of Science database per one faculty member	Number	0.47	0.63
2.1.2	Number of publications in the Web of Science database per one faculty member (within 3 calendar years)	Number	0.27	0.54
2.2.1	Number of publications in the Scopus database per one faculty member	Number	0.71	0.83
2.2.2	Number of publications in the Scopus database per one faculty member (within 3 calendar years)	Number	0.45	0.57
3	Average citation index per one faculty member calculated on the basis of the total number of publications indexed in the Web of Science and Scopus databases, excluding the article duplication			
3.1	Average citation index per one faculty member calculated on the basis of the total number of publications indexed in Web of Science	Number	0.98	0.87 ²
3.2	Average citation index per one faculty member calculated on the basis of the total number of publications indexed in Scopus	Number	1.34	1.17 ²
4	Share of foreign professors, lecturers and researchers in the total number of faculty members, including Russian nationals holding PhD degrees from foreign universities	%	0.2	1.14
5	Share of international students enrolled in the University's core education programs (including students from CIS countries)	%	34.6	25.3 ³
6	Average Unified State Exam (USE) score of full-time students enrolled in the University's bachelor's and specialist's degree programs with their tuition funded from the federal budget sources	Score	76.5	77.7
7	Share of revenues from non-budgetary sources in the University's revenue structure	%	68.6	71.6
8	Share of students enrolled in master's and PhD programs, who have a bachelor's, specialist's or master's degree awarded by other institutions, in the total number of master's and PhD students	%	30	45.5
9	Amount of funds raised for R&D per faculty member	RUB thousand	192.1	193.0

² As of 14 January 2017, the Scopus/WoS database lacked full information about citation of articles published in 2016. A large number of articles published in the Q1 and Q2 journals permits to expect that the target will be achieved as soon as full information covering the year 2016 is added to WoS/Scopus

³ The shortfall of this target is due to the organizational decision made by the Russian Ministry of Education and Science to merge the Maimonid Academy into RUDN. Furthermore, in 2015-2016, RUDN admitted a large number of Russian tuition fee-paying students. This allowed RUDN to retain its leading positions among Russian universities in terms of share of revenues from non-budgetary sources. It should be noted that in the International Students QS WUR, RUDN ranks 124th in the world and 1st in Russia.

No.	Indicator	Measurement unit	Target	Actual
Additional indicators				
1	Number of countries represented by RUDN students	Number	154	154
2	Number of current programs of cooperation with top 500 Universities	Number	47	52
3	Number of double-degree bachelor's and master's programs	Number	96	96
4	Number of students participating in academic exchange programs with foreign Universities (students per year)	Number	650	773

RUDN'S BEST PRACTICES SUGGESTED FOR DESSIMINATION THROUGHOUT THE HIGHER EDUCATIONAL SYSTEM

Experience in the adaptation and integration of international students and creation of a tolerant multinational environment

- RUDN has a support system for international students that is used through their entire tuition period with the University (adaptation mechanisms, accommodation principles, passport and visa support, comprehensive security and healthcare services).
- **The RUDN campus is organized as “a City within the City”**, providing students with a broad range of services, taking into account the structure of the international student body.
- International students receive support in their studies from **students-advisers**. If an international student faces problems with certain disciplines, a consultant from senior student body, normally from the same country, or a Russian student that speaks the international student's language is assigned to assist the student.
- The **tutor service** supports international students in their academic and social life, accommodation, individual training plans drafting, academic performance monitoring, and interaction with their fellow countrymen and the relevant embassies.
- RUDN students' regional **associations** and country-specific **communities** help first-year students.
- Intercultural dialogue through **events for promoting national cultures** (days and weeks of national culture, student festivals, international student and alumni conventions, “Talk About Your Country” evenings, etc.) with embassies taking part in the events.

- International sports competitions (Small World Championships) in popular sports between regional teams (Asia, Africa, Latin America, Middle East).

Experience in exporting RUDN's education services to international markets

- Inter-state networking mechanisms development for 103 leading Russian and foreign universities from 14 countries, as part of the education programs carried out by CIS and SCO networking universities.
- **RUDN conducts Open Olympiads** to recruit the most talented prospective international students. The Olympiads are conducted at the leading universities of students' home countries in the following disciplines: Mathematics, Physics, Chemistry, the Russian Language, Law, and Social Studies.
- **RUDN opens Russian language and pre-university centers as well as profiled RUDN classes** abroad as tools for recruiting talented students and assisting with their language skills and occupational guidance.

Experience in integrating the RUDN University brand into the global information environment

- RUDN conducted **three targeted campaigns in social media** to promote the new RUDN University brand in 2016. The campaigns covered Asia, Africa and Latin America. **As a result**, the new brand emerged in the information environment, the University's new mission statement and slogan were promoted, prospective students were involved in communication with the brand, and their interest in the University was encouraged. Over two months around **600,000 people** were covered by the campaigns.

- **Technologies utilized in the campaigns**

1. **A video** circulated among Facebook users in Asia, with the stories of four RUDN students from different countries who demonstrated with their personal examples the motivation to change their lives and the world for the better through studying at RUDN University. The main message of the campaign was **“Choose RUDN University! Start Learning! Make the World better!”**

2. **Original content in themed projects** “Fashionable Science at RUDN University” (Research results are described in articles written in a popular-science style. Through these examples, the students show opportunities for research and their achievements) and “Stories from RUDN University” (There is a real person and his/her story behind each publication).

Theme infographics, gif technologies and interactive tests help to inform the target audience about university life and to communicate with the brand.

3. **Acting on behalf of the target audience**, international students acted as brand ambassadors in social networks, publishing over 300 posts with hashtag #rudnuniversity in English, Spanish and Arabic, at various themed platforms, speaking about life, studies, being a student, friendship at RUDN, etc.

Experience in engaging with RUDN's international alumni

- Regarding all events held abroad, RUDN relies on a broad network of RUDN alumni and graduates from other Russian (and Soviet) universities. Toward this end, the University has created the “Alumni” database containing information about over 23,000 *active* graduates abroad. The program of any RUDN visit abroad includes a meeting with its alumni. On average, RUDN holds around 400 such meetings in various formats annually. By tradition, the University’s alumni are engaged in promoting its training programs and enrolling new students. In 2016, the University started involving the previous years’ alumni to find employment opportunities for current year graduates. Following the international conference held at RUDN in October 2016 titled “*The University and Employers: Effective Cooperation to Attract, Train and Employ International Students*”, initiated by RUDN Chinese graduate Lu Xin, it was decided to award **personal grants sponsored by alumni**. The initiative was supported by the University’s alumni from India, Indonesia, Ecuador, Chile, Kazakhstan, Jordan, Syria, and other countries.

Experience in improving the publishing activity of RUDN faculty members

The University is taking a number of measures to motivate its staff and encourage research:

- Financial support for young researchers on a competitive basis for scientific achievements and contributions to RUDN’s scientific reputation;
- Additional payments for publications in Q1 and Q2 journals (Scopus/WoS database); research results; supervising R&D work; publishing monographs covered in peer-reviewed journals; defence of a thesis; to research supervisors - for their PhD students’ theses defence ahead of the deadline;

- Targeted support granted on a competitive basis for international conferences held in RUDN with further publications in English; faculty members' participation in international conferences with publications in conference proceedings indexed by WoS/Scopus;
- Conducting workshops for target audiences on drafting articles for English-language journals;
- Implementing the Academic Writing for Publications course for PhD students.

KEY CHALLENGES OF CARRYING OUT THE ACTION PLAN, WHICH WERE IDENTIFIED IN THE REPORTING PERIOD

- Restrictions imposed by Russian immigration and labor laws: the time-consuming process of visa obtaining and recruitment procedure for foreigners that do not have Highly Qualified Specialist (HQS) status; lack of mechanisms for recruiting staff for research positions for a short term (the formalities take three or more months to complete), restrictions on working remotely; inability to formalize employment of international graduates in Russia immediately after graduation from the University without leaving Russia and re-submitting the necessary documents for a work visa.
- **Delays in systemic decisions** of relevant authorities regarding **the admission quotas for international students for the academic year 2016-2017**, in spite of Russia's international obligations within CIS and SCO networking universities.

Rector of RUDN University

Vladimir Mikhailovich Filippov