

Ministry of Education and Science of the Russian Federation  
FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION  
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA (PFUR)

**PROGRAM**

for increasing competitiveness of  
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
among leading world educational and research centres  
in 2016–2020

Rector

V.M. Filippov

Moscow 2015

## **EXECUTED BY:**

1. V.M. Filippov – Rector, D.Sc. (Physical and mathematical sciences), professor;
2. A.P. Efremov – First Vice-Rector, Vice-Rector for academic work, D.Sc. (Physical and mathematical sciences), professor;
3. E.L. Schesnyak – First Vice-Rector, Vice-Rector for economics and strategic development, D.Sc. (Economic sciences);
4. O.V. Andreeva – Vice-Rector for international activity, Ph.D. (Historical sciences);
5. A.D. Gladush – Vice-Rector for work with students, PhD. (Engineering sciences), associate professor;
6. A.V. Dolzhikova – Vice-Rector for continuing education, PhD. (Chemical sciences);
7. O.V. Ignatyev – Vice-Rector for informational and analytical work, D.Sc. (Engineering sciences), professor;
8. N.S. Kirabaev – Vice-Rector for research, D.Sc. (Philosophical sciences), professor;
9. E.V. Martynenko – Vice-Rector for PR, D.Sc. (Political sciences), professor;
10. S.V. Nazyuta – Vice-Rector for commercial activity;
11. V.F. Ponka – Vice-Rector for HR, D.Sc. (Laws), professor;
12. A.V. Zorin – Head of the Department of accountancy and financial control, PhD. (Physical and mathematical sciences), associate professor.

## **Consultants:**

Jan Sadlak – IREG Observatory on Academic Ranking and Excellence, President;  
Zoya Zaitseva – QS Intelligence Unit, Regional Director Central Europe & Central Asia;  
Dr Shadi Hijazi – QS Intelligence Unit, Senior Analyst;  
Hillol Nag – QS Intelligence Unit, Lead Analyst.

## CONTENTS

INTRODUCTION.....	5
Section 1. Strategic objectives and indicators. Future model of the university.....	6
1. Strategic goal.....	6
2. PFUR target model.....	7
2.1 PFUR Mission.....	7
2.2 Reference Group .....	10
2.3 Marketing strategy .....	12
2.3.1 On research market.....	12
2.3.2 On applicant market.....	13
2.3.3 On employers' market .....	14
2.4 Information infrastructure of the University. Information areas.....	15
2.5 Staff potential of the University, including senior management level, faculty and RTS (research and teaching staff) .....	16
2.6 Prospective characteristics of the material and technical base .....	17
2.7 Economic and financial model .....	19
3. Analysis of the main gaps .....	19
4. Change Management.....	24
Section 2. Program actions.....	<b>Ошибка! Закладка не определена.</b>
Overall demand for financing of the Competitiveness increasing program ...	<b>Ошибка! Закладка не определена.</b>
Appendix 1 .....	57

## **ABBREVIATIONS**

AMS – Administrative Management Staff

CE – Continuing Education

UIS – Unified Information System

IFRS – International Financial Reporting Standards

MELS – Multi-functional E-learning Systems

RTD – Research and Technological Development

R&D – Research and Development

RTS – Research and Teaching Staff

RSCI – Russian Science Citation Index

PFUR – Peoples' Friendship University of Russia

TTIS – Telecommunication Training Information System

ERILC (RL) Educational and Research Information Library Center (Research Library)

SC – Sport Center

ELS – Electronic Library System

ARWU – Academic Ranking of World Universities

HU – Heidelberg University

IU –University of Illinois at Urbana–Champaign

MOOC – Mass Open Online Courses

QS– Quacquarelli Symonds

SNU – Seoul National University

THE – Times Higher Education

UZH – University of Zurich

## INTRODUCTION

Peoples' Friendship University was founded in 1960 by the decision of the Government of the Soviet Union, and from the outset it has been an internationally-oriented university. It was in the first days that the preparatory department for teaching Russian to foreign students was established at the University; the unique teaching of Russian as a foreign language is still the University's hallmark. The success of more than 90,000 alumni, who work in almost all countries of the world, confirms the quality of the education acquired at the University. Those alumni include a number of presidents and prime ministers, dozens of ministers and hundreds of well-known politicians and successful businessmen, scientists and cultural figures. In 2010, The University was awarded the UNESCO Gold Medal for contributing to the training of personnel for the developing world. The University has extensive international relations both with individual foreign universities and with international organizations. Peoples' Friendship University is a member of the International Association of Universities, the Eurasian Association of Universities, the European University Association, the European Association for International Education. Peoples' Friendship University has been actively involved in the programs and projects of the UN, Council of Europe, UNESCO, OECD, it has more than 250 cooperation agreements with foreign universities and research centers. PFUR is the basic institution of the CIS Network University and coordinator of the SCO Network University, it is part of the Venice Consortium of universities and actively participates in the formation and development of the BRICS Network University.

Many Russian and foreign political and public figures, prominent scientists have become Doctors Honoris Causa of Peoples' Friendship University of Russia. Her Royal Highness Princess of Thailand; Presidents of Angola, Gabon, Namibia, Nigeria, Sri Lanka, South Africa, Guyana, the Republic of Ecuador; Prime Ministers of Bangladesh, Kazakhstan; UNESCO Director-General are among them.

PFUR is the leader among all Russian universities in the number of master's programs in English (above 30), joint master's programs (above 100) with leading universities of the world.

The mission of PFUR corresponds to the slogan "We train the world elite!" For its implementation, all the necessary conditions, including the developed infrastructure, have been created in Peoples' Friendship University. High-quality modern training, language skills, research skills, personal contacts and international professional communication provide demand for PFUR graduates in the labor market both in Russia and abroad.

## **Section 1. Strategic objectives and indicators. Future model of the university**

### **1. Strategic goal**

The strategic goal of Peoples' Friendship University of Russia (PFUR) is to achieve leading positions in the world and strengthen its leading position in Russia by providing scientific and educational services of the international level for the benefit of innovation social and economic development of Russia. The effectiveness of achieving the strategic goal is provided by a set of measures aimed at improving the competitiveness of Peoples' Friendship University among the world's leading research and education centers, including entering and strengthening of positions in the world's global rankings.

The implementation of the PFUR strategic goal and its further development of the export of educational services will contribute to:

the expansion of the directions of Russia's integration into the world educational and scientific space, the raise in the status of Russian diplomas and the development of mechanisms for entering the labor markets of other countries; international mobility, including professional, academic and student;

the stimulation of the demand for Russian education among foreign citizens, the formation of foreign advisory network, the support by the Association of foreign graduates of Soviet and Russian universities, the expansion of the network of

branches and representative offices of Russian universities, joint universities, the conclusion of international agreements on cooperation, the dissemination of learning with the use of distant technologies.

The implementation of the PFUR strategic goals will influence the growth of Russia's international prestige, increase the competitiveness of Russian education and science in the world.

A complete list and values of PFUR required and optional parameters is listed in Annex 1 to the Program.

In accordance with the development strategic goal, the University has selected 5 additional targets. The dynamics of key indicators' development is indicated with the possibility of promoting the University in world rankings since 2011 so that by 2020, Peoples' Friendship University will have joined a group of not less than 300 + (301-350).

## **2. PFUR target model**

### **2.1 PFUR Mission**

Peoples' Friendship University is an international classical university whose mission is "to bring together the knowledge of people of different nationalities, races and religions; to train priority demanded specialists in various spheres of human activity; to form individuals who are patriots of their country, and Russia's friends, who are familiar with the world culture, boosting the ideals of humanism, democracy and friendship among peoples; to educate youth, able to work successfully in any country of the world and to show their creativity amid the interrelation of civilizations and diversity of contemporary society."<sup>1</sup>

Having 55 years of experience in training qualified specialists for the Soviet Union, Russia and other countries, PFUR adheres to the classical model of a multi-university, combining scientific and research and educational activities in dozens of fields. PFUR has 7 functioning faculties, 14 institutes, 156 scientific and educational

---

<sup>1</sup> PFUR Mission was approved at the University-wide conference of research and teaching staff, faculty, staff and students of Peoples' Friendship University of Russia on January 31<sup>st</sup>, 2006

laboratories, 4 shared research centers. Currently 28,000 people from 152 countries of the world form the contingent studying at PFUR.

The main competitive advantage of the University is the existing system of export of educational services - the formed and developed mechanisms of accepting and training foreign citizens, from the enrollment of applicants to their graduation, including the regulatory framework, educational resources, support and assistance in the adaptation of nonresident and foreign students, organization of one of the best student campuses in Moscow and Russia, etc.

The development of the University's potential is provided by:

- The University's versatility, allowing PFUR to be among the leading Russian universities in the implementation of interdisciplinary educational programs and interdisciplinary research. Examples of successful interdisciplinary educational projects are the graduate programs "Engineering and physical technology for nanoindustry" in cooperation with the "Kurchatov Institute" Research Center and RUSNANO, Russian Studies, and others. PFUR also has successfully operating interdisciplinary research centers and institutes: Institute of Biochemical and Nano Technologies, Shared Research Center for Biotechnology and Pharmacy, Institute of Applied technical and economic studies and examinations, Institute of Biomedical Problems. The most significant interdisciplinary research projects of recent years include the following: "Development of theoretical approaches to the selection of the most effective ways of restructuring the missile and space industry of Russia in modern conditions", "Study of the structure and properties of nanoscale hydroconversion catalysts", "System typology of linguistic situations and language regulation" (in collaboration with CNRS and Maison des sciences de l'homme (Aquitaine)), "Mathematical methods in interdisciplinary research" (in collaboration with the University of Heidelberg, Free University of Berlin, University of Justus Liebig in Giessen with the support of German-Russian Interdisciplinary Science Center (G-RISC));

- system of strategic management of the university, using the engagement of government agencies, the business community and civil society structures in the collective forms of management. In 2014, the University moved to the status of a public autonomous institution, the PFUR Supervisory Council started its work.

- optimization of institutional structure, consisting of integrated institutes (agro-technological and medical), organized on the basis of cluster approach;

- implementation of educational programs on the basis of its own educational standards (in accordance with the Presidential Decree of March 12<sup>th</sup>, 2012), at all levels of higher education – in undergraduate, specialist, graduate and postgraduate programs;

- recognition and accreditation of PFUR basic educational programs both in Russia and abroad: 18 educational undergraduate and graduate programs have international accreditation;

- priority in teaching Russian as a foreign language with using unique author's techniques. Foreign cosmonauts and astronauts who had been flying as part of the Soviet and Russian crews since 1978, learned the Russian language from PFUR teachers on the method developed by the University; for about 50 years, the department of advanced training for teachers of Russian as a foreign language has been functioning at PFUR;

- a well-developed system of foreign language teaching, the opportunity of obtaining an interpreter's diploma in the following languages: English, Arabic, Spanish, Italian, German, French, Chinese, Hindi, Turkish, Japanese and Persian.

- effective practice (since 2002) of educating students on a credit-modular system. PFUR graduates can obtain a European-pattern Diploma Supplement in English;

- work on more than 200 agreements with foreign universities, the experience of development and implementation of joint graduate programs and programs in foreign languages;

- research and schools recognized both in Russia and on the international level;

- one of the largest systems of the third level of education in the country - more than 3 thousand students in graduate, doctoral, residency and internship programs; 33 dissertation councils in more than 70 specialties;

- a developed system of continuing education - about 2,000 continuing education programs generating more than 400 mln rubles per year;

- a stable financial and economic system. In 2010-2014, PFUR budget grew by 62%, from 3.7 billion in 2010 to 6 billion in 2014, while each year PFUR budget maintains a 60-65% share of extra-budgetary funds earned by the University;

- a formed and developing system of interaction with Russian and foreign graduates;

- reputation of PFUR as that of a scientific and educational center, training world's elite;

- potential for international competitiveness. Since 2013, Peoples' Friendship University has been in the TOP - 500 best universities in the world according to the results of the QS World University Rankings; since 2013, it has been in the TOP - 100 of the QS BRICS Regional ranking, since 2014, it has been taking positions 61-70 in the QS World University Rankings: Emerging Europe and Central Asia. The University takes positions 131-176 in the World ranking of ecological sustainability of universities Green Metric, in which it has been participating since 2011.

## **2.2 Reference Group**

As a reference group, PFUR chose 4 classical universities of the QS TOP-100 ranking, similar to PFUR in their internal structure, a variety of research areas and degree of internationalization: Seoul National University (SNU), University of Illinois at Urbana-Champaign (IU), Heidelberg University (HU), University of Zurich (UZH). Each of the universities from the reference group has competitive advantages that are of interest for PFUR in terms of the goals of this program.

Comparative characteristics of the reference group universities and PFUR are presented in the table below.

Table 1

<b>Nº</b>	<b>Indicator</b>	<b>SNU</b>	<b>IU</b>	<b>HU</b>	<b>UZH</b>	<b>PFUR</b>
1	Place in the QS ranking	31	63	49	57	471
2	Place in the ranking	50	29	70	103	-
3	Place in the ARWU ranking	101-150	28	49	56	-
4	Number of students	27,986	43,603	30,898	25,634	18,356
5	Share of international students	10,29%	14,00%	17,50%	19,20%	32,40%
6	Number of teachers	2,632	2,974	2,564	4,524	1,765
7	Teacher/student ratio	1:10,6	1:14,6	1:12,1	1:5,6	1:10,4
8	SCOPUS publication 2014 (in 3 years)*	19,884	13,534	11,485	9,871	684
9	SCOPUS citation 2014 (in 5 years)*	69,715**	116,155**	193,408	145,451	1,762

*\*The following publication types were considered: Article, Review, Letter, Note, Conference Paper*

*\*\* Only the citations of the first 20,000 publications published in 2010-2014 (restrictive option of the Scopus database) were considered.*

### ***Competitive advantages of the reference group universities***

SNU has a developed innovation infrastructure to successfully commercialize the results of intellectual activity. For example, in 2012, the university received 655 national and 103 foreign patents, sold 77 licenses totaling \$ 3.4 million. SNU is implementing a multi-vector program to support research, including grants for professors involved in the permanent employment, grants for foreign professors, grants for interdisciplinary research grants for young scientists. About 4,500 scientific projects annually receive financial support at SNU.

The competitive advantage of IU ensures that it includes National Center for Supercomputing Applications. It also pays special attention to the support and development of innovation. In the 10 buildings of the university's Research Park with a total area of over 40,000 square meters student-created startups are operating. In the USA IU is considered to be number one university in the development of barrier-free environment for people with disabilities.

HU has in two clusters of excellence in its structure created under the federal program "Initiative of Excellence". In addition, HU has a broad international network of research collaborations, supported by the university's academic mobility program (47 collaborations with the participation of 104 organizations in 34 countries).

UZH includes 20 competence centers in various fields of scientific research, many of which are joint competence centers with other Swiss universities. Besides, UZH is the base for 3 national competence centers and participates in another 8 national competence centers.

### **2.3 Marketing strategy**

As a leader in the internationalization of education in Russia, Peoples' Friendship University is focused on applicant, research and employer markets of "student providing countries." The main "student providing countries" for PFUR are those of Asia, Africa, the former Soviet republics, including CIS as well as Europe and America. The goal of the PFUR marketing strategy is creating new opportunities for training highly qualified personnel for the Russian Federation and foreign countries, taking into account the priorities, needs and demands of Russian and foreign partners, international and multinational companies and organizations.

#### **2.3.1 On research market**

The marketing strategy of the research market involves the use of the University's accumulated competitive advantages and the experience of partnerships with large corporate clients, the development of cooperation relationships with leading research centers in the field of advanced research and development.

The competitive advantage of PFUR is the experience of interdisciplinary research that will be developed through the creation of network clusters within the University, allowing for a full research cycle - from fundamental research to innovative development and technology transfer. The clusters will be created in collaboration with partners from industry, businesses and academic institutions in the following areas: information and communication technology, computer simulation and artificial intelligence (IT-cluster); pharmaceuticals and bio- and nanomedical technology (Biocluster); ecology and environmental management (Ecocluster), organization and management of space activities (Cosmocluster).

The main business partners of clusters are as follows: Group of companies MT-NDT, Moscow, Russia; Joint Institute for Nuclear Research, Dubna, Russia; Group of companies "Lanit", Moscow, Russia; "Concern Systemprom", Moscow, Russia; Tampere University of Technology (Finland); Keele University (UK); University of Basel (Switzerland); State Corporation "Rostech"; Farmastandart; Harro Höfliger (Germany); Pharmaceutical production Teva (Israel); KARK Pharmaceuticals (Slovenia); Khimfarm (Republic of Kazakhstan); Federal State Unitary Enterprise "RADON", JRSC (Joint Rocket and Space Corporation); JSC "Russian Space Systems"; FSUE "Organization" Agat ", FSUE TsNIIMash.

### **2.3.2 On applicant market**

The University's marketing strategy is based on the results of monitoring research by educational markets of more than 100 countries. The study identified the following regional areas of priority:

- In Asia - Afghanistan, Bangladesh, Vietnam, India, Indonesia, China, Korea, Mongolia, Nepal, Thailand, Sri Lanka, etc.;
- America - Argentina, Bolivia, Brazil, Venezuela, Haiti, Guatemala, Colombia, Mexico, Peru, El Salvador, Ecuador, Jamaica, etc.;
- In Africa - Angola, Botswana, Ghana, Guinea, Guinea-Bissau, DR Congo, Côte d'Ivoire, Madagascar, Mali, Mozambique, Namibia, Nigeria, Tanzania, etc.;

- in the Middle East - Algeria, Egypt, Israel, Jordan, Iraq, Yemen, Lebanon, Morocco, Syria, Sudan, etc.;

- in Europe - Germany, Greece, France, Italy, Spain, Albania, Bulgaria, Cyprus, Serbia, Turkey, Montenegro, etc.;

- in the former Soviet Union - Kazakhstan, Kyrgyzstan, Uzbekistan, Ukraine and others.

The target model focuses PFUR on the study of the consumer market in the context of specialties and areas of training in the country and regional contexts, the formation of specialized educational products for consumers of the University's services in countries sending students to PFUR.

PFUR Strategy in attracting Russian applicants is focused on more than 20 years of the University's experience in collaboration with the majority of the Russian Federation entities. The priorities of PFUR include expanding the geography of the students sending, increasing the share of foreign nationals in the above contingent of students, improving the quality of reception.

### **2.3.3 On employers' market**

On the employers' market PFUR is oriented on international and multinational companies and organizations, as well as on the national employers' markets of the traditional "student providing countries" and Russia. Among Russian and foreign employers a special place is taken by graduates of the University. To assist in matters of employment and adaptation of graduates on the labor market, the Department of practical training and employment of students was established in the University's structure. The Department works with the Association of PFUR alumni and friends.

In the academic year 2014/2015, Peoples' Friendship University moved to a new format of cooperation with the Roscosmos corporation and its subsidiary TsNIIMash. On the basis of these institutions, the Institute of Applied technical and economic studies and examinations, which trains students in graduate and post-graduate, as well as doctoral programs in a number of areas related to the specifics of space industry, was established in PFUR. The contract on PFUR cooperation with the

largest private company "Domodedovo Airport" is being actively implemented. In accordance with this contract, students can be taught by the standards of Peoples' Friendship University, agreed with the employer. In the academic year 2014/2015, students of 24 fields of study and profiles began studying on these standards.

The target model of PFUR development expects to attract big corporate partners, Russian, foreign and international employers to the University through targeted contracts for training and employment of its graduates, creating programs with the participation of the employer's representatives of the employer, practice-oriented programs implemented on the basis of PFUR partners and their target orders.

#### **2.4 Information infrastructure of the University. Information areas**

PFUR has a modern information infrastructure, including PFUR unified information system (UIS) providing the automation and computerization of all the activities of the University; PFUR educational portal, which provides support for the educational process; Site of the Educational and Research Information Library Center (Research library), providing access of the staff and students to five different ELS and electronic versions of books and magazines of leading foreign publishers; the official website of Peoples' Friendship University in 6 foreign languages, which is a single access point (portal) to more than 40 web-resources of the University on the Internet; corporate e-mail system that connects staff and students.

The operation of information systems is provided by a powerful server platform and the University's local network, which unites more than 3,600 computers that have high-speed Internet connection. All computers installed in the educational and administrative buildings, as well as in all the dormitories of the University have access to the local network and the Internet. Wireless LAN is available for mobile use in all buildings of the University.

The improvement of the information infrastructure of the University and its development is planned in the following areas: ensuring the integration of information systems of the University, the development of the PFUR UIS hardware and software platform; creation of multi-functional e-learning systems (MELS);

inclusion of massive open online courses (MOOC), developed by scientists of the University, in MELS and placing them on the open educational platform Iversity.org.; integration of MELS and ERILC (RL) resources into a single telecommunication training information system (TTIS), providing educational programs in foreign languages; reengineering of the University's website; development of the University's communication environment; expanding the range of services and features that are available online (including mobile devices).

The target model involves the creation of a comprehensive electronic information-educational environment of the University, consisting of electronic information resources and electronic educational resources, the collection of information technologies, telecommunication technologies, appropriate technological means.

## **2.5 Staff potential of the University, including senior management level, faculty and RTS (research and teaching staff)**

The total number of employees of Peoples' Friendship University (without external part-time staff and those working under civil law contracts) in 2015 is 4,022, of which 1,765 – are faculty members, 10 are research staff. The share of full-time faculty employees in the total number of faculty is 80.12%. The RTS include 324 D.Sc. and 977 Ph.D., including 12 full members and corresponding members of the Russian state academies of sciences, 59 honored workers of Russia. 67.65% University's RTS have a degree. The share of faculty under 65 years of age is 81.87%, under 40 years of age is 33.77%.

The student / teacher ratio is 10.39. The average salary of PFUR teachers in 2014 amounted to 86.61 thousand rubles, which is 145.9% relative to the average salary in the region's economy.

The number of publications of the organization, indexed in Web of Science, based on 100 of the RTS in 2014 amounted to 12,54; 14,2 for Scopus. At the same time PFUR is one of the leaders in Russia by the number of publications: the number of publications in the RSCI per 100 RTS amounts to 241.45 (217, 99 citations).

According to RSCI-2015, Peoples' Friendship University ranks 5<sup>th</sup> in the number of publications among all Russian organizations.

PFUR human resources development will be ensured by:

- transition of RTS and management personnel to the effective contract: formation of core competencies of the University's staff; consolidation of key performance indicators for all categories of PFUR staff;

- active participation of the University's employees in intercollegiate programs and international internships and academic mobility programs; advanced training in Russia and abroad;

- implementation of mechanisms of "personnel corridor", attracting the University's partners to PFUR, those with whom there are already stable contacts (joint publications, research, etc.);

- increasing the proportion of research staff;

- implementation of programs that enhance the non-financial motivation of staff: "Young Scientist", "Personnel Pool", "Cabinet doubles", programs "Research Professor", "Professor of international level" etc.;

Implementation of these measures will bring the qualifications of the PFUR personnel to the level accepted at leading universities.

## **2.6 Prospective characteristics of the material and technical base**

On the basis of operational management PFUR had secured 50 buildings with a total area of 409 thousand m<sup>2</sup>, including 18 teaching and administrative buildings and 13 dormitories. The total area of the dorm buildings is 127,569 m<sup>2</sup>, the number of dwellings is 8,843. The total area of teaching and laboratory space per student of the given contingent is 17.18 m<sup>2</sup>.

In 2015, the general printed fund of the University's research library is more than 1 990 000 copies, including more than 240 thousand electronic publications. The University is connected to 35 digital resources of various organizations, scientific societies and publishers.

PFUR campus has a sport center (SC), including a stadium with stands for 3,000 seats; a football and baseball stadium with stands for 300 seats; 2 mini football fields with artificial turf; 2 gyms; track and field court; 15 tennis courts; 4 halls for athletic gymnasts; a ski base; a fitness hall; a martial arts hall; a chess gym; an outdoor gym town.

PFUR has a functioning entertainment center "Interclub", where 35 art clubs and groups are functioning; the student television "TV-RUDN", equipped with a television studio having a modern instrument base, provides regular broadcasting around the clock on the PFUR campus. The relatively compact student campus area has numerous restaurants, cafeterias and cafes with national cuisine, as well as 24 shops, 5 beauty salons, a post office, 3 bank branches, 3 clothing repair ateliers, and other facilities. In a separate building on campus, Polyclinic # 25 and the PFUR Medical Center are located, both have modern equipment and an in-patient hospital. Mandatory annual medical examination of all students for the early diagnostic of diseases and preventive care is carried out on their basis. The campus has its own police station, the university security services and private security companies in each of the dormitories and academic buildings. There is round-the-clock electronic surveillance and electronic access to dormitories and academic buildings.

The target model involves concentration of the main departments and institutes on the PFUR campus, the development of infrastructure through the construction of buildings and structures, the renovation of buildings, the increase in the area of teaching and laboratory facilities and dormitories, the creation of innovation and laboratory clusters, the renewal of laboratory facilities with modern instruments and equipment.

By 2020, the area of Peoples' Friendship University training will have expanded by at least 15,000 square meters, the Vivarium building will have been reconstructed, investment projects on the construction of new buildings on PFUR campus – a residential complex and a multifunctional complex - Institute for Advanced Training – will have been implemented.

## **2.7 Economic and financial model**

PFUR has constructed an effective system to attract extra-budgetary resources, mainly by means of educational activities - of the PFUR 6-billion-ruble revenue in 2014, more than 60% is extra-budgetary funds. The share of profits from the educational activities of Peoples' Friendship University in 2014 reached 78%. The target model, ensuring the competitiveness of the University, provides a significant increase in the volume and diversification of the revenue structure of the annual PFUR budget, in the efficiency of budgetary expenditure. This model is based on the financial and economic independence, partly provided by the status of an autonomous institution; on the transparency of financial policies; on the operating flexibility. An important part of it will be the transition to international accounting standards and the introduction of IFRS.

In 2020, the revenues of the consolidated budget will grow by half in absolute terms, as compared to the level of 2014, reaching a value of more than 9.5 billion rubles, the share of extra-budgetary revenues will amount to at least 60%.

## **3. Analysis of the main gaps**

The major gaps between current and target values of the indicators and the current and desired characteristics of the university can be divided into two groups: "vector gaps" and "scalar gaps." The first group of gaps requires a change of the development direction in some area of the University's activities and must be overcome through the implementation of strategic initiatives; the second group of gaps does not require this, and can be eliminated by improving the current activities within the development directions already implemented by the University.

Vector gaps are the gaps between current and target indicators and the characteristics of the University's research activities - a more than triple gap between the current number of scientific publications in journals indexed by the WoS and SCOPUS databases, citations, and funding research; and their number in 2020. The reasons for these gaps are: 1) a minimum number of researchers at the University (for comparison: PFUR has 10 researchers, SNU has over 1,400 people with the status of

researchers); 2) modest public funding of scientific research inside the universities (in 2012 in SNU the state research funding amounted to over 485 billion won, or more than 24 billion rubles); 3) the existing structure of the faculty's professional activity in which teaching and methodical work covers the vast majority of working time. 4) the second group of the gaps between the current and the target indicators (the share of foreign students, the share of income from non-budgetary sources) is not of a fundamental nature.

Vector gaps are a major cause of the current position of Peoples' Friendship University in international academic rankings. It is to overcome these gaps that will be the primary aim of the strategic initiatives, whose implementation will not only change many of the qualitative characteristics of the University in the direction of their approach to the reference group universities, but also transform the University in general.

#### **Areas of initiatives:**

### **3.1. Forming a portfolio of programs and intellectual products of the University which provide international competitiveness**

There will be restructuring of the educational programs on the basis of PFUR educational standards to reduce the teaching load and increase the opportunities for research projects that will enable the implementation of mechanisms for the effective integration of science and education. A large-scale implementation of e-learning tools, including the use of the MOOC, will be carried out in all the educational programs of the University.

There will be a concentration of resources on the research fields prioritized by PFUR, that the University with international scientific reputation (Chemistry, Mathematics, Medicine), and on rapidly developing areas (IT- and nanotechnology, biomedicine and pharmacy, ecology and environmental management, organization and management of space activities). Priority areas for PFUR also include the Russian language. Given the specificity of Peoples' Friendship University, the emphasis is on the traditional areas of the University - Russian as a foreign language

and methods of teaching Russian culture in a multicultural environment. For the development of international scientific relations, PFUR will use the potential of existing and new educational programs recently established with foreign partner universities, which will be complemented by joint research programs. Another activity will be the development of cooperation with the Russian Academy of Sciences (Federal Agency for Scientific Organizations), industries, businesses and other organizations, including through the establishment of basic chairs, leading R & D on the scientific fields prioritized by the University, allowing to develop a system of technology transfer and commercialization of intellectual property results.

### **3.2. Recruitment and development of key staff of the University, growth of the research and teaching staff quality**

A regulatory framework for the organization and conduct of public tenders for management, research and teaching vacancies will be developed. In order to improve the organization and management of educational activities and research, training, workshops, master classes will be carried out for RTS and management personnel, programs of academic mobility of RTS and advanced training of RTS and management personnel will be implemented. It is planned to establish a PFUR-based Language Center - a unique structure on the analysis of translation and academic writing, taking into account professional communication features.

There will be optimization of the number and structure of the staff based on the indicators of the quality of work, the analysis of academic achievement. Measures to improve the system of financial incentives for the University's human resources development will be further implemented.

### **3.3. Attracting talented undergraduate and graduate students**

A system of student international online competitions, the network research program with Russian and foreign academic institutions, centers and universities will be developed and implemented; there will also be a system of support for postgraduate students of domestic and foreign universities, who have received a degree (postdoc).

To attract talented students, a system of social network utilization will be introduced. A PFUR-based platform will be created for placing and holding competitions of initiative and creative research projects among high school and university students.

#### **3.4. Mechanisms of ensuring the concentration of resources in breakthrough areas, abandonment of inefficient activities**

Inside the University's control system, the Coordination Council of the Program will be established, carrying out functions of operational control and adjustment of the carried out program activities; organization and providing of feedback and regular monitoring of basic processes, including quality control, and wasted resources, at the university management level. For the effective concentration of resources, the University Development Fund will be established, while PFUR inefficient branches will be closed.

#### **3.5. Creating university management (basic principles, management personnel and systems, organizational structure of the university) to ensure the achievement of the indicators and characteristics of the target model**

Based on the analysis of the experience of leading universities' management, modernization of university management, aimed at ensuring the effective interaction of the University's divisions, improving the management of research and R & D, the promotion of educational, research and management initiatives, will be carried out. Professionals from leading Russian and foreign universities will be attracted to the University's management on a competitive basis. For the sake of optimization, the necessary enlargement of research, educational and administrative structures will be carried out. There will be a transfer to the management model that combines performance management at the strategic level with the academic autonomy of the major centers of excellence.

#### **3.6. Managing PFUR international reputation**

In order to enhance the international reputation of Peoples' Friendship University of Russia, a system of branding the University among the main target groups - Russian and foreign applicants, the academic community and employers – will be developed and implemented. To these ends, effective models of public presentation of the PFUR activities and achievements in the Russian and international media space will be designed and implemented, an inherent communications infrastructure will be developed. The University will also continue designing a unified database of active contacts with graduates, employers and partners of Peoples' Friendship University. Through the PFUR Alumni and Friends Association, the program of branding PFUR among foreign employers, professional associations, educational and research organizations, and potential applicants will be carried out.

### **3.7. Development of the University's infrastructure and services**

To form the infrastructure of the academic environment on the international level, the University will continue the acquisition of modern equipment and the creation of world standard jobs in centers and laboratories. The modernization of the PFUR telecommunications infrastructure, further equipping of classrooms with interactive multimedia equipment is carried out; the implementation of measures to create high-performance computing systems is planned. In the framework of the CIS, a system of analytic dashboards and applications that improve the quality of university management will be put into operation. An investment project for the construction of a residential complex with superior and deluxe room to accommodate the invited foreign professors and talented RTS – will be carried out.

The infrastructure development will continue in the direction of barrier-free environment to provide comfortable living conditions for people with disabilities, which will enable each PFUR employee and student to participate in social, creative and sports life of the University, get a decent education, ensuring successful employment.

#### **4. Change Management**

For change management within the framework of the Program, it is planned to create a separate structural unit - "Program Management Center." The center will be directly subordinate to the Rector and will provide comprehensive monitoring of the Program implementation, as well as interact with the Ministry of Education and Science of the Russian Federation in the field of the realization of the Program actions and the achievement of target indicators. The unit's work will be based on the considerable experience of the implementation of the development program based on well-established procedures of planning and controlling the execution of tasks, gathering and processing the accounting information.

## Section 2. Program actions

<b>Forming a portfolio of programs and intellectual products of the University which provide international competitiveness</b>	<ul style="list-style-type: none"><li>• Action 4, Target 1,2</li><li>• Action 6, Target 1</li><li>• Action 7, Target 1</li><li>• Action 8, Target 1,2,3</li><li>• Action 10, Target 1,2,3</li></ul>
<b>Recruitment and development of key staff of the University, growth of the research and teaching staff quality</b>	<ul style="list-style-type: none"><li>• Action 1, Target 1,2,3</li><li>• Action 2, Target 1</li><li>• Action 3, Target 1,2</li><li>• Action 4, Target 1</li><li>• Action 5, Target 1</li><li>• Action 8, Target 1,2,3</li><li>• Action 11, Target 1</li></ul>
<b>Attracting talented undergraduate and graduate students</b>	<ul style="list-style-type: none"><li>• Action 5, Target 1,2</li><li>• Action 7, Target 1,2</li><li>• Action 12, Target 1,2</li></ul>
<b>Mechanisms of ensuring the concentration of resources in breakthrough areas, abandonment of inefficient activities</b>	<ul style="list-style-type: none"><li>• Action 13, Target 1</li></ul>
<b>Creating a university management (basic principles, management personnel and systems, organizational structure of the university) to ensure the achievement of the indicators and characteristics of the target model</b>	<ul style="list-style-type: none"><li>• Action 9, Target 1</li><li>• Action 14, Target 1</li></ul>
<b>Managing PFUR international reputation</b>	<ul style="list-style-type: none"><li>• Action 7, Target 1,2</li><li>• Action 15, Target 1</li></ul>
<b>Development of the University's infrastructure and services</b>	<ul style="list-style-type: none"><li>• Action 8, Target 1</li><li>• Action 16, Target 1,2</li></ul>

Action 1 "Implementation of measures for the formation of personnel reserve of the universities' management staff and recruitment of specialists with experience in leading Russian and foreign universities and research institutions for managerial positions."

1.	Target № 1	Recruitment of specialists with experience in leading Russian and foreign universities and research institutions for managerial positions			
	Target indicator	Number of specialists recruited for managerial positions			Unit of measurement: person.
	2016	2017	2018	2019	2020
	2	3	3	3	4
	Target achieving mechanisms	Placing the information about the competition on the major international markets on employment; involving international recruitment agencies.	Valuation (total and through subsidies)	123,3 mln rubles	123,3 mln rubles
	Year	Basic results:		Valuation:	Including through subsidies:
	2016	2 specialists recruited for managerial positions.		16,44 mln rubles	16,44 mln rubles
	2017	3 specialists recruited for managerial positions.		24,66 mln rubles	24,66 mln rubles
	2018-2020	10 specialists recruited for managerial positions.		82,2 mln rubles	82,2 mln rubles

2.	Target № 2	Formation of personnel reserve of the University's management staff			
	Target indicator	Share of specialists on the management's personnel reserve, who have undergone advanced training, internships, etc. in programs on Management in Education and Science		Unit of measurement: share, %	
	2016	2017	2018	2019	2020
	20	40	60	80	100
	Target achieving mechanisms	Development and implementation of a program for the formation and training of personnel reserve of the University's management.	Valuation (total and through subsidies)	4,968 mln rubles	4,968 mln rubles
	Year	Basic results:		Valuation:	Including through subsidies:
	2016	20% of employees from the personnel reserve upgraded their skills.		0,648 mln rubles	0,648 mln rubles
	2017	40% of employees from the personnel reserve upgraded their skills.		1,08 mln rubles	1,08 mln rubles
	2018-2020	100% of employees from the personnel reserve upgraded their skills.		3,24 mln rubles	3,24 mln rubles
	3.	Target 3	Teaching managers and personnel reserve a foreign language		
Target indicator		Share of English-speaking management personnel and personnel reserve		Unit of measurement: share, %	
2016		2017	2018	2019	2020

	10%	20%	50%	80%	100%
Target achieving mechanisms	Development and implementation of individual learning plans, acquisition of specialized software, implementation of training in the language environment.		Valuation (total and through subsidies)	28,752 mln rubles	28,752 mln rubles
Year	Basic results:			Valuation	Including through subsidies
2016	Training completed by 10% of management and personnel reserve.			3,024 mln rubles	3,024 mln rubles
2017	Training completed by 20% of management and personnel reserve.			3,66 mln rubles	3,66 mln rubles
2018-2020	Training completed by 100% of management and personnel reserve.			22,068 mln rubles	22,068 mln rubles

Action 2 "Implementation of measures to attract young researchers and teachers with experience in research and educational fields in leading Russian and foreign universities and research institutions."

1.	Target 1	Recruitment of young RTS with successful experience in leading Russian and foreign universities and research institutions for the postdoc positions, internships and teaching positions at PFUR			
	Target indicator	Number of young RTS recruited			Unit of measurement: person
	2016	2017	2018	2019	2020
	10	37	45	55	60
	Target	Opening postdoc jobs, implementation of internship		Valuation (total and	285,5 mln rubles
					285,5 mln rubles

achieving mechanisms	programs, posting the information about the competition on the major international sites for RTS employment.	through subsidies)		
Year	Basic results:		Valuation:	Including through subsidies:
2016	10 young RTS recruited.		10,0 mln rubles	10,0 mln rubles
2017	37 young RTS recruited.		50,5 mln rubles	50,5 mln rubles
2018-2020	160 young RTS recruited.		225,0 mln rubles	225,0 mln rubles

Action 3 "Implementation of international and domestic academic mobility programs for researchers and teachers in the form of internships, advanced training, retraining and other forms."

1.	Target 1	Development of international and domestic academic mobility of RTS			
	Target indicator	Number of RTS from Peoples' Friendship University, Russian and foreign universities and research organizations involved in the mobility		Unit of measurement: person	
	2016	2017	2018	2019	2020
	400	500	600	700	800
	Target achieving mechanisms	Preparation of mobility programs, identification of partners, preparation of documents, annual analysis of results.	Valuation (total and through subsidies)	208 mln rubles	198 mln rubles

	Year	Basic results:		Valuation:	Including through subsidies:
	2016	At least 400 RTS participated in mobility programs.		36 mln rubles	34 mln rubles
	2017	At least 500 RTS participated in mobility programs.		40 mln rubles	38 mln rubles
	2018-2020	At least 2,100 RTS participated in mobility programs.		132 mln rubles	126 mln rubles
2.	Target 2	Holding schools, internships and other events of national and international level on the PFUR basis			
	Target indicator	Number of implemented actions		Unit of measurement: unit	
	2016	2017	2018	2019	2020
	60	70	70	80	100
	Target achieving mechanisms	Development and implementation of the program of actions of national and international level, which support academic mobility.		Valuation (total and through subsidies)	33 mln rubles 28 mln rubles
	Year	Basic results:		Valuation	Including through subsidies
	2016	At least 60 actions taken.		5 mln rubles	4 mln rubles
	2017	At least 70 actions taken.		7 mln rubles	6 mln rubles

2018-2020	At least 250 actions taken.	21 mln rubles	18 mln rubles
-----------	-----------------------------	---------------	---------------

Action 4 "Implementation of measures to improve postgraduate and doctoral programs".

1.	Target 1	Improving the quality of training top research and academic staff			
	Target indicator	Share of those who defended their dissertations on time and within a year after finishing postgraduate school in the total number of leaving postgraduate students		Unit of measurement: share, %	
	2016	2017	2018	2019	2020
	50	53	55	57	60
	Target achieving mechanisms	Restructuring of educational programs. Development and implementation of support and stimulation of postgraduate students, research advisers and consultants.	Valuation (total and through subsidies)	17, 5 mln rubles	17,5 mln rubles
	Year	Basic results:		Valuation:	Including through subsidies:
	2016	Effectiveness of postgraduate program at least 50%.		1,5 mln rubles	1,5 mln rubles
	2017	Effectiveness of postgraduate program at least 50%.		4 mln rubles	4 mln rubles
	2018-2020	Effectiveness of postgraduate program at least 60% by 2020.		12 mln rubles	12 mln rubles
2.	Target 2	Implementation of training programs for the top research and academic personnel, including joint programs			

	and postgraduate training programs in English				
Target indicator	Number of training programs for the top research and academic personnel.			Unit of measurement: unit	
2016	2017	2018	2019	2020	
148	at least 148	at least 148	at least 148	at least 148	
Target achieving mechanisms	Preparation and implementation of joint programs of training research and academic personnel and programs in foreign languages.		Valuation (total and through subsidies)	21 mln rubles	21 mln rubles
Year	Basic results:			Valuation:	Including through subsidies:
2016	9 joint and 13 English language programs implemented.			1 mln rubles	1 mln rubles
2017	12 joint and 15 English language programs implemented.			5 mln rubles	5 mln rubles
2018-2020	20 joint and 22 English language programs implemented.			15 mln rubles	15 mln rubles

Action 5 "Implementation of measures to support students, postgraduate students, interns, young researchers and teachers."

1.	Target 1	Promotion and support of students, postgraduates, interns, young researchers and teachers who have achieved significant results in scientific, educational, social, socially significant and volunteer activity			
	Target indicator	Number of people who participated in competitions			Unit of measurement: person

	2016	2017	2018	2019	2020
	500	700	800	900	1000
Target achievement mechanisms	Holding competitions, including grants, conducting R&D.		Valuation (total and through subsidies)	117 mln rubles	112 mln rubles
Year	Basic results:			Valuation	Including through subsidies
2016	At least 500 students participated in competitions and at least 360 young researchers were involved in paid research.			21 mln rubles	20 mln rubles
2017	At least 700 students participated in competitions and at least 450 young researchers were involved in paid research.			23 mln rubles	22 mln rubles
2018-2020	At least 2,700 students participated in competitions and at least 2,400 young researchers were involved in paid research.			73 mln rubles	70 mln rubles
2.	Target 2	Development of tolerant cultural environment in PFUR			
	Target indicator	Number of actions aimed at developing and maintaining a tolerant social and cultural environment, including adaptation of foreign students		Unit of measurement: unit	
	2016	2017	2018	2019	2020

	300	325	350	375	400
Target achieving mechanisms	Implementation of measures to support the activities of student associations; carrying out activities aimed at the development of tolerant social atmosphere and diving into the cultural and linguistic environment of the receiving country; implementation of measures for the effective adaptation of foreign students, including psychological adaptation on campus.		Valuation (total and through subsidies)	40,2 mln rubles	15 mln rubles
Year	Basic results:			Valuation:	Including through subsidies:
2016	At least 300 actions taken. At least 300 foreign students received adaptation support.			6 mln rubles	3 mln rubles
2017	At least 325 actions taken. At least 500 foreign students received adaptation support.			8,55 mln rubles	3 mln rubles
2018-2020	At least 1,125 actions taken. At least 1,500 foreign students received adaptation support.			25,65 mln rubles	9 mln rubles

Action 6 "Introduction of new educational programs in collaboration with leading Russian and foreign universities and research organizations to higher education institutions."

1.	Target 1	Creation and implementation of international joint basic educational programs (double diploma programs) and programs with inclusive education modules			
	Target indicator	Number of double diploma programs with inclusive education modules		Unit of measurement: unit	
	2016	2017	2018	2019	2020
	122	132	140	153	174
	Target achieving mechanisms	Signing agreements, development of the educational and methodological framework, joint recruitment of learners, implementation of educational programs.	Valuation (total and through subsidies)	277,435 mln rubles	252,35 mln rubles
	Year	Basic results:		Valuation:	Including through subsidies:
	2016	At least 122 programs under implementation.		46,97 mln rubles	42,7 mln rubles
	2017	At least 132 programs under implementation.		50,83 mln rubles	46,2 mln rubles
	2018-2020	At least 174 programs under implementation by 2020.		179,635 mln rubles	163,45 mln rubles

Action 7 "Implementation of measures to attract foreign students of leading overseas universities to study in Russian universities, including through the implementation of partnership educational programs with foreign universities and University associations."

1.	Target 1	Attracting students of leading overseas universities to PFUR to enroll in joint educational programs and
----	----------	--

	programs implemented by the University, including those in foreign languages			
Target indicator 1	Number of students of leading foreign universities studying at Peoples' Friendship University on joint educational programs			Unit of measurement: person
2016	2017	2018	2019	2020
80	90	110	140	150
Target indicator 2	Number of basic educational programs implemented in a foreign language			Unit of measurement: unit
2016	2017	2018	2019	2020
20	23	26	29	32
Target achieving mechanisms	Conducting international Olympiads, competitions of research and creative work, cooperation with PFUR alumni and friends associations, advertising educational programs, including programs in foreign languages, international accreditation of educational programs, use of social networks.	Valuation (total and through subsidies)	199,65 mln rubles	184,5 mln rubles
Year	Basic results:		Valuation:	Including through subsidies:
2016	At least 80 students attracted.		26,65 mln rubles	23,5 mln rubles

	2017	At least 90 students attracted.		37,050 mln rubles	34,5 mln rubles
	2018-2020	At least 400 students attracted.		135,95 mln rubles	126,5 mln rubles
2.	Target 2	Creating an effective communications infrastructure in order to attract students of leading foreign universities to study at PFUR			
	Target indicator	Number of materials broadcasting PFUR advantages and achievements placed in the international information environment		Unit of measurement: unit	
	2016	2017	2018	2016	2017
	30	40	50	55	60
	Target achieving mechanisms	Complex of works on the modernization of the PFUR official web-site in foreign languages; establishment of PFUR official representations in foreign languages on the social media platform; online edition of the student newspaper in English jointly with foreign University partners; promotion of the "PFUR" (RUDN) brand.	Valuation (total and through subsidies)	20 mln rubles	10 mln rubles
	Year	Basic results:		Valuation:	Including through subsidies:
	2016	The concepts of video and presentation materials, special projects with the media developed; an English language magazine "The Entire PFUR"		5 mln rubles	3 mln rubles

		published; 30 media materials placed on the Internet.		
	2017	A special project with the media implemented; 40 media materials placed on the Internet, the modernization project of the official PFUR web-site in foreign languages developed.	5 mln rubles	3 mln rubles
	2018-2020	6 special projects in the media environment implemented; 165 media materials placed online; the official PFUR web-site in foreign languages redesigned.	10 mln rubles	4 mln rubles

Action 8 "Implementation in the frame of the plans of conducting scientific research in accordance with the long term program of fundamental scientific research in the Russian Federation in higher education institutions, as well as considering the priority of international areas of fundamental and applied research, of the following: research projects together with leading foreign and Russian scientists and (or) in cooperation with promising scientific organizations, including the possibility to create structural divisions in universities; research and design and experimental projects with Russian and international high-tech organizations, including the possibility to create structural divisions in universities. "

1.	Target 1	Increasing research capacity and scientific reputation of PFUR and ensuring international competitiveness of the University			
	Target indicator 1	Average citation rate per 1 RTS, calculated by the combination of articles recorded in the Web of Science database			Unit of measurement: share
	2016	2017	2018	2019	2020
	0,98	1,17	1,52	2,13	3,20

Target indicator 2	Average citation rate per 1 RTS, calculated by the combination of articles recorded in the Scopus database				
2016	2017	2018	2019	2020	
1,34	1,74	2,35	3,29	4,93	
Target achieving mechanisms	Modernization of the existing competitive centers and laboratories, network clusters and creation of new ones; promotion, and targeted support of research and teaching staff.	Valuation (total and through subsidies)	3178 mln rubles	3153 mln rubles	
Year	Basic results:		Valuation:	Including through subsidies:	
2016	Creation of at least one international laboratory/center, increasing the number of faculty's citations in the Web of Science and Scopus databases by 5-10%.		10 mln rubles	5 mln rubles	
2017	Creation of at least one international laboratory/center and one network cluster and modernization of the existing ones, increasing the number of faculty's citations by 20-30%.		640 mln rubles	635 mln rubles	
2018-2020	Creation of at least one international laboratory/center and three network clusters and modernization of the existing ones, increasing the		2528 mln rubles	2513 mln rubles	

		number of citations 50% by 2020.				
2	Target 2	Attracting leading foreign and Russian scientists for research				
	Target indicator	Share of foreign RTS in the total number of RTS, including Russian citizens with a PhD of foreign universities			Unit of measurement: share, %	
	2016	2017	2018	2019	2020	
	0,2	3,5	4,5	5,5	6	
	Target achieving mechanisms	Selection of popular and promising laboratories and research areas in order to attract leading scientists, project financing to PFUR. Creation of research consortia.		Valuation (total and through subsidies)	488 mln rubles	468 mln rubles
	Year	Basic results:			Valuation:	Including through subsidies:
	2016	Conducting at least four R&D under the guidance of leading Russian and foreign scientists.			44 mln rubles	40 mln rubles
	2017	Conducting at least four R&D under the guidance of leading Russian and foreign scientists.			132 mln rubles	128 mln rubles
	2018-2020	Conducting at least four R&D annually under the guidance of leading Russian and foreign scientists.			312 mln rubles	300 mln rubles

3.	Target 3	Increasing publication activity of PFUR RTS			
	Target indicator 1	Number of publications in the WoS database per one 1 RTS (in 3 full years)			Unit of measurement: share
	2016	2017	2018	2019	2020
	0,27	0,30	0,37	0,51	0,81
	Target indicator 2	Number of publications in the Scopus database per one RTS (in 3 full years)			
	2016	2017	2018	2019	2020
	0,45	0,52	0,67	0,84	1,03
	Target achieving mechanisms	Providing access to electronic resources, WoS and Scopus databases, holding stimulating competitions, creating a linguistic center of academic writing, development and support of scientific electronic journals.	Valuation (total and through subsidies)	227,99 mln rubles	102,99 mln rubles
	Year	Basic results:			Valuation: Including through subsidies:
	2016	A 5-10% increase in the number of publications in the WoS and Scopus databases.			40,2 mln rubles 15,2 mln rubles

2017	A 15% increase in the number of publications in the WoS and Scopus databases.	44,6 mln rubles	19,6 mln rubles
2018-2020	A 50% increase in the number of publications in the WoS and Scopus databases.	143,2 mln rubles	68,2 mln rubles

### Additional mandatory actions

Action 9 "Creating the conditions for effective implementation of the program of PFUR competitiveness improvement among leading academic centers."

Target 1	Complete the list of the Tender organizers' requirements, provided in the Tender documents.			
Target indicator	Degree of implementation			%
2016	2017	2018	2019	2020
100	100	100	100	100
Target achieving mechanisms	Preparation and approval of the required documents with the Ministry of Education and Science of the Russian Federation; preparation of necessary documents and internal regulations of the University; approval of the Academic and the supervisory board of the University.	Valuation (total and through subsidies)	18 mln rubles	0 mln rubles
Year	Basic results:		Valuation:	Including

			through subsidies:
2016	<p>Within 90 days from the date of announcement of the Tender results to pass the Action plan (“roadmap”) of the implementation of the program of actions, developed jointly with an independent consultant, to the Russian Ministry of Education for approval.</p> <p>Adoption of the "roadmap" at the PFUR Academic and Supervisory Board meeting. Within 60 days from the date of announcement of the Tender results to submit for approval to the Ministry the Action Plan and draft regulations and internal regulatory documents providing under the current legislation the achievement of the following results as of the announcement of the Tender results before mid-2016: The establishment of the procedure of appointing the Rector Founder, the procedure envisaging a prior competitive selection process as an open international competition in which a member of the competition committee is determined by the Ministry; Amendments to the Charter and / or to the PFUR internal regulatory documents and the existing employment contracts of the rector and vice-rectors, providing the achievement of the indicators of the approved PFUR development programs, as well as the procedure for assessing the effectiveness of activities of the</p>	3 mln rubles	0 mln rubles

	<p>institution's head and his/her deputies by the founder.</p> <p>Providing data to the QS and THE rankings.</p> <p>Establishment of the academic activity performance criteria by the end of 2015 and the introduction on their basis of fixed-term contracts with faculty, taking into account these criteria in contract extension and formation of the faculty's variable portion of salaries (100% of the faculty on effective contract).</p>		
2017	<p>Presentation of audited financial statements in accordance with IFRS.</p> <p>Providing data to the QS and THE rankings, entering the 400+ group of the QS ranking. 100% of AMS and faculty on effective contract.</p>	1,5 mln rubles	0 mln rubles
2018-2020	<p>Presentation of audited financial statements in accordance with IFRS.</p> <p>Providing data to the QS, and THE rankings, entering the 300+ group of the QS ranking by 2020. Transfer of all the employee categories to effective contract.</p>	13,5 mln rubles	0 mln rubles

## Other actions in accordance with strategic initiatives

### Action 10 "Development and promotion of export-oriented educational products."

Target 1	Actualization and implementation of PFUR educational programs				
Target indicator	Share of modernized teaching materials (by disciplines)			Unit of measurement: share, %	
2016	2017	2018	2019	2020	
70	90	100	100	100	
Target achieving mechanisms	Introduction of curricula with reduced teaching load. Content upgrading and modernization of teaching materials with the focus on students' independent work.	Valuation (total and through subsidies)	10 mln rubles	0 mln rubles	
Year	Basic results:		Valuation:	Including through subsidies:	
2016	Introduction of curricula with reduced teaching load.		2 mln rubles	0 mln rubles	
2017	Implementation of programs with reduced teaching load.		2 mln rubles	0 mln rubles	
2018-2020	Implementation of programs with reduced teaching load.		6 mln rubles	0 mln rubles	
Target 2	Development of e-learning and distance learning in the PFUR CE system				
Target indicator	Number of developed CE programs using remote technologies			Unit of measurement: unit	

	2016	2017	2018	2019	2020
	30	40	50	70	90
Target achieving mechanisms	Creating SE programs to be implemented in the remote format, promotion of CE programs among PFUR students and graduates.		Valuation (total and through subsidies)	10 mln rubles	0 mln rubles
Year	Basic results:			Valuation:	Including through subsidies:
2016	At least 1,000 students completed remote CE programs.			2 mln rubles	0 mln rubles
2017	At least 1,300 students completed remote CE programs.			2 mln rubles	0 mln rubles
2018-2020	At least 4,500 students completed remote CE programs..			6 mln rubles	0 mln rubles
Target 3	Development of the system of foreign students training on supplementary education programs				
Target indicator	Number of foreign students who completed CE programs in Russian and foreign language			Unit of measurement: person	
	2016	2017	2018	2019	2020
	2,000	2,500	3,000	3,500	4,000
Target achieving mechanisms	Implementation of a comprehensive program "Russian language in PFUR" and the program " CE in foreign		Valuation (total and through subsidies)	11 mln rubles	0 mln rubles

	languages."			
Year	Basic results:		Valuation:	Including through subsidies:
2016	At least 2,000 foreign students completed training.		3 mln rubles	0 mln rubles
2017	At least 2,500 foreign students completed training.		3 mln rubles	0 mln rubles
2018-2020	At least 10,500 foreign students completed training..		5 mln rubles	0 mln rubles

Action 11 "Ensuring sustainable professional development of PFUR staff."

1.	Target 1	Increasing the motivation of RTS and management personnel		
	Target indicator	Share of RTS and management personnel annually completing all the requirements under the effective contract		Unit of measurement: share, %
	2016	2017	2018	2019
	70	75	80	95
	Target achieving mechanisms	Implementation of programs of financial and non-financial incentives for staff.	Valuation (total and through subsidies)	2590 mln rubles
	Year	Basic results:		Including through subsidies:

2016	70% of RTS and management personnel abide by all the requirements under the effective contract.	360 mln rubles	0 mln rubles
2017	75% of RTS and management personnel abide by all the requirements under the effective contract.	550 mln rubles	0 mln rubles
2018-2020	99% of RTS and management personnel abide by all the requirements under the effective contract.	1680 mln rubles	0 mln rubles

Action 12 "Implementation of measures to bring undergraduate and graduate students to study in PFUR."

1.	Target 1	Name of target 1: bringing the best Russian applicants to PFUR			
	Target indicator	Mean gain for the state exam of the students accepted for full-time course of study financed by the federal budget on undergraduate and specialist training programs		Unit of measurement: point.	
	2016	2017	2018	2019	2020
	76,17	76,19	76,21	76,23	76,25
	Target achieving mechanisms	Development of the PFUR specialized classes system. Development of the system of bringing high school Olympiad winners of different levels to PFUR.	Valuation (total and through subsidies)	22,5 mln rubles	0 mln rubles
	Year	Basic results:		Valuation:	Including through subsidies:

	2016	At least 88 people accepted to PFUR have a high mean gain.		4,5 mln rubles	0 mln rubles
	2017	At least 92 people accepted to PFUR have a high mean gain.		4,5 mln rubles	0 mln rubles
	2018-2020	At least 95 people accepted to PFUR have a high mean gain.		13,5 mln rubles	0 mln rubles
2	Target 2	Bringing best postgraduate students to PFUR			
	Target indicator	Diploma grade point average of those accepted for postgraduate program financed through the federal budget		Unit of measurement: point.	
	2016	2017	2018	2019	2020
	4,5	4,55	4,6	4,63	4,65
	Target achieving mechanisms	Implementation of measures aimed at increasing competition to the PFUR postgraduate program.	Valuation (total and through subsidies)	25 mln rubles	0 mln rubles
	Year	Basic results:		Valuation:	Including through subsidies:
	2016	An at least 4,5 diploma grade point average of those accepted for postgraduate program through the federal budget.		5 mln rubles	0 mln rubles
	2017	An at least 4,55 diploma grade point average of those accepted for postgraduate program.		5 mln rubles	0 mln rubles
	2018-2020	An at least 4,65 diploma grade point average of those accepted for		15 mln rubles	0 mln rubles

	postgraduate program.		
--	-----------------------	--	--

Action 13 "Building mechanisms of concentration of resources and effectiveness control."

	Target 1	Concentration of resources on breakthrough fields, abandonment of inefficient fields				
1	Target indicator	Amount of funds of the University Development Fund			Unit of measurement: mln rubles	
	2016	2017	2018	2019	2020	
	300	350	400	450	500	
	Target achieving mechanisms	Development of the University strategic management system, effective functioning of the International Council, audit and optimization of the University's business processes, creation of the University Development Fund, closure of PFUR branches.	Valuation (total and through subsidies)	75 mln rubles	0 mln rubles	
	Year	Basic results:			Valuation:	Including through subsidies:
	2016	University Development Fund created.			15 mln rubles	0 mln rubles
	2017	Audit of processes completed. One PFUR branch closed			15 mln rubles	0 mln rubles
	2018-2020	Audit of processes completed. One PFUR branch closed			45 mln rubles	0 mln rubles

Action 14 "Optimization of PFUR management system."

1	<b>Target 1</b>	Optimization and streamlining of PFUR management system				
	Target indicator	Revenue from non-budget sources			Unit of measurement: mln rubles	
	2016	2017	2018	2019	2020	
	4500	4750	5000	5250	5500	
	Target achieving mechanisms	Development of a strategy for change management, management of University life results, audit and optimization of University processes; implementation of a service action model of supporting functional departments. Creating a project office. Development and implementation of a subsystem of data analysis on the basis of a Unified information system (UIS).	Valuation (total and through subsidies)	190 mln rubles	0 mln rubles	
	Year	Basic results:			Valuation	Including through subsidies
	2016	Creating a project office. Implementation of the basic PFUR UIS blocks.			38 mln rubles	0 mln rubles
	2017	Introduction of the data analysis subsystem for management decision making.			38 mln rubles	0 mln rubles
	2018-2020	Introduction of quality assessment system of the basic University processes.			114 mln rubles	0 mln rubles

Action 15 "Development of PFUR reputational capital."

1	Target 1	Raising awareness of PFUR in the international academic, professional and social environment			
	Target indicator	Place in the QS WUR ranking		Unit of measurement: unit	
	2016	2017	2018	2019	2020
	500+	450+	400+	350+	300+
	Target achieving mechanisms	Introduction of the University brand promotion among the key target audiences. Development of a unified database of active contacts with PFUR alumni, employers and partners.	Valuation (total and through subsidies)	70 mln rubles	0 mln rubles
	Year	Basic results:		Valuation:	Including through subsidies:
	2016	140 international agreements and work programs under implementation		14 mln rubles	0 mln rubles
	2017	145 international agreements and work programs under implementation		14 mln rubles	0 mln rubles
	2018-2020	160 international agreements and work programs under implementation		42 mln rubles	0 mln rubles

Action 16 "Creation of infrastructure of international level."

1	Target 1	PFUR infrastructure's maintenance in accordance with international standards		
	Target indicator	Area of reconstructed and renovated buildings		Unit of measurement: square meter

	2016	2017	2018	2019	2020
	3300	3900	4200	4300	4400
Target achieving mechanisms	Development of material and technical base, renovation of buildings and communications, reconstruction, expansion of academic areas, construction and commissioning of new buildings and structures, development of barrier-free environment.		Valuation (total and through subsidies)	1600 mln rubles	
Year	Basic results:			Valuation:	Including through subsidies:
2016	Creation of the center for chemical synthesis and biotechnology.			250 mln rubles	0 mln rubles
2017	Reconstruction of the educational and laboratory complex "Vivarium" on the basis of medical and agro-technological institutes, creation of a center of applied engineering programs.			300 mln rubles	0 mln rubles
2018-2020	Increasing the share of educational and laboratory space by 10%.			1050 mln rubles	0 mln rubles
2	Target 2	Improving the information infrastructure of educational activity			
	Target indicator	Share of basic educational programs available in the e-Learning mode		Unit of measurement: %.	
	2016	2017	2018	2019	2020

0	5	15	25	40
Target achieving mechanisms	Modernization of the server subsystem, integration of the educational environment with electronic library resources.	Valuation (total and through subsidies)	125 mln rubles	0 mln rubles
Year	Basic results:		Valuation:	Including through subsidies:
2016	Transition to a modern e-learning management system.		25 mln rubles	0 mln rubles
2017	Integration of the educational environment with ELS resources.		25 mln rubles	0 mln rubles
2018-2020	Full-featured operation of e-learning system.		75 mln rubles	0 mln rubles

## Overall demand for financing of the Competitiveness increasing program

Mln rubles

Action	Amount of funding		by year					
	<b>2016</b>		<b>2017</b>		<b>2018-2020</b>			
	Total	Including through subsidies	Total	Including through subsidies	Total	Including through subsidies	Total	Including through subsidies
Action 1	157,02	157,02	20,112	20,112	29,4	29,4	107,508	107,508
Action 2	285,50	285,50	10	10	50,5	50,5	225	225
Action 3	241,00	226,00	41,00	38,00	47,00	44,00	153,00	144,00
Action 4	38,50	38,50	2,5	2,5	9	9	27	27
Action 5	157,20	127,00	27,00	23,00	31,55	25,00	98,65	79,00
Action 6	277,44	252,35	46,97	42,7	50,83	46,2	179,635	163,45
Action 7	219,65	194,50	31,65	26,5	42,05	37,5	145,95	130,5
Action 8	3893,99	3723,99	94,19	60,19	816,6	782,6	2983,2	2881,2
Action 9	18,00	0,00	3,00	0,00	1,50	0,00	13,50	0,00
Action 10	31,00	0,00	7,00	0,00	7,00	0,00	17,00	0,00
Action 11	2590,00	0,00	360,00	0,00	550,00	0,00	1680,00	0,00
Action 12	47,50	0,00	9,50	0,00	9,50	0,00	28,50	0,00
Action 13	75,00	0,00	15,00	0,00	15,00	0,00	45,00	0,00
Action 14	190,00	0,00	38,00	0,00	38,00	0,00	114,00	0,00
Action 15	70,00	0,00	14,00	0,00	14,00	0,00	42,00	0,00
Action 16	1725,00	0,00	275,00	0,00	325,00	0,00	1125,00	0,00
<b>TOTAL</b>	<b>10016,80</b>	<b>5004,86</b>	<b>994,92</b>	<b>223,00</b>	<b>2036,93</b>	<b>1024,20</b>	<b>6984,94</b>	<b>3757,66</b>

Mln rubles

		2016		2017		2018-2020	
1.	Funding through subsidies and extrabudgetary sources related to the implementation of Competitiveness increasing program for the actions at the decision of the Government of the Russian Federation of March 16, 2013 211	Through subsidies	Through extrabudgetary sources	Through subsidies	Through extrabudgetary sources	Through subsidies	Through extrabudgetary sources
	Of them, in total:	223,002	50,420	1024,200	52,730	3757,658	162,285
	a) Implementation of measures for the formation of personnel reserve of the universities' management staff and recruitment of specialists with experience in leading Russian and foreign universities and research institutions for managerial positions.	20,112	0,000	29,400	0,000	107,508	0,000
	b) Implementation of measures to attract young researchers and teachers with experience in research and educational fields in leading Russian and foreign universities and research institutions.	10,000	0,000	50,500	0,000	225,000	0,000
	c) Implementation of international and domestic academic mobility programs for researchers and teachers in the form of internships, advanced training, retraining and other forms.	38,000	3,000	44,000	3,000	144,000	9,000
	d) Implementation of measures to improve postgraduate and doctoral programs.	2,500	0,000	9,000	0,000	27,000	0,000
	e) Implementation of measures to support students, postgraduate students, interns, young researchers and teachers.	23,000	4,000	25,000	6,550	79,000	19,650
	f) Introduction of new educational programs in collaboration with leading Russian and foreign universities and research organizations to higher education institutions.	42,700	4,270	46,200	4,630	163,450	16,185
	g) Implementation of measures to attract foreign students of leading overseas universities to study in Russian universities, including through the implementation of partnership educational programs with foreign universities and University associations.	26,500	5,150	37,500	4,550	130,500	15,450
	h) Implementation in the frame of the plans of conducting scientific research in accordance with the long term program of fundamental scientific research in the Russian Federation in higher education institutions, as well as considering the priority of international areas of fundamental and applied research, of the following: research projects together with leading foreign and Russian scientists and (or) in cooperation with promising scientific organizations, including the possibility to create structural divisions in universities; research and design and experimental projects with Russian and international high-tech organizations, including the possibility to create structural divisions in universities.	60,190	34,000	782,600	34,000	2881,200	102,000
2.	Funding through extrabudgetary sources, related to the implementation of the Competitiveness increasing program with the exception of the actions funding at the decision of the Government of the Russian Federation of March 16, 2013 211	721,500		960,000		3065,000	
3.	Funding through other sources related to the implementation of the Competitiveness increasing program with the exception of the funding through subsidies and extrabudgetary sources						

## Appendix 1 to the PFUR competitiveness increasing program

## List of target indicators, their values and methods of calculation of additional indicators

Basic indicators		Unit of measurement	Projected indicator's dynamics				
№	Indicator		2016	2017	2018	2019	2020
1.	Position (up to 50) in the leading world rankings (in the general list and in main subject lists)		place				
	QS ranking general list		500+	450+	400+	350+	300+
	QS ranking Chemistry		-	-	-	-	300+
	QS ranking Maths		-	-	-	-	300+
	QS ranking Medicine		-	-	-	-	300+
2.	Number of articles in Web of Science and Scopus except for duplication per 1 RTS						
2.1.1.	Number of publications in the Web of Science database per 1 RTS (in 5 full years)	number	0,47	0,49	0,55	0,69	1,02

2.1.2.	Number of publications in the Web of Science database per 1 RTS (in 3 full years)	number	0,27	0,30	0,37	0,51	0,81
2.2.1.	Number of publications in the Scopus database per 1 RTS (in 5 full years)	number	0,71	0,79	0,95	1,16	1,40
2.2.2.	Number of publications in the Scopus database per 1 RTS (in 3 full years)	number	0,45	0,52	0,67	0,84	1,03
3.	Average citation rate per 1 RTS calculated by the total of publications recorded in the Web of Science and Scopus databases, with the exception of duplication						
3.1.	Average citation rate per 1 RTS calculated by the total of publications recorded in the Web of Science database	number	0,98	1,17	1,52	2,13	3,20
3.2.	Average citation rate per 1 RTS recorded in the Scopus database	number	1,34	1,74	2,35	3,29	4,93
4.	Share of foreign professors, teachers and researchers in the number of RTS, including Russian citizens, holders of a PhD degree from foreign universities	%	0,2%	3,5%	4,5%	5,5%	6%
5.	Share of foreign students in the basic educational programs of the University	%	34,6	35,0	37,4	39,5	40,0

	(estimated taking into account the students from CIS countries)						
6.	Mean gain for the state exam of the University students accepted for full-time course of study through the federal budget on undergraduate and specialist training programs	point	76,17	76,19	76,21	76,23	76,25
7.	Share of income from non-budgetary sources in the University revenues structure	%	0,686	0,636	0,637	0,653	0,667
	Additional indicators*						
1.	Number of countries providing students	number	154	155	156	158	160
2.	Number of existing programs of cooperation with universities from TOP - 500	number	47	54	60	67	75
3.	Number of undergraduate and graduate programs, the successful development of which involves obtaining PFUR diplomas and those of a relevant foreign university.	number	96	99	102	103	105
4.	Number of students participating in academic exchange with foreign universities (ppl per year)	number	650	700	800	900	1,000

### **Methodology for Measuring Additional Indicator 1**

Number of countries, this indicator provides us with information on the citizenship of students of different forms of education at bachelor's, specialist's, master's, postgraduate studies, clinical residency, and internship residency programs. Number of countries whose residents study at PFUR at bachelor's, specialist's and master's programs is registered annually on October, 1 and presented in Statistics Monitoring Form (HPE-1, for Higher Professional Education) (See 2.7. Number of enrolled and graduated students according to their citizenship).

### **Methodology for Measuring Additional Indicator 2**

Number of current cooperation programs with TOP-500 ranking universities shows the number of current cooperation programs with universities ranking TOP-500 according to ARWU, THE, QS ranking agencies at least once during 3 previous years (before the reported year). Data resource – university rankings and cooperation programs list posted on ARWU, THE, QS websites.

### **Methodology for Measuring Additional Indicator 3**

Number of successfully completed bachelor's and master's programs giving students the right to obtain diplomas of PFUR and a corresponding university abroad. This indicator shows the number of currently functioning programs. Data resource – PFUR's web site <http://www.rudn.ru/?pagec=2>.

### **Methodology for Measuring Additional Indicator 4**

Number of students and postgraduates participating in academic exchange programs with foreign universities (how many students a year). This indicator registers students of bachelor's, specialist's, master's, postgraduate studies, clinical residency, and internship residency programs enrolled at PFUR and studying as exchange students at foreign universities during 1 week to 1 year period of time. Information on academic exchange is presented in Statistics Report Form “Monitoring-1” monitoring efficiency of higher education institutions (information is annually reported to the Ministry of Education and Science within April, 20).