

ACTION PLAN
TO IMPLEMENT THE PROGRAM
for Enhancing the Competitiveness («Road Map»)
OF THE PEOPLES' FRIENDSHIP UNIVERSITY OF
RUSSIA
FOR 2016-2020
(1st STAGE – 2016-2018)

Moscow 2016

Action plan to implement the program for enhancing the competitiveness («Road Map») of the Peoples' Friendship University of Russia for 2016-2020 (1st stage 2016-2018) was submitted at the Council meeting for enhancing the competitiveness of the leading Russian universities among the world's leading research educational centers on March, 18, 2016.

The plan has been improved taking into consideration the recommendations made by the Council on Competitiveness Enhancement of Leading Russian Universities among Global Research and Education Centers sent in a letter by Russian Ministry of Education and Science on April, 13, 2016 № АП-575/02.

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Abbreviations List

AAU – Aalborg University

AI –Additional Indicator

ANO – Autonomous Non-profit Organization

ARWU – Academic Ranking of World Universities

AS – Academic Staff

CE – Continuing Education

ERILC (RL) Education and Research Information Library Centre (Research Library)

FASO – Federal Agency for Scientific Organizations

FSUE – Federal State Unitary Enterprise

GPA – Grade Point Average

HU – Heidelberg University

IFRS – International Financial Reporting Standards

IU – University of Illinois at Urbana–Champaign

KPI –Key Performance Indicator

LLL –Lifelong learning

MELS – Multi-functional E-learning Systems

MEP – Major Educational Program

MESRF- Ministry of Education and Science of the Russian Federation

MMC – Mining and Metallurgical Company

MOOC – Mass Open Online Courses

PJSC – Public Joint Stock Company

QS– Quacquarelli Symonds

R&D – Research and Development

RAS – Russian Academy of Sciences

RUDN University – Peoples’ Friendship University of Russia

RW – Research Work

SC – State Corporation

SJR - SCImago Journal & Country Rank

SNU – Seoul National University

THE – Times Higher Education

TTIS –Telecommunication Training Information System

UIS – Unified Information System

USE-Unified (Russia-wide) State Exam

UZH – University of Zurich

PART 1. RUDN EFFECTIVENESS INDICATORS AND WAYS TO ACHIEVE THEM

1.1. RUDN Goal and Effectiveness Indicators

The strategic goal of Peoples' Friendship University of Russia (RUDN University) is to achieve leading positions worldwide and strengthen its forefront position in Russia in the field of providing excellent international research and educational services for the benefit of Russia's innovative social and economic development with the focus on international collaboration advance.

It is the internationalization strategy that has largely determined the RUDN University mission and goals for the future. The RUDN views internationalization enhancement in various areas not only as one of its tasks within the Russian higher education integration into the world education framework, but also a prerequisite for the University efficient development in a competitive environment.

Drawing on the University long-standing international experience, the RUDN considers its top priority the training of highly qualified specialists for the countries with developing economies. The University provides a wide range of opportunities for Soviet and Russian universities international graduates to engage in continuing professional development based on new scientific achievements and advanced technologies. The RUDN responds to the global, regional, national challenges by promoting the University fundamental research and its applications development, educational programs that are aimed at contributing to the human capital growth and the quality of life in different regions of the world.

The implementation of the RUDN strategic goal will make an impact on enhancing the RUDN University competitiveness among the world class research and education centers, gaining and strengthening its position in the world rankings.

Tools to achieve the goal:

- planning the University development in view of the world regions specifics, demands and perspectives;
- renewing educational programs and implementing new educational technologies within the paradigm shift «From Teaching to Learning»; holding

Olympiads and contests in student providing countries to recruit talented international students;

- developing student and faculty international mobility under bilateral and multilateral agreements with leading universities and research centers;
- encouraging and supporting faculty and students, showing high KPI in scientific, public and socially significant activities;
- conducting joint research activities with scientists from leading universities worldwide, including Africa, Asia and Latin America, in breakthrough and priority areas of science, engineering and technology with a view to integrate resources and human capital under international bilateral and multilateral agreements, within the framework of alliances and consortia networks;
- developing research in RUDN's top priority areas and enhancing its high reputation in international academic environment;
- modernizing and developing world-class research laboratories and centers in top priority research areas;
- strengthening the University collaborations with international business entities, academic and research institutions, through setting up joint research and education units, holding and participating in international activities and events;
- involving young scientists in research activities through a system of postdocs, within international recruiting and job contests;
- marketing and promoting the RUDN's brand in the world academic and business community;
- developing international mobility and designing mechanisms for successful integration into international labor markets;
- enhancing collaboration with RUDN foreign alumni associations;
- optimizing the University institutional and organizational management with a view to enhancing the efficiency of the University research, education, and operation management;

- developing human resources, training high proficiency researchers, improving the quality of chief executives and personnel pool;
- modernizing the existing campus, building new premises and enhancing the utmost comfort;
- improving the quality of University services for students and staff up to world-class standards.

A comprehensive list and weightings of the RUDN mandatory and optional indicators are shown in the following table:

Table 1. Effectiveness indicators adopted in the workshop protocols for the questions of organization and monitoring the enhancing of the competitiveness of the leading Russian universities among the world's leading research educational centers from November, 26, 2014 № АП-32/02пп and May, 30, 2016 № АП-25/02пп

№	Indicator type	Unit of measurement	Planned value indicators				
			2016	2017	2018	2019	2020
Main indicators							
1.	Position (accuracy to 50) in the leading world rankings (in the list and in the main subject lists)						
	QS World University Rankings	Position	501-550	451-500	401-450	351-400	301-350
	QS Ranking: Chemistry	Position	-	-	-	301-350	251-300
	QS Ranking: Mathematics	Position	-	-	-	301-350	100
	QS Ranking: Medicine	Position	-	-	-	-	301-350
2.	Number of publications in the Web of Science and Scopus bases per one faculty member, excluding the article duplication						
2.1.1.	Number of publications in the Web of Science database per one faculty member (within 5 calendar years)	Number	0,47	0,51	0,64	1,01	1,69
2.1.2.	Number of publications in the Web of Science		0,27	0,31	0,46	0,82	1,47

№	Indicator type	Unit of measurement	Planned value indicators				
			2016	2017	2018	2019	2020
	database per one faculty member (within 3 calendar years)	Number					
2.2.1.	Number of publications in the Scopus database per one faculty member (within 5 calendar years)	Number	0,71	0,81	1,10	1,68	2,56
2.2.2.	Number of publications in the Scopus database per one faculty member (within 3 calendar years)	Number	0,45	0,54	0,83	1,37	2,17
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	1,17	1,52	2,13	3,2
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	1,74	2,35	3,29	4,93
4.	Proportion of international faculty, including Russian citizens with PhD degree from foreign Universities, against the faculty total number	%	0,2	3,5	4,5	5,5	6
5.	Proportion of international students enrolled on the University major educational programs, including CIS students	%	34,6	35,0	37,4	39,5	40,0
6.	USE GPA of University students enrolled on full-time bachelor and	Grade	76,5	77,0	77,5	78,0	79,0

№	Indicator type	Unit of measurement	Planned value indicators				
			2016	2017	2018	2019	2020
	Specialist programs on the state tuition fee basis						
7.	Share of revenue from non-budgetary sources in the University revenue structure	%	68,6	65,0	65,0	65,3	66,7
8.	Proportion of students on the programs of graduate, postgraduate courses, with a bachelor, specialist or master degree of other institutions in the total number of students on master, postgraduate course	%	30	30	30	30	30
9.	Amount of RW/ R & D development work funding per one research and teaching staff member	thous. Rubles	192,1	210,0	266,51	323,02	379,53
Additional indicators							
1.	Number of countries represented by RUDN students	Number	154	155	156	158	160
2.	Number of current programs of cooperation with top 500 Universities	Number	47	54	60	67	75
3.	Number of bachelor's and master's double diploma programs	Number	96	99	102	103	105
4.	Number of undergraduate, graduate and postgraduate students participating in academic exchange programs with foreign Universities (students per year)	Number	650	700	800	900	1000

The key indicators dynamics is shown in view of the University prospective promotion since 2011 in the world rankings so that the RUDN would be included in the 300+ (301-350) band in the QS World University Rankings by 2020. RUDN University has launched a campaign to be included to the 100 Universities for Mathematics in the QS World University Ranking by Subject.

The RUDN priority positioning in QS ranking is determined by several benchmarks:

- The structure of the QS World University Rankings indicators responds to the RUDN target model to a greater extent. In THE ranking, the universities with a straightforward innovative potential surpass humanities-focused classical universities in academic rankings.
- Publication activity cut-off rate (at least 200 articles over the last five years) will not allow the RUDN to participate in THE ranking in the coming years.
- The recent change in THE ranking methodology in 2015 does not make it possible to accurately forecast the output of RUDN involvement in the above ranking. However, the University will continue its participation in THE ranking.

Four additional indicators to map the RUDN progress in achieving the task of winning competitive advantages in the university key areas development have been selected, in accordance with the University strategic goal:

1. Internationalizing research and educational environment and ensuring students' competitiveness on the international labor market:

Additional indicator 1 «The number of countries represented by RUDN students» characterizes the performance efficiency of the University's global activities on the educational market of all major regions with a strong focus on Latin American, African and Asian prospective countries. The above indicator identifies the University's opportunity for further international scientific and educational cooperation. With a view to expanding educational services export geography, keeping up the image of RUDN as multinational university, the RUDN University will intensify its activities in the following countries:

– Latin America: Argentina, Bolivia, Brazil, Venezuela, Haiti, Guatemala, Columbia, Mexico, Peru, Salvador, Ecuador, Jamaica, Belize, Honduras, Paraguay, Suriname, etc.;

– Africa: Angola, Botswana, Djibouti, Ghana, Guinea, Guinea-Bissau, Democratic Republic of Congo, Kenia, Cote d'Ivoire, Madagascar, Mali,

Mozambique, Namibia, Nigeria, Tanzania, Uganda, Ethiopia, the Republic of South Africa, Gabon, Gambia, Lesotho, Liberia, Niger, Seychelles, etc.;

– Asia: Afghanistan, Bangladesh, Vietnam, India, Indonesia, Cambodia, China, Republic of Korea, Malaysia, Mongolia, Nepal, Thailand, Sri-Lanka, Brunei, Laos, Maldives, Singapore, etc

• **Additional indicator 2** «The number of the current programs of cooperation with TOP-500 universities» describes the present conditions to implement joint projects with foreign partner universities in priority areas of the world science and joint educational initiatives.

• **Additional indicator 3** «The number of bachelor's and master's double diploma programs that provide a degree from both RUDN and a relevant foreign higher educational institution», determines the University opportunities to improve the competitiveness of RUDN educational programs and graduates' diplomas.

• **Additional indicator 4** «The number of undergraduate, graduate and PhD students participating in academic exchange with foreign universities» is introduced to assess the University's performance regarding the integration into the international educational environment.

Table 2. Decomposition of the factors which influence the target indicators dynamics

Indicator	Factors of Influence
Position (accuracy to 50) in leading world rankings (in the general list and in the main subject lists)	<ul style="list-style-type: none"> • Academic reputation of the university • Employer reputation • Faculty to students ratio • Citation of university research publications to faculty ratio • Proportion of international faculty • Proportion of international students • H-index

Indicator	Factors of Influence
Number of publications per one faculty member in the journals indexed in the Web of Science, and / or Scopus databases, excluding the article duplication	<ul style="list-style-type: none"> • Total number of university publications in journals indexed by Web of Science and / or Scopus • Number of laboratories and research units under the guidance of international scientists, created at the University • Availability of service support for publication activity • Effective contract for the faculty • Number of faculty • Support system for the faculty participation in international conferences • Number of RUDN journals in international citation indexes
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	<ul style="list-style-type: none"> • Proportion of publications in journals with high Impact Factor, or SNIP SJR • Academic reputation of the university • RUDN scientific activity compliance with the global research agenda • Number of faculty • Operation of the international expert bodies system
Proportion of international academic staff and researchers, including Russian citizens - PhD degree holders of foreign universities, against the number of the university faculty	<ul style="list-style-type: none"> • Operation of the international marketing/recruiting service • Proportion of international faculty staff members, vs total number of the university faculty • International employees` adaptation program • Number of attracted foreign postdocs • Number of university faculty • Modernization of the campus infrastructure
Proportion of international students enrolled in major educational programs (students from CIS countries included)	<ul style="list-style-type: none"> • Total number of university students • Proportion of educational programs in English • Number of educational programs with international accreditation • Number of agreements on joint and network educational programs with foreign universities • Standards of services, social and living conditions in the campus • Promotion of the university brand worldwide
USE's GPA (grade point average) of University students enrolled on full-time bachelor and specialist training programs on a state tuition fee basis	<ul style="list-style-type: none"> • University admission quotas for enrollment on the State fee tuition base, optimized to meet the market needs • Number of students-Olympiad winners enrolled on a state tuition basis • RUDN specialized courses for secondary schools

Indicator	Factors of Influence
Proportion of students on the programs of graduate, postgraduate courses, with a bachelor, specialist or master degree of other institutions in the total number of students on master, postgraduate course	<ul style="list-style-type: none"> • Total number of students on the programs of graduate, postgraduate courses • Total number of students enrolled on master, postgraduate courses, including those with bachelor, specialist or master degree of other institutions • Total number of students enrolled through transfer from other institutions into master, postgraduate courses including those with bachelor, specialist or master degree of other institutions • Total number of students on master, postgraduate courses including those with bachelor, specialist or master degree of other institutions, expelled throughout the academic year
Share of revenue from non-budgetary sources within the University revenue structure	<ul style="list-style-type: none"> • Revenues from paid educational services • Number of cooperation agreements with international partners in the field of research and development • Total revenues of the University • Patentability of R & D topics
Amount of R&D (Research and development)/ RTD (Research and Technological Development) funding per one academic faculty member	<ul style="list-style-type: none"> • Amount of R&D (Research and development)/ RTD (Research and Technological Development) external funding • Number of academic faculty
Number of countries represented by students	<ul style="list-style-type: none"> • Participation in educational fairs in the priority regions • Active comprehensive tailored advertising campaign with clear target audience • Number of partnership programs with the Universities from the target regions (Latin America, Africa, Asia)
Number of current programs of cooperation with top 500 Universities	<ul style="list-style-type: none"> • Budget activities for attracting international students • Level of brand awareness in the target countries • Number of educational programs accredited by international organizations • Number of agreements and student exchange programs with universities in other countries, as well as interstate exchange programs • Total number of international students • Number of Master's and PhD students • Number of joint research programs with foreign research groups
Number of bachelor's and master's double diploma programs	
Number of undergraduate, graduate and postgraduate students participating in academic exchange programs with foreign Universities (students per year)	

1.2. RUDN Target Model

When shaping the RUDN Target Model and developing the Action Plan ("Roadmap") the University has taken into account the Project 5-100 International

Council recommendations, that were sounded through the consideration of the Program for Enhancing RUDN Competitiveness (October, 2015). The results of the recommendations analysis are introduced in Appendix 3.

1.2.1. RUDN Mission

The RUDN university mission is to create the world elite on the world standards of research and education, and unite people of various nationalities, races and religions through knowledge.

The University's major competitive advantage is the existing educational services export system which includes a well-organized and developed enrollment and training mechanisms for foreign citizens, ranging from the students' intake to their graduation, including the regulatory framework, educational resources, support and assistance in the adaptation of nonresident and international students, the organization of one of the best student campuses in Moscow and Russia, etc.

The University progressive potential is ensured by:

- University's multiprofiled nature, making it possible for the University to be among the top Russian Universities regarding interdisciplinary educational programs and research project implementation;
- Successful experience in optimizing the institutional structure, i.e. the development of integrated institutes (agro-technological and medical), organized on the cluster basis;
- RUDN's unique experience in developing a multicultural environment at the University;
- RUDN's close cooperation with foreign Universities in terms of developing and running double degree master's programs (more than 130 effective agreements); implementation of more than 20 bachelor's and master's programs in foreign languages;
- Sustainable financing system: stable non-budgetary revenues up to 60-65%;
- A well-developed communication with RUDN Russian and international alumni network;

- Strong system of training professionals who master foreign language(s) with regard to their field of specialization.

1.2.2. Reference Group

RUDN has chosen 5 classical universities out of QS Ranking TOP-100 Universities, similar to RUDN in their internal structure, research domains and degree of internationalization: Seoul National University (SNU), University of Illinois at Urbana-Champaign (IU), Heidelberg University (HU), University of Zurich (UZH), Aalborg University (AAU). Each of the reference group members possesses competitive advantages that are of great interest to RUDN with respect to the Program Goals.

Comparative characteristics of the reference group and RUDN are shown in the table below.

Table 3. Comparative characteristics of the reference group and RUDN

Univer sity	Main Competitive Advantages	Positi on in QS ranki ng	Positio n in THE rankin g	Position in ARWU ranking	Numb er of studen ts	Propor tion of interna tional student s	Nu mbe r of facu lty	Facul ty/ /stude nts ratio
SNU	<ul style="list-style-type: none"> - Developed innovative infrastructure enables the university to successfully commercialize the results of its R&D activities. - In 2012 the university received 655 national and 103 foreign patents, sold 77 licenses that totaled \$ 3.4 million US \$. - The university implements a multi-vector program to support research, including grants for full-time professors, foreign professors, interdisciplinary research, young researchers. <p>The SNU annually provides financial support for about 4500 research projects.</p>	31	50	101-150	28000	10,29%	2632	1:10.6
IU	<ul style="list-style-type: none"> - Emphasis on supporting and developing innovations. - The Research Park is designed to launch and promote student start-ups (10 buildings, more than 40 000 sq . m.) - The National Center for Supercomputing Applications is in operation. - A favorable barrier-free environment for people with disabilities has been created (it is considered №1 University in the United States in this respect) 	63	29	28	44000	14,00%	2974	1:14.6
HU	<ul style="list-style-type: none"> – A broad international network of research collaborations is supported by the university academic mobility program (47 collaborations with the participation of 104 organizations in 34 countries) – Two clusters of excellence have been created under the federal program " Initiatives of excellence" 	49	70	49	31000	17,50%	2564	1:12.1
UZH	<ul style="list-style-type: none"> - UZH runs 20 centers of competences in various fields of scientific research, many of which are joint centers of competences with other Swiss universities. - UZH is the base for 3 national centers of competences and participates in the work of 8 other national centers of competences. 	57	103	56	26000	19,20%	4524	1:5.6

Univer sity	Main Competitive Advantages	Positi on in QS ranki ng	Positio n in THE rankin g	Position in ARWU ranking	Numb er of studen ts	Propor tion of interna tional student s	Nu mbe r of facu lty	Facul ty/ /stude nts ratio
AAU	<ul style="list-style-type: none"> - AAU interdisciplinary research outcomes in the field of Medicine, Natural Sciences, Social Sciences and Engineering are in high social demand. - The university conducts interdisciplinary research through the use of matrix management, based on the principle of research teams and centers subordination to two or more faculties. - The AAU research outcomes progressive commercial potential is ensured through a wide collaboration with companies and other research centers (377 partner-universities worldwide). - Over the past 3 years the revenues from the cooperation with external partners have increased by 50% - The university has a high proportion of international researchers (17%). - Aalborg University is an intermediate benchmark for entering the international university rankings. 	356	201-250	301-400	21000	15,00%	2062	1:10.2
RUDN		601-650	-	-	20839	29,00%	1768	1:11.8

1.2.3. Marketing Strategy with Focus on:

1.2.3.1. Research Market

The research market strategy implies that the University makes full use of the accumulated competitive advantages and partnerships with corporate clients, and intends to foster collaboration with the leading research centers in terms of prospective research and development.

The main goal of the strategy is to strengthen the international framework to support promising research projects worldwide and create world class laboratories and research schools at the University.



Figure 1. The basic characteristics of the research market target model

When ascertaining the focus of research framework, significant weight is attached to the University's current competences, existing groundwork and research capacity as well as active foreign partners. Based on this RUDN has pre-selected the following promising research fields:

- Mathematics
- Physics
- Chemistry

- Medicine, Biotechnology and Pharmaceutics
- Information and Telecommunication Systems
- Engineering and Technology
- Social Sciences and Humanities

Using its own unique combination of competences in the above fields RUDN will contribute to solving the global problems and challenges which humankind is facing today. The priority of RUDN research activities are considered within an interdisciplinary framework, as shown in figure 2:

<i>Global Challenges</i>	<i>Areas of RUDN Research</i>	<i>Cross-disciplinary Indicators</i>					
		Math	Ph	C	Med	Eng	SH
Molecular and nano-based research: Searching for methods combating cardiovascular abnormalities, cancer and infectious diseases of the XXI century	a) The research of molecular basis of tumor growth mechanisms and its intracellular regulation system						
	b) Further improvement in the HCV-infection diagnosis and hepatitis C virus intracellular replications repressive mechanisms						
Extending the brain functional activity	c) Pharmacological and non-pharmacological methods of brain cerebral activity control to increase the length and quality of life						
Finding solutions to ensure the sustainability of the process of thermonuclear fusion	d) Mathematical modeling of high-temperature plasma						
	e) Plasmadynamics, wave and radiation processes.						
Developing and optimizing the new generation communication networks	f) Mathematical and computer modeling of next-generation networks and high-tech systems						
Improving the unmanned aircrafts management	g) Relativistic effects in computation of spacecraft trajectories and new math methods in astronavigation						
	h) Creating the scientific equipment for Earth remote sensing, monitoring and space technology transfer						
Preparing a new revision of the International System of Units (SI)	i) Evaluating variations of the fundamental astrophysical and cosmological constants as the basis for new definitions of the International System of Units (SI)						
Finding solutions to problems of different languages and cultures social and cultural integration	j) Comparative social and humanitarian studies of the modern society: developing new communication models in the existing cross-cultural and cross-ethnic controversies						

Math – Mathematical Sciences
Ph – Physical Sciences
C – Chemistry

Med – Medical sciences, biotechnology and pharmaceutics
Eng – Engineering and Technology
SH –Socio- Humanities

Figure 2.The RUDN's interdisciplinary research fields

a) The research of molecular basis of tumor growth mechanisms and its intracellular regulation system. Within the field framework, a research will be carried out with a view to creating medicines against tumor activity as well as effective means to diagnose cancer. The outcome of the research should result in

creation of fundamentally new antitumor medicines and their preclinical trials. The supposed partners are as follows: N.N Blokhin Russian Oncological Scientific Centre (RAS), M.M Shemyakin and Y. A. Ovchinnikov Institute of Bioorganic Chemistry (RAS), P.A. Herzen Federal Medical Research Centre, the University of Lausanne (Switzerland).

b) Further improvement in the HCV-infection diagnostics and hepatitis C virus intracellular replications repressive mechanisms. Within the above area, the super-sensitive test system based on micro RNA will make it possible to assess the infection and complete recovery from HCV- infection. The research will focus on the development of new antivirus medicines that would affect intracellular molecular and genetic virus replication mechanism, the above medicines research being carried out to preclinical testing effect. The partners are as follows: University of Heidelberg, Department of Infectious Diseases Molecular Virology (Germany), LLC "GenBiotech" (resident of Skolkovo), LLC "Biofarmdesign", LLC "Genomed», «MGRC» (Malaysia), «Exiqon» (Denmark).

c) Pharmacological and non-pharmacological methods of brain cerebral activity control to increase the length and quality of life. The research is supposed to develop new types of candidates to medicines to treat neurodegenerative diseases and technologies to improve the brain flexibility, its energy potential and resistance to unfavorable factors of natural aging and the ones of man-made origin. The partners are as follows: FSBSI Russian Institute of Medicinal and Aromatic Plants; ANO "Centre of Biotic Medicine"; National Research Centre "Kurchatov Institute"; Helmholtz Centre Munich - German Research Centre for Environmental Health (Germany); Trace Elements Institute of UNESCO (France); French National Centre for Scientific Research (France); Forschungszentrum Jülich, NRW (Germany); Norwegian University of Science and Technology (Norway), University of Bari (Italy), Berlin Open University (Germany), Institute of Organic Chemistry (RAS), Institute of Inorganic Chemistry (RAS).

d) Mathematical modeling of high-temperature plasma. In this area, the Vlasov kinetic equations to describe the high-temperature plasma will be investigated: it is

assumed to receive the stationary solutions and analyze their stability. The partners are as follows: V.A. Steklov Mathematical Institute, M.V. Keldysh Institute of Applied Mathematics (RAS), University of Munich (Germany), The Ruprecht-Karls-Universität Heidelberg (Heidelberg University, Ruperto Carola, Germany), J. Liebig University (Giessen, Germany), Free University of Berlin (Germany).

e) *Plasmadynamics, wave and radiation processes*. Studies on retention, acceleration and heating of plasma components in electromagnetic fields of different geometries are to be performed. The partners are as follows: National Research Center "Kurchatov Institute", Space Research Institute (RAS), A.M. Prokhorov General Physics Institute (RAS), G. I. Budker Institute of Nuclear Physics (RAS), Max-Planck-Institut für Plasmaphysik (Germany), Aix Marseille Université (France), Institute of Plasma Physics of the CAS (Czech Republic).

f) *Mathematical and computer modeling of next-generation networks and high-tech systems*. The research will focus on optimizing the mechanisms in systems of new 5G generation: access and quality management in various target scenarios (static and mobile users, inter-machine interaction-M2M, devices interaction-D2D). The partners are as follows: Federal Research Centre of "Informatics and Management" (RAS), Joint Institute for Nuclear Research (Dubna), Tampere University of Technology (Finland), Brno University of Technology (Czech Republic), Telecom Sud Paris (France), Reggio Calabria University, Piza University (Italy).

g) *Relativistic effects in computation of spacecraft trajectories and new math methods in astronavigation*

New relativistic effects observed from non-inertial frames will be computed; characteristics of trajectories of cosmic stations, celestial bodies and space probes will be analyzed with essential relativistic corrections taken into account.

Implementation of novel math methods of fractal geometry will be suggested for operational and navigation control systems of autonomous flying devices.

The partners are as follows: SC “Roscosmos”, JSC “United Rocket and Space Corporation”, Purdue University (USA), University of Roma «La Sapienza» (Italy), Penn State University (USA).

h) Designing research equipment for Earth remote sensing, monitoring and space technology transfer. A significant weight will be attached to upgrading research equipment to find groundwater, monitor desertification, predict global environmental disasters, identify drug plants, to create space products and transfer space technologies to the world market, as well as to conduct biomedical research on the International Space Station board. The partners are as follows: SC "Rostec", SC "Roscosmos", JSC "United Rocket and Space Corporation", Foundation for Advanced Studies, University of Cairo, Egyptian-Russian University, State Committee for Science and Technologies of the Republic of Belarus and others.

i) Evaluating variations of the fundamental astrophysical and cosmological constants as the basis for new definitions of the International System of Units (SI). Particular attention will be drawn to analyzing a series of cosmological and astrophysical models that will properly describe the current state of the observable Universe; the research will offer methodology to specify essential physical constants to take into account the process of definition of new SI-system units. The partners are as follows: Institute of Metrology (RAS), Institute for Theoretical Physics after Landau (RAS), the International Academy of Astronautics.

j) Comparative social and humanitarian studies of the modern society: developing new communication models in the existing cross-cultural and cross-ethnic controversies. It is planned to create mechanisms and tools of intercultural and inter-civilization dialogue in the context of ethno-cultural and sociolinguistic diversity in the Post-Global World. This area of research is aimed at solving the problem of developing a Global Partnership as one of the UN Millennium goals. The partners are as follows: Institute of Linguistics (RAS), Institute of Psychology (RAS), University Bordeaux III Michel de Montaigne (France), Free University of Brussels (Belgium), University of Bonn (Germany), Complutense University of Madrid (Spain), Uppsala University (Sweden), the National Centre for Scientific

Research (CNRS, France), the Catholic University of America (USA), Carleton University (Canada).

The University has mapped the following breakthrough fields within the framework where the world leading positions can be reached:

- Pharmacological and non-pharmacological methods of brain cerebral activity control;
- Plasmadynamics, wave and radiation processes.

During the period from 2016 to 2020 within the framework of research and teaching staff target support the University will implement 68 research projects under the guidance of leading foreign and Russian scientists or through the recruitment of scientists from leading research organizations.

International Expert Board will be an independent expert and advisory body to support the key managerial decision making within the framework of the Program (including the consideration of bid procedures). The Board will include heads of leading universities and executives of high-tech companies.

International Research Boards in Priority Domains will be expert bodies, including representatives of external research and education institutions. International research boards will consider the issues related to setting up research subdivisions and implementing projects within the framework of the Program.



Figure 3. The system of decision-making bodies within the research management

To support and stimulate the faculty research and publication activities, the following measures are to be implemented:

- propelling up to 10 RUDN research journals to international citation indices by 2020;
- encouraging the publication activity of academic staff and PhD students (conducting contests aimed at supporting the publication activities, developing the bonus payments system mainly to stimulate publications in top ranking journals, etc.), the university "road map" activities are aimed at more than eight –fold increase in the number of publications in journals indexed in the Web of Science database, and more than six –fold increase in the number of publications in journals indexed in the Scopus database.
- establishing a support system for academic staff participation (including young scientists) in international conferences with the subsequent materials publication in WoS/Scopus –indexed editions;
- developing the system of informing faculty and students about coming international scientific conferences; developing and implementing courses to enhance presentation and communication skills in foreign languages;
- conducting joint scientific events with the TOP-100 universities of the QS, THE, and other rankings;
- carrying out activities to promote the scientific developments of the University's scholars (regular update of news feeds, use of social networks for the scientific research findings promotion, etc.);
- participating in international events to promote the RUDN scholars' scientific achievements.

The University will focus on the development of the innovation activities and commercialization of the results thereof. The patentable R&D support will be provided to drive the process “from an innovative idea emergence to its commercialization”. The core measures of innovative activities are:

- creating and developing start-up accelerator and technology transfer center;
- developing the system to plan patentable R & D activities;

- driving the business processes “from an innovative idea emergence to its commercialization”;
- organizing the marketing support for the intellectual property assets commercialization.

The service support for RUDN faculty and students’ publication activities is viewed as one of the critical instruments to reach the Roadmap goals. In view of the above, the Center for service support for RUDN faculty and students’ publication activities will be launched to provide training and advisory assistance in terms of writing and structuring research papers, describing research findings in foreign languages. The center will also help faculty to interact with research journals publishers, to get support for research articles editing and translation into foreign languages. The Center is supposed to contribute to raising the research publications quality, and increasing the number of publications in journals indexed in international databases.

1.2.3.2. Prospective Student Markets

RUDN has become the recognized international educational center within 55 years of its development. Over 80,000 University graduates work in more than 170 countries. At the end of 2015 the University had the highest proportion of international students studying in Russia (29.8%); RUDN ranked 87th in the QS TOP-100 World University Rankings 2015/2016 for the internationalization level. The transition from student mass enrolling practice to searching for and attracting the most talented Russian and international students will be the RUDN key strategy when targeting the prospective student markets in order to strengthen the University position.

By 2020, the University expects to keep the number of students at the current level of about 19,000, while carrying out a number of structural reforms such as:

- Changing the admission quotas for students to be enrolled on the state tuition fee basis, as the result of the comprehensive evaluation of the demand for the major education programs and the prospective students’ level of previous education achievements. Since 2017 the admission to the programs on a state

tuition fee basis for students with USE GPA below the first quartile during two years will be optimized;

- Discontinuing the courses that are not competitive on the global academic system;
- Launching up additional specializations for bachelor's programs senior students and introducing integrated master's and PhD programs;
- Increasing the number of PhD students (including those from other Russian and foreign universities) according to the priorities set out in the research market strategy.

Following the model of contemporary classical research-oriented universities RUDN will increase the number of master's students and PhD students with the focus on top priority research areas (see fig.4).

Specialists will only be trained on the courses that have no bachelor's and master's equivalents under the Russian legislation (General Medicine, Dentistry, Pharmaceutical Science, Veterinary). Therefore, the proportion of master's and PhD students in the total number of the RUDN students is expected to grow significantly, including those taking courses in priority research areas.

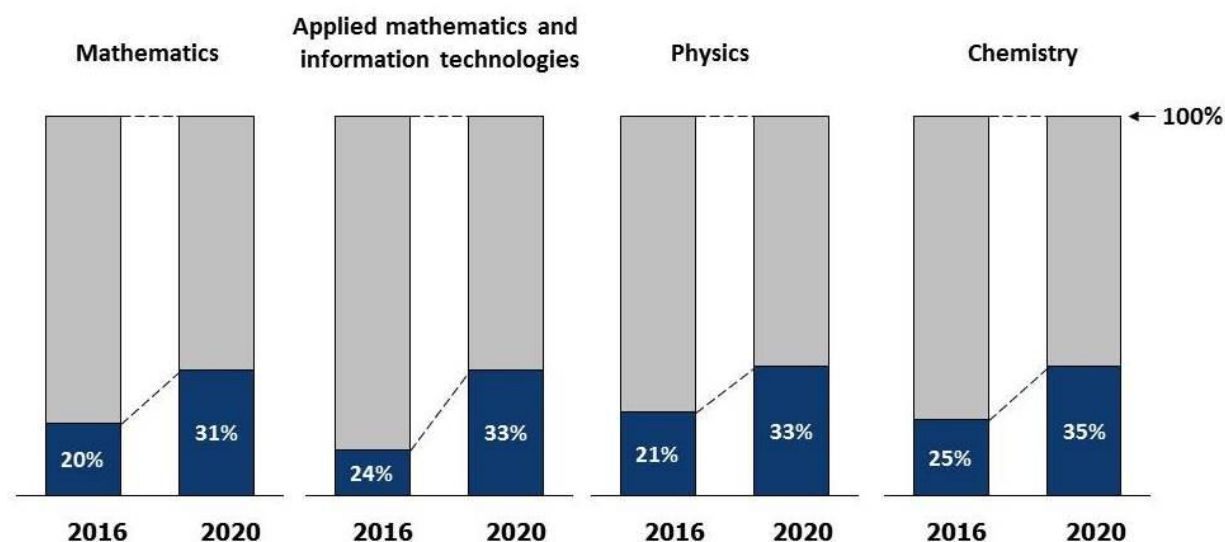


Figure 4. The increase of master and PhD students' proportion on the programs in priority research areas

The university has created favorable atmosphere to attract international applicants and students: easy enrollment procedures and training for foreign citizens, full support of international students (accommodation, professional adjustment assistance, leisure activities, etc.). The university expects to increase the number of international undergraduate, graduate and PhD students up to 40% by 2020. To achieve this goal, a number of activities to position and promote RUDN globally on the international higher education market will be implemented:

1) The number of courses with international accreditation by ENQA (The European Association for Quality Assurance in Higher Education) and courses registered with the EQAR (European Quality Assurance Register) will increase more than twice. The university will focus on accrediting programs in priority research areas (Mathematics, Physics, Chemistry) and Humanities (Linguistics, International Journalism, Business Communication Management and others) on which partner agreement with international universities have already been concluded.

2) More than 100 joint master's courses and more than 30 master's and bachelor's courses taught in foreign languages are to be implemented. Apart from the above, all PhD programs will provide opportunities to study in English by 2020.

3) Subject Olympiads will be organized to attract prospective students with outstanding educational achievements. The advertising campaign to promote the above Olympiads in the target countries with a view to selecting talented and perspective graduates of foreign educational institutions for training highly qualified staff for foreign countries in engineering, natural and medical sciences is to be launched. The above activities are to be carried out through the cooperation with the RUDN international alumni associations, partner universities (including their social media platforms), education exhibitions and the media.

4) The system of teaching foreign languages will be improved to provide the RUDN students in all specialties with an opportunity to get certified as translators in English, Arabic, Spanish, Italian, German, French, Chinese, Hindi, Japanese, Korean, Persian, along with the state diploma.

As for the regional structure of international student body, the university intends to decrease the number of students from the CIS countries by 28%.

At the same time the university is expected to increase the number of Latin American students by 61% due to launching a number of partnership programs with local universities of the region, enhancing active cooperation with RUDN alumni associations, carrying-out activities aimed to raise international students' awareness of RUDN University educational programs.

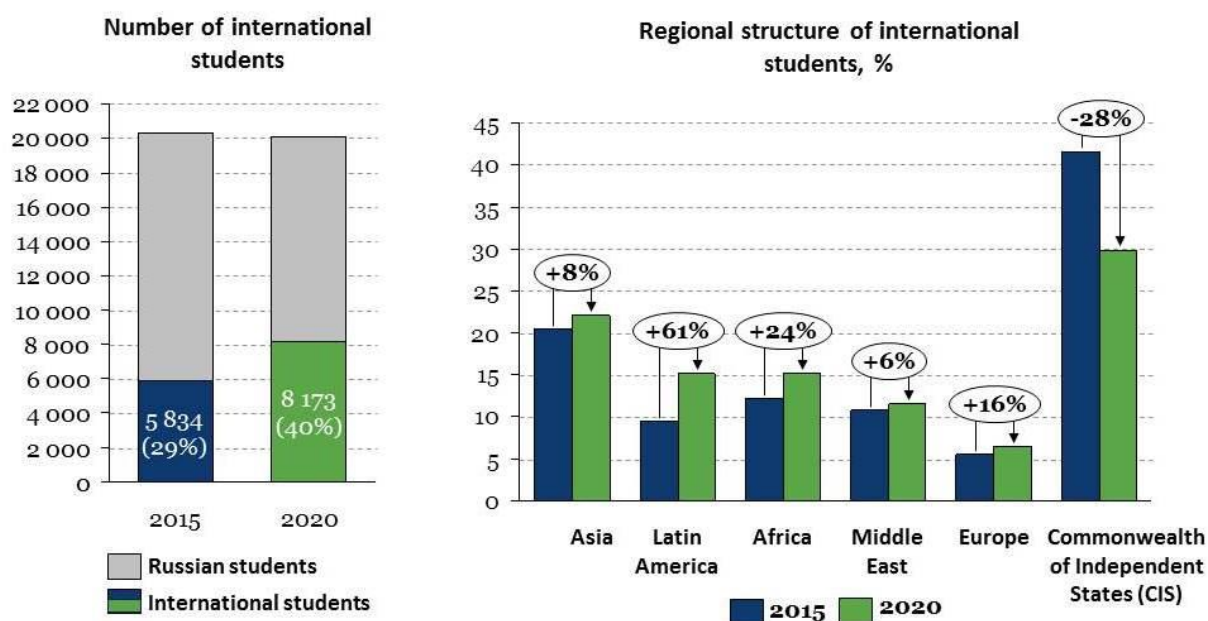


Figure 5. The dynamics of the international students' body and number

The RUDN University additional activities to attract talented youth:

1) Launching more than 60 specialized courses for secondary schools with the university's lecturers participation in training prospective students to pass the Unified State Exam in core subjects by 2020;

2) Setting up the system to support school children's research activities, using the RUDN research and technical facilities and engaging partner corporations (Domodedovo International Airport, Intel, Samsung and others);

3) Improving the network of subject Olympiads (the multidisciplinary Olympiad of the RUDN's Centre for multidisciplinary pre-university education "Unicum", a series of RUDN's departments and institutes Olympiads in selected subjects). RUDN will continue participating as a co-manager in the Unified Inter-

university Mathematics Olympiad (OMMO) and Inter-regional Schoolchildren Olympiad “Triple Nine”.

4) Establishing five regional centers for the Russian language and pre-university education centers, by 2020;

5) Launching more than thirty “RUDN University courses” in key educational areas at foreign educational institutions with the purpose to seek and select talented applicants, by 2020.

6) Following the recommendations of the Council on Competitiveness Enhancement of Leading Russian Universities among Global Research and Education Centers the RUDN will develop MOOC as a marketing tool for enhancing inclusion in global education, attracting talented young people from around the world, and increasing the university brand awareness.

7) The University education policy regarding countries with emerging and developing economies will be fostered by promoting space research findings, aimed at solving current problems in the above countries, developing methods to control socially significant diseases of the 21st century, solving socio-economic, political, legal, cultural, civilization, migration, language and communication problems of the world regions focusing on the countries where students come to the RUDN from.

1.2.3.3. Employment Market

1. Expansion of the employers’ market international segment. A key focus of the University marketing strategy is to enhance both its competitiveness and attractiveness for foreign companies and organizations, including national employers markets of traditional countries represented by RUDN students.

Traditionally, national ministries of education of countries sending students to RUDN are the main bodies interested in their prospective specialists’ training. The target model of RUDN development intends to expand partnership networks with international and multinational companies and organizations. The target organizations for RUDN international graduates’ employment are segmented by regional industries, as shown in figure 6. A preliminary list of the key employers is given in Appendix 4.

A cooperation agreement between the University and the largest private company "Domodedovo Airport" is an example of the University successful cooperation with the Russian employer. Under the above agreement, students can enroll on RUDN educational programs, agreed upon with the employer. In 2014 students of 24 specializations and profiles started training on such programs.

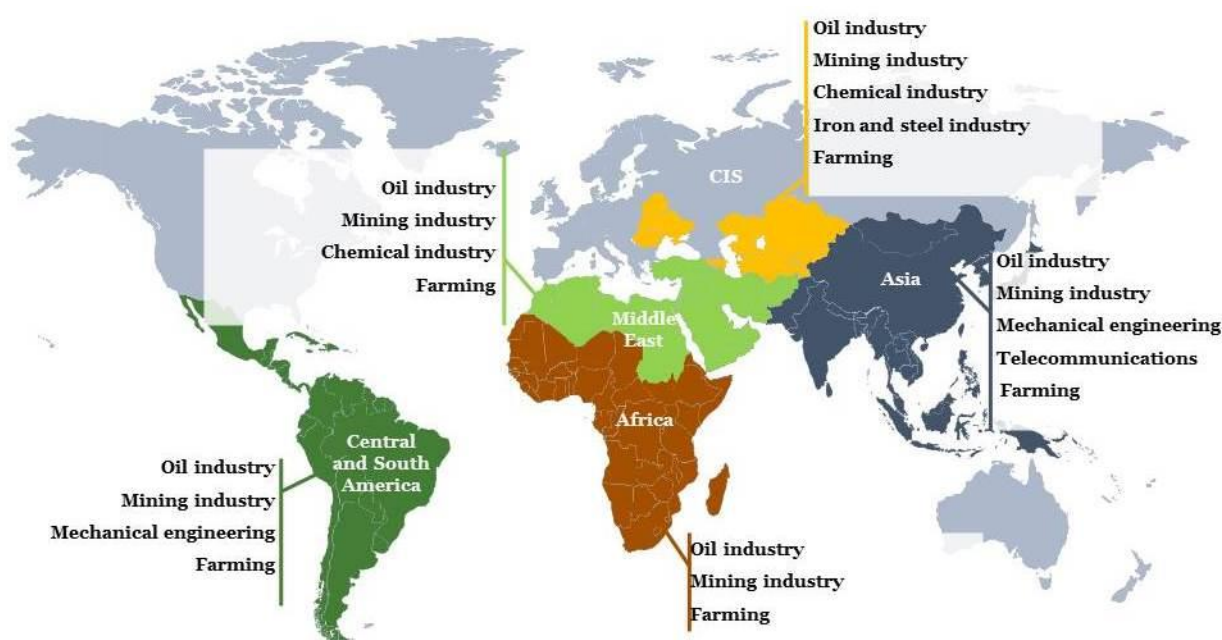


Figure 6. The target sectors of RUDN graduates' employment in the regions throughout the world

RUDN plans to expand this practice as part of cooperation with other Russian companies such as PJSC Lukoil Overseas, AC "ALROSA" (PJSC), MMC "Norilsk Nickel" (Russia), the united company "RUSAL", PJSC "Gazprom" and others.

2. Expansion of institutional cooperation between RAS (FASO) and RUDN will help create an effective training system of highly qualified research specialists in RUDN's priority research areas that are in-demand to work in leading research centers. To enhance the University's competitive advantages, much attention will be paid to cooperation with research institutes of applied profile and enterprises of high-tech industries. The main institutions, where RUDN graduates can continue their research careers, include M.V.Keldysh Institute of Applied Mathematics (RAS), A.V.Topchiev Institute of Petrochemical synthesis (RAS), National Research Centre

"Kurchatov Institute", Research Institute of Comprehensive Exploitation of Mineral Resources (RAS), A.N. Sevefacultyov Institute of Ecology and Evolution (RAS), Industrial Research Institute for Engineering Surveys in Construction (JSC "PNIIS"), V.V. Zakusov Institute of Pharmacology, Central Research Institute of Machine Buildin (FSUE TsNIIMash), Academician Pilyugin Scientific-Production Centre of Automatics and Instrument Making (FSUE NPCAP), as well as foreign research institutions and universities.

3. Establishment of the division for international graduates' employment support and their adaptation to the labor market, within the structure of the RUDN Department for students' internship and job placement.

The division will focus on creating a system of collaboration with international organizations (companies), as well as with RUDN Alumni Associations to promote international graduates' employment. The practice of involving representatives from major Russian and foreign companies' HR-departments to implement measures for planning and promoting the graduates' career will keep going and improving.

The main activities of the marketing strategy for employers:

- increasing participation of Russian and foreign representatives in designing RUDN's educational programs and curricula;
- developing targeted educational programs on the basis of long-term contracts with Russian and foreign organizations for further employment;
- engaging representatives of Russian and foreign companies who provide perspective employment, into the collegial bodies of the University;
- creating a system of monitoring graduates' job placement, employment, career paths and development.

1.2.4. RUDN Information Infrastructure. Informatization Areas.

Target characteristics of IT infrastructure in 2020:

Integrated, high-end communication environment, based on the UIS RUDN multifunctional system of e-learning and University Internet portal, which provides solutions to management problems, organization of both cross-border and internal

corporate e-learning, communication environment for consumers of the University services, as well as increasing awareness and recognition of the RUDN University worldwide.

The university information infrastructure improvement and development is scheduled within the framework of the following **key projects**:

1. The integration of university information systems to enhance their capacity and performance, ensure the data reliability and built on the above data basis the system of the University core processes and performance continuous systemic monitoring, as well as a system of information support for managerial decision making.

2. The development of multifunctional e-learning system (MELS) to ensure the major educational programs and LLL programs running and all the RUDN staff on-site training and continuing professional development. Massive open online courses (MOOC) already designed by the university faculty or scheduled for development will be included in the MELS. The University will integrate MELS and ERILC (RL) resources into a single telecommunication training information system (TTIS), that provides access to organizational, educational, methodological and other types of information, required for students' efficient learning and self-studies in the distant learning mode, within the academic mobility on double diploma programs and inclusive studies programs, as well..

3. University's website redesign and its transfer to a cutting edge hardware-software platform with higher capacity, which ensures further performance and manageability improvement. The new site should meet the requirements of volume and complexity of the uploaded materials, structure and traffic.

The University will develop the site-based institutional communication environment through the corporate e-mail system, internal and external communications and the electronic document management system. The university will provide students and staff with the single access point to the university resources and information systems. RUDN will also expand the range of services and operations that are available online (access form for mobile devices included).

The projects of upgrading and developing information infrastructure in the above areas will result in the University gaining the following advantages by 2020:

- transferring to the new system of academic studies, i.e. *From Teaching to Learning*;
- ensuring faculty and student mobility by means of remote access to the University electronic resources and educational programs;
- engaging international students in distant education, including professional retraining and conversion courses;
- reduction of staff's non-productive, time-wasting activities.

1.2.5. RUDN Human Resources and Personnel Pool, Including Senior Management, Faculty Staff

The university renewed human resources management policy will focus on developing research capacity, increasing the key scientific performance indicators, and improving the quality of educational services. The above strategy will include actions in three areas:

1. Reforming faculty structure.
2. Renewing RUDN management structure.
3. Developing RUDN personnel pool

Area 1. Reforming faculty structure

Activities to optimize the faculty structure are aimed at the staff contracts renewal, as well as involvement of scholars from leading universities and research centers.

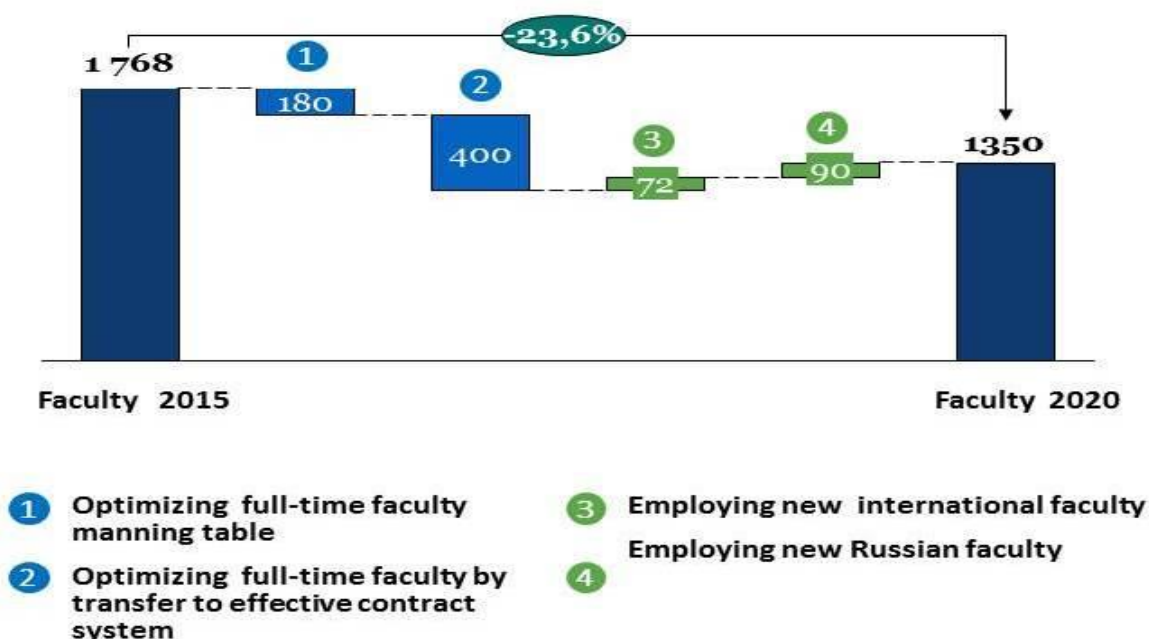


Figure 7. Faculty structure transformation for 2015-2020, full time staff positions.

1. Optimizing full-time faculty manning table through changes in the university courses and their content. The relevant procedures will result in the current staff reduction by 10% in the early stages of the RUDN Roadmap implementation.

2. Optimizing faculty number through the staff transfer to the effective contract system. The system will lay grounds to replace the academic faculty staff on the basis of individual KPIs and ensure faculty regular rotation in accordance with the performance results. The current faculty optimization will allow the University to advertize vacancies and engage leading Russian and international faculty.

3. Employing highly-qualified international faculty with top publication outputs to supervise research departments and conduct research activities (including postdoctoral fellows), especially in the university priority development areas.

Commencing from 2016 the RUDN will employ for postdoc positions about 60 young scientists with work experience in leading Russian and foreign universities and research centers.

4. Recruiting Russian faculty under the criterion of their research and educational activities efficiency. The most in demand candidates will comprise PhD graduates of leading Russian universities and scientific institutions, employees of structural subdivisions of the RAS, FASO and universities which are grant holders and have experience in international research activities.

Area 2. Renewing RUDN management

The University Human Resources policy will be aimed at transferring all the staff to the effective contract and reducing the number of inefficient departments and employees.

The total number of administrative and managerial staff will decrease by 10% due to reducing redundant operations and non-core research and academic activities by 2020.

The University management team will be reinforced by executives with work experience at international organizations in the field of:

- Management of competitiveness enhancement program implementation;
- International communication maintenance and development;
- Brand management.
- In 2017-2018 there will be a managerial staff renewal and regeneration. The University's top management structure and regular staff optimization will take place in parallel to highlight the University's performance key areas and clearly map the executives' scope of duties and responsibilities.

Area 3. Developing RUDN personnel pool

Developing the professional competencies of the university staff to world-class standards will be ensured by means of:

- Professional retraining at RUDN (courses in the English language, modern management practices, professional communication and academic writing skills for publication in peer-reviewed international journals);
- Programs to develop faculty presentation and communication skills in foreign languages for the academic staff participation in international scientific conferences;

- Targeted participation in international and domestic academic mobility programs;
- Implementation of programs to increase the non-financial incentives of staff;
- Implementation of personnel pool programs and staff promotion through the internal ranking mechanisms.

1.2.6. RUDN Facilities and Infrastructure Development

Today the RUDN student campus already has a high level of infrastructure, security system, and includes restaurants, shops, library with computer classes and service facilities available. The campus includes a modern well-equipped Medical Center and the Sports Center with a wide range of modern sports facilities, including a number of stadiums, arena, tennis courts and specialized halls. The additional territory that the university has at its disposal makes it possible to further develop the campus infrastructure.

The RUDN campus development program is aimed at raising comfort and increasing the campus attractiveness for students.

RUDN campus development includes a comprehensive transformation of the existing grounds with the need to:

- establish a comfortable environment for efficient learning, work, creative activities and everyday life;
- ensure the infrastructure for individuals with disabilities;
- upgrade the existing academic and research premises and create new modern ones;
- strengthen and develop sport and fitness facilities, community centers, recreational areas.

This development strategy will be realized through renovating the existing premises that are scheduled to undergo massive overhaul and constructing new buildings and infrastructure facilities.

The paramount task includes expanding the area of academic and laboratory premises, dormitories, setting up laboratory clusters fitted with modern equipment

and devices. The Vivarium building (that is to be transformed into the laboratory center for preclinical studies regarding critical areas of research in medicine and biology) will be overhauled to meet international standards of GMP.

By 2020, the University expects to enlarge the RUDN main area for academic studies by at least 13,000 square meters; the area of laboratories and research centers will be expanded by 6,000 square meters.

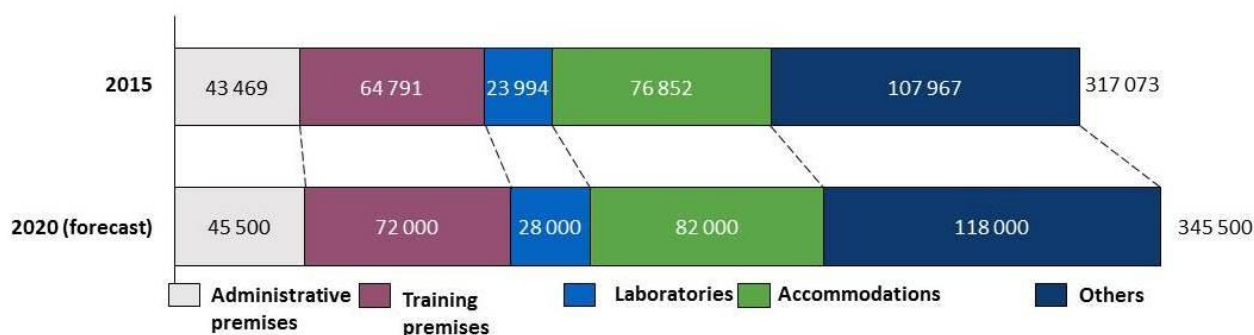


Figure 8. Changes in the University campus area, in square meters.

To ensure that the RUDN University strategic goals are reached, the following public-private investment partnership projects will be realized under the Russian Government Directive on constructing new buildings on the University campus territory:

- a residential complex designed for foreign and leading Russian scientists and professors;
- academic studies and laboratory buildings for the Engineering Faculty, Faculty of Ecology and the Faculty of Physics, Mathematics and Natural Sciences;
- multifunctional complex for the Institute of Professional Retraining for Russian and international alumni.

1.2.7. Economic and Financial Model

RUDN has developed an effective system to raise funding apart from receiving the budgetary funding, mainly through rendering educational services. Thus, more than 60% of the 6-billion-ruble University revenue in 2014 account for extra-budgetary funds.

The amount of non-budgetary profits from the University educational activities in 2014 reached 78%. The target model to ensure the RUDN University competitiveness envisages a significant rise in the annual budget revenues amount and diversification of its structure, as well as increasing efficiency of the budgetary expenditures. This model grounds on the financial and economic independence, partly provided by the University status of an autonomous institution; the financial policies transparency; and the operation flexibility. The transition to the international accounting standards and introduction of IFRS (International Financial Reporting Standards) will be an important part of the Target Model.

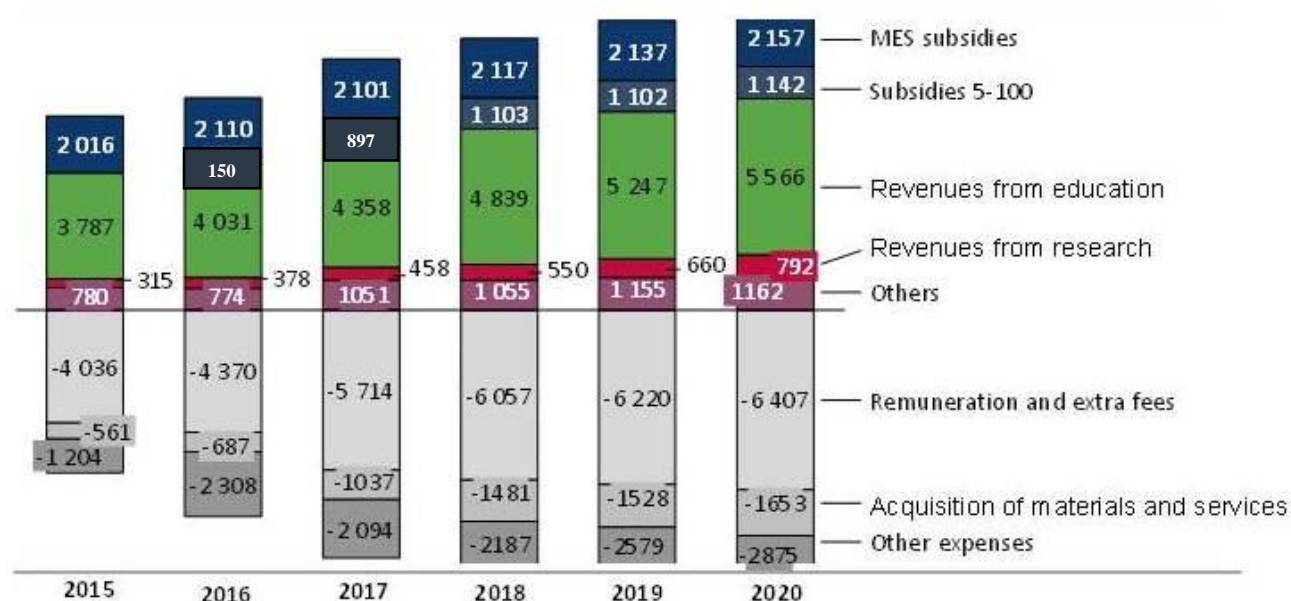


Figure 9. Financial model of the Program for enhancing the RUDN competitiveness, in mln. roubles

In 2020, the revenues of the consolidated budget will grow by half in absolute terms, as compared to the level of 2014, exceeding 9.5 billion rubles; the extra-budgetary revenues will amount to at least 60% thereof.

1.2.8. Other Characteristics of Target Model

1.2.8.1. RUDN Brand and Reputation

In order to promote RUDN's brand and strengthen its reputation, which increase the attractiveness of educational programs among international students and recognition by the academic community and employers, the following priority areas have been identified:

1. University rebranding;
2. Developing University's communication network by launching a special service to build strong relationships with the relevant B2B and B2C network to promote RUDN research products and education services;
3. Fostering the University image within the domestic and international media and academic environment;
4. Providing PR-support for special projects in the framework of strategic initiatives in the following areas: attracting talented international students; raising employers' awareness; promoting high-yield research findings.

The set of **rebranding measures** includes the following:

- Outsourcing specialists to develop strategies for promoting the University in the global education market.
- Changing the philosophy of the RUDN brand, in particular, its mission and values in line with the strategy of promoting Russian education and research programs in the global education market.
- Changing the RUDN University brand attributes, in particular adopting the University short name that is easy to pronounce and remember in English, i.e. RUDN University; changing the University logo to meet modern international requirements of an easy perception, readability, scalability, adaptability, and memorability; developing a brand-book in order to monitor the University visual communications in the global educational environment.
- Developing informational, presentational, infographic and video materials aimed at raising global awareness of the RUDN University, promoting educational programs and research achievements, fomenting the loyalty of priority audiences and key perceptions associated with the University, i.e. science, quality education, opportunities, innovations, success.

The set of activities **to establish a communication infrastructure** includes:

- Carrying out systemic activities to design the University new site with the view of making the university website user-friendly, responsive and adaptive.

The above work will encompass changing information structure, developing up-to-date design and functional management system.

- Creating and promoting the RUDN official web-sites and accounts in foreign languages in the social media and social networks of target countries in their national languages; increasing the RUDN presence in academic social networks.
- Developing student online newspaper in English, engaging foreign university partners.

The set of measures **to foster RUDN image** in Russian and international media environment in order to promote the University and its educational products in the market includes:

- Cooperating with Russian and foreign media in the student providing countries (expert opinions surveys on the research priority areas, media materials design, posting and dissemination);
- Generating informational events in the following areas:
 - International research and educational cooperation;
 - RUDN participation in international events, projects and expertise;
 - Research projects engaging foreign and Russian scientists;
 - Bilateral cooperation with foreign partner universities;
 - Accreditation of RUDN educational programs by international agencies;
 - University positions in the international network of university studies;
- Launching special projects in cooperation with mass-media on the following topics:
 - Competitiveness of Russian education on the international market;
 - Academic recognition of Russian universities abroad;
 - Applied orientation of contemporary higher education (partnership with employers);
 - Quality higher education in Russia, the position of Russian universities in the international ranking systems.

- To increase the University brand awareness within the academic community since 2016 25% of the academic staff will participate in the academic mobility programs carried out in cooperation with leading universities and research centers. Moreover, the priority will focus on the participation in scientific events with further report materials publication in the proceedings indexed in international quotations databases. By 2020, one in three of the academic staff will have been involved in mobility programs.

1.2.8.2. Educational Technology

The paradigm of RUDN educational services development ensures the transition to the model «From Teaching to Learning», the main components thereof follow:

1. Increasing students' self-study activities proportion. The curriculum of bachelor, master and specialist programs will be renewed and updated to increase the proportion of students' self-studies. To this end, a new database of teaching aids will be developed and distant learning tools will be used to allow students to master course material at a convenient time. The above activities will result in reducing the proportion of bachelors, masters and specialists' class work load on average by 15-20%.

2. Enhancing opportunities for choosing individual learning pathways to get the most of master's courses and bachelor's senior specializations.

The approach will be implemented to allow 100% of students to be enrolled on an individual study plan through a choice of the elective courses, which make up to 50% of the curriculum subjects (except for medical specializations). Due to the above, bachelor graduates will have the opportunity to choose any course and graduate programs in the related areas.

3. Changing the role of the teacher who is no longer viewed as the exclusive source of information and acts as an advisor in the learning and self-development process. Innovative means of students' self-studies will be developed and put into practice. The conditions will be created to improve skills of academic

staff with respect to use of distant learning technologies for students' self-studies support.

4. Engaging industry representatives in shaping educational agenda.

Signing long-term contracts with Russian and foreign enterprises and organizations to train specialists for the above institutions under customer-tailored curricula is on the agenda. RUDN envisages developing the integrated program "Influx" for specialists' target training on more than 20 specialties in cooperation with the Moscow airport "Domodedovo". In addition, joint training programs with the Central Research Institute for Machine Building (TSNIIMASH), the State Corporation "Roskosmos", the JSC "Russian Space Systems", the Joint Space Rocket Complex (ACCD) are scheduled for further development, including the implementation and dissemination of the space research findings for civilian purposes.

Furthermore, joint education programs with a number of foreign employers have been planned (see Section 1.2.3.3. [Marketing Strategy with Focus on] Employment Market).

5. Raising the level of educational process service support.

A unified training information system is supposed to be developed (UTTIS - see Section 1.2.4. RUDN Information Infrastructure. Informatization Areas) to manage effectively the education content and process. The system provides the following services: support for educational process planning, placement, access to and use of the educational programs content, various types of teacher-student interaction, opportunities to monitor students' progress and others.

6. Ensuring high-quality educational services in line with international standards. The following newsworthy points with respect to the above should be highlighted: The RUDN participation in the BRICS Network University project and RUDN status as one of the project hub universities.

Moreover, special attention will be drawn to the RUDN educational programs international accreditation for their recognition in the countries where the University

graduates work. 37 RUDN programs are scheduled for international accreditation by 2020.

7. Developing educational programs in foreign languages. To improve the RUDN educational programs competitiveness and their attractiveness for the potential international students, the University plans to increase the proportion of subjects taught in foreign languages on the undergraduate and specialist programs, as well as to increase the number of master programs that are taught in foreign languages.

8. Launching individual educational programs. Special training programs tailored for exceptionally and profoundly gifted students will be developed to target the student elite training.

9. Enhancing the Lifelong Learning education. Within the Lifelong Learning framework, distant education programs will be developed, based on the RUDN's unique international profile. Massive open online courses (MOOC) available to a wide international audience will be designed and delivered through both international e-platforms and RUDN's own elearn.rudn.ru website.

The LLL courses will maximize the blended learning technologies use.

The distant learning programs target audiences will encompass foreign nationals who strive to deepen their knowledge in the subjects offered by the University, as well as Russian and international faculty and managerial staff.

The programs priority topics will include Medicine and Russian as a foreign language, as well as courses on management and foreign languages for faculty and managerial staff of Russian educational institutions.

International alumni of Soviet and Russian universities, who wish to improve their professional competences in particular fields will be provided additional opportunities for professional development on the basis of new scientific achievements.

The uniqueness of the University courses for distant education stems from the above courses multi-language versions; a wide range of forms, methods and fields of studies provided; modular system and consideration for different target groups

needs and concerns to create free learning paths, and to provide content localization opportunity and cross-browser compatibility.

International practice and experience in running such platforms as the EdX, Coursera, Udacity, Universarium will be taken into account while designing the RUDN distant training system.

100 distance learning modular courses for University-based lifelong medical education, Russian as a foreign language, foreign languages will be created by 2020, the courses will meet the expectations of both wide international audience and specific demands of RUDN international alumni in particular regions (Africa, Asia, Latin America).

Moreover, the number of countries using the above courses is expected to reach 75 by 2020.

1.2.8.3. Multinational and Multicultural Environment

The specific fabrics of RUDN as that of a multinational university that enrolls students from 150 countries makes it of vital importance to pursue the task of creating conditions for students' socio-cultural adaptation to the social and intellectual environment of the University, Moscow metropolis and Russia.

The main tools to enhance the intercultural dialogue within the university environment and foster tolerance include the following:

1. Adopting RUDN anti-discrimination provisions and regulations

The university regulations on the operation and interaction of its divisions, academic staff, students and student organizations within the educational process and in everyday life will be subject to renewal. The tradition to organize annual events on the International Day for Tolerance, as well as to adopt the RUDN University Student Community Declaration will be kept alive.

2. Carrying out joint activities, teambuilding

The University will systemize and structure all the cultural events it holds (festivals, exhibitions, the national culture and traditions events, international student festivals, at least 100 events per year) to increase the students and student organizations' motivation and their social activity support. The practice of training

sessions on cross-cultural interaction will be promoted, including the activities by the Office for psychological support of international students. Further development of the United Student Community - University Student Council is on the agenda. The student survey-based analysis of education quality assurance, seminars for student activists, team building with the University Students National Unions' participation are scheduled for further development.

1.3. Strategic Initiatives

Given the dependence of the planned program on further development of the Russian economy, the program includes the calculated risk of state support in amounts less than planned in the draft road map. In view of this, a set of activities will be listed in order of priority for the University structural reorganization and target indicator achievements. Thus the actions that are aimed at reorganizing RUDN's management system as well as ensuring that International Boards function properly, reorganizing functional verticals, creating collegial management bodies and managerial professional training (so called «Quick Wins – see Appendix 5) will be financed first and foremost.

Taking into account a high proportion of scientific and metric parameters in the University performance external evaluation and assessment, the next priority is to amount the research activity up to world standards, develop high priority research fields and create new research units.

Next in order of priority are educational projects and academic mobility funding.

The University program covers 7 strategic initiatives aimed at the University competitiveness enhancement and its promotion onto the research and educational global markets.

1.3.1. Developing RUDN Programs and Intellectual Products Portfolio to Enhance International Competitiveness

The purpose of this strategic initiative is to enhance RUDN's scientific and educational potential by developing educational programs and technologies:

- updating the university educational programs, including the curricula renewal to reduce classwork load and transfer the focus to self-studies; the university educational programs international accreditation; international double diploma programs and inclusive education modules implementation. Taking into consideration the international profile of the University, special attention will be paid to the development of distant education and MOOC courses to be delivered through domestic and international e- platforms;

- raising the quality of training research specialists and PhD students (restructuring the university educational programs, expanding the system of scientific supervisors and advisers support).

1.3.2. Recruiting and Developing RUDN Key Staff, Raising Faculty Quality

The strategic initiative is aimed at stepping up the University research and educational services competitiveness through recruiting highly qualified faculty and improving the current research staff.

Five tasks necessary to accomplish the strategic initiative are listed below:

- recruiting specialists with work experience at leading Russian and foreign universities and research institutions for the University managerial positions (an international recruitment service will be set up) within the framework of staff potential and personnel pool development;
- recruiting specialists, scholars and young faculty with work experience at leading Russian and foreign universities and research institutions (recruiting postdocs by advertising the vacancies on international sites for faculty job placement, propelling and supporting faculty and research consortia);
- shaping the university faculty through the international and domestic academic mobility, internship programs (partners selection, documents processing, domestic and international academic mobility programs implementation in the form of internships, professional retraining, individual professional development, participation in scientific events, organization of internships for administrative and managerial personnel);

- generating and holding scientific events at the University (developing and bringing into play the program to hold national and international events at the University);
- inducing university faculty and managerial staff with the view to maximize their efficiency through personnel management system with the focus on the performance outcomes.

1.3.3. Attracting Talented Prospective Students, Undergraduate, Graduate and PhD Students ¹

The strategic initiative is aimed at attracting prospective students with previous education excellent records with the view to sharply increase undergraduate, graduate and PhD students' (both Russian and international ones) educational level through mainstream communication with target audiences by using various instruments of inspiration and support.

Three tasks to accomplish the strategic initiative are listed below:

- attracting best Russian prospective students and PhD students to enroll in the the RUDN University;
- setting up a system of incentives and support for undergraduate and graduate students who have achieved significant results in research, social, and volunteer activities; stimulating students to engage in research;
- encourage undergraduate students from leading foreign universities to enroll on RUDN courses, including those in foreign languages. The respective activities will be implemented through the international Olympiads, research contests, collaboration with RUDN international alumni associations.

¹ The name of this strategic initiative put forward in the program of the enhancing the competitiveness of the leading Russian universities among the world's leading research educational centers has been changed according to RF Government Regulation from April, 9, 2016 № 287 .

1.3.4. Ensuring Resources Concentration in Breakthrough Areas, Turning down Inefficient Activities

The strategic initiative is aimed at updating continuously the research agenda and the educational programs package in line with the global trends and international educational and research services market demands.

Putting this strategic initiative into life will require fulfilling the following tasks:

- reallocating resources according to an independent expertise of research projects among the breakthrough and additional areas and turning down non-topical educational courses;
- promoting actions to reinforce university's research capacity, research reputation and strengthening its international competitiveness (upgrading the laboratories in place and new laboratories, centers and clusters to make them competitive on the international market of educational services);
- boosting the faculty publishing motivation by supporting authors of articles published in the target journals.

1.3.5. Modernizing RUDN Management System to Ensure Target Model Indicators and Characteristics Achievement

The aim of this strategic initiative is to generate and optimize RUDN management system in line with the best global practices and the leading foreign universities experience as well as to renovate and enhance personnel proficiency. The tasks to be fulfilled for accomplishing the strategic initiative are as follows:

- harmonizing the University's financial system with international standards by transfer onto the IFRS;
- reorganizing and improving RUDN management system in line with the best global practices (by introducing and supporting the change management operation, optimizing the university management system and structure, introducing data analysis subsystem through the UIS);

- promoting actions aimed at developing the University senior personnel pool, including courses on management for the senior executives, individual learning plans for the staff pool, courses on foreign languages both at the University and through internships offered by other providers.

1.3.6. Managing RUDN International Reputation

The strategic initiative is aimed at enhancing the university reputation and promoting the recognition in the scientific community throughout the world, thus improving RUDN position in the international academic rankings. The above aim may be achieved through solving the following task:

- enhancing RUDN's recognition in the international academic, professional and social environment by establishing an efficient communication infrastructure and developing a university brand positioning strategy. The above will contribute to the RUDN references in the foreign media and the university institutional membership in the international research organizations.

1.3.7. Developing RUDN Infrastructure and Services

The strategic initiative aims at developing up-to-date facilities and infrastructure. The task to bring the initiative into existence envisages modernization of the University infrastructure, and its information structure as well, in line with the international standards by reconstructing and constructing academic buildings, laboratories as well as developing the server subsystem.

The action items of the current «Roadmap», which aim to resolve HR staffing problems in the country's Top-Priority socio-economic development, will be realized under the tasks listed in the section 2.2:

Task 1.2. Raising the quality of training of research specialists and PhD students (Action 1.2.2. Restructuring the current education programs; developing and implementing joint PhD programs, programs in foreign languages and double-degree programs; Action 1.2.3. Developing and implementing PhD full-time programs).

Task 3.1. Attracting best Russian students to enroll on RUDN University undergraduate, graduate and postgraduate programs (Action 3.1.1. Developing

system for attracting talented applicants to enroll at RUDN University to the top-priority bachelor's and master's programs, as well as Olympiad winners; Action 3.1.2. Implementing measures aimed at attracting talented undergraduate students to enroll on the RUDN University master's programs, in particular in top-priority areas; Action 3.1.3. Developing system for selecting and attracting best Russian graduates to be enrolled on RUDN University PhD programs and clinical residency training).

PART 2: ACTION PLAN TO IMPLEMENT RUDN COMPETITIVENESS ENHANCEMENT PROGRAM

2.1. Performance Indicators

Table 4. Performance indicators of the development of leading universities with a view to enhancing their competitiveness among the world's leading research educational centers approved by RF government decree from October, 29, 2012 № 2006-p

Performance indicators	Unit of measurement	Planned indicator value per year				
		2016	2017	2018	2019	2020
1. Number of employees involved in the management positions of the University with experience in working at leading Russian and foreign universities and / or at the leading Russian and foreign research organizations, number of people	people	3	7	14	19	25
2. Number of the university scientific journals included in the Web of Science and / or Scopus database, number	number	2	3	4	6	10
3. Number of employees included in the personnel pool for managerial positions of the University, number of people	people	130	130	130	130	130
4. Proportion of invited young faculty with work experience at leading Russian and foreign universities and / or at the leading Russian and foreign research institutions, % of the total number of University young faculty	%	9,0	10,0	12,0	15,0	20,0
5. Proportion of the University faculty, taking part in the University programs on academic mobility, % against the University total faculty number	%	25,0	26,0	28,0	30,0	32,0
6. Number of the University programs on academic mobility for the University faculty and external faculty, number of people	number	326	341	356	371	386
7. Proportion of the University young faculty to the total number of the University faculty, %	%	16,0	17,0	19,5	22,0	25,0

8. Proportion of the University students on higher education full-time programs, who have received support, to the total number of the University full-time students on higher education programs, %	%	15,0	16,0	17,0	18,0	20,0
9. Proportion of the University research trainees and young faculty who have received support, to the total number of the University young research trainees and faculty, %	%	10	18,5	25,0	31,2	41,0
10. Number of higher education programs and life-long learning programs developed and implemented in partnership with the leading Russian and foreign universities and / or leading Russian and foreign research institutions, total number of programs	number	52	78	94	110	126
11. Proportion of leading foreign universities' students enrolled in the University, to the total number of the university students, %	%	2,1	2,7	3,1	3,4	5,0
12. Number of research projects conducted with the leading Russian and foreign scientists' participation, and / or in cooperation with the leading Russian and foreign research organizations on the University basis, including the perspective to create structural divisions at the University, number of projects	number	3	3	11	13	15
13. Number of research and R&D projects carried out in cooperation with the Russian and international high-tech companies on the University basis, including the perspective to create structural divisions at the University, number of projects	Number	0	2	5	7	9

2.2. Action Plan to Implement RUDN Competitiveness Enhancement Program ("Roadmap") for 2016-2020

Table 5. Action Plan to implement the RUDN competitiveness enhancement program ("Roadmap") for 2016-2020

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
SI 1. Developing RUDN University Programs and Intellectual Products Portfolio to Enhance Its International Competitiveness	mln. roubles	3,611021	37,654531	22,37	49,20	11,90	97,11	107,21	103,61	
Task 1.1. Updating RUDN University education programs (including the development of distance learning)	mln. roubles	3,611021	31,758979	5,87	29,90	2,00	70,11	70,31	66,71	
Action 1.1.1. Renewing the curricula to reduce classwork load and transfer the focus on self-studies	Proportion of renewed course packages (by subjects), % cumulatively)	-	30%	-	60%	-	80%	100%	100%	E
Action 1.1.2. Developing distant education system and LLL courses for international students, promoting LLL programs on the key regional markets	Number of developed distance LLL programs, units cumulatively) (Number of countries resorting to these programs, cumulatively)	-	40 (20)	45 (22)	60 (35)	62 (36)	80 (50)	100 (65)	100 (75)	E
Action 1.1.3 Carrying out the International accreditation of the RUDN university education programs, including the International Expert Board Approval of the University’s action plan for international accreditation of major educational programs for 2016-2017.	Number of basic education programs certified through international accreditation, accumulating figures, units (cumulatively)	-	25	-	27	-	31	35	37	Ж

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
Action 1.1.4. Developing and implementing international double-degree major programs and inclusive education modules programs	Number of double-degree diploma programs, inclusive education modules programs, units (cumulatively)	62	93	97	102	106	111	121	130	E
Task 1.2. Raising the quality of training of research specialists and PhD students	mln. roubles	0,00	5,895552	16,5	19,30	9,90	27,00	36,90	36,90	
Action 1.2.1 Developing and introducing the scientific supervisors and advisers’ support system	Proportion of PhD students who defended their theses in due time within the year after the PhD course completion in the total number of PhD graduates, %	-	50%	-	53%	-	55%	57%	60%	Г
Action 1.2.2. Restructuring the current education programs; developing and implementing joint PhD programs, programs in foreign languages and double-degree programs	Number of PhD programs, programs in foreign languages, double-degree programs, units . (cumulatively)	-	10	10	50	50	100	150	200	Г
Action 1.2.3. Developing and implementing PhD full-time programs	Number of full-time PhD students, people	-	17	-	97	-	97	97	97	Г
SI 2. Recruiting and Developing RUDN University Key Staff, Raising Faculty Quality	mln. roubles	2,452346	144,813486	50,93	133,29	193,43	615,26	878,69	934,16	

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
Task 2.1. Recruiting specialists with work experience at leading Russian and foreign universities and research institutions for RUDN University managerial positions	mln. roubles	0,00	6,223213	6,81	16,29	15,90	37,10	71,93	94,65	
Action 2.1.1 International recruitment service support, recruiting specialists for RUDN University managerial positions, including the approval by the International Expert Board for the candidates applying for the University managerial positions within the framework of the target subsidiary support for 2016 and later. Including such measures as: -Getting approval from The University Supervisory Board for the managerial positions candidate’s requirements	Number of employees involved in the management positions of the University with work experience at leading Russian and foreign universities and/or at the leading Russian and foreign research institutions, people (cumulatively)	-	3	7	7	14	14	19	25	A
Task 2.2. Recruiting specialists with work experience at leading Russian and foreign universities and research institutions for faculty positions										
Task 2.2. Recruiting specialists with work experience at leading Russian and foreign universities and research institutions for faculty positions	mln. roubles	0,088	45,853912	30,0	30,0	0,00	151,44	197,80	225,53	
Action 2.2.1. Recruiting external specialists, including postdocs, for faculty positions, – Finalization and Approval from the International Expert Board of the employment contract as well as the recruitment and candidates selection process for the	Proportion of foreign professors, teachers and researchers, including Russian citizens, with PhD degrees from foreign Universities, in the total number of faculty, %	-	0,2%	-	3,5%	-	4,5%	5,5%	6,0%	B

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
specialists for the positions of teaching and research staff members, including postdocs (2016) <ul style="list-style-type: none"> – Getting and approval from the Academic Council for the changes in recruitment and selection process for teaching and research staff. – Forming regulations and plan of activities for structural subdivision responsible for attracting young teaching and research staff approved by the University Supervisory Board (2016-2017) 										
Task 2.3 Developing faculty international and domestic academic mobility	mln. roubles	2,364346	25,73636	13,12	17,00	7,43	30,82	41,96	46,98	
Action 2.3.1 Developing and implementing faculty international and domestic academic mobility programs, getting an approval from the International Expert Board for Academic Mobility Programs in 2016 for teaching and research staff.	Proportion of faculty participating in the University academic mobility programs in the total number of faculty, %	-	25%	-	26%	-	28%	30%	32%	B
Task 2.4. Generating and holding national and international events at the University	mln. roubles	0,00	2,00	1,0	5,0	2,10	3,90	7,00	7,00	
Action 2.4.1. Developing and implementing the program to hold national and international events at the University	Number of events, units (cumulatively)	-	30	30	70	30	70	80	100	B

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
Task 2.5 Enhancing motivation of RUDN University faculty to foster effectiveness	mln. roubles	0	65,0	0	65,0	168,00	392,00	560,00	560,00	
Activity 2.5.1. Developing the personnel management system with the focus on the high quality outcomes	Proportion of faculty fulfilling all the effective contract requirements annually, %	-	70%	-	75%	-	80%	95%	99%	
SI 3 Attracting talented undergraduate, graduate, and PhD students										
Task 3.1. Attracting best Russian students to enroll on RUDN University undergraduate, graduate and postgraduate programs										
SI 3 Attracting talented prospective students, undergraduate, graduate, and PhD students	mln. roubles	3,804524	50,355479	18,33	44,72	12,35	79,55	96,01	99,12	
Task 3.1. Attracting best Russian students to enroll on RUDN University undergraduate, graduate and postgraduate programs	mln. roubles	0,147	4,353	2,25	2,25	2,25	2,25	4,50	4,50	
Action 3.1.1. Developing system for attracting talented applicants to enroll at RUDN University to the top-priority bachelor’s and master’s programs, as well as Olympiad winners	USE GPA of the students enrolled on the university full-time bachelor’s and specialist’s programs on a state tuition fee basis, grade	-	76,5	-	77	-	77,5	78	79	
Action 3.1.2. Implementing measures aimed at attracting talented undergraduate students to enroll on the RUDN University	Number of schools organized by faculties and institutes for master courses prospective	-	4	-	6	-	8	12	16	

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
master’s programs, in particular in top-priority areas	students during the reporting period, units									
	Percentage of students with degrees obtained at other Russian universities enrolled on master programs, %	-	30,0	-	30,0	-	30,0	30,0	30,0	
Action 3.1.3. Developing system for selecting and attracting best Russian graduates to be enrolled on RUDN University PhD programs and clinical residency training	Percentage of students with degrees obtained at other Russian universities enrolled on PhD and clinical residency programs, %	-	30,0	-	30,0	-	30,0	30,0	30,0	
Task 3.2. Promoting and supporting undergraduate, graduate and postgraduate students, who have achieved significant results in scientific, social, socially significant and volunteer activities	mln. roubles	1,21825	8,32175	2,90	8,0	3,60	9,60	13,20	13,20	
Action 3.2.1 Holding competitions and other activities aimed at motivating and supporting undergraduate, graduate and postgraduate students, as well as competitions on RW, Including nominations and special awards for the students and PhD candidates to support their outstanding scientific achievements	Proportion of the University students on higher education full-time programs, who have received support, in the total number of full-time students on higher education programs, %	-	15%	-	16%	-	17%	18%	20%	Д

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
and/or participation in research and important social projects, etc.										
Task 3.3 Attracting talented foreign applicants to enroll in RUDN University, including for studies in foreign languages	mln. roubles	2,439274	37,680729	13,18	34,47	6,50	67,70	78,31	81,42	
Action 3.3.1 Holding international Olympiads, contests of scientific and creative works and other national and international activities at RUDN University, including the International Expert Board review for an action plan to attract talented foreign students from abroad.	Proportion of international students on higher education full-time programs, in the total number of full-time students on higher education programs (CIS students included), %	-	34,6	-	35,0	-	37,4	39,5	40,0	Ж
	Proportion of international students on master, PhD, residency programs, %	-	30,0	-	30,0	-	30,0	30,0	30,0	
Action 3.3.2 Developing tolerant sociocultural environment at RUDN University	Number of events aimed at developing and supporting tolerant sociocultural environment, adaptation activities for international students included, units (cumulatively)	50	100	55	110	60	120	125	130	Ж
SI 4. Mechanisms to ensure the resources concentration on breakthrough areas, turning down inefficient activities	mln. roubles	1,424457	69,563717	41,5	41,72	171,50	473,52	575,77	566,52	

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
Task 4.1. Resources concentration in breakthrough areas, turning down inefficient activities	mln. roubles	0,00	12,1721	6,0	11,72	0,00	26,00	26,00	26,00	
Action 4.1.1 Developing scientific project management system with a focus on internationally top-priority areas, involving inefficient activities abandonment, including special measures such as - Liquidation of inefficient programs, - Creation and integration of a grade system for the University Departments’ scientific assessment with the purpose of using the results of the monitoring in following University budget allocation of science and research funding on competition basis for the University structural units (2016) -Getting approval from The University Supervisory Board for the Action Plan on the University enhancement in the spheres of applied research and inventions (2016-2017).	Number of projects, implemented under the leading scholars supervision, units	-	9	-	15	-	15	15	15	3
Task 4.2. Enhancing the RUDN University research potential and reputation, and fostering RUDN University international competitiveness	mln. roubles	0,037344	30,562656	1,5	2,5	171,50	350,70	444,20	426,20	
Action 4.2.1. Target support of the research and teaching teams supervised by prominent foreign and Russian scholars, research consortia establishment	Number of research projects conducted with the leading Russian and foreign scientists’ participation, and / or in cooperation with the	-	3		3		11	13	15	3

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
	leading Russian and foreign research organizations on the University basis, including the perspective to create structural divisions at the University, number of projects									
Action 4.2.2. Target support of the already operating and newly created competitive centers and laboratories supervised by prominent foreign and Russian researchers	Number of research and R&D projects carried out in cooperation with the Russian and international high-tech companies on the University basis, including the perspective to create structural divisions at the University, number of projects	-	0	-	2	-	5	7	9	3
Action 4.2.3. Establishing and developing technology transfer center for enhancing the research commercialization	Number of licensed agreements, units	-	5	-	20	-	30	40	50	
Task 4.3. Enhancing motivation and publication activity of RUDN University faculty	mln. roubles	1,387113	26,828961	34,0	27,5	0,00	96,82	105,57	114,32	

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
Action 4.3.1. Organizing and holding events for enhancing academic efficiency	Number of publications in the WoS and/or Scopus database, units	-	0,7	-	0,81	-	1,1	1,68	2,56	
	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, , units	-	1,34	-	1,74	-	2,35	3,29	4,93	
SI 5 Modernizing RUDN Management System to Ensure Target Model Indicators and Characteristics Achievement	mln. roubles	2,825581	31,602926	14,00	33,94	12,50	39,12	45,94	42,16	
Task 5.1 Improving the financial system	mln. roubles	0,00	7,00	1,50	3,50	1,50	3,50	5,00	5,00	
Action 5.1.1. RUDN University financial system transfer onto the IFRS and audited financial statements (beginning with 2016 financial year of financial accounts in accordance with international standards of financial statements)	Audited financial statement under the IFRS	0	0	-	1	-	1	1	1	
Task 5.2 Optimizing and improving efficiency of the RUDN University management system	mln. roubles	2,141393	14,085326	12,5	16,50	11,00	23,00	33,00	33,00	
Action 5.2.1. Introducing and ensuring change management system	Degree of administrative managerial staff and faculty support for the occurring changes, %	-	35%	-	45%	-	55%	62%	68%	A

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
Action 5.2.2 Optimizing the university management system and its structure, Including such measures as: -Management system and its divisions personnel renewal.	Proportion of management system and its divisions personnel renewed since the 1 st of April, 2015, %	-	16%	-	25%	-	26%	27%	28%	A
Action 5.2.3 Setting up a management structure within the framework of the program for enhancing the competitiveness	Proportion of projects, implemented in due period, %	-	80%	-	85%	-	87%	91%	95%	A
Action 5.2.4 Elaborating and introducing a data analysis subsystem on the basis of the unified information system (UIS)	Phase of implementation, % (cumulatively)	0	5	15	25	40	60	80	100	
Task 5.3. Developing the personnel pool for the University’s senior management	mln. roubles	0,684189	10,5176	0,00	13,94	0,00	12,62	7,94	4,16	
Activity 5.3.1. Elaborating and introducing a program of shaping and training the personnel pool and managerial staff on the management in education course, implementing the Plan of measures to improve skills and qualifications of the potential managerial staff included into personnel pool; and following Plan’s screening during the meetings of The University Supervisory Board.	Number of employees included in the succession pool for managerial positions, people	-	130	130	130	130	130	130	130	A
Action 5.3.2. Developing and implementing personnel pool and managerial staff’s individual foreign languages training programs	Number of employees in personnel pool and managerial staff of the university and its structural subdivisions	-	10%	15%	20%	35%	50%	80%	100%	A

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
	having a command of English, % (cumulatively)									
SI 6. Managing RUDN University international reputation	mln. Roubles	1,829999	51,716047	25,44	31,75	68,55	125,37	191,92	197,92	
Task 6.1. Enhancing RUDN University recognition in the academic, professional and social communities.	mln. roubles	1,829999	51,716047	25,44	31,75	68,55	125,37	191,92	197,92	
Action 6.1.1 Creating the effective communicative infrastructure to enroll talented foreign students on the RUDN University bachelor’s, master’s, PhD and LLL programs	Position in the Webometrics ranking, ranking	-	18	-	16	-	14	12	10	Ж
Action 6.1.2 Developing and implementing “RUDN University” brand positioning strategy in the international environment in accordance with the target audiences expectations	Number of positive references to RUDN University in foreign media, units (cumulatively)	-	60	40	90	50	120	160	200	Ж
Action 6.1.3. Enhancing the academic reputation and employers’ recognition	Position in QS WUR ranking, ranking	-	501-550	-	451-500	-	401-450	351-400	301-350	Ж
SI 7 Developing the RUDN University infrastructure and services	mln. roubles	40,364373	314,135627	2,5	387,5	7,50	277,50	275,00	275,00	
Task 7.1. Modernizing RUDN University infrastructure in accordance with the international standards (including the information infrastructure development)	mln. roubles	40,364373	314,135627	2,50	387,5	7,50	277,50	275,00	275,00	

Strategic Initiative/Task/Action	Performance Indicator (type and measuring)	Performance Indicator Value								Activities under Directive № 21
		2016		2017		2018		2019	2020	
		HY 1	HY 2	HY 1	HY 2	HY 1	HY 2			
Action 7.1.1. Developing the facilities, buildings and communication system maintenance, academic areas reconstruction and expansion, constructing and commissioning new buildings and premises, the barrier-free environment development	Total area of renovated premises, square meters	-	3300	-	3900	-	4200	4300	4400	
Action 7.1.2. Modernizing the University e-learning environment; ensuring accessibility of education programs	Proportion of major educational bachelor’s, Specialist’s and master’s programs, offering at least 15% of education disciplines, available for e-Learning, % (cumulatively)	0%	0%	2%	5%	10%	15%	25%	40%	E
Total funding	mln. roubles	56,312301	699,841813	175,07	722,12	477,73	1 707,43	2 170,54	2 218,49	

Table 6. Additional actions

Action	Comment
Change of type of the organization for institutes of higher education in the status of federal state budgetary institution from federal budgetary to state autonomous organization.	Accomplished
•Establishment of the procedure of appointing the Head of organization (the Rector) by the Founder implying a prior competitive selection in the form of open international contest. The members of the Contest Committee are appointed by the Ministry of Education and Science of the Russian Federation (if it is a founder) or the Committee may consist of the representatives of The Ministry of Education and Science of the Russian Federation and competitive documentation is coordinated by the Ministry of Education and Science of the Russian Federation (for the organizations in which the Ministry is not the founder).	Pursuant to paragraph 2.3 of competitive documentation to hold an open contest to provide a government support to the leading universities of the Russian Federation with a view to enhance competitiveness among the world's leading research educational centers (hereinafter – competitive documentation) the decree of the Ministry of Education and Science of the Russian Federation from 06.05.2016 № 529 approved amendments to the Charter of Federal State Autonomous Educational Institution of Higher Education "Peoples' Friendship University of Russia", including the procedure of filling the Rector's position. The list of amendments was specified in the letter by the Ministry of Education and Science of the Russian Federation from November, 5, 2015 № АИ-1962/02.
Introduction of amendments to the University Charter and/or to internal protocols of the organization and valid employment contracts of the director of the organization (the Rector) and his deputies (Vice-rectors) with a view to achieving the indicators approved for the participant in the enhancing program and the procedure of the performance assessment of the Head of the organization and his deputies by the founder (or with the involvement of the Ministry of Education and Science of the Russian Federation for the organizations in which the Ministry is not the founder)	In accordance with requirements in paragraph 2.4. of competitive documentary employment contracts with vice-rectors involve achieving the performance goals set in the university plan of activities, enhancement programs and «road maps» in accordance with the established procedure and other university performance goals indicators including university government contract to provide governmental services according to the activity it is charged with. Vice-rectors' performance assessment is made in compliance with the University rules not less than once a year. The effective performance is in the base of effectiveness. Vice rectors' performance assessment is made by the Rector taking into account the work results during the period under consideration. The university is unauthorized to establish the procedure of assessment the performance of the Head of the organization and his deputies in its internal protocols. In addition, paragraphs 4.6, 4.7 of Compensation and Benefit Policy in RUDN and other forms of financial support of employees regulates that bonus payment to the Rector is established taking into consideration RUDN performance in accordance with university performance goals set by the Ministry of Education and Science of the Russian Federation. Terms and conditions for a bonus payment are annually established by the Ministry of Education and Science of the Russian Federation in additional agreement to the Rector's employment contract.
Introduction of financial statements in accordance with international financial reporting standard	Refer to Action 5.1.1.University financial system transfer onto the IFRS and audited financial statements
Auditing representation of financial statements introduced in accordance with international financial reporting standard	Refer to Action 5.1.1.University financial system transfer onto the IFRS and audited financial statements
Annual data submission to at least one of two following international ratings: QS, THE	Refer to Action 6.1.3. Enhancing the academic reputation and employers' recognition
Obtaining ranks in at least one of two following international ratings: QS, THE	Refer to Action 6.1.3. Enhancing the academic reputation and employers' recognition
Introducing the system of fixed-term contracts with academic staff based on the performance of their academic activities taking it into account while prolonging a contract and providing variable remuneration	Refer to Action 2.5.1 Developing the personnel management system with the focus on the high quality outcomes

PART 3. APPENDICES

Appendix 1. Action Plan Funding to Implement RUDN Competitiveness Enhancement Program ("Roadmap") for 2016-2020 funded through grants for government support of leading RF universities to enhance their competitiveness among the world's leading research educational centers and co-funding

Table 6. Funding Detailed Plan (RUB)

№		Planned Expenses							
		2016				2017		2018	
		Total		Including the 1 st half-year		Total	Including the 1 st half-year	Total	Including the 1 st half-year
1.	Expenses from subsidy funds and non-budgetary resources related to the implementation of the “road-map” and to events of the Russian Federation Government Directive № 211 of March 16, 2013.	from subsidy funds	from non budgetary resources	from subsidy funds	from non budgetary resources	from subsidy funds and non budgetary resources	from subsidy funds and non budgetary resources	from subsidy funds and non budgetary resources	from subsidy funds and non budgetary resources
	Total expenditures, including	150 000 000	77 257 766	0	6 566 948	325 470 000	117 320 000	1 351 660 000	303 980 000
	a) implementing measures to develop the personnel pool and attract specialists to managerial positions with experience in working at leading Russian and foreign universities and research institutions	14 901 513	2 321 989	0	684 189	37 040 000	6 810 000	95 620 000	24 900 000
	b) implementing measures to attract young researchers and teachers with experience in working in research and educational spheres at the leading Russian and foreign universities and research institutions	43875612	1 847 800	0	88 000	60 000 000	30 000 000	151 440 000	0

c) implementing programs of international and domestic academic mobility of researchers and teachers in the forms of internships, professional training and others.	17 968 645	10 132 061	0	2 364 346	36 120 000	14 120 000	44 250 000	9 530 000
d) implementing measures to improve the operation of post-graduate and PhD programs	5 445 552	450 000	0	0	35 800 000	16 500 000	36 900 000	9 900 000
e) implementing measures to support students, trainees, young researchers and faculty	7 780 000	1 760 000	0	1 218 250	10 900 000	2 900 000	13 200 000	3 600 000
f) developing new educational programs in cooperation with leading Russian and foreign universities and research institutions	17 696 500	3 807 829						
g) implementing measures to attract international creative applicants interested in scientific research and international students from leading schools to study at the University, including among other measures, the implementation of partnership of educational programs with foreign universities and university associations		0	735 489	35 370 000	8 370 000	89 910 000	9 500 000	
h) implementing the following projects within the Russian Federation long-term program for basic research at higher education institutions, and within the priority international areas of basic and applied research, as well:	42 332 178	26 938 087	0	1 476 674				
<i>research projects supervised by prominent Russian and foreign scientists and (or) in cooperation with leading research organizations, including the perspective to set up structural divisions at RUDN</i>		110 240 000	38 620 000	275 320 000	75 050 000			
<i>research and development projects in cooperation with Russian and international high-tech organizations, including the perspective to set up structural divisions at RUDN</i>	-	30 000 000	0	0	0	0	645 020 000	171 500 000

2.	Expenses from non-budgetary resources related to the implementation of the “road map” and to events of the Russian Federation Government Directive № 211 of March 16, 2013.	-	30 000 000	0	0	0	0
3.	Expenses from other sources related to the implementation of the "Road Map", subsidy funds and non-budgetary sources excluded	-	0	0	0	0	0
4.	Allocated subsidy funds	528896348		49 745 353		571 720 000	

Appendix 2. Methodology for Calculating Additional Indicators (AI) to Measure Performance Efficiency

AI 1: «The number of countries represented by RUDN students»

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).

AI 2: The number of current programs of cooperation with TOP-500 ranking universities

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.

AI 3: The number of bachelor's and master's double diploma programs that provide a degree from both RUDN and a relevant foreign higher educational institution

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/>

AI 4: The number of students and postgraduates participating in academic exchange programs with foreign universities

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).

Appendix 3. Results of Work Done for 5-100 Program International Council Recommendations

Table 7. The results of the work done for the 5-100 Program International Council recommendations

	Recommendations	Outcomes
1	A wide geographical array of the countries, represented in the RUDN student community, as well as a combination of medical, engineering and humanities areas, which is rare for Russia, provide for unique opportunities to position and promote the University globally. The Council believes, that the RUDN Roadmap should map clear goals for searching and realizing the respective opportunities	<ul style="list-style-type: none"> • An agenda of the RUDN University research and development, aimed at solving global problems and challenges to the modern society has been worked out (section 1.2.3.1.) • The region focus with respect to involving international students to meet the education service market demands has been adjusted. New priority regions include: Latin America and Africa, with the proportion of students from CIS decrease (section 1.2.3.2.). • A global approach to establishing partner relationship with international companies and key employers; segmentation of the regions in terms of positioning RUDN services for industries (section 1.2.3.3.) • Global promotion and RUDN reputation enhancement in the academic community worldwide (section 1.2.8.1.) • Development of a global professional retraining system for international graduates of Russian and foreign universities through distant learning with RUDN foreign alumni associations being largely involved.
2	The Council recommends that RUDN elaborate a coherent plan to strengthen its administration staff. The council will examine this plan and the first results gained by the University in implementing it over the period between examining the RUDN Competitiveness Enhancement Program and submitting its Road map at the Council session.	<ul style="list-style-type: none"> • In 2015 RUDN carried out the following management reorganization system: • The University Supervisory Board of 7 members with 5 external members and 3 members from big business organizations has been established • The University's Academic Board has been reorganized. The new Academic Board comprises 50 members instead of former long standing 185 member Board. • A number of faculties were restructured and converted to institutes (Agro-technological Institute in 2015, Medical Institute in 2014 and Law Institute in 2014). Preparations are nearing completion in terms of multi-specialty Engineering Faculty analogous transformation. • The University's senior staff, heads of the University's administrative divisions and 94% of academic faculty staff are now employed to work under efficient contract system.

		<ul style="list-style-type: none"> • The University old-fashioned Personnel Department was closed. The position of vice-rector for HR and personnel policy has been introduced, the human resources development has been established; the department for large-scale international faculty and executives has been put in place. • A managerial personnel pool has been formed (130 members). Given the age bracket of the key management staff of the university and the need to update it, the composition of "stand-ins" has been specified to gain the experience and to fully replace managers' duties. The realization of training programs for the personnel pool (7 modules, 2 modules per semester) has been launched. • The Program Directorate (Project Office) to improve the RUDN competitiveness has been set up (90% outsourced staff) that includes professionals in the field of strategic development and management of the university major transformation programs • The plan to close 5 of 6 RUDN branches by 2017 has been developed and is on track. <p>Plans for management system development include:</p> <ul style="list-style-type: none"> • Optimization of the organizational structure of the University: reducing duplicate functional units, reduction of inefficient research and educational units, continuation of the enlargement of the faculties and their transition to the institute structure. • Optimization of the administrative managerial staff number to identify key areas of RUDN activities, with a clear definition of the executives' duties and responsibilities. • Improving the personnel evaluation system and personnel and motivational decision -making based on a real assessment of the results of the department heads and personnel activities.
3	Great attention to the RUDN positioning through the English version of the Internet site should be brought sharply into focus. The Board recommends that the University consider the possibility of changing its name - the brand of "Peoples' Friendship". The name may retain succession, and the rich tradition and unique	<ul style="list-style-type: none"> • The structure and content of the University web site have been changed, as well as some visualization tools, including the English version. 2016 will see total revision and conversion of the University website to a new platform. • The University has planned a rebranding, which includes the change of the university official short name from PFUR to RUDN University, creation of a new logo, branding and brand book in 2016.

	<p>experience of the University in the international higher education; it should reflect the development perspectives, and not only stick to other merits. The Board will draw particular attention to the university plans in this direction when submitting the roadmap.</p>	
4	<p>The shift from a predominantly educational model of university to a research university will be a serious problem for RUDN. The Board recommends that the university plan activities in their Roadmap, describing the possible transformation of scientific activity and updating the staff.</p>	<p>As part of the RUDN University Roadmap the following activities are envisaged:</p> <ul style="list-style-type: none"> • Restructuring the academic staff structure, excluding faculty with no research load from the permanent full time academic staff manning table, based on the results of the effective contract indicators implementation • Involving the academic staff from the leading Russian and foreign universities and research institutions, including postdoctoral fellows • Developing domestic and international academic mobility • Renewing heads of departments based on the indicators of departments' scientific efficiency • Transferring faculty to work on an efficient contract basis • Setting up new laboratories and research centers • Promoting and supporting faculty publication activity • Promoting scientific activity based on a set of competitive university procedures
5	<p>Currently RUDN has not been sufficiently represented on the major international forums and global research agenda. RUDN roadmap should provide detailed measures to improve this situation. The Board recommends that the university make the most of their connections with its graduates from other countries to build up a new image of the University - forward-looking, actively working to achieve global leadership in selected priority areas. This image will be especially attractive for the developing countries setting up similar goals.</p>	<ul style="list-style-type: none"> • RUDN will increase significantly its cooperation with the international professional community. Priority and resources will be given to cooperation with internationally recognized organizations, contributing significantly to the growth of RUDN's academic reputation. • Wide international network of RUDN alumni associations will be a key tool for promoting scientific and educational University services abroad. • International scientific conferences under the auspices of the international scientific community have been scheduled. • Promotion of the RUDN' leading scientists to international scientific institutions and international scientific publications is on the agenda. • A variety of PR-activities for the RUDN international promotion is on the agenda (see section 1.2.8.1)

6	<p>The unique profile of RUDN is very promising for developing educational programs based on electronic and distance learning technologies (MOOC), aimed at a wide international audience. The Board recommends that RUDN focus its efforts on this area contributing to enhancing a global brand and its international awareness.</p>	<p>The RUDN university intends to launch MOOC programs available in the Russian and foreign languages and addressed to a broad audience, both on the university own portal and international platforms.</p> <p>By 2020, at least 100 modular distant LLL programs for continuing education at the University (mainly medical field) and programs on the Russian language as a foreign language and foreign languages will be launched, as well as LLL courses to meet the expectations of specific demands of RUDN international alumni in particular regions.</p> <p>Moreover, by 2020 the number of countries using the RUDN programs is expected to reach 75.</p>
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Appendix 4. International Employers Market

Table 8. The economic specialization of the student recruitment major countries

Region	Students providing key countries	The dominant industry	Core companies
Asia	China	Engineering, chemical and mining industry, telecommunications	Sinopec, Huawei
	India	Agriculture, electronics, mechanical engineering	Micro Fincap, Ebro India
	Vietnam	Agriculture, mining and oil industry, telecommunications	PetroVietnam, Petrolimex, VNPT
Latin America	Colombia	Oil, chemical and mining industries	Ecopetrol, Colmotores
	Ecuador	Agriculture and oil industries	Pinto, PetroEquador, Chevron*
	Brazil	Mechanical engineering, electronics, oil industry	Petrobras, Embraer
Africa	Côte d'Ivoire	Oil and mining, agriculture	Total*, Exxon Mobil*, Michelin*
	Nigeria	Oil, mining and metallurgical industries	NNPC, Shell*, Total*
	Angola	Oil and mining, agriculture	Sonangol, Petrangol, Diamang
Middle East	Jordan	Mining industry	Oracle*, SAP* Sytrol, GPC, Al Furat Petroleum
	Israel	The manufacturing industry, electronics, telecommunications	
	Syria	Oil, Chemical and Mining industries	
CIS	Kazakhstan	Oil industry, mechanical engineering, metallurgy	Samruk-Kazyna, Tengizchevroil
	Tajikistan	Metals and light industry	Talco, Rusal*

* Companies originating from other states

Appendix 5. RUDN Roadmap Quick Wins

Table 9. RUDN Roadmap Quick Wins

Roadmap actions	Outcomes 2016 – 2017
A 1.1.1. Introducing curricula with a reduced amount of classwork load, updating the contents and modernizing Course Packages with the focus shift onto the students' independent work	The percentage of modernized course packages will increase from 30% to 60%, thus leading to the academic faculty staff classwork load reduction within the implementation of "From Teaching to Learning" program.
A1.1.3. An international accreditation of educational programs	The number of internationally accredited major educational programs will increase up to 27 (on an accrual basis).
A 2.1.1. Creating and maintaining international recruitment services, outsourcing specialists to managerial positions	5 new key executives with international work experience will be recruited.
A 2.2.1. Outsourcing specialists (including postdoc) as faculty members	30 new international members, including Russian citizens, PhD holders of foreign universities will be engaged. Significant result will be achieved by means of involving international postdocs.
A 2.5.1. Developing a personnel management system, aimed at high quality outcomes	Transferring 100% of the faculty to the efficient contract system will make it possible to take staff and motivation solutions based on transparent criteria for the employee's performance. The result of the above will be a drastic increase of the University's scientometric indicators.
A 3.1.3. Developing a system to select and enroll best Russian graduates (with regard to their portfolio) on PhD and clinical residency programs	The proportion of other universities graduates enrolled on the RUDN University programs will increase to 30%
A 4.2.2. Targeted support of competitive centers and laboratories (both existing and newly set up) supervised by the leading Russian and foreign scientists	The number of RUDN research projects supervised by the leading Russian and foreign scientists and / or in cooperation with leading Russian and international scientific institutions will increase to 27.
A 4.3.1. Organizing and carrying out activities to enhance research efficiency	A language support center for publications in foreign languages will be created. A RUDN scientific electronic journal will be promoted in the Scopus database in 2017
A 5.2.2. Optimizing the University management and organizational structure	Upgrading the University management, the proportion of university staff renovation will increase to 25%, in relation to April 1 st , 2015
A 5.2.3. Developing management structure within the framework of the Program to enhance the RUDN competitiveness	Optimal rapid decision-making system will be developed within the framework of RUDN competitiveness enhancement Program. Project Management Office for RUDN competitiveness Enhancement Program has been staffed with highly qualified professionals.
A 5.3.1. Developing and implementing programs on management in education to train personnel pool and senior executives	The personnel pool of 130 members to fill senior university executives positions has been selected.
A 5.3.2. Developing and implementing individual plans to train personnel pool as well as senior executives in foreign languages	Personnel pool individual training programs in foreign languages will be developed, through external internships, as well. The percentage of executives and personnel pool who master English will increase from 10% to 35%.
A 6.1.1. Creating an effective communication / Internet infrastructure to involve talented international students to study on bachelor, master, PhD, as well as LLL programs.	New tools for PR and RUDN international promotion in the target regions worldwide have been developed with the view of involving new talented youth. Developing and promoting the University Internet resources, regarding Webometrics enhancement rankings.

Roadmap actions	Outcomes 2016 – 2017
A 6.1.2. Implementing the strategy of positioning and "RUDN UNIVERSITY" brand promotion in line with the target audiences expectations worldwide	The new brand and visual identity of the University. RUDN positive references increase in the international media.
A 6.1.3 Developing academic reputation and employers' recognition	Increasing reputational indicators QS rankings (general and subject lists)