



**COMPETITIVENESS ENHANCEMENT PROGRAM
FOR VORONEZH STATE UNIVERSITY
AS A WORLD'S LEADING CENTER
OF RESEARCH AND EDUCATION
2016–2020**



**VORONEZH
STATE
UNIVERSITY**

Rector Dmitry ENDOVITSKIY



VORONEZH STATE UNIVERSITY



FOUNDED

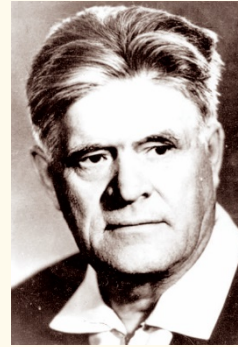
in 1918 with its roots going back to one of the oldest Russian universities – Yuriev (Derpt) established in 1802

NOTABLE ALUMNI

Pavel Cherenkov - Nobel Prize laureate in Physics (1958)

Nikolai Burdenko - founder of Russian neurosurgery

Mikhail Tsvet - inventor of chromatography



Pavel Cherenkov



Nikolai Burdenko



Mikhail Tsvet

**Internationally
recognized scientists**

in laser physics, solid-state physics, nonlinear and wave processes, functional and construction materials, and biochemical technologies

Enrollment in 2015 – 18,000

Undergraduate – 13,721

Master's – 2,621

PhD students – 731

International students – 1,036

OVER 180,000 GRADUATES

OVER 20,000 INTERNATIONAL GRADUATES

FROM 142 COUNTRIES

ACADEMIC ATTRACTIBILITY FOR INTERNATIONAL AND NATIONAL STAKEHOLDERS



VORONEZH STATE UNIVERSITY



LOCATED IN A MILLION-PLUS
MEGAPOLIS

NOT FAR FROM MOSCOW

INTEGRATED INTO
HIGH TECH CLUSTERS OF THE REGION

OUR GRADUATES WORK
ALL OVER THE WORLD

COMFORTABLE INTERRELIGIOUS
AND INTER-CIVILIZATION ENVIRONMENT

A BRIDGE BETWEEN EAST
AND WEST



EXTERNAL COMPETITIVENESS

COMPETITIVENESS

INTERNAL COMPETITIVENESS

UNIVERSITY TRANSFORMATION STRATEGIES

- DEVELOPING COMPREHENSIVE STRUCTURES AND SECURING RESOURCES FOR RESEARCH DIVERSIFICATION AND COLLABORATION WITH WORLD RECOGNIZED NATIONAL AND INTERNATIONAL INSTITUTIONS
- BECOMING A NATIONAL MODEL FOR A STUDENT FOCUSED UNIVERSITY THAT EDUCATES GRADUATES TO BE SOCIALLY ENGAGED GLOBAL CITIZENS AND A WORKFORCE WITH THE KNOWLEDGE AND SKILLS TO COMPETE IN THE WORLD'S MARKETPLACE
 - BRINGING IN “NEW BLOOD”: FACULTY, STAFF, AND ADMINISTRATION
- ESTABLISHING SHARED GOVERNANCE POLICIES AND PRACTICES TO ENGAGE EXTERNAL STAKEHOLDERS, FACULTY AND STUDENTS IN DECISION MAKING AND IMPLEMENTATION PROCESSES
 - ACTIVE ENGAGEMENT WITH OUR ALUMNI COMMUNITIES
- LEADING THE INTEGRATION OF RESEARCH, INNOVATION AND EDUCATIONAL RESOURCES IN CENTRAL BLACK EARTH REGION TO ADVANCE THE ECONOMY AND SIGNIFICANTLY IMPROVE THE LIVING STANDARDS OF THE REGION'S POPULATION

Major development pathways of enhancing the external and internal competitiveness of the University



DEVELOPING COMPREHENSIVE STRUCTURES AND SECURING RESOURCES FOR RESEARCH DIVERSIFICATION AND COLLABORATION WITH WORLD RECOGNIZED NATIONAL AND INTERNATIONAL INSTITUTIONS

VORONEZH STATE UNIVERSITY – IN 2015

- LABORATORIES HEADED BY INTERNATIONAL RESEARCHERS – 4
- PARTNERSHIP AGREEMENTS WITH INTERNATIONAL RESEARCH CENTERS (France, USA, Germany and others) – 6
- 701+ QS RANKING POSITION (institutional score)

MAJOR DEVELOPMENT PATHWAYS

- RESEARCH AND EDUCATION CLUSTERS
- NEW INTERNATIONAL LABORATORIES
- LABORATORIES HEADED BY YOUNG PROMISING SCIENTISTS
- COOPERATION WITH UNIVERSITIES AND COMPANIES OF THE CENTRAL BLACK EARTH REGION

VORONEZH STATE UNIVERSITY – IN 2020

- CENTERS OF RESEARCH EXCELLENCE:

“Improving Public health”

“Improving living environment”

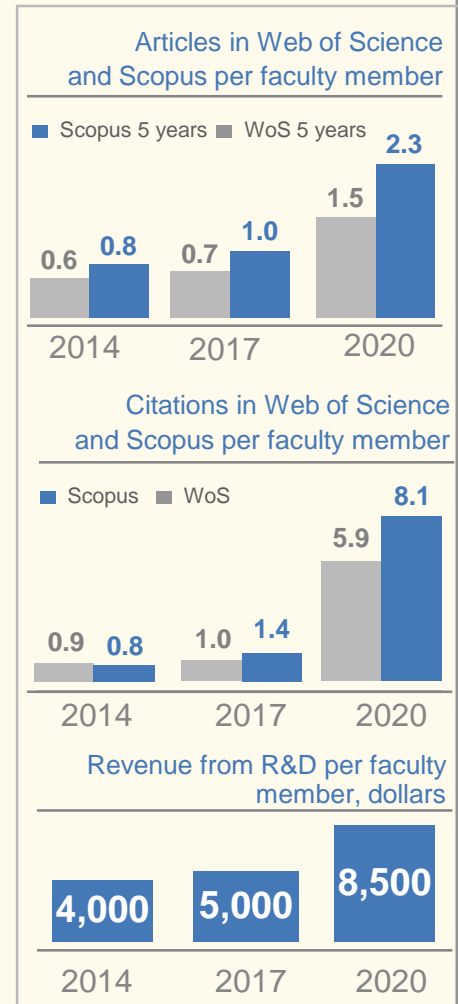
“Society”

“Production technology”

“Mathematics and computer sciences”

- STRATEGIC ALLIANCES WITH HIGH TECH COMPANIES – AT LEAST 20

- 4 VSU-PUBLISHED JOURNALS INCLUDED IN THE SCOPUS DATABASE



BECOME A NATIONAL MODEL FOR A STUDENT FOCUSED UNIVERSITY THAT GRADUATES SOCIALLY ENGAGED GLOBAL CITIZENS AND WORKFORCE WITH ACADEMIC KNOWLEDGE AND SKILLS TO COMPETE AT THE WORLD'S MARKETPLACE



VORONEZH STATE UNIVERSITY – IN 2015

- MASTER'S DOUBLE-DEGREE PROGRAMS AND MASTER'S PROGRAMS IN ENGLISH – 3%
- INTERNATIONAL STUDENTS – 4.38%
- EU PROGRAMS AND PROJECTS – 15
- JOINT TRAINING CENTERS CREATED IN COLLABORATION WITH INTERNATIONAL COMPANIES – 12
- INTERNATIONAL LANGUAGE AND CULTURE CENTERS – 6

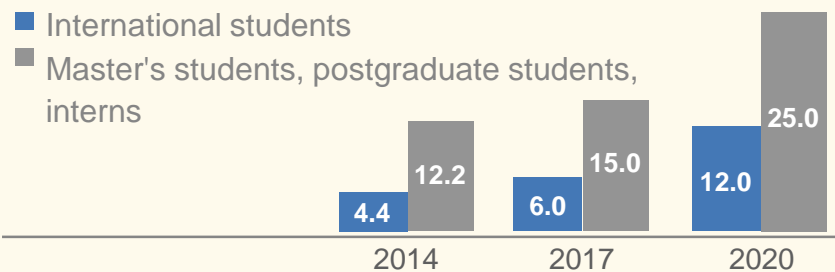
MAJOR DEVELOPMENT PATHWAYS

- INTERNATIONAL ACCREDITATION OF ACADEMIC PROGRAMS
- IMPROVING FACULTY, STAFF AND STUDENTS KNOWLEDGE OF FOREIGN LANGUAGES
- COMPREHENSIVE CAMPUS INTERNATIONALIZATION

VORONEZH STATE UNIVERSITY – IN 2020

- JOINT ACADEMIC PROGRAMS / DOUBLE DEGREE PROGRAMS IN PARTNERSHIP WITH INTERNATIONAL UNIVERSITIES – 30%
- PROGRAMS TAUGHT IN ENGLISH – MIN. 30
- SUMMER SCHOOLS/SEMESTER – MIN. 450 STUDENTS REGISTERED
- JOINT TRAINING CENTERS CREATED IN COLLABORATION WITH INTERNATIONAL COMPANIES – 40

Percentage of master's students, postgraduate students, interns, and international students, %



ESTABLISH SHARED GOVERNANCE POLICIES AND PRACTICES



UNIVERSITY IN 2020

International
Board
of Experts

Engaging faculty, staff and students in the process of decision-making within a shared governance model

Operational management of principal activities delegated to the interdisciplinary R&E clusters

**PROACTIVE
MANAGEMENT**

Monitoring satisfaction rating with students' and employees' annual surveys

Vice-Rector
for Change
Management

100% of top managers will have completed internships or have had experience of working in world-leading universities

BRINGING IN "NEW BLOOD": FACULTY, STAFF, AND ADMINISTRATION



MAJOR DEVELOPMENT PATHWAYS

- INTERNATIONAL RECRUITMENT SERVICE
- "CO-CHAIRING" SYSTEM FOR LEADING LABORATORIES AND DEPARTMENTS WITH DISTINGUISHED INTERNATIONAL PROFESSORS
- CAREER MODEL FOR YOUNG RESEARCHERS
- GOOD QUALITY LIVING AND WORKING CONDITIONS FOR INVITED FACULTY
- FACULTY AND STAFF LEADERSHIP WORKSHOPS

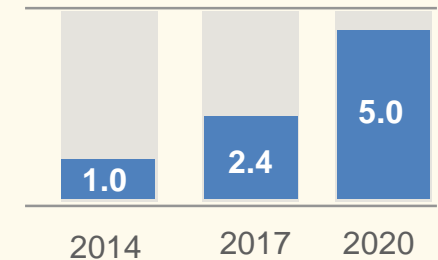
VORONEZH STATE UNIVERSITY – IN 2015

- DEPARTMENTS HEADED BY INTERNATIONAL SCHOLARS
- WORKSHOPS AND SEMINARS BY INTERNATIONAL SCHOLARS
- EFFECTIVE CONTRACT: TOP MANAGEMENT AND STAFF

VORONEZH STATE UNIVERSITY – IN 2020

- MERIT BASE COMPENSATION MODEL TIED TO THE PROGRAM'S KPI's
- INTERNATIONAL AND NATIONAL MOBILITY PROGRAM (at least 320 people annually)
- FACULTY RECRUITMENT BY OPEN INTERNATIONAL COMPETITION

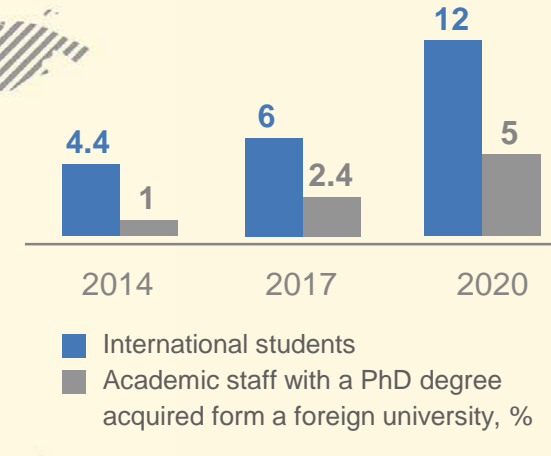
Academic staff with a PhD degree acquired from a foreign university, %



ACTIVE ENGAGEMENT WITH ALUMNI COMMUNITIES, WHICH FACILITATES:



Percentage of international students and academic staff with a PhD degree acquired from a foreign university, %



- IMMEDIATE CONTACTS WITH TOP MANAGEMENT TEAMS OF INTERNATIONAL UNIVERSITIES, CORPORATIONS, AND GOVERNMENTS
- INTERNATIONAL STUDENTS RECRUITMENT
- ESTABLISHING INTERNATIONAL LABORATORIES
- INTERNATIONAL INTERNSHIPS AND MOBILITY PROGRAMS
- ATTRACTING THE BEST INTERNATIONAL RESEARCHERS AND SCHOLARS

LEADING THE INTEGRATION OF RESEARCH, INNOVATION AND EDUCATIONAL RESOURCES IN THE CENTRAL BLACK EARTH REGION TO ADVANCE THE ECONOMY AND SIGNIFICANTLY IMPROVE LIVING STANDARDS OF THE REGION'S POPULATION



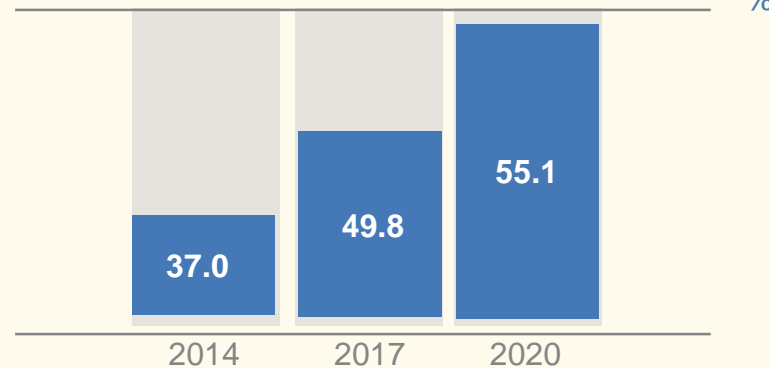
VORONEZH STATE UNIVERSITY – IN 2020

- TECHNOPOLIS OF REGIONAL RESEARCH AND DEVELOPMENT CENTERS BASED ON THE STRATEGIC ALLIANCE WITH UNIVERSITIES AND COMPANIES OF THE CENTRAL BLACK EARTH REGION
- JOINT INNOVATIVE PROJECTS – AT LEAST 25
- JOINT RESEARCH CENTERS – 12
- INTERREGIONAL ACADEMIC MOBILITY OF STUDENTS

MAJOR DEVELOPMENT PATHWAYS

- NETWORK EDUCATION PROGRAMS
- JOINT RESEARCH PROGRAM OF THE ASSOCIATION OF HIGHER EDUCATION INSTITUTIONS OF THE CENTRAL BLACK EARTH REGION
- VSU-BASED ONLINE TV CHANNEL OF THE UNIVERSITIES OF THE CENTRAL BLACK EARTH REGION
- STRATEGIC ALLIANCES OF UNIVERSITIES, GOVERNMENTS, AND BUSINESS

Revenue from external sources, %



WORLD RECOGNIZED UNIVERSITY



VORONEZH STATE UNIVERSITY – IN 2015

- STRONG SOCIAL NETWORK PRESENCE
- INTERNATIONAL WEB REPRESENTATION:

- HIGH MEDIA ACTIVITY IN REGIONAL AND FEDERAL MASS MEDIA

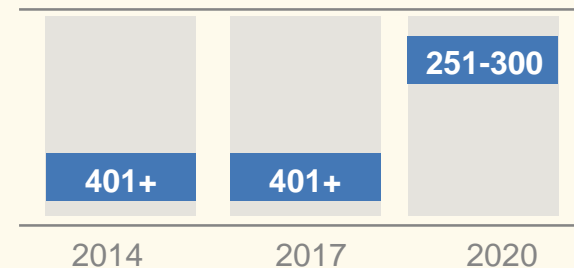
MAJOR DEVELOPMENT PATHWAYS

- ATTRACTION OF INTERNATIONAL MEDIA AGENCIES TO FORM COMPETITIVE PR STRATEGY AND REBRANDING
- PROMOTING VSU IN RUSSIA AND ABROAD WITH THE ASSISTANCE OF THE ALUMNI ASSOCIATION IN RUSSIA AND ABROAD
- PARTNERSHIP WITH EUROPEAN ACADEMIC PUBLISHING HOUSES

VORONEZH STATE UNIVERSITY – IN 2020

- A LONG-TERM TARGETED PR-STRATEGY
- PARTNERSHIP AGREEMENTS WITH LARGE INTERNATIONAL MEDIA HOLDINGS
- HIGH PROFILE INTERNATIONAL MEDIA PRESENCE

QS ACADEMIC REPUTATION



FINANCIAL MODEL



TOTAL SUBSIDIES OVER FIVE YEARS – \$25,230,000

MAJOR COST ITEMS

RESULTS – BY 2020

Establishing international laboratories
\$3,500,000

Internationally competitive research teams reflect higher ratings
Income from research and development – 30% of total income

Opening and developing joint education programs with international universities
\$4,750,000

Large contingent of students recruited from the Eurasian Economic Union countries, India, China and Europe
International students – 12%

International and national mobility of faculty
\$2,730,000

Efficient faculty
Faculty members having completed international internships – 330 people
Staff with a PhD degree acquired from a foreign university – 75 people

Talented students, postgraduate students and young faculty members support
\$5,320,000

Greater attraction of VSU education for Russian and international students, master's students and postgraduate students
QS Ranking position (overall ratings) – 51-100
Times Higher Education – 351-400
ARWU – 451-500

Attraction of the best specialists to key administrative positions
\$6,780,000

Focus on the world-class level of excellence in research, innovation activity and teaching

FINANCIAL MODEL AFTER 2020



INCREASINGLY DIVERSE REVENUE SOURCES CREATED IN 2016-2020:

A PACKAGE OF RESEARCH AND DEVELOPMENT CONTRACTS

A PORTFOLIO OF INTERNATIONALLY AND NATIONALLY POPULAR NEW ACADEMIC PROGRAMS

COMMERCIALIZATION OF R&D RESULTS FROM A NEW GENERATION OF RESEARCHERS

EFFICIENT MANAGEMENT SYSTEM

ACTIVE FUNDRAISING AND ENDOWMENT FUND

INCREASE IN TOTAL REVENUE
(average for 2021-2025)

REVENUE
FROM EDUCATIONAL
SERVICES

+ \$1,200,000

REVENUE
FROM RESEARCH
AND DEVELOPMENT

+ \$3,850,000

REVENUE
FROM ENDOWMENT
AND PROPERTY

+ \$500,000

+ \$5,550,000 annually



Welcome to
Voronezh State University!

Thank you for your attention!