**Roadmap of STRA-U “Challenges for Social Development”**

**I. Goal:** Creation and advancement of the clusters of cutting-edge interdisciplinary studies, educational programs and applied research in order to provide solutions to the challenges of global and national social development.

**II. Main objectives:**

- Implement a program of studies on global issues that focuses on Russia's national priorities in the areas of social policy, demographic and migration policy, comparative analysis of transitional societies, social psychology, economic sociology, global and national risks of social and political destabilization, etc.;

- Participate in international comparative studies on global issues of social development and social policy;

- Implement an effective system of networking and management for interdisciplinary studies and educational projects on the issues of contemporary social development in order to raise the quality of research and in turn strengthen the quality of academic degree programs;

- Transfer the results of the cutting-edge studies on the issues of contemporary social development to the educational process, as well as expert support of modernization of programs of economic and social policy and public administration in the Russian Federation;

- Increase the research productivity of the interdisciplinary clusters on STRA-U priority issues expressed in the increasing number of scientific publications in leading peer-reviewed journals indexed in the Web of Science and Scopus databases, as well as improvement of the position of the HSE in the QS Rankings by subject;

- Develop interdisciplinary educational programs, including master's programs in English in the areas of the STRA-U, to improve their competitiveness in the Russian and global educational markets, contribute to financial stability of the university and strengthen their research quality.

**III. Expected Outcomes:**

- Advanced interdisciplinary comparative studies of global and national issues of social development, particularly in transitional societies, recognized by the international academic community, with the special focus on:

* Mechanisms of reproduction of elites in transitional societies;
* Models for measuring of political status and influence of states and their groups in the modern world;
* Patterns and risks of social and political destabilization at the global, regional and national levels;
* Factors of poverty and inequality conditioned by technological, demographic, geopolitical, and other changes in the modern world;
* Patterns of contemporary demographic and migration processes and their implications for global and national development;
* Social and psychological mechanisms of personal development in the times of crisis.

- Assuming the role of a leading Russian center of expertise and consultancy in the areas of social and economic policy and public administration based on the results of the cutting-edge interdisciplinary studies;

- Nationally and globally competitive educational programs in STRA-U areas, which actively use the results of the cutting-edge research from the STRA-U’s interdisciplinary clusters in the educational process;

- System of professional training in the areas of the STRA-U based on the model of integrated educational track ”Master – PhD“ and awarding of own degrees by the HSE with the potential to replicate this model;

- HSE international academic reputation is confirmed by entering the Top 100 of the QS World University Rankings for “Social Sciences & Management”, “Development Studies” and “Sociology”; and two other programs, “Politics & International Studies” and “Psychology” are ranked in the Top 150 of the QS World University Rankings.

**IV. STRA-U Target Indicators**

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| --- | --- | --- | --- |
| **№** | **Indicators** | **Unit of Measurement** | **Key Results** |
| **Actual 2015** | **Actual 2016** | **Plan 2017** | **Plan 2018** | **Plan 2019** | **Plan 2020** |
| 1. | Position in the QS Ranking: Social Sciences and Management | rank | 161 | 151-200 (plan) | 151-200 | 101-150 | 51-100 | 51-100 |
| 2. | Position in the QS Ranking: Development Studies | rank | 51-100 | - | 51-100 | 51-100 | 51-100 | 51-100 |
| 3. | Position in the QS Ranking: Sociology | rank | 151-200 | 151-200 (plan) 101-150 (actual) | 151-200 | 101-150 | 101-150 | 51-100 |
| 4. | Position in the QS Ranking: Politics & International Studies | rank | - | - < 200 (plan)101-150 (actual) | 151-200 | 151-200 | 101-150 | 101-150 |
| 5. | Position in the QS Ranking: Psychology  | rank | - | - | - | - | 151-200 | 101-150 |

**V. Action Plan\***

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| --- | --- | --- | --- | --- |
| **№** | **Planned efforts** | **Timeframe for implementation***(check “X” in relevant graphs)* | **Results***(description, indicators for 2016-2020)*  | **Responsible persons***(for 2016)* |
| **2016** | **2017** | **2018** | **2019** | **2020** |
| **Apr-Sept** | **Oct-Dec** |
| 1. | **Organizational Efforts** |
| 1.1. | STRA-U’s organizational structure has been developed  | Х |  |  |  |  |  |  |  |
| 1.1.1. | STRA-U’s management committee and the description of its functions and operational approach have been approved | Х |  |  |  |  |  | Rector’s directive on the STRA-U’s management committees; approved regulation on the STRA-U | Melville, A.Y. |
| 1.1.2. | STRA-U’s international advisory council, its functions and system of operations have been approved | Х |  |  |  |  |  | Rector’s directive on the STRA-U’s international advisory council; approved regulation on the STRA-U | Melville, A.Y. |
| 1.2. | STRA-U’s internal structure (subdivisions, procedures for adding/removing subdivisions to and from the unit) has been defined | Х |  |  |  |  |  | Rector’s directive on the list of subdivisions to be included under the STRA-U | Melville, A.Y. |
| 1.3. | Interactions among the STRA-U’s subdivisions, as well as a decision-making model for the unit’s operations have been defined | Х  |  |  |  |  |  | Approved regulation on the STRA-U | Melville, A.Y. |
| 1.4. | STRA-U’s project teams have been formed; required material and information resources for their operation were identified | Х | Х |  |  |  |  | Protocol of the STRA-U’s management committee with a list of the unit’s key projects (research, educational, etc.), as well as the personnel of these teams | Kozhanov, A.A. |
| 1.5. | STRA-U’s management committee and international advisory council have reviewed its 3-year action plans for academic and research development |  | Х | Х | Х | Х | Х | Protocols of the STRA-U’s management committee and international advisory council, thereby approving development plans for the unit’s academic and research activities | Melville, A.Y. |
| 1.6. | Development of revenue targets for each STRA-U, thereby ensuring its development in line with the approved plans |  | Х | Х | Х | Х | Х | Projections of the STRA-U’s revenue (to be updated every year)Protocol of the STRA-U’s management committee on the unit’s projected revenues (subject to approval by HSE’s Planning and Finance Office) | Melville, A.Y.Timokhina, T.N. |
| 1.7. | Activities to promote the STRA-U | Х | Х | Х | Х | Х | Х | 2016 – creation of the STRA-U’s own webpage on the HSE corporate portal; - determining who is responsible for information about the unit published on the portal; - updating of the STRA-U’s website; - maintaining a news ticker on the unit’s activities. | Vinnik, N.V. |
|  | **2. Development Plan for the STRA-U’s Educational Activates** |
| 2.1. | Improving current and starting up new educational programmes |  |  |  |  |  |  |  | Kozhanov, A.A. |
| 2.1.1. | Starting up new educational programmes |  |  |  |  |  |  |  |  |
| 2.1.1.1 | Applied Statistics with Network Analysis (Master’s programme, full time, in English)  |  |  | Х | Х | Х | Х | *Programme start date: 2017* *Partners: (status of the agreement - planned)**Universities:* Indiana University*Research organizations:* Center for Applied Network Analysis and System Science (US)*Annual enroillment (overall/international students):**В 2017 – 20 /at least 5, 2018 – 20/at least 5, 2019 – 20/at least 5 , 2020 – 20/at least 5.**Short description**Programme focus:* to enhance statistical knowledge and focus on network-based analysis, which is key in light of rising interest in networks. The programme is in English and is currently being developed at the International Laboratory for Applied Network Research, a subdivision of STRA-U. This programme will be characterized by its range of courses, which are standard for Master’s programmes in applied network analysis in American Universities.  | Kuskova, V.V. |
| 2.1.1.2 |  “Psychoanalysis and Psychoanalytic Therapy”, Master’s programme, full-time | Х | Х | Х | Х | Х | Х | *Start of the programme:* 2016*Partners (status of the agreement – in effect)* *Universities:* Paris X – Nanterre University*Research organizations:* International Society for the Psychoanalytic Study of Organizations (ISPSO)*Company:* Tavistock Institute (London) *Research projects under which the programme is being conducted:* “Social Aspects of Personal Development in the Times of Crisis in Cross-Cultural Context” (2016-2020) *Annual enrollment (overall/international students):*2016 – 40 /0, 2017 – 30 /0, 2018 – 30/0, 2019 – 30/0, 2020 – 30/0.*Short description*This programme is aimed at providing students with competencies related to psychoanalytic theory and application and enable them to conduct consulting for therapeutic purposes. It brings together leading Russian and international specialists in psychoanalytical therapy and analysis, various schools of psychoanalysis (following the Anglo-Saxon and French models), as well as offers in-depth theoretical preparation and intensive practical experience. The programme’s main features include its openness, integrative approach and a unified professional space. | Rossokhin, A.V. |
| 2.1.1.3 |  “HR Management in Public Organizations”, Master’s programme, full time |  X | Х | Х | Х | Х | Х | *Programme start date:* 2016*Partners (status of the agreement – in effect)* *Universities:* Fudan University (China), Indiana University (USA)*Research organizations:* HSE Institute for Public Administration and Governance *Organizations:* Ministry of Labour of the Russian Federation, Central Office of the State Duma*Research projects under which the programme is being conducted:* “Effectiveness of Result-based Management Systems and Government Regulation” (2016-2020)*Annual enrollment (overall/international students):*2016 - 15 /0, 2017 – 15 /0, 2018 – 15 /0, 2019 – 15 /0, 2020 – 15 /0.*Short description*Graduates of this programme will be capable of conducting HR audits of public organizations, work in government and municipal HR departments, properly understand and assess civil service theory, and provide instruction to students. | Barabashev, A.G. |
| 2.1.1.4 |  “Psychoanalysis and Business Consulting”, Master’s programme, full-time, several courses taught in English | Х | Х | Х | Х | Х | Х | *Programme start date:* 2016*Partners (status of the agreement – in effect)* *Universities:* Paris X – Nanterre University*Companies:* European Business Coaching Center*Research projects under which the programme is being conducted: “*Social Aspects of Personal Development in the Times of Crisis in Cross-Cultural Context” *(2016-2020)**Annual enrollment (overall/international students):*2016 – 20 /0, 2017 – 20 /0, 2018 – 20/0, 2019 – 20/0, 2020 – 20/0. *Short description*Psychoanalytical coaching and business consulting are new fields for Russia, which have emerged due to a close cooperation between HSE’s Department of Psychoanalysis and Business Consulting and the leading European business school INSEAD, individual consultants and EXECUTIVE coaches, as well as the heads of HR departments from both Russian and global companies. Intensive joint efforts with international colleagues ensures that our students receive a unique experience and body of knowledge, as well as expand their perspectives in leading global coaching practices and psychoanalytical business consulting.  | Rossokhin, A.V. |
| 2.1.2. | Reformatting/developing current educational programmes |  |  |  |  |  |  |  |  |
| 2.1.2.1 | “Population and Development” Master’s programme, full-time, in English  | Х | Х | Х | Х | Х | Х | *Programme start date:* 2015*Reformatting period:* 2016*Focus of the reformatting:* securing student internships in state agencies (Ministry of Labor and Social Protection)*Reformatting period:* 2017*Focus of the reformatting:* developing programmes for long-term student mobility with the National Institute of Demographic Studies (France);*Reformatting period:* 2018*Focus of the reformatting:* Developing programmes for long-term student academic mobility with Sapienza University of Rome (Italy)*Reformatting period*: 2019*Focus of the reformatting:* bringing in lecturers and instructors from the National Opinion Research Center (US), UNFPA’s office in Eastern Europe and Central Asia *Reformatting period*: 2020*Focus of the reformatting:* developing long-term development strategies for the programme with an eye to 2020-2015 | Kozlov, V.A. |
| 2.1.2.2 | “Political Analysis and Public Policy”, Master’s programme, full time, in English  | Х | Х | Х | Х | Х | Х | *Programme start date: 2006**Reformatting period: 2016**Focus of the reformatting:* developing an academic exchange programme with the International University College of Turin (Italy) *Reformatting period: 2017**Focus of the reformatting:* developing student exchange programme with University of Sarajevo (Bosnia and Herzegovina) (effective 2017) *Reformatting period: 2018**Focus of the reformatting:* developing internship programmes with the possibility of further employment in state agencies (Government of Moscow, etc.) and leading companies (Lukoil, etc.)*Reformatting period: 2019**Focus of reformatting:* extending the double-degree programme with the University of Bologna (Italy)*Reformatting period: 2020**Focus of reformat:* developing a long-term development strategy for the programme with 2020-2025 in mind | Belyaeva, N.Y. |
| 2.1.2.3 | “Applied Social Psychology”, Master’s programme, full-time, in English  | Х | Х | Х | Х | Х | Х | *Programme start date: 2011**Reformatting period: 2016**Focus of the reformatting:* developing professional competencies in applied social psychology by involving students in the projects conducted by the HSE’s International Research and Teaching Laboratory for Socio-Cultural Research.*Reformatting period: 2017**Focus of the reformatting:* bringing in lecturers from the Hebrew University of Jerusalem (Israel).*Reformatting period: 2018**Focus of the reformatting:* inviting lecturers from Queens University (Canada)*Reformatting period: 2019**Focus of the reformatting:* extending a double degree programme with Tilburg University (Netherlands) *Reformatting period: 2019**Focus of the reformatting:* developing a long-term development strategy for the programme with 2020-2025 in mind | Lebedeva, N.M. |
| 2.1.2.4 | “Politics. Economics. Philosophy”, Master’s programme, full time, in English  | Х | Х | Х | Х | Х | Х | *Programme start date: 2014**Reformatting period: 2016**Focus of the reformatting:* developing internship programmes with leading scientific centres (Center for Political Technologies (CPT) and INION RAS)*Reformatting period: 2017**Focus of the reformatting:* bringing in lecturers from the University of Witten/Herdecke (Germany) and University of Helsinki (Finland) *Reformatting period: 2018**Focus of reformatting:* developing partnerships with Sciences Po (France) and University of Passau (Germany)*Reformatting period: 2019**Focus of the reformatting:* inclusion in the global network of “Philosophy, Politics and Economics” (PPE) programmes in order to attract international students and instructors; starting a double degree programme *Reformatting period: 2020**Focus of the reformatting:* developing a long-term development strategy for the programme with 2020-2025 in mind | Ananyin, O.I. |
| 2.1.2.5 | Comparative Social Research (in English) Master’s Programme  | Х | Х | Х | Х | Х | Х | *Programme start date: 2014**Reformatting period: 2016**Focus of the reformatting:* developing an internship programme with the Institute of Sociology (RAS)*Reformatting period: 2017**Focus of the reformatting*: developing an internship programme with the University of Michigan*Reformatting period: 2018**Focus of the reformatting:* developing partnership with Free University of Berlin*Reformatting period: 2019**Focus of the reformatting:* developing partnership with the University of Cologne (Germany) | Frohlich, C. |
| 2.1.2.6 | Preparing and testing a pilot project for an integrated Master’s/PhD track based on the STRA-U’s areas of focus |  |  |  | Х | Х | Х | *2018 -* designing concept of an integrated Master’s/PhD track based on the STRA-U’s research areas*Start of the programme’s implementation:* 2020 - launch of a pilot project in “Sociology” and “Political Science”*Academic partner:* Free University of Berlin (Germany) | Chepurenko, A.Y.Mironyuk, M.G.Kozhanov, A.A. |
| 2.1.2.8 | Reformatting the double-degree programmes |  |  | Х | Х | Х |  |  |  |
| 2.1.2.8.1. |  “Public Administration” Master’s programme, full time, several courses taught in English |  |  |  | Х |  |  | *Programme start date: 2004**Reformatting period: 2018**Focus of the reformatting*: this will be based on the results of an audit of a double-degree programme with the Institut de’etudes politiques de Toulouse (France) and Aix-Marseille University 3 (France) | Ashurova, L.O.Kuznetsova, N.V. |
| 2.1.2.8.2. |  “Applied Political Science” Master’s programme, full-time, several courses taught in English |  |  |  | Х |  |  | *Programme start date: 1999**Reformatting period: 2018**Focus of the reformatting*: this will be based on the results of an audit of a double-degree programme with the Institut de’etudes politiques de Toulouse (France)  | Ashurova, L.O.Mossakovskaya, I.P. |
| 2.1.2.8.3. |  “Health Care Management and Economics” Master’s programme, full-time, several courses taught in English |  |  |  | Х |  |  | *Programme start date: 2011**Reformatting period: 2018**Focus of the reformatting:* this will be based on the results of an audit of a double-degree programme with the Aix-Marseille University 3 (France) | Ashurova, L.O.Kuznetsova, N.V. |
| 2.1.2.8.4. |  “Complex Social Analysis” Master’s programme, full-time, several courses taught in English |  |  | Х |  |  |  | *Programme start date: 2003**Reformatting period: 2017**Focus of the reformatting:* this will be based on the results of an audit of a double-degree programme with Paris West University Nanterre La Defense (France)  | Ashurova, L.O.Gabelko, M.V. |
| 2.1.2.8.5. | “Sociology of the Public Sphere and Social Communications” Master’s programme, full-time, several courses taught d in English |  |  | Х |  |  |  | *Programme start date: 2009* *Reformatting period: 2017**Focus of the reformatting:* this will be based on the results of an audit of a double-degree programme with Paris West University Nanterre La Defense (France) | Ashurova, L.O.Gabelko, M.V. |
| 2.1.2.8.6. | “Applied Methods of Social Analysis of Markets” Master’s programme, full-time, several courses taught in English |  |  | Х |  |  |  | *Programme start date: 2004**Reformatting period: 2017**Focus of the reformatting*: this will be based on the results of an audit of a double-degree programme with Paris West University Nanterre La Defense (France) | Ashurova, L.O.Gabelko, M.V. |
| 2.1.2.8.7. |  “Applied Social Psychology” Master’s programme, full-time, courses taught in English |  |  |  |  | Х |  | *Programme start date: 2011**Reformatting period: 2019**Focus of the reformatting*: this will be based on the results of an audit of a double degree programme with Tilburg University (Netherlands) | Lebedeva, N.M. |
| 2.1.2.8.8. | “Political Analysis and Public Policy” Master’s programme, full-time, courses provided in English |  |  |  |  | Х |  | *Start of programme: 2006**Reformatting period: 2019**Focus of the reformatting:* this will be based on the results of an audit of a double degree programme with University of Bologna (Italy) | Belyaeva, N.Y. |
| 2.1.3 | Integrating courses provided in English and online courses into educational programmes. |  |  |  |  |  |  |  |  |
| 2.1.3.1 | Developing online courses delivered in English for Coursera, Open Education Platform, etc. |  |  | Х | Х | Х | Х | *Number of courses in English available on Coursera platform:*2017– 1, 2018 – 2, 2019 – 2, 2020 – 2.*Number of students registered for the courses taught in English on Coursera platform:*2017 – 2000, 2018 – 3000, 2019 – 4000, 2020 – 5000.*Number of students who have successfully completed courses delivered in English on Coursera platform:*2017 – 50, 2018 – 70, 2019 – 100, 2020 – 120. | Bochenina, N.V. |
| 2.1.3.2 | Developing online courses delivered in Russian for Coursera, Open Education Platform, etc. |  |  |  |  |  |  | *Number of new courses in Russian available on Coursera platform:*2016 – 2, 2017 – 2, 2018 – 2, 2019 – 3, 2020 – 3.*Number of students registered for courses delivered in Russian on Coursera platform:*2016 – 6744, 2017 – 9000, 2018 – 11000, 2019 – 14000, 2020 – 17000.*Number of students who have successfully passed courses delivered in Russian on Coursera platform:*2016 – 165, 2017 – 200, 2018 – 250, 2019 – 300, 2020 – 350.*Number of new courses delivered in Russian available on Open Education Platform:*2016– 6, 2017– 6, 2018 – 7, 2019 – 7, 2020 – 9.*Number of students registered for courses delivered in Russian on Open Education Platform:*2016 – 17765, 2017 – 20000, 2018 – 25000, 2019 – 30000, 2020 – 35000.*Number of students who have successfully completed courses provided in Russian on Open Education platform:* 2016 – 851, 2017 – 1000, 2018 – 1200, 2019 – 1400, 2020 – 1600. | Bochenina, N.V. |
| 2.1.4 | Reformatting course syllabuses |  |  | Х | Х | Х | Х |  |  |
| 2.1.4.1 | Reforming the “Cross-Cultural Psychology” course syllabus |  |  |  | Х |  |  | *Reformatting period: 2018**Focus of the reformat:* updating the “Cross-Cultural Psychology” course syllabus with due consideration of the insights derived from the STRA-U’s project “Social Aspects of Personal Development in the Times of Crisis in Cross-Cultural Context”  | Lebedeva, N.M. |
| 2.1.4.2 | Reformatting the course “Theory and Practice of Public Administration (“Population and Development” Master’s Programme) with due consideration of the know-how from STRA-U’s project “Effectiveness of Result-Based Management Systems and Government Regulation”)  |  |  | Х |  |  |  | *Reformatting period: 2017**Focus of the reformat:* updating the syllabus of the course “Theory and Practice of Public Administration” with due consideration of the know-how from the STRA-U’s project “Comparative Analysis of Systems of Management and Mechanisms of Decision-Making in an Imperfect Institutional Environment”  | Kozlov, V.A.Kalgin, A.S.  |
| 2.1.4.3 | Reformatting the course “Economic Sociology of Financial Behaviour of Households” (Master’s programme “Applied Methods of Social Analysis”) with due consideration of the know-how from the STRA-U project “Facilitating Legalization of Business in Russian Markets” |  |  |  | Х |  |  | *Reformatting period: 2018**Focus of the reformat:* updating the syllabus of course “Economic Sociology of Financial Behaviour of Households” with due consideration of the know-how from the STRA-U project “Facilitating Legalization of Business in Russian Markets” | Kuzina, O.E. |
| 2.1.4.4 | Reformatting undergraduate courses in Public Administration with consideration of the STRA-U’s project “Effectiveness of Result-Based Management Systems and State Regulation” |  |  | Х | Х | Х | Х | *Reformatting period: 2017**Focus of the reformat*: upgrading the programme’s syllabus and methodological support system*Reformatting period: 2018-2020**Focus of the reformat:* bringing in lecturers from the public sector and business leaders and involving them in the educational process; reformatting students’ internships; involving students in the STRA-U’s projects | Prokofiev, V.N.Klimenko, A.V. |
| 2.1.5 | Developing research and project components in educational programmes, and involving (doctoral) students in STRA-U research projects  |  |  |  |  |  |  |  |  |
| 2.1.5.1 | Hiring (doctoral) students to work in the STRA-U’s subdivisions (laboratories) including international ones, etc. |  |  |  |  |  |  | *Number of (doctoral) students working in STRA-U’s research subdivisions:*2016 – 56 / 22, 2017 – 60/24, 2018 – 64/25, 2019 – 68/27, 2020 – 72/29. | Heads of STRA-U subdivisions |
| 2.1.5.2 | (Doctoral) students’ participation in academic events (research seminars, conferences, etc.)  |  |  |  |  |  |  | *Number of (doctoral) students taking part in academic events:*2016 – 215, 2017 – 220, 2018 – 230, 2019– 240, 2020 – 250. | Heads of STRA-U subdivisions |
| 2.1.5.3 | Involving STRA-U’s (doctoral) students in the unit’s research projects | Х | Х | Х | Х | Х | Х | *Project:* “New Factors and Components of International Influence and Risks of Social and Political Destabilization” *Partners:* Russian Council on Foreign Affairs, Russian Political Science Association, International Studies Associations, Institutes of Oriental Studies, African Studies (RAS), etc.*Number of (doctoral) students working jn the grant/ research project:*2016 – 3/3, 2017 – 3/3, 2018 – 4/4, 2019 – 4/4, 2020 – 4/4.*Project:* “Comparative Analysis of Management Systems and Mechanisms of Decision-Making in Imperfect Institutional Environment”*Partners:* Free University of Berlin *Number of (doctoral) students, working in the grant/ research project:* 2016 – 8/5, 2017 – 8/5, 2018 – 9/5, 2019 - 9/5, 2020 – 9/5.*Project:* “Social Aspects of Personal Development in the Times of Crisis in Cross-Cultural Context”*Partner:* Tomsk State University, Tilburg University, Hebrew University in Jerusalem *Number of (doctoral) students, working under the grant/ research project:* 2016 – 6/3, 2017 – 6/3, 2018 – 7/4, 2019 – 7/4, 2020 – 7/4.*Project:* “Developing Necessary Conditions to Legalize Economic Activities in Russian Markets”*Partners:* Ministry of Industry and Trade of the Russian Federation, the ACORT and RusBrand Business Associations*Number of (doctoral) students, working under the grant/ research project:* 2016– 3/2, 2017 – 3/2, 2018 – 4/2, 2019 – 4/3 2020 – 4/3.*Project:* “Managing Social Development and Institutional Modernization in Social Policy” *Partners:* Centre for Studies of Civil Society and the Nonprofit Sector, Institute of Economic Forecasting (RAS)*Number of (doctoral) students, working under the grant/ research project:* 2016 – 6/2, 2017 – 6/2, 2018 – 6/2, 2019 – 7/3 2020 – 7/3. | Heads of STRA-U subdivisions |
| 2.1.6 | Substantial improvement/adjustment of undergraduate programmes in Public Administration, Sociology and Political Science |  |  |  | Х | Х | Х | *Reformatting period:* 2017*Focus of reformatting:* ensuring international and public professional accreditation for the STRA-U’s undergraduate programme | Heads of educational programmes |
| 2.1.7 | Ensuring organizational and methodological leadership with respect to the development of higher education in such fields as sociology, political science and psychology in Russia |  | Х | Х | Х | Х | Х | Contributing to operations of the Federal Academic Methodological Association by revising federal state educational standards and curricula;Promoting best practices among Russian academic institutions through continuing professional development and methodological consulting programmes;Participating in professional standards development in STRA-U’s fields in partnership with employers. | Kozhanov, A.A. |
| 2.2. | Developing academic mobility programmes for students |  |  |  |  |  |  |  |  |
| 2.2.1. | Based on agreements |  |  |  |  |  |  |  |  |
| 2.2.1.1 | Friedrich Schiller University Jena (Germany) |  | Х | Х | Х | Х | Х | Long-term programmes*Number of students taking part in long-term programmes:*2016 – 4, 2017 – 4, 2018 – 4, 2019 – 5, 2020 – 5. | Kozhanov, A.A.Ashurova, L.O. |
| 2.2.1.12 | Sciences Po (France) |  | Х | Х | Х | Х | Х | Long-term programmes *Number of students taking part in long-term programmes:*2016 – 2, 2017 – 2, 2018 – 2, 2019 – 3, 2020 – 3. | Kozhanov, A.A.Ashurova, L.O. |
| 2.2.1.3 | Free University of Berlin (Germany) |  | Х | Х | Х | Х | Х | Short-term programmes (up to one month)*Number of students taking part in short-term programmes:*2019 – 1, 2020 – 2.Long-term programmes*Number of students taking part in long-term programmes:*2016 – 2, 2017 – 2, 2018 – 2, 2019 – 3, 2020 – 3. | Kozhanov, A.A.Ashurova, L.O. |
| 2.2.1.4 | Babes-Bolyai University (Romania) - Erasmus+ |  | Х | Х | Х | Х | Х | Long-term programmes*Number of students taking part in long-term programmes:*2016 – 3, 2017 – 2, 2018 – 3, 2019 – 3, 2020 – 3. | Kozhanov, A.A.Ashurova, L.O. |
| 2.2.1.5 | University of Witten/Herdecke (Germany) |  | Х | Х | Х | Х | Х | Long-term programmes*Number of students taking part in long-term programmes:*2016 – 4, 2017 – 4, 2018 – 4, 2019 – 5, 2020 – 5. | Kozhanov, A.A.Ashurova, L.O. |
| 2.2.1.6 | University of Oslo (Norway) |  | Х | Х | Х | Х | Х | Long-term programmes*Number of students taking part in long-term programmes:*2016 – 2, 2017– 2, 2018 – 2, 2019 – 3, 2020 – 3. | Kozhanov, A.A.Ashurova, L.O. |
| 2.2.2 | Other types of mobility |  |  |  |  |  |  |  |  |
| 2.2.2.1 | Student-motivated mobility |  | Х | Х | Х | Х | Х | Short-term programmes (up to one month)*Number of students taking part in short-term programmes:*2016 – 46, 2017 – 55, 2018 – 60, 2019 – 65, 2020 – 70.Long-term programmes*Number of students taking part in long-term programmes:*2016 – 43, 2017 – 45, 2018 – 50, 2019 – 55, 2020 – 60. | Ashurova, L.O..Antonova, V.K.Kozhanov, A.A.Chepurenko, A.Y.Pashkevich, A.V. |
| 2.3. | Attracting talented prospective students |  |  |  |  |  |  |  | Sorvin, K.V. |
| 2.3.1. | Attracting prospective foreign students to undergraduate and Master’s programmes |  |  |  |  |  |  |  |  |
| 2.3.1.1 | Career guidance, scientific and educational events for the high school students |  | Х | Х | Х | Х | Х |  “Lectures for the High School Students”*Number of participants at events:*2016 – 3005, 2017 – 3050, 2018 – 3100, 2019 – 3150, 2020– 3200. | Sorvin, K.V. |
| 2.3.1.1 | In order to attract international Russian speakers to HSE, develop a special programme and learning materials to prepare non-Russian citizens for the Unified State Examination and help them adapt to Russian academic standards. In cooperation with the HSE’s Internet School, provide access to this programme for international applicants, and necessary media communication and promotion with a focus on the CIS, Baltic, Eastern European countries and Russian-speaking diasporas all over the world. |  |  | Х | Х | Х | Х | 2017 – developing the programme and its core educational materials;2018 – pilot launch of the programme;2019 – full launch of the programme.*Number of participants:*2019 – 60, 2020 – 100. By 2020 – increasing the percentage of international students studying in the STRA-U’s key academic programmes to 15%. | Sorvin, K.V. |
| 2.3.1.2 | Establishing and developing contacts with Russian cultural centres in cooperation with Rossotrudnichestvo in the following countries: Germany, Poland, Austria, Ukraine, the US, Ireland, etc. |  | Х | Х | Х | Х | Х | 2016 – collecting primary data on Russian cultural centres and documenting existing contacts of the HSE subdivisions;2017– establishing contacts with Russian cultural centres and, if necessary, preparing and signing relevant agreements;2018 – 2020 – holding joint events;By 2020 - increasing the percentage of international students studying in the STRA-U’s educational programmes to 15%. | Sorvin, K.V. |
| 2.3.1.3 | Promoting English-taught Master’s programmes on the global educational market; organizing recruitment of prospective international students for undergraduate and Master’s programmes |  | Х | Х | Х | Х | Х | 2017-2019 – organizing and implementing activities to promote English-language Master’s programmes and recruit prospective international students (e.g., developing concept and a programme for webinars to be offered to prospective students from outside of Russia (2017); holding at least two webinars for prospective students from outside of Russia; further development and adjustment of the programme (2018); holding at least four webinars for prospective students from outside of Russia (2019).By 2020 – increasing the percentage of international students studying in the STRA-U’s core educational programmes to 15%. | Sorvin, K.V. |
| 2.3.1.4 | Carrying out promotional campaigns through social networks with a focus on foreign prospective students and their parentsPartners: FacebookPromising regions: Eastern European, Southeast Asian, African and CIS countries, as well as Germany | Х | Х | Х | Х | Х | Х | 2016 – analyzing real situations and best practices in creating English-language websites for Russian universities on social networks; 2017 – preparing necessary advertising materials; pilot launch of contextual advertising;2018- 2019 - full-scale utilization of contextual advertising on social networks;2019 – continuing to develop English-language pages on social networks; launch of contextual advertising;2020 - increasing the percentage of international students studying in the STRA-U’s core educational programmes to 15%. | Sorvin, K.V.Vinnik, N.V. |
| 2.3.2 | Attracting prospective Russian-speaking students to undergraduate and Master’s programmes |  |  |  |  |  |  |  |  |
| 2.3.2.1 | Organizing career guidance, scientific and lectures for high school Russian-speaking students outside of Russia |  | Х | Х | Х | Х | Х |  “Lectures for High School Students” *Number of participants:*2016 – 3005, 2017 – 3050, 2018 – 3100, 2019 – 3150, 2020 – 3200. | Sorvin, K.V. |
| 2.3.2.2 | Giving offsite presentations, holding Open Days for undergraduate and Master’s programmes |  | Х | Х | Х | Х | Х | 2016 – holding at least one offsite event a year in a CIS country;2017-2020 – holding at least three offsite events a year outside of Russia. | Sorvin, K.V. |
| 2.3.2.3 | Promoting the STRA-U on social networks to attract prospective international students to undergraduate and Master’s programmes | Х | Х | Х | Х | Х | Х | 2016 – analyzing existing situations and best practices in creating English-language websites for Russian universities on social networks;2017 – launching webpages for the STRA-U on Facebook and Vkontakte, as well as looking for the new target audiences; 2017-2020 - posting information about the unit’s activities and results;2020 - analyzing the outcomes of advertising on social networks (number of subscribers should not be below 1000 per group). | Sorvin, K.V.Vinnik, N.V. |
| 2.3.2.4 | Career guidance events at the Lyceum |  | Х | Х | Х | Х | Х | At least 50% of students in field-specific groups should be enrolled in the unit’s educational programmes | Sorvin, K.V. |
| 2.4 | Developing continuing and professional development programmes |  |  |  |  |  |  |  |  |
| 2.4.1. | Designing, piloting and implementing short-term courses based on STRA-U’s fields of research for the public and private employees  |  | Х | Х | Х | Х | Х | *Partners:* joint departments of the subdivisions of the HSE Faculty of Social Sciences *Format:* short-term courses *Number of students per annum:*2017 – 50, 2018 – 100, 2019 – 150, 2020 – 200. | Klimenko, A.V. |
|  | **3. Development of R&D and Innovation-Focused Activities** |
| 3.1. | Research projects |  |  |  |  |  |  |  |  |
| 3.1.1 | Preparing monographs in English and edited by STRA-U’s staff through Springer Publishing House  |  |  |  | Х | Х | Х | *Project focus:* “Society and Political Aspects of Transit Processes”*Partners:* Springer Publishing House*Project publications:*2017 – 2 monographs, 2018 – 2 monographs, 2019 – 2 monographs, 2020– 2 monographs*Project description:* preparing a series of monographs in English by STRA-U faculty and staff in Political Science, Psychology and Sociology (Editors: Chepurenko, Alexander; Professor, Higher School of Economics, Russia; Larsen, Stein; Prof. Emeritus, University of Bergen, Norway; Reisinger, Williams; Prof., University of Iowa, USA).  | Chepurenko, A.Y. |
| 3.1.2 | Project: New Factors and Components of International Influence and Risks of Social and Political Destabilization | Х | Х | Х | Х | Х | Х | This project focuses on two key areas:1. ”Political Atlas of the Modern World 2.0”

*Key results:*- an innovative system of empirical indicators and databases for testing methods of measurement is developed to conduct comparative assessments of the capacity, influence and status of contemporary states based on new indices (e.g., with due consideration of networks of interrelations); - new methodology (e.g., Big Data analysis, network analysis, etc.) is applied for developing new models for the influence and interrelations of states, groups of states and other actors in global politics, as well as the dynamics of leading countries and “ascending” global leaders;- publications are prepared on project results in leading international and Russian journals, indexed in the Scopus and WoS databases.Experts shall be brought in from the Russian International Affairs Council, Russian Political Science Association and the International Studies Association.*Project publications:*2016 – 6, 2017 – 6, 2018 – 7, 2019 – 7, 2020 – 7.*Presentations of project-related reports at conferences:* 2016 – 12, 2017 – 14, 2018 – 16, 2019 – 18, 2020 – 20.2) “Characteristics of Socio-Political Destabilization in the Modern World” “Arab Spring as a Trigger for Global Transition”*Key results:*- the reasons and key features of socio-political destabilization in the world, primarily in the countries that are on the global periphery have been researched and analyzed; - new methods have been developed and tested for socio-political forecasting (e.g., a new index measuring socio-political destabilization at the global, national and regional levels); - publications on project results in leading international and Russian journals, which are indexed in the Scopus and WoS databases.Research is conducted in cooperation with various institutes of the Russian Academy of Sciences (Institutes of Oriental Studies, African Studies, etc.) and foreign universities (Yale University and NYU Abu Dhabi)*Project publications:*2016 – 6, 2017 –5, 2018 – 5, 2019 – 3, 2020 – 3.*Presentations of project-related reports at conferences:* 2016 – 3, 2017 – 3, 2018 – 3, 2019 – 2, 2020 – 2.Co-financing has been earmarked in 2016 for implementing research objectives (as part of the “Arab Spring as a Trigger for Global Transition” project under the Programme for Basic Research) | Aleskerov, F.T.Korotayev, A.V.1) Aleskerov, F.T. Ilyin, M.V.Melville, A.Y.2) Korotayev, A.V.Akaev, A.A.Malkov, S.Y. |
| 3.1.3 | Project: “Comparative Analysis of the Management Systems and Mechanisms of Decision Making in an Imperfect Institutional Environment” | Х | Х | Х | Х | Х | Х | The project focuses on the following areas:1) “Stimuli in Management Systems and Renewal of Elite Cadre for Transitional Economies” *Key results:*– the conditions for generating development stimuli within systems that manage transitional economies have been identified;- the influence of elite renewal processes on economic development under the conditions of insufficient democratic governance has been described;- models to explain the formation of stimuli and ensuring elite renewal in an imperfect institutional environment have been developed; In order to obtain data on Chinese elites, as well as guarantee an expert review of the Chinese system of economic management, academics from the Hong Kong University of Science and Technology (China) have been brought on board for this project. *Project publications:*2016 – 7, 2017 – 7, 2018 – 7, 2019 – 7, 2020 – 7.*Presentations of project-related reports at conferences:* 2016 – 10, 2017 – 10, 2018 – 10, 2019 – 10, 2020 – 10.Co-financing has been earmarked in 2016 for implementing research objectives (for the project “Elites, Institutions and Culture as Factors in Economic Development”)Furthermore, a part of research work under this project is being funded by the Russian Science Foundation’s grant “Public-Private Partnership in Vocational Training using Firms in Russia and China as Examples”2) “Political Representation, Competition and Decision-Making at the Sub-National Level”*Key results:*- the overall features of key political processes have been identified in complex (either federal or currently undergoing the process of federalization) states at the sub-national level;- the experience of institutional functionality has been analyzed on the part of complex states based on particular national case studies: Russia, Ukraine, Brazil, Spain, and Germany;- practical recommendations are provided for the Domestic Policy Directorate of the Presidential Administration of the Russian Federation, as well as the Institute of Socio-Economic and Political Research.*Project partners:* academics from Free University of Berlin (Germany) and [V. N. Karazin Kharkiv National University](https://www.google.ru/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwi_upm8varQAhVDjywKHS3_BYsQFggcMAA&url=http%3A%2F%2Fwww.univer.kharkov.ua%2Fen&usg=AFQjCNHYLe-DqDnCk-1eDep1kPuV5n-L3Q&sig2=qS-aCgDr9aiF-iDG-Ng9mA&bvm=bv.138493631,d.bGg)*Project publications:*2016 – 5, 2017 – 4, 2018 – 4, 2019 –3, 2020 – 3.*Presentations of project-related reports at conferences:* 2016 – 2, 2017 – 2, 2018 – 2, 2019 – 2, 2020 – 1.3) “Effectiveness of Result-Based Management Systems and Government Regulation”*Key results:*- effective government branches’ quantitative and qualitative assessment concept has been developed; - assessment system for federal government as a whole, its units and individual civil servants; - the results are adopted and implemented by the Domestic Policy Directorate of the Presidential Administration of the Russian Federation in its efforts to benchmark both federal and regional state agencies, as well as in evaluating strategies to assess regional development.*Project publications:*2016 – 2, 2017 – 3, 2018 – 3, 2019 – 3, 2020 – 3.*Presentations of project-related reports at conferences:*2016– 3, 2017– 3, 2018 – 3, 2019 – 3, 2020 – 3.Co-financing has been earmarked in 2016 for implementing research objectives (for the project “Analysis and Expert Support for the Development and Implementation of Strategic Methodological Documentation” under the Programme for Fundamental Research)In addition, as a part of this bigger project the following applied research projects are conducted* improving the assessment of the Federal Labour Inspection. The project will also include participation of the public reference groups and members of expert and consulting units;
* administering surveys and polls and analyzing the results of public evaluations of the Federal Service for Labour and Employment and its regional branches by reference groups and members of expert and consulting units;
* developing a system to assess the effectiveness of government institutions under the Ministry of Labor, Employment and Social Development in Arkhangelsk Region;
* implementing risk-oriented approaches by the federal executive bodies based on the experience of the Federal Service for Accreditation.
 | Yakovlev, A.A.Remington, T.F.1) Yakovlev, A.A.Rochlitz, M.1. Petrov, N.V.

Turovsky, R.F.3) Klimenko, A.V.Barabashev, A.G.Kalgin, A.S. |
| 3.1.4 | Project: “Social Aspects of Personal Development in the Times of Crisis in Cross-Cultural Context” | Х | Х | Х | Х | Х | Х | The project focusses on the following areas:1. “Mechanisms of Motivation and Goal-setting in the Times of Crisis in Cross-Cultural Context”

*Key results:* - structural mechanisms of motivational and goal-setting systems have been analyzed; during crisis, those systems tie together goals, motivation, and the overall socio-cultural context;- a unified explanatory model of socio-cultural and individual-psychological regulators that affect goal-setting behavior has been developed.Partners have been brought in to collect information for the databases in the U.S. and Russia.*Project publications:*2016 – 18, 2017 – 12, 2018 – 12, 2019 – 12, 2020 – 12.*Presentations of project-related reports at the conferences:* 2016 – 20, 2017 – 14, 2018 – 16, 2019 – 16, 2020 – 14.2) “Analysis of Psychological Consequences of Economic, Social and Cultural Change”*Key results:*- social and psychological consequences of economic and cultural change in the modern world based on cross-cultural value analysis have been identified;- comparative cross-country analysis of the values of ethnic Russians living in Russia, Germany, Latvia, etc. has been done;- universal and socio-culturally defined transfer of values among different generations of Russians in various countries has been identified.The project’s methodology will be developed in cooperation with scholars from Tilburg University (Netherlands) and Hebrew University in Jerusalem (Israel). *Project publications:*2016 – 16, 2017 – 18, 2018 – 20, 2019 – 22, 2020 – 24.*Presentations of project-related reports at conferences:* 2016 – 29, 2017 – 30, 2018 – 31, 2019 – 32, 2020 – 33.Co-financing has been earmarked in 2016 for research implementation for the projects: “Identity and Intercultural Relations on the Territory of the Former Soviet Union: the Case of Russian and Former Soviet Countries” and “Social and Psychological Analysis of Consequences of Economic and Cultural Change” under the Programme for Basic Research.In addition, the “Systemic-Dynamic Analysis of Regulatory Activities” applied research is conducted within the framework of the above projects  | Leontiev, D.A.Sheldon, K.Sheldon, K.Leontiev, D.A.1. Lebedeva, N.M.

Schwartz, S. |
| 3.1.5 | Project: “Facilitating Legalization of Business in Russian Markets” | Х | Х | Х | Х | Х | Х | The project aims at generating the following results:- analysis of the relationship between legal and illegal markets for perishable and non-perishable goods, including “black market” production (factory or household-made), as well as the manufacturing and distributing of counterfeit production in violation of trademark and intellectual property rights; - identifying stimuli for actors to come out of the “black market” and switch to economic activities subject to taxation; - proposing practical recommendations for the Ministry of Industry and Trade of the Russian Federation, as well as various Russian business associations (ACORT - <http://www.acort.ru/en/>, RusBrand - <http://www.rusbrand.com/>).*Project publications:*2016 – 2, 2017 – 3, 2018 – 4, 2019 – 3, 2020 – 3.*Presentations of project-related reports at conferences:* 2016 – 2, 2017 – 3, 2018 – 3, 2019 – 2, 2020 – 2.Co-financing has been earmarked in 2016 for realizing research objectives (for the project “Structural and Institutional Foundations of Modern Russian Markets” under the Programme for Fundamental Research) | Radaev, V.V. |
| 3.1.6 | Project: “Management of Social Development and Institutional Modernization in the Sphere of Social Policy” | Х | Х | Х | Х | Х | Х | The project includes two key areas:1) *Project focus:* “Trends and scenarios of the transition to a mixed system for the generation of public benefit based on the development of partnership between the state and civil society”*Partners:*Research organizations: Centre for Studies of Civil Society and the Nonprofit Sector (CSCSNS) (UK)Description *Key results: the project will* - identify characteristics, factors and trends affecting the transition of the dominant role of state institutions in the social sphere to mixed systems for the generation of public benefits with the involvement of both government and non-profit organizations and commercial actors; - draw up scenarios for the development of mixed systems for the generation of public benefit; - develop recommendations for the Presidential Administration of the Russian Federation for the purpose of increasing funding efficiency and administration of social welfare programmes under the condition of limited federal funding. *Project publications:*2016 – 5, 2017 – 6, 2018 – 7, 2019 – 7, 2020 – 7.*Presentations of project-related reports at conferences:* 2016 – 6, 2017 – 7, 2018 – 8, 2019 – 9, 2020 – 9.2)“Poverty and Inequality”*Key results:*- identifying new global challenges and inequality factors driven by technological, demographic and geopolitical changes in the world; - developing a new model for breaking down socio-economic inequality and poverty at both global and national level;- developing recommendations for the Russian Ministry of Labor and SocialProtection, as well as the Ministry of Economic Development, to effectively manage social development and relevant policies regarding inequality at regional and national levels. *Project publications:*2016 – 21, 2017 – 25, 2018 – 30, 2019 – 33, 2020 – 35.*Presentations of project-related reports at the conferences:* 2016 – 35, 2017 – 40, 2018 – 45, 2019 – 50, 2020 – 50.Co-financing has been earmarked in 2016 for implementing the following research projects under the Programme for Fundamental Research: “Analysis of Demographic and Socio-Economic Behaviour of Households at Various Lifecycle Stages and Assessment of the Influence of Social and Taxation Policy on Quality of Life and Disparity”; “Monitoring Trends in Poverty, Income, Wellbeing, and Consumer Preferences of Russian Households”; “Development of Methodological Recommendations for Creating an Effective Model for Organizing Russian Federation Budget-Based Social Support for the Citizens of Russian Federation”; “Analysis of the Target Criteria Used in Applying Social Support Measures at both Federal and Regional Levels”).3 “Renewal and Migration of the Population in Russia and its Border Countries” *Key results:*- global developments in current demographic and migration processes, as well as their impact on other societal processes are identified; - forecasts of regional and global demographic changes are developed;- developing practical recommendations for the World Bank and the UN Population Fund to forecast social development in Russia and other countries, promoting awareness of future global challenges and designing general strategies to address them.Research projects are developed in partnership with the Institute of Economic Forecasting (RAS) *Project publications:*2016 – 2, 2017 – 3, 2018 – 4, 2019 – 4, 2020 – 4.*Presentations of project-related reports at conferences:* 2016 – 2, 2017 – 3, 2018– 3, 2019– 2, 2020 – 2.Co-financing has been earmarked in 2016 for implementing the research project “Migrants in the Megapolis: Use of Urban Space and Opportunities for Socio-Economic Integrations in the City. Comparative Analysis. Russian and Foreign Experience” under the Programme of Fundamental Research | Jakobson, L.I.1. Jakobson, L.I.

Mersiyanova, I.V.1. Ovcharova, L.N.

3)Vishnevsky, A.G.Denisenko, M.B. |
| 3.2 | Applied R&D, including projects funded by the Russian Science Foundation |  | Х | Х | Х | Х | Х | Total R&D and grants shall increase by 9% between 2016 and 2020. In 2016-2018, the Russian Science Foundation grant will be used to implement project “Systemic-Dynamic Analysis of Regulatory Activities” (D.A. Leontiev) In 2016, the foundation’s grants will be used to implement two projects: “Household Psychology as a Human Environment” (S.K. Nartova-Bochaver) and “Private Public Partnerships in Vocational Training: Based on the Experience of Firms in Russia and China” (Yakovlev, A.A.) shall be used. | Mavletova, A.M. |
| 3.3. | Conducting major academic events |  |  |  |  |  |  |  |  |
| 3.3.1. | Organizing and conducting major international conferences involving leading international specialists and experts in the STRA-U’s focus area |  | Х | Х | Х | Х | Х |  | Mavletova, A.M. |
| 3.3.1.1 | International Conference on the Study of Social and Cultural Change |  |  |  |  |  | Х | *Number of participants/foreign participants at the conference:*2020 – 25/150.*Number of students/grad students taking part in the conference:*2020 – 20. | Mavletova, A.M. |
| 3.3.1.2 | International Conference on Economic Sociology |  |  | Х |  |  |  | *Number of participants/foreign participants at the conference:*2017 – 20/150.*Number of students/grad students taking part in the conference:*2017– 25. | Mavletova, A.M. |
| 3.3.1.3 | Conference of the Institute for Social Policy |  |  |  | Х |  |  | *Number of participants/foreign participants at the conference:*2018 – 15/150.*Number of students/grad students taking part in the conference:*2018 – 20. | Mavletova, A.M. |
| 3.3.1.4 | Conference of the International Center for the Study of Institutions and Development |  | Х | Х | Х | Х | Х | *Number of participants/foreign participants at the conference:*2016 – 25/100, 2017 – 25/100, 2018 – 25/100, 2019 – 25/100, 2020 – 25/100.*Number of students/grad students taking part in the conference:*2016 – 10, 2017 – 10, 2018 – 10, 2019 – 10, 2020 – 10. | Mavletova, A.M. |
| 3.3.1.5 | International Conference on Mixed Systems for the Generation of Public Benefits |  |  |  |  | Х |  | *Number of participants/foreign participants at the conference:*2019 – 15/150.*Number of students/grad students taking part in the conference:*2019 – 15. | Mavletova, A.M. |
| 3.3.2 | Organizing winter and summer schools |  |  |  |  |  |  |  |  |
| 3.3.2.1 | Summer School in Tartu (University of Tartu, Estonia) | Х |  | Х | Х | Х | Х | *Number of participants/foreign participants:*2016 – 27/12, 2017 – 27/12, 2018 – 30/15, 2019 – 30/15, 2020 – 30/15.*Number of (doctoral) students taking part in the event:*2016 – 20, 2017 – 20, 2018 – 20, 2019 – 20, 2020 – 20. | Medvedev, S.A. |
| 3.3.2.2 | Summer School in Lapland “Politics of Nature” at the Biological Station of the University of Helsinki in partnership with the Alexanteri Institute of the University of Helsinki and University of Tromso – Artic University of Norway  |  | Х | Х | Х | Х | Х | *Number of participants/foreign participants:*2016 – 27/12, 2017 – 27/12, 2018 – 30/15, 2019 – 30/15, 2020 – 30/15.*Number of (doctoral) students taking part in the event:*2016 – 20, 2017 – 20, 2018 – 20, 2019 – 20, 2020 – 20. | Medvedev, S.A. |
| 3.3.2.3 | European Summer School “Exploring Entrepreneurship” |  | Х | Х | Х | Х | Х | *Number of participants/foreign participants:*2016 – 20/10, 2017 – 20/10, 2018 – 20/10, 2019 – 20/15, 2020 – 20/15.*Number of (doctoral) students taking part in the event:*2016 – 8, 2017 – 10, 2018 – 10, 2019 – 10, 2020 – 15. | Chepurenko, A.Y. |
| 3.3.2.4 | International Summer School on Network Analysis |  | Х | Х | Х | Х | Х | *Number of participants/foreign participants:*2016 – 27/12, 2017 – 27/12, 2018 – 30/15, 2019 – 30/15, 2020 – 30/15*Number of (doctoral) students taking part in the event:*2016 – 20, 2017 – 20, 2018 – 20, 2019 – 20, 2020 – 20. | Kuskova, V.V. |
| 3.3.2.5 | International Summer School on Values Analysis |  | Х | Х | Х | Х | Х | *Number of participants/foreign participants:*2016 – 30/10, 2017 – 30/12, 2018 – 30/15, 2019 – 30/15, 2020 – 30/15.*Number of (doctoral) students taking part in the event:*2016 – 15, 2017 – 15, 2018 – 17, 2019 – 20, 2020 – 20. | Ponarin, E.D. |
| 3.3.3 | Organizing and conducting panels at international conferences focused on the STRA-U’s fields of study |  |  |  |  |  |  |  |  |
| 3.3.3.1 | Organizing and conducting panels and sections focused on the STRA-U’s fields of study at the IPSA World Congress of Political Science |  | Х |  |  |  | Х | *Number of participants/foreign participants:*2016 – 15/1, 2020 – 30/3.*Number of (doctoral) students taking part in the event:*2016 – 4, 2020 – 7. | Mavletova, A.M. |
| 3.3.3.2 | Organizing and conducting panels and sections focusing on the STRA-U’s fields of study at the ISA Forum of Sociology |  | Х |  |  |  | Х | *Number of participants/foreign participants in activities:*2016 – 20/4, 2020 – 30/5.*Number of (doctoral) students taking part in the event:*2016 – 6, 2020 – 10. | Mavletova, A.M. |
| 3.3.3.3 | Organizing and conducting panels and sections focusing on the STRA-U’s fields of study at the Annual Meeting of the American Sociological Association Congress of the International Association for Cross-Cultural Psychology |  | Х | Х | Х | Х | Х | *Number of participants/foreign participants in activities:*2016 – 5/1, 2017 – 5/1, 2018 – 5/1, 2019 – 6/1, 2020 – 6/1.*Number of (doctoral) students taking part in the event:*2019 – 1, 2020 – 1. | Mavletova, A.M. |
| 3.4. | Providing support to publishing activities |  |  |  |  |  |  |  |  |
| 3.4.1. | Publishing preprints in English |  |  |  |  |  |  |  |  |
| 3.4.1.1. | “Political Science” |  | Х | Х | Х | Х | Х | *Number of preprints published in English:*2016 – 2, 2017 – 2, 2018 – 2, 2019 – 2, 2020 – 2. | Mavletova, A.M. |
| 3.4.1.2. | “Sociology” |  | Х | Х | Х | Х | Х | *Number of preprints published in English:*2016 – 3, 2017 – 3, 2018 – 3, 2019 – 3, 2020 – 3. | Mavletova, A.M. |
| 3.4.1.3. | “Psychology” |  | Х | Х | Х | Х | Х | *Number of preprints published in English:*2016 – 2, 2017 – 2, 2018 – 2, 2019 – 2, 2020 – 2. | Mavletova, A.M. |
| 3.4.2 | STRA-U staff’s presence on the editorial boards of leading international journals in the unit’s areas of focus |  | Х | Х | Х | Х | Х | STRA-U’s staff appointed to the editorial boards of the following international journals in the units’ areas of focus: *Journal of Personality* (Q1), *Public Administration* (Q1), *British Journal of Sociology* (Q1), *Journal of Positive Psychology* (Q1), *American Political Science Review* (Q1), *Economic Systems* (Q2), *Post-Soviet Affairs* (Q1), etc. | Mavletova, A.M. |
| 3.4.3 | Promoting the STRA-U (HSE)’s journals through citation databases |  |  |  | Х | Х | Х | Promoting the following HSE’s journals in Q3 Scopus (through increase in the quality of publications and in the journals’ global visibility): *Economic Sociology*, *Pubic Administration Issues* and *Psychology, Journal of the Higher School of Economics,*  | Mavletova, A.M. |
| 3.5 | Innovation programmes |  |  |  |  |  |  |  |  |
| 3.5.1 | Project: “Registration of Intellectual Property Rights for the STRA-U’s Research Projects” |  | Х | Х | Х | Х | Х | *Focus:*This programme is carried out in accordance with the STRA-U’s current academic projects in various fields of study:- developing methodologies for measuring and assessing social phenomena (e.g., introducing new models of influence and interrelations of states and groups of states within the global political system; developing a system to assess the efforts of states and state agencies, etc.); - developing research methods to study social challenges of development, global social issues and modernization of social institutions (with special focus on inequality, poverty, migration, etc.);- introducing new approaches for studying motivational factors and values in a cross-cultural context.*Partners:*Tilburg University (Netherlands) Free University of Berlin (Germany) *Intellectual property:* Between 2018 and 2020, STRA-U shall register intellectual property rights for a total of three items (in addition to intellectual property rights for the STRA-U’s databases). | Mavletova, A.M. |
| 3.6 | Conducting regular expert reviews of the STRA-U’s academic activities by the International Advisory Board |  |  | Х | Х | Х | Х | Reviews of reports on the STRA-U’s academic projects;Minutes from the meetings of the unit’s International Advisory Council with assessments and recommendations. | Melville, A.Y. |
|  | **4. Development of HR Policy** |  |  |  |  |  |  |  |  |
| 4.1. | Hiring of academic staff (faculty and researchers) on the global academic market |  |  |  |  |  |  |  |  |
| 4.1.1 | Hiring of academic staff (faculty and researchers) with PhD degree from global academic market:* FULL-time: tenure-track teaching positions;
* PART-time: Seniors for off-site teaching work and consultation with short on-site visits.
 |  |  | Х | Х | Х | Х | *Number of academic staff members (instructors and researchers), who have been successfully recruited from the global academic market and hired during the year:*2016 – 3, 2017 – 3, 2018 – 3, 2019 – 3, 2020 – 3. – At least 15% of faculty and research staff will have PhDsIncreasing the share of contact hours for providing consultations and instruction by Seniors in the curriculums. | Heads of STRA-U subdivisions |
| 4.2 | Hiring instructors and researchers from leading field-specific centres and companies in the business sector to teach individual courses and joint educational programmes |  |  |  |  |  |  |  |  |
| 4.2.1 | Educational programmes: “Political Science”, Bachelor’s degree, full time, several courses taught in EnglishMarkets: Center of Political Technologies |  |  | Х | Х | Х | Х | *Number of instructors and researchers hired to deliver individual courses and carry out research projects (including foreign experts):*2016 – 2/0, 2017 – 2/0, 2018 – 2/0, 2019 – 2/0, 2020 – 2/0.*Number of courses overseen by instructors and researchers brought in from leading field-specific centres and companies in the real economic sector:* 2016 – 2, 2017 – 2, 2018 – 3, 2019 – 3, 2020 – 4. | Mironyuk, M.G. |
| 4.2.2 | Academic programmes: “Sociology”, Bachelor’s degree, full-time, several courses taught in EnglishMarkets: Russia Public Opinion Research Center, Public Opinion Foundation, Levada Center, and GfK Russia |  |  | Х | Х | Х | Х | *Number of instructors and researches hired to deliver individual courses and carry out research projects (including foreign experts):* 2016 – 4/0, 2017 – 5 /0, 2018 – 5 /0, 2019 – 6/0, 2020 – 6/0.*Number of courses delivered by instructors and researchers recruited from leading field-specific centres and companies in the real sector of the economy:* 2016 – 1, 2017 – 1, 2018 – 2, 2019 – 2, 2020 – 3. | Kuzina, O.E. |
| 4.3 | Bringing in specialists from leading field-specific centres and experts from the real economic sectors for research projects |  |  |  |  |  |  |  |  |
| 4.3.1 | Project: “New Factors and Components of International Influence and Risks of Social and Political Destabilization”Markets: Center for Political Technologies |  | Х | Х | Х | Х | Х | *Number of specialists from leading field-specific centres and experts from companies operating in the real sector brought in for carrying out research projects (including foreign experts):*2016 – 2/0, 2017 – 3 /0, 2018 – 3 /0, 2019 – 3/0, 2020 – 3/0. | Mavletova, A.M.Vinnik, N.V. |
| 4.3.1.2. | Project: “Comparative Analysis of Management Systems and Mechanisms of Decision-Making in Imperfect Institutional Environment”Markets: Institute of Socio-Economic and Political Research |  | Х | Х | Х | Х | Х | *Number of specialists from leading field-specific centers and experts from companies operating in the real sector brought in to carry out research projects (including foreign experts):*2016 – 2/0, 2017 – 3 /0, 2018 – 3 /0, 2019 – 3/0, 2020 – 3/0. | Mavletova, A.M.Vinnik, N.V. |
| 4.3.1.3. | Project: “Social Aspects of Personal Development in the Times of Crisis in Cross-Cultural Context”Markets: Russian Psychological Society  |  | Х | Х | Х | Х | Х | *Number of specialists from leading field-specific centres and experts from companies operating in the real sector brought in for carrying out research projects (including foreign experts):*2016 – 2/0, 2017 – 3 /0, 2018 – 3 /0, 2019 – 3/0, 2020 – 3/0. | Mavletova, A.M.Vinnik, N.V. |
| 4.3.1.4. | Project: “Facilitating Legalization of Business in Russian Markets”Markets: Russia Public Opinion Research Center, Public Opinion Foundation, Levada Center |  | Х | Х | Х | Х | Х | *Number of specialists from leading field-specific centres and experts from companies operating in the real sector brought in for carrying out research projects (including foreign experts):*2016 – 2/0, 2017 – 3 /0, 2018 – 3 /0, 2019 – 3/0, 2020 – 3/0. | Mavletova, A.M.Vinnik, N.V. |
| 4.3.1.5. | Project: “Management of Social Development and Institutional Modernization in the Field of Social Policy” Markets: Institute of National Economic Forecasting (RAS) |  | Х | Х | Х | Х | Х | *Number of specialists from leading field-specific centres and experts from companies operating in the real sector brought in for carrying out research projects (including foreign experts):*2016 – 2/0, 2017 – 3 /0, 2018 – 3 /0, 2019 – 3/0, 2020 – 3/0. | Mavletova, A.M.Vinnik, N.V. |
| 4.4. | Development of postdoc programmes |  |  |  |  |  |  |  |  |
|  | Hiring of postdocs from the global labour market |  | Х | Х | Х | Х | Х | *Number of postdocs hired:*2016 – 3, 2017 – 3, 2018 – 3, 2019 – 3, 2020 – 3. | Mavletova, A.M. |
| 4.5. | Organizing outgoing academic mobility for academic staff (instructors and researchers) |  |  |  |  |  |  |  |  |
| 4.5.1 | Taking part in international conferences and other academic events |  | Х | Х | Х | Х | Х | *Number of staff taking part in mobility in order to attend international conferences and academic events (as speakers):*2016 – 205, 2017 – 220, 2018– 230, 2019– 240, 2020 – 250. | Mavletova, A.M. |
| 4.5.2 | Other types of outbound mobility |  |  |  |  |  |  |  |  |
|  | Types of mobility: at the initiative of staff members, funded by HSE grants and those of other organizations, etc. |  | Х | Х | Х | Х | Х | *Number of staff taking part in mobility:*2016 – 403, 2017 – 420, 2018– 440, 2019 – 460, 2020 – 500. | Mavletova, A.M. |
| 4.5.3 | Developing short-term mobility programmes: increasing the number of staff attending leading international and Russian academic events |  | Х | Х | Х | Х | Х | *Number of staff taking part in mobility:*2016 – 296, 2017 – 320, 2018– 340, 2019 – 360, 2020 – 400. | Mavletova, A.M. |
| 4.5.4 | Developing long-term mobility programmes: increasing the number of academic staff who have completed CPD programmes and/or taken part in internships at leading universities and academic centres |  | Х | Х | Х | Х | Х | *Number of staff taking part in mobility:*2016 – 121, 2017 – 130, 2018 – 140, 2019 – 145, 2020 – 150. | Mavletova, A.M. |
| 4.6. | Organizing incoming academic mobility for scholarly activity and research |  |  |  |  |  |  |  |  |
| 4.6.1. | Participating in international conferences and academic events hosted by HSE |  | Х | Х | Х | Х | Х | *Number of staff involved in mobility to take part in international conferences and academic events (as speakers):* 2016 –35, 2017 – 40, 2018 – 45, 2019 – 50, 2020 – 55. |  |
| 4.6.2 | Developing exchange programmes with foreign universities |  | Х | Х | Х | Х | Х | *Objective:* Bringing in professors and research fellows every year to give lectures and seminars, as well as carry out research projects for the STRA-U *Country, organization:* Charles University in Prague (Czech Republic); Hertie School of Governance (Germany); Friedrich Schiller University Jena (Germany); Free University of Berlin (Germany); FNSP Sciences Po (France); Babes-Bolyai University (Romania); Nova University of Lisbon (Portugal); University of Iceland (Iceland); University of Bologna (Italy); Radboud University Nijmegen (Netherlands).*Number of staff members taking part in mobility:*2016 – 3, 2017 – 4, 2018 – 5, 2019 – 5, 2020 – 6. | Chepurenko, A.Y.Ashurova, L.O.Belyaeva, N.Y. |

\* - results of project implementation are approximate and may be adjusted in light of external and internal organizational developments