**Roadmap of STRA-U “Foresight and Science, Technology and Innovation Studies*”***

**I. Goal:**to create a world class center of excellence in the Russian Federation in measurement, foresight and policy design in science, technology and innovation (STI).

**II. Main Objectives:**

- Performing research in measurement, modelling, and foresight of STI, including global research fronts, emerging technologies, evidence-based policy tools, social and economic impact, intellectual capital;

- Developing empirical databases on innovative behaviour of economic actors, global technological trends, network interactions within STI domain, human resources, knowledge-intensive business services, etc.;

- Translating research results into policy advice for government agencies, development institutions, and businesses;

- Participating in expert groups of international organizations (OECD, Eurostat, UNIDO, APEC, and others) and research networks (ERA.Net RUS, BILAT.RU, Globelics, UNU-MERIT, International Foresight Academy, and others);

- Implementing an international Master’s program in English (unique in the Russian Federation) with extensive research components, to train experts in STI governance (<https://www.hse.ru/en/ma/sti/>).

**III. Main Anticipated Deliverables:**

- HSE will set the agenda for research in Russia in a number of domains, including STI measurement, science and technology foresight, modelling innovation behaviour of the economic actors, research of knowledge-intensive business services;

*-* Raising *the Foresight and STI Governance* journal, published by HSE (<https://foresight-journal.hse.ru/en/>) up to the second quartile (Q2) of the Scopus Citation Index (by 2020);

- HSE will become a leading national think tank for the business sector in the area of STI;

- HSE will become a coordinator and key actor in the international network of leading global foresight centers;

- HSE experts will take lead roles in task forces within international organizations (OECD, EU, Eurostat, UNIDO, WIPO, APEC, ITU, and others);

- The Master’s program on STI governance will obtain accreditation the EPAS international accreditation (by the European Foundation for Management Development) and will become one of the most prestigious educational programs in its domain with a share of foreign students as high as 30% (by 2020).

- HSE joins the TOP-100 universities in the QS ranking on “Social Sciences & Management”, and TOP-100 in the QS ranking on “Development Studies” and “Economics & Econometrics”.

**IV. STRA-U Key Performance Indicators**

| **No.** | **Indicators** | **Unit of measurement** | **Results** | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2015**  **actual** | **2016**  **actual** | **2017**  **plan** | **2018**  **plan** | **2019**  **plan** | **2020**  **plan** |
| 1.1. | Position in the QS ranking by faculty: Social Sciences & Management | position | 161 | 151-200 (plan) | 151-200 | 101-150 | 51-100 | 51-100 |
| 1.2. | Position in the QS ranking by subject: Development Studies | position | 51-100 | - | 51-100 | 51-100 | 51-100 | 51-100 |
| 1.3. | Position in the QS ranking by subject: Economics & Econometrics | position | 151-200 | 101-150 | 151-200 | 101-150 | 101-150 | 51-100 |

**V. Action Plan\***

| **No.** | **Activities** | **Timeframe for implementation**  **(check “X” in relevant graphs)** | | | | | | | **Results**  **(description and indicator, for 2016-18)** | **Responsible Persons**  **(for 2016)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2016** | | **2017** | **2018** | **2019** | **2020** |  | |  |
| **Apr - Sept** | **Oct-Dec** |
| **1.Organizational measures** | | | | | | | | | | |
| 1.1. | Development of the STRA-U’s organizational structure |  |  |  |  |  |  |  | | Gokhberg, L.M.  Sokolov, A.V. |
| 1.1.1. | Approval of the STRA-U’s management committee, as well as its functions and system of operations | Х |  |  |  |  |  | Rector’s directive on the STRA-U’s management committees; approved regulation on the STRA-U | | Gokhberg, L.M. |
| 1.1.2. | Approval of the STRA-U’s international advisory council, along with its functions and system of operations | Х |  |  |  |  |  | Rector’s directive on the STRA-U’s international advisory council composition; approved regulation on the STRA-U | | Sokolov, A.V. |
| 1.2. | Final confirmation of the STRA-U’s internal structure (participating subdivisions, procedures for adding/removing a subdivision from the list of parties involved in the unit) | Х |  |  |  |  |  | Rector’s directive on a list of subdivisions based out of the unit | | Sokolov, A.V. |
| 1.3. | Confirmation of a system for interactions among the STRA-U’s subdivisions, as well as a decision-making model for the unit’s operations | Х |  |  |  |  |  | Approved regulation on the STRA-U | | Gokhberg, L.M.  Sokolov, A.V. |
| 1.4. | Forming STRA-U project teams and securing necessary material and informational resources for their operation | Х |  |  |  |  |  | Protocol of the STRA-U’s management committee covering the composition of relevant project teams, as well as confirmation of necessary materials and informational resources for their operations | | Gokhberg, L.M.  Sokolov, A.V. |
| 1.5. | Review conducted by the STRA-U’s management committee and international advisory council of 3-year action plans for the unit’s academic and research development |  | Х | Х | Х | Х | Х | 3-year action plans for the STRA-U’s academic and research development (to be annually reviewed and updated)  Protocols of the STRA-U’s management committee and international advisory council | | Gokhberg, L.M.  Sokolov, A.V. |
| 1.6. | Regular international expert review of the STRA-U’s research activities conducted by the unit’s international advisory council |  | Х | Х | Х | Х | Х | Results of expert review of the STRA-U’s research activities conducted by the unit’s international advisory council | | Gokhberg, L.M.  Sokolov, A.V. |
| 1.7. | Development of planned revenue indicators for the STRA-U, thus ensuring its development in view of such plans |  | Х | Х | Х | Х | Х | Forecast revenue estimate for the STRA-U (to be updated annually) | | Gokhberg, L.M.  Sokolov, A.V.  Malchenko, S.A. |
| 1.8. | Promotional efforts to support STRA-U’s activities | Х | Х | Х | Х | Х | Х | Regular updates of the STRA-U’s page on the HSE website (portal); posting news on STRA-U progress; sending newsletters in Russian and in English (as newsworthy events appear), as well as quarterly reviews of STRA-U’s operations to a wide range of Russian and international subscribers; presenting reports to news agencies; making presentations on STRA-U’s achievements at international conferences and seminars | | Gutaruk, E.V. |
| 1.8.1. | Updating STRA-U webpage on the HSE website | Х | Х | Х | Х | Х | Х | STRA-U webpage is regularly updated | | Gutaruk, E.V. |
| 1.8.2. | Posting news on the STRA-U’s activities | Х | Х | Х | Х | Х | Х | Publishing news covering the progress made by the STRA-U towards implementing its roadmap (at least once a month); preparing and disseminating a news digest in Russian and English | | Gutaruk, E.V. |
| 1.8.3. | Preparing, publishing and disseminating analytical reports with the results of the STRA-U’s research projects | Х | Х | Х | Х | Х | Х | Publishing analytical reports with the results of the STRA-U’s research projects | | Gokhberg, L.M.  Sokolov, A.V. |
| **2. Teaching and learning activities and their development** | | | | | | | | | | |
| 2.1. | Developing educational programmes | | | | | | | | | |
| 2.1.1. | *Programme title:* Administration of Science, Technology and Innovation  *Programme level:* Master’s  *Programme description*: taught in English | Х | Х | Х | Х | Х | Х | *Launched in:* 2014  *Key partners:* Technical University of Berlin, Maastricht University, Seoul National University, University of Bremen and the OECD | | Meissner, D.  Belousova, V.Y.  Sokolova, A.V. |
| 2.1.1.1. | Expanding the programme’s Academic Council | Х |  |  |  |  |  | In 2016, representatives of 5 key Russian employers joined the Academic Council: Gazprom, Russian Venture Company, Russian Ministry of Education and Science, Russian Ministry of Economic Development and Honeywell Russia | | Meissner, D. |
| 2.1.1.2. | Ensuring the accreditation of the Master’s programme by the European Foundation for Management Development |  |  |  | Х |  | Х | 2018 – submitting application for EPAS international accreditation;  2020 – Program is accredited internationally | | Meissner, D.  Belousova, V.Y. |
| 2.1.1.3. | Signing agreements on double-degree programmes with new international partners |  |  |  | Х |  | Х | Potential partners: Seoul National University, University of Tokyo  Number of Russian students participating in double-degree programmes – at least 6 students in 2016-2018;  Number of international students participating in double-degree programmes – at least 2 students in 2016-2017. | | Meissner, D. |
| 2.1.1.4. | Engaging partner organizations in co-supervision of Master’s theses | Х |  | Х | Х | Х | Х | At least two Master’s theses shall be co-supervised by partner universities or the OECD in 2016-2018 | | Meissner, D. |
| 2.1.1.5. | Organizing lectures of international professors and researchers |  | Х | Х | Х | Х | Х | International professors from Harvard University, University of Manchester, Georgetown University and University of Ottawa will deliver lectures at the programme (at least 10 academic hours annually) | | Rodionova, A.A. |
| 2.1.1.6. | Organizing online lectures of international professors | Х | Х | Х | Х | Х | Х | Organizing online lectures of international professors (at least 10-12 academic hours annually) | | Meissner, D. |
| 2.1.1.7. | Developing online courses delivered in English |  |  | Х | Х | Х | Х | By 2018, 3 elective courses will become online courses | | Thurner, T. |
| 2.1.1.8. | Integrating the STRA-U’s research outcomes into course content | Х | Х | Х | Х | Х | Х | * Theoretical concepts and empirical research results will be used in delivering the following courses as part of the Master’s programme: Measurement in STI, Social Research in STI, Foresight and Strategic Planning, Corporate Foresight, STI Policy and Regional STI Policy, as well as research seminars. | | Meissner, D. |
| 2.1.1.9. | Holding workshops on STI forecasting for specialists from leading Russian universities (participating in the 5-100 programme), research centers and companies | Х | Х | Х | Х | Х | Х | At least 6 workshops on STI forecasting for specialists from leading Russian universities (participating in 5-100 programme), research centers and companies in 2016-2018 | | Chulok, A.A. |
| 2.1.1.  10. | Organizing lectures and master classes supervised by business representatives, including international ones | Х | Х | Х | Х | Х | Х | Lectures and master classes involving international experts (from the European Commission, OECD, etc.), representatives of federal executive agencies, leading Russian companies, innovation businesses, venture companies, etc.  Number of lectures and master classes delivered by representatives from business, federal authorities and international organizations: 2016 – 4, 2017 – 5, 2018 – 6, 2019 – 7, 2020 – 7 | | Meissner, D.  Belousova, V.Y. |
| 2.2. | Developing project and research component of educational programmes, engaging students in STRA-U research projects | | | | | | | | | |
| 2.2.1. | Hiring Master’s students to participate in the STRA-U’s projects as research assistants | Х | Х | Х | Х | Х | Х | At least 12 Master’s students in total will be hired as research assistants in 2016-2018 | | Gokhberg, L.M.  Maximova, O.V. |
| 2.3. | Developing student academic mobility programmes | | | | | | | | | |
| 2.3.1. | Student exchange programmes with foreign partner universities  Partners:  Seoul National University (Republic of Korea), University of Bremen (Germany) and Lancaster University (UK) | Х |  | Х | Х | Х | Х | *Number of students participating in long-term exchange programmes (more than 1 month in length):*  2016 – 6, 2017 – 6, 2018 – 8, 2019 – 8, 2020 – 10 | | Meissner, D.  Rodionova, A.A. |
| 2.3.2 | Signing academic exchange agreements with new international partners |  |  | Х |  |  | Х | Signing an academic exchange agreement with new international partner institutions in 2016-2018 | | Meissner, D. |
| 2.3.3. | Organizing student internships at the OECD | Х | Х | Х | Х | Х | Х | Two students will do an internship at the OECD in 2016-2018 | | Meissner, D.  Rodionova, A.A. |
| 2.4. | Attracting talented prospective students | | | | | | | | | |
| 2.4.1. | Recruiting prospective students to undergraduate and Master’s programmes |  |  |  |  |  |  |  | |  |
| 2.4.1.1. | Conducting programme presentations for delegations visiting HSE | Х | Х | Х | Х | Х | Х | *Number of presentations:*  2016 – 5, 2017 – 5, 2018 – 6, 2019 – 6, 2020 – 7  *Number of participants:*  2016 – 20, 2017 – 25, 2018 – 30, 2019 – 30, 2020 – 35 | | Meissner, D.  Saritas, O. |
| 2.4.1.2. | Offering short-term educational courses in STI to government authorities, including international ones |  |  |  | Х |  | Х | *Number of courses*  2018 – 3, 2020 г– 3  *Number of participants*  2018 – 60, 2020 – 60 | | Chulok, A.A. |
| 2.4.1.3. | Preparing and disseminating information materials (booklets, brochures, etc.) in order to promote the programme on educational markets in Europe (UK, Germany, Italy, etc.) and Eastern Asia (China, South Korea, Japan, etc.):  - at international academic exhibitions (through HSE International Admissions);  - among international partner universities (Technical University of Berlin, Maastricht University, Seoul National University, University of Bremen, etc.);  - among the STRA-U’s partner organizations (e.g. with the help of the STRA-U’s International Advisory Council, etc.) | Х | Х | Х | Х | Х | Х | Programme information materials will be prepared and disseminated at no less than 10 international educational exhibitions and among at least 20 organizations (either partnering with the STRA-U or the programme). | | Belousova, V.Y.  Sokolova, A.V. |
| 2.4.2 | Efforts aimed at recruiting Russian prospective students to undergraduate and Master’s programmes |  |  |  |  |  |  |  | |  |
| 2.4.2.1. | Every year holding an Open Day for the Master’s programme with real-time video streaming on the programme’s website; Open Day video materials will be available on the HSE website (in the section for applicants) | Х |  | Х | Х | Х | Х | *Number of Open Days:*  2016 – 1, 2017 – 1, 2018 – 1, 2019 – 1, 2020 – 1  *Number of Open Day participants:*  2016 – 40, 2017 – 40, 2018 – 40, 2019 – 40, 2020 – 40 | | Belousova, V.Y.  Rodionova, A.A. |
| 2.4.2.2. | Organizing student internships and practical training within the STRA-U | Х |  | Х | Х | Х | Х | *Number of HSE students participating in internships and practical training offered by the STRA-U:*  2016 – 50, 2017 – 50, 2018 – 50, 2019 – 50, 2020 – 50 | | Sokolov, A.V.a  Rodionova, A.A. |
| 2.4.2.3. | Organizing regular meetings of the Master’s programme student discussion club (the Young Innovators Club) | Х | Х | Х | Х | Х | Х | At least 8 meetings of the MA programme’s student discussion club will be held in 2016-2018  *Number of club participants:*  2016 – 20, 2017– 23, 2018 – 26, 2019 – 28, 2020 – 30 | | Belousova, V.Y. |
| 2.4.2.4. | Holding Olympiads aimed at attracting talented prospective students to Master’s programme offered by the STRA-U | Х |  | Х | Х | Х | Х | *Number of Olympiad participants:*  2016– 40, 2017– 40, 2018– 40, 2019– 40, 2020 – 40 | | Belousova, V.Y.  Sokolova, A.V. |
| **3. R&D and Innovation** | | | | | | | | | | |
| 3.1. | Implementing research projects | | | | | | | | | |
| 3.1.1. | Developing methodology and instruments for measuring STI systems and assessing socio-economic STI effects.  The main sub-projects up until 2020 include:  - Preparing new edition of Oslo Manual (the international standard for statistical measurement of innovations) in cooperation with Eurostat, OECD, Dialogic (Netherlands) and DevStat (Spain);  - Emerging technologies and their impact on the development of innovative systems of Russia and China;  - Developing instruments for measurement and analysis of global research frontiers and R&D effectiveness;  - Measuring new and emerging technologies;  - Conducting monitoring studies (e.g., monitoring of innovative activities of innovation process actors, monitoring highly qualified research staff, monitoring innovative behavior of the population, monitoring the intellectual services sector, etc.);  - Preparing, publishing and disseminating statistical compilations covering science, innovation, education, information society indicators, and meeting international statistical standards requirements, in Russian and English (annually). | Х | Х | Х | Х | Х | Х | *Partners*  *Universities:* University of Manchester (UK), Georgia Tech (USA).  *Research organizations:* Eurostat (Luxemburg), Organisation for Economic Co-operation and Development, (Paris, France), Dialogic (Netherlands) and DevStat (Spain).  *Companies:*  *Publications*  2016 – 8, 2017 – 8, 2018 – 9, 2019 – 9, 2020 – 10.  Statistical compilations, analytical reports, newsletters, preprints, monograph chapters will be published (at least 6 statistical compilations in Russian and in English annually).  *Project reports presented at academic conferences:*  2016 – 4, 2017 – 5, 2018 – 5, 2019 – 6, 2020 – 6. | | Sokolova, A.V.  Kuznetsova, T.E.  Roud, V.A.  Fursov, K.S.  Gershman, M.A.  Shmatko, N.A.  Chulok, А.А.  Vishnevskiy, К.О.  Belousova, V.Y.  Kutsenko, E.S.  Skorodumova, I.V. |
| 3.1.2. | Foresight instruments for sustainable economic growth, social welfare and industrial competitiveness.  The main subprojects up until 2020 include:  - Providing forecasts of the scientific and technological development of the Russian Federation;  - Developing a series of technology roadmaps for specific sectors of the economy;  - Developing international and national networks of forecasting centers in science and technology (foresight centers in Russia, Japan, Brazil, USA, Canada, etc.);  - Developing methodologies and instruments for foresight studies;  - Identifying, monitoring and assessing global trends in socio-economic and scientific and technological development;   - Identifying and monitoring priorities in scientific and technological development;  - A system for intellectual analysis of the dynamics in science, technology and innovation designed for identifying emerging trends and opportunities. | Х | Х | Х | Х | Х | Х | *Partners*  *Universities:* Beijing Institute of Technology (China), University of Manchester (UK), Georgia Institute of Technology (USA), George Washington University (USA), National Research Nuclear University MEPhI, Peter the Great St. Petersburg Polytechnic University (SPbPU)  *Research organizations:* National Research Center Institute named after N.E. Zhukovsky, All-Russian Science and Research Institute of Aviation Materials, Technological Institute for Superhard and New Carbon-based Materials, Science and Training Center “Welding and Control” under Bauman Moscow State Technical University, CJSC Science and Research Institute of Economics in Aviation Industry, the Center for Strategic Studies and Management in Science, Technology and Innovation (Brazil), the Organisation for Economic Co-operation and Development (OECD) (Paris, France).  *Companies:* United Rocket and Space Corporation, State Space Corporation Roscosmos, United Aircraft Corporation, Rosatom, and Gazprom.  *Other organizations:* Ministry of Industry and Trade of the Russian Federation (aircraft engineering).  *Publications:*  2016 – 4, 2017 – 5, 2018 – 5, 2019 – 6, 2020 – 6.  *Project reports presented at academic conferences:*  2016 – 4, 2017 – 5, 2018 – 5, 2019 – 6, 2020– 6. | | Sokolov, А.V.  Kuznetsova, Т.Е.  Roud, V.A.  Fursov, K.S.  Gershman, M.A.  Shmatko, N.A.  Chulok, А.А.  Vishnevskiy, К.О Belousova, V.Y.  Kutsenko, E.S.  Skorodumova, I.V. |
| 3.1.3. | Design and evaluation of impact-oriented policies for innovation-driven growth: theory, toolkit, empirical studies  The main subprojects up until 2020 include:  - Designing and analyzing strategies for the innovation development of companies;  - Designing regional innovative development strategies – using a 'smart specialisation' approach;  - Studying the mechanisms for clusters formation and cluster policy;  - STI policy: developing instruments and assessing their effectiveness;  - Developing proposals for establishing a system for evaluation of science and technology policy in Russia and its adoption by the public administration;  - Studying and developing new approaches to innovation actors and innovation-oriented markets’ behavior analysis and modeling | Х | Х | Х | Х | Х | Х | *Partners*  *Universities:* George Washington University (USA), Zurich University of Applied Sciences / Institute of Sustainable Development (Switzerland)  *Research organizations:* Organisation for Economic Co-operation and Development (Paris, France), and Fraunhofer Institute for Systems and Innovation Research (Karlsruhe, Germany).  *Companies:* Pochta Rossiyi (Russian Post), PJSC Transneft and State Space Corporation Roscosmos.  *Publications:*  2016 – 10, 2017 – 10, 2018 – 12, 2019 – 12, 2020 – 12.  *Project reports presented at academic conferences:*  2016 – 4, 2017 – 5, 2018 – 5, 2019 – 6, 2020 – 6. | | Sokolov, А.V.  Kuznetsova, Т.Е.  Roud, V.A.  Fursov, K.S.  Gershman, M.A.  Shmatko, N.A.  Chulok, А.А.  Vishnevskiy, К.О.  Belousova, V.Y.  Kutsenko, E.S.  Skorodumova, I.V. |
| 3.2. | Conducting academic events | | | | | | | | | |
| 3.2.1. | Conducting conferences |  |  |  |  |  |  |  | |  |
| 3.2.1.1 | Organizing annual international conference on STI and foresight |  | Х | Х | Х | Х | Х | *Number of conference participants/ international participants:*  2016 – 110/10, 2017 – 115/12, 2018 – 115/12, 2019 – 120/13, 2020 – 120/13  *Number of students participating in the conference:*  2016 – 11, 2017 – 11, 2018 – 12, 2019 – 12, 2020 – 13 | | Sokolov, А.V.  Maximova, О.V.  Roud, V.A. |
| 3.2.1.2 | Annually organizing a section dedicated to science and innovation at HSE April International Academic Conference. | Х |  | Х | Х | Х | Х | *Number of conference participants/ international participants*  2016 г. – 110/10, 2017 г. – 115 /12, 2018 г. – 115 /12, 2019 г. – 120 /13, 2020 г. – 120 /13  *Number of students participating in the conference:*  2016– 8, 2017– 10, 2018– 10, 2019– 12, 2020– 12 | | Sokolov, А.V.  Maximova, О.V.  Roud, V.A. |
| 3.2.1.3 | 9th Conference on Model-based Evidence on Innovation and Development (in cooperation with the United Nations University - Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT)) in 2016 | Х |  |  |  |  |  | *Number of conference participants/ international participants:*  2016 – 60/31.  *Number of students participating in the conference:*  2016 – 4. | | Sokolov, А.V.  Maximova, О.V.  Roud, V.A. |
| 3.2.2. | Conducting regular research seminars, expert seminars and workshops |  |  |  |  |  |  |  | |  |
| 3.2.2.1 | Conducting research seminars as a separate course for the STRA-U’s Master’s students (to be held annually) |  | Х | Х | Х | Х | Х | *Number of students participating in research seminar:*  2016 – 70, 2017 – 70, 2018 – 70, 2019 – 70, 2020 – 70 | | Belousova, V.Y. |
| 3.2.3. | Participating in expert seminars conducted by foreign and international organizations | Х | Х | Х | Х | Х | Х | *Number of expert seminars attended:*  2016 – 4, 2017 – 4, 2018 – 5, 2019 – 5, 2020 – 6 | | Sokolov, А.V. |
| 3.3. | Support for publishing activities | | | | | | | | | |
| 3.3.1. | Publishing preprints in English | Х | Х | Х | Х | Х | Х | Publishing a series of English language preprints (HSE Working Papers Series) ‘Science, Technology and Innovation’  *Number of preprints published in English:*  2016 – 14, 2017 – 14, 2018 – 15, 2019 – 16, 2020 – 16 | | Meissner, D.  Saritas, О. |
| 3.3.2. | Publishing and promoting monographs in English edited by the STRA-U’s staff as part of the “Science, Technology and Innovation Studies” series of the Springer Publishing House | Х | Х | Х | Х | Х | Х | Publishing at least 5 foreign monographs in 2016-2018  At least 15,000 paid downloads of chapters in foreign monographs written by the unit’s staff in 2016-2018 | | Meissner, D.  Saritas, О. |
| 3.3.3. | Publishing and promoting the international scientific journal *Foresight and STI Governance* (indexed in Scopus) | Х | Х | Х | Х | Х | Х | Quarterly issues of the international scientific journal *Foresight and STI Governance* in Russian and English.  In 2016, an application has been filed for the *Foresight and STI Governance* journal to be included in the Web of Science Core Collection and Emerging Sources Citation Index (ESCI). | | Gavrilicheva, N.A. |
| 3.3.4. | The STRA-U’s staff shall join the editorial boards of leading global journals indexed by Scopus/Web of Science and dedicated to the unit’s area of focus. |  |  |  | Х |  | Х | *Number of employees working in editorial boards of the leading journals:*  2016 – 4, 2017 – 4, 2018 – 5, 2019 – 5, 2020 – 6 | | Meissner, D. |
| 3.3.5. | STRA-U staff invited as editors of special issues of leading global journals indexed by Scopus/Web of Science and dedicated to the unit’s area of focus. | Х |  | Х |  | Х | Х | *Number of employees invited as editors of special issues of the leading journals:*  2016 – 2, 2017 – 2, 2018 – 2, 2019 – 3, 2020 – 3 | | Meissner, D. |
| 3.4. | Implementation of innovation programmes | | | | | | | | | |
| 3.4.1. | Project “System of Intellectual Analysis of Dynamics in Science, Technology and Innovation for Identifying Emerging Trends and Opportunities”  *Partners: (please see p.3.1.2 of this Roadmap)* |  | Х |  |  |  | Х | *Intellectual property:* Certificate of registration for software designed for text mining in foresight studies; certificate of registration for software designed for finding and analyzing STI data | | Kuzminov, I.F. |
| **4. Development of HR Policy** | | | | | | | | | | |
| 4.1. | Recruiting faculty members (instructors and researchers) from the global academic market | | | | | | | | | |
|  | Recruiting faculty members (instructors and researchers) from the global academic market | Х | Х |  | Х |  | Х | *Number of international faculty members (instructors, researchers)*  2016 – 8, 2017 – 9, 2018 – 10, 2019 – 10, 2020 – 10  At least 3 faculty members (teachers, researchers)shall be hired at from the global academic market in 2016-2018 | | Gokhberg, L.M.  Maximova, O.V. |
| 4.2. | Attracting instructors and researchers from the leading industry-specific centers, and specialists with practical experience in the real economic sector to deliver courses and joint degree programmes | | | | | | | | | |
|  | Degree programme: Governance of Science, Technology and Innovation (delivered in English)  Target markets: Europe (UK, Germany, Italy, etc.) and East Asia (China, Korea, Japan, etc.) |  | Х | Х | Х | Х | Х | *Number of instructors, researchers and specialists with practical experience hired for delivering courses and research seminars, including international faculty:*  2016 – 6/3, 2017 – 6/3, 2018 – 6/3, 2019 – 6/3, 2020 – 6/3  Lectures and master classes will be delivered by instructors, researchers and specialists with practical experience from industry-specific centers, including international organizations (OECD, the European Committee, etc.), leading global universities, research centers, research and development institutions, major companies, and federal executive bodies. | | Meissner, D.  Belousova, V.Y.  Rodionova, A.A. |
| 4.3 | Attracting experts from leading industry-specific centers and specialists with practical experience in the real sector of economy to implement research projects | | | | | | | | | |
|  | Project: Forecasting the scientific and technological development of the Russian Federation  Key Russian experts, representing leading research centers and companies of the real sector of economy, have been attracted to implement the STRA-U’s research projects focused, among other things, on the development of scientific and technological forecasts and roadmaps. | Х | Х | Х | Х | Х | Х | *Number of experts from leading industry-specific centers and specialists with practical experience in the real sector of economy, hired for research projects, including international experts:*  2016 – 40 /2, 2017 – 40 /2, 2018 – 40 /2, 2019 – 40 /2, 2020 – 40 /2 | | Chulok, А.А. |
| 4.4. | Developing a postdoc programme | | | | | | | | | |
|  | Recruiting postdocs from the global labor market |  |  | Х | Х | Х | Х | Attracting young talented researchers (postdocs) who have been successful at competitions held within the framework of HSE’s international recruitment programme (HSE holds competitions for postdocs on a centralized basis) to join research project teams.  *Number of postdocs hired*  2017 – 1, 2018 – 1, 2019 – 1, 2020 – 1 | | Gokhberg, L.M.  Meissner, D. |
| 4.5. | Outgoing academic mobility for faculty members (instructors, researchers) | | | | | | | | | |
| 4.5.1. | Continuing professional development programmes for faculty members at leading global and Russian universities and research centers  Purpose: advanced training programmes for academic staff in the STRA-U’s areas of focus | Х | Х | Х | Х | Х | Х | *Number of staff members taking part in short-term continuing professional development programmes*  2016 – 1, 2017 – 2, 2018 – 2, 2019 – 2, 2020 – 2  *Number of staff members taking part in long-term continuing professional development programmes*  2016 – 1, 2017 – 1, 2018 – 1, 2019 – 1. | | Sokolov, A.V.  Maximova, O.V. |
| 4.5.2. | Internships for HSE faculty members in leading global and Russian universities and research institutions in line with the subject focus of the STRA-U’s current research projects  Purpose: expanding professional competencies of academic staff members, gaining new experience and practical knowledge | Х |  | Х | Х | Х | Х | *Number of staff members taking part in short-term internships*  2016 – 2, 2017 – 2, 2018 – 3, 2019 – 3, 2020 – 3 | | Sokolov, A.V.  Maхimova, O.V. |
| 4.5.3. | Lectures and seminars delivered by the STRA-U’s faculty at leading global universities  Purpose: expanding professional competencies of faculty and research staff, improving the unit’s international visibility and prestige | Х | Х | Х | Х | Х | Х | *Number of lectures and seminars delivered by the STRA-U’s faculty at leading global universities (short-term mobility programmes)*  2016 – 4, 2017 – 4, 2018 – 5, 2019 – 5, 2020 – 6  At least 13 lectures and/or seminars shall be presented at leading global universities in 2016-2018; cooperation and partnership agreements shall be discussed and signed, HSE programmes shall be promoted on the global market of educational services; international students from leading global universities shall be attracted to study in HSE degree programmes. | | Meissner, D. |
| 4.5.4. | Participation in international conferences and academic events | Х | Х | Х | Х | Х | Х | *Number of academic staff members taking part in international conferences and academic events (as speakers):*  2016 – 40, 2017 – 45, 2018 – 45, 2019 – 50, 2020 – 50.  The STRA-U’s faculty shall take part in at least 120 key academic conferences, congresses, symposiums, round tables and meetings of panel groups in Russia and abroad during the 2016-2018 period. | | Sokolov, A.V. |
| 4.6. | Incoming academic mobility for taking part in academic and research projects | | | | | | | | | |
| 4.6.1. | Participation in HSE’s international conferences and academic events. Attracting leading Russian and international scholars and researchers to take part in academic conferences and research seminars dedicated to the subject areas of the STRA-U’s current research projects | Х | Х | Х | Х | Х | Х | *Number of leading international and Russian scholars and researchers brought in to take part in academic conferences and research seminars dedicated to the subject areas of the STRA-U’s current research projects*  2016 – 13, 2017 – 13, 2018 – 14, 2019 – 15, 2020 – 16  At least 40 international and Russian scholars and researchers shall be invited to participate in academic conferences and research seminars dedicated to the subject areas of the STRA-U’s current research projects in 2016-2018. | | Sokolov, A.V.  Maximova, O.V. |

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