# Roadmap of STRA-U ‘Urban and Transportation Policy: Guiding Urban Transformation from the Industrial to Digital Age’

**I. Goal:** to create an internationally recognized hub of urban research and education focused on global market, including Russia and CIS. STRA-U becomes one of the global centers for experimental research-based urbanism that re-formulates urban planning and governance for the digital age and helps urban governments across Russia and other countries to ensure smooth transformation of their urban planning and governance institutions.

**II. Main objectives:**

* Develop globally recognized unique research and educational center for Experimental Urbanism, promoting new type of research-based urban planning profession that makes economists, architects, developers and urban planners speak to each other in common professional language, no matter who they work for.
* Develop an international center for Advocacy Planning to design institutions for conflict resolutions caused by urban planning initiatives and various development and transportation projects. Promote concept of adaptable city through state-of-the-art institutional design of flexible governance and lean planning to find a proper connection between urban “hard” (built environment) and “soft” (urban society) in the current dynamic of urban landscape.
* Become a member of international network of centers for experimental urbanism through international master’s programs “City and Technologies” and “Urban Transportation Policy,” International Laboratory for Experimental Urban Design, and professional journal “Urban Studies and Practices.”
* Launch international Master’s programs “City and technologies” and “Advanced Urban Design” to promote new research approach in urban and transport planning, design and management. These programs will also facilitate research in supporting urban planning, adaptive city and technology-based city environment.
* Launch a new international Master’s program in urban studies, city and transport planning in cooperation with Moscow Institute of Architecture, Moscow School of Architecture and other field-specific international universities in order to set new professional standards for master’s programs in urban planning and urban studies.

**III. Main Anticipated Deliverables**

* STRA-U becomes an internationally recognized hub for urban education, research and prototyping. Russia/Northern Eurasia urban experience (in architecture, urban planning, etc.), transformation and planning technology will become known worldwide through research and activities, and will be used as benchmark for developing and emerging economies.
* STRA-U launches an international journal “Urban Studies and Practices” that becomes an international urban research communication point on experimental urbanism.
* STRA-U will develop a Master’s program “City and Technologies” (foreign students > 60%) which will become one of the leading educational programmes for urban transformation policies in digital age. Internationally recognized degrees will be awarded in cooperation with IaaC (Institute for advanced architecture of Catalonia, [www.iaac.com](http://www.iaac.com)), and potentially with other European Universities.
* STRA-U will be a hub in the global network of experimental urbanism such as MIT Media Lab (Cambridge, USA), ETH (Zurich, Switzerland), IaaC (Barcelona, Spain), City Catapult (London, UK), Institute for Urban Design (Schenschen, China), CUSP (NYU, New York, USA) and the others.
* Through its Laboratory of Advocacy Planning STRA-U will become a center for Advocacy and Lean Planning expertise and will train transformational urban planners for Russian and international urban professional markets (up to 100 annually).
* STRA-U will serve as an advisory centre in urban development and transport policy for federal, regional and municipal authorities in Russia.
* HSE international academic reputation will be confirmed by entering the Top 100 in QS World University Rankings for “Social Sciences & Management” and the Top 100 in QS World University Rankings for “Development Studies.”

**IV. STRA-U’s key performance indicators**

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| **No.** | **Indicators** | **Unit of measurement** | **Results** |
| **2015 Actual** | **2016** **Actual** | **2017 Plan** | **2018 Plan** | **2019 Plan** | **2020 Plan** |
| 1. | Position in the QS ranking by faculty: Social Sciences and Management | position | 161 | 151-200 (Plan) | 151-200 | 101-150 | 51-100 | 51-100 |
| 2. | Position in the QS ranking by subject: Development Studies | position | 51-100 | - | 51-100 | 51-100 | 51-100 | 51-100 |

**V. Action Plan\***

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| --- | --- | --- | --- | --- |
| **No.** | **Actions** | **Timeframe for implementation***(check “X” in relevant graphs)* | **Results** *(partners, description and indicators, for 2016-20)* | **Responsible****Individuals** *(for 2016)* |
| **2016** | **2017** | **2018** | **2019** | **2020** |
| **Apr-Sept** | **Oct-Dec** |
| **1. Organizational measures** |
| 1.1. | Improvement of STRA-U’s organizational structure |  |  |  |  |  |  |  |  |
| 1.1.1. | Approval of STRA-U’s functions, operations and Management Committee.  | X |  |  |  |  |  | Rector’s directive on STRA-U’s governance; approved Regulations on STRA-U | Leonova, V.A. |
| 1.1.2. | Approval of STRA-U’s International Advisory Council, along with its functions and operations | X | Х |  |  |  |  | Rector’s directive on STRA-U’s International Advisory Council; approved Regulations on STRA-U | Novikov, A.V. |
| 1.2. | Final confirmation of STRA-U’s internal structure (participating subdivisions) | X |  |  |  |  |  | Rector’s directive on the list of subdivisions involved in STRA-U’s operations | Leonova, V.A., Trofimenko, K.Y. |
| 1.3. | Approving connections and interactions among STRA-U’s subdivisions and decision-making model for the unit’s operation | X |  |  |  |  |  | Approved regulation on STRA-U  | Leonova, V.A., Trofimenko, K.Y. |
| 1.4. | STRA-U’s project teams are formed and necessary material and information resources for their operation are identified | X |  |  |  |  |  | Protocol of STRA-U’s Management Committee containing the list of key projects and composition of relevant project teams | Gorodnichev, A.V., Trofimenko, K.Y. |
| 1.5. | STRA-U’s Management Committee and International Advisory Council analyze action plans of the unit’s academic and research development |  | X |  |  |  |  | Protocols of STRA-U’s Management Committee and International Advisory Council on the approval of Roadmaps and action plans for the unit’s academic and research development | Novikov, A.V. |
| 1.6. | Revenue indicators for STRA-U are developed, thus ensuring sustainability of its plans |  | X |  |  |  |  | STRA-U’s revenue projections (to be updated annually). Protocol of STRA-U’s Management Committee describing revenue indicators for the STRA-U, approved by the Planning and Finance Office | Leonova, V.A., Trofimenko, K.Y. |
| 1.7. | Communication to support STRA-U’s activities | X | X | X | X | X | X | 2016: creating STRA-U’s page on the HSE website (portal), appointing individuals responsible for the website page content. Regular updates of the STRA-U’s page on the HSE website (portal). Posting news on STRA-U’s progress. | Gorodnichev, A.V. |
| **2. Teaching and learning**  |
| 2.1. | Improving existing educational programmes and launching new ones |  |  |  |  |  |  |  |  |
| 2.1.1. | Launching new educational programmes |  |  |  |  |  |  |  |  |
| 2.1.1.1. | *Programme:* Advanced Urban Design*Programme level:* Master’s*Programme description:* full time English-taught joint programme with Strelka Institute of Media and Design |  | Х |  |  |  |  | *Start of programme:* 2016*Key partners (status of agreement):* Strelka Institute of Media and Design*Students enrolled in this programme, per annum (total/international students):*2016 – 13 /6, 2017 – 0 /0, 2018 – 15/10, 2019 – 0/0, 2020 – 15/10  *Academic supervisor –* Anastasia Smirnova*Program Summary:*The programme is structured for urban planners, urban design specialists and researchers interested in conducting research-based design projects.A working visit to Johannesburg, RSA will be arranged for researching as part of this programme. Over 20 professors and leading urban researchers from Europe, the USA and Russia will deliver courses and project modules.Students are admitted every two years. | Smirnova, A.V.Novikov, A.V. |
| 2.1.1.2. | *Programme:* City and Technologies*Programme level:* Master’s*Programme description:* full time English-taught joint programme with the Institute for Advanced Architecture of Catalonia |  | Х | Х |  |  |  | *Start of programme:* 2017*Key partners (status of agreement):* Institute for Advance Architecture of Catalonia, Moscow Institute of Architecture, Strelka Institute of Media and Design, Moscow School of Architecture, Research and Project Institute of Moscow City Master Plan (Genplan Institute of Moscow), and University of Miami*Research projects and subdivisions associated with programme:* International Laboratory for Experimental Urban Design*Annual enrollment (total/international students):*2017 – 20 /10, 2018 – 20/12, 2019 – 20/12, 2020 – 20/12 *Academic Supervisor –* Vicente Guallart*Programme Summary:* The programme has been developed for urban planners and urban researchers. The programme will be delivered jointly with the Institute for Advance Architecture of Catalonia. Upon graduation, students shall receive an internationally recognized diploma.  | Khort, N.G. |
| 2.1.1.3. | *Programme:* Transportation Planning*Programme level:* Master’s*Programme description:* full time English-taught programme |  |  | Х | Х | Х | Х | *Start of programme:* 2018*Research projects and subdivisions associated with the programme:* Institute for Transportation Economics and Transportation Policy Studies:*Annual enrollment (total/international students):*2018 – 20/10, 2019 – 20/10, 2020 – 20/10 *Programme Summary:* The programme has been developed for urban planners and urban researchers of urban transportation planning, transportation economics and policy.  | Trofimenko, K.Y.Vorobyev, A.N. |
| 2.1.2. | English-taught online courses |  |  | Х | Х | X | X | *Focus of courses:* Management of Urban Space, Urban Transportation Policy, Experimental Urban Design, Advocacy Planning*Platform:* Coursera*Number of new English-taught courses* 2017 – 1, 2018 – 1, 2019 – 1, 2020 – 1*Number of students who completed English-taught online courses* 2017 – 50, 2018 – 100 , 2019 – 150, 2020 – 200 | Kotov, E.A.Vorobyev, A.N. |
| 2.1.3. | Developing project and research components of educational programmes, engaging (doctoral) students in STRA-U’s research projects |  |  |  |  |  |  |  |  |
| 2.1.3.1. | Engaging students in the work of STRA-U’s research subdivisions (laboratories and study groups including international ones) |  |  | Х | Х | Х | Х | International Laboratory for Experimental Urban Design supervised by Vicente Guallart*Number of (doctoral) students employed at the research subdivision:*2017 – 2, 2018 – 4 , 2019 – 4, 2020 – 4Laboratory for Advocacy Planning*Number of (doctoral) students employed at the research subdivision:*2017 – 1, 2018 – 2 , 2019 – 2, 2020 – 2Laboratory for Spatial Data Analysis*Number of (doctoral) students employed at the research subdivision:*2017 – 1, 2018 – 2 , 2019 – 2, 2020 – 2Laboratory for Urban Anthropology and Field Sociology Research*Number of (doctoral) students employed at the research subdivision:*2017 – 2, 2018 – 3 , 2019 – 4, 2020 – 4Institute for Transportation Economics and Transportation Policy Studies:*Number of (doctoral) students employed at the research subdivision:*2017 – 2, 2018 – 2 , 2019 – 2, 2020 – 2 | Narinsky, D.M.Akimov, P.I.Kotov, E.A.Strepetov, A.Y.Vorobyev, A.N. |
| 2.2. | Developing student academic mobility programmes |  |  |  |  |  |  |  |  |
| 2.2.1. | Under agreements with: |  |  |  |  |  |  |  |  |
|  | Gdansk University of Technology, Poland |  |  |  | X | X | X | Long-term programmes*Number of students taking part in long-term programs*2018 – 5, 2019 – 5, 2020 – 5 | Narinsky, D.M. |
|  | Institute for Housing and Urban Development Studies (IHS) of Erasmus University Rotterdam (Netherlands) |  |  | X | X | X | X | *Students participating in short-term programs*2017 – 5, 2018 – 5, 2019 – 5, 2020 – 5 | Dyba, E.A. |
|  | University of the Witwatersrand (Republic of South Africa) |  | X | X | X | X | X | *Students participating in short-term programmes (once every two years, in accordance with the degree programme)*2016 – 12, 2017 – 0, 2018 – 15, 2019 – 0, 2020 – 15 | Smirnova, A.V. |
| 2.3. | Student participation in field-specific events related to the STRA-U’s area of research |
| 2.3.1. | Student participation in academic events (research seminars, conferences) | X | X | X | X | X | X | *Number of students taking part in academic events:*2016 – 1, 2017 – 2, 2018 – 4, 2019 – 6, 2020 – 8 | Kotov, E.A. |
| 2.3.2. | Student participation in industry-specific events (summer/winter/spring schools, seminars master classes and workshops) | X | X | X | X | X | X | *Number of students taking part in industry-specific events:*2016 – 9, 2017 – 10, 2018 – 12, 2019 – 14, 2020 – 16 | Kotov, E.A. |
| 2.4. | Attracting talented prospective students |  |  |  |  |  |  |  |  |
| 2.4.1. | Attracting prospective international students to HSE international English-taught Master’s programmes |  |  |  |  |  |  |  |  |
| 2.4.1.1. | Annual promotional campaigns targeting prospective international students | X | X | X | X | X | X | Markets: CIS, the Baltic countries, Eastern and Western Europe, and the USAPartners: Strelka Institute of Media and Design, Institute for Advanced Architecture of Catalonia. | Dyba, E.A.Khort, N.G.Novikov, A.V. |
| 2.4.1.2. | Hosting educational public awareness events (lectures, seminars, roundtables, workshops and summer/winter schools) | X | X | X | X | X | X | Markets: CIS, the Baltic countries, Eastern and Western EuropePartners: Strelka Institute of Media and Design, Institute for Advanced Architecture of Catalonia, Ecole d'Urbanisme de Paris*Number of events:*2016 – 1, 2017 – 1, 2018 – 1, 2019 – 1, 2020 – 1*Number of event participants:*2016 – 20, 2017 – 30, 2018 – 30, 2019 – 40, 2020 – 40 | Novikov, A.V.Dyba, E.A. |
| 2.4.2. | Attracting prospective students from Russia to Master’s programmes |  |  |  |  |  |  |  |  |
| 2.4.2.1. | Inviting visiting speakers to deliver lectures, seminars, master classes and other events dedicated to key trends in urban and transportation planning.  | X | X | X | X | X | X | *Number of seminars and master classes:* 2016 – 30, 2017 – 30, 2018 – 30, 2019 – 30, 2020 – 30*Number of seminar and master class participants:*2016 – 1200, 2017 – 1200, 2018 – 1300, 2019 – 1400, 2020 – 1500In 2016, seminars and workshops shall be held under HSE Open University initiative at the Dostoevsky Library and several other venues. By 2020, seminars will be organized at least once every fortnight. | Dyba, E.A. |
| 2.4.2.2. | Online lectures delivered by international professors | X | X | X | X | X | X | *Number of remote lectures delivered by international professors:*2016 – 2, 2017 – 4, 2018 – 6, 2019 – 8, 2020 – 8*Number of learners:*2016 – 60, 2017 – 120, 2018 – 180, 2019 – 240, 2020 – 240 | Dyba, E.A. |
| 2.4.2.3. | Summer/winter/spring schools and workshops for prospective Russian students  | X | X | X | X | X | X | *Number of summer/winter/spring schools and workshops for attracting prospective students:*2016 – 2, 2017 – 2, 2018 – 2, 2019 – 2, 2020 – 2 | Kotov, E.A. |
| 2.4.2.4. | Annual promotional campaigns for prospective Russian students  | X | X | X | X | X | X | Open Days and media advertising of degree programmes through social networks*Number of unique VGSU page views on HSE portal:*2016 – 25000, 2017 – 27000, 2018 – 29000, 2019 – 31000, 2020 – 33000*Number of views of VGSU Facebook posts (by HSE public subscribers) (in thousands):*2016 – 350, 2017 – 380, 2018 – 410, 2019 – 440, 2020 – 470*Number of prospective students visiting Open Days:*2016 – 120, 2017 – 120, 2018 – 120, 2019 – 120, 2020 – 120 | Leonova, V.A. |
| 2.4.2.5. | Conducting Olympiads |  |  |  |  |  |  | HSE Olympiads for HSE students and graduates*Total Olympiad participants:*2016 – 83, 2017 – 90, 2018 – 100, 2019 – 100, 2020 – 100 | Kotov, E.A. |
| 2.4.3. | Vysokovsky Graduate School of Urbanism’s participation in international and national architecture and urban research events in order to promote School’s degree programmes  | Х | Х | Х | Х | Х | Х | *Number of international events:*2016 – 2, 2017 – 2, 2018 – 2, 2019 – 2, 2020 – 2*Number of national events:*2016 – 2, 2017 – 2, 2018 – 2, 2019 – 2, 2020 – 2 | Novikov, A.V. |
| 2.5.  | Developing continuing professional education |  |  | Х | Х | Х | Х | Continuing professional education programmes: Modern Technologies and Methods of Transport Planning, Transport Planning, Legal Support in Urban DevelopmentNumber of students:2016 – 0, 2017 – 20, 2018 – 30, 2019 – 45, 2020 – 45 | Stadnikov, V.E.Narinsky, D.M.Vorobyev, A.N. |
| 2.6. | Designing and implementing doctoral programmes in urban and transport planning |  |  |  | X |  |  | Doctoral programmes are scheduled for launch in 2018 | Novikov, A.V., Kotov, E.A.,Gorodnichev, A.V., Trofimenko, K.Y.,Vorobyev, A.N. |
| 2.7. | Career guidance events at HSE Lyceum |  |  | Х | Х | Х | Х | Number of annual events2017 – 2, 2018 – 2 , 2019 – 2, 2020 – 2 | Stadnikov, V.E. |
| **3. R&D and Innovation** |
| 3.1. | Research projects |  |  |  |  |  |  |  |  |
| 3.1.1. | Project: “Modelling Transportation Flows” |  |  | Х | Х | Х | Х | *Project focus:* Implementation of a research programme “Creating New Generation of Transport Models, Capable of Working with New Data Formats”*Project publications:*2017 – 1, 2018 – 1, 2019 – 1, 2020 – 1*Presentation of project-related reports at international conferences*2018 – 1, 2019 – 1, 2020 – 1*Summary:* Software registration - an integrated computer transport modelling system, capable of working with new data formats such as mobile network operators, “Smart City” systems, etc.  | Blinkin, M. Y., Kozlov, P.V. |
| 3.1.2. | Creation of a prototype - “Implementation of ‘Pay-as-you-go-tax’ Systems in City Transport Planning” | Х | Х | Х | Х | Х |  | *Description:* developing a prototype for levying kilometre-based toll payments for trucks over 3.5 tons; comparative analysis of best international practices in the implementation of “pay-as-you-go-tax” systems as part of urban transport planning. *Source of financing:* an agreement with the State Unitary Enterprise “Rostransmodernizatsiya” for 2016 with an option of signing similar agreements for a wide range of transport means for the 2017-2020 period. *Research results:* Presentations at international conferences, articles in peer reviewed journals and monographs.*Project publications:*2016 – 1, 2017 – 1, 2018 – 1*Presentation of project-related reports at international conferences*2016 – 2, 2017 – 1, 2018 – 1, 2019 – 1, 2020 – 1 | Kulakova, T.V.Koncheva, E.O. |
| 3.1.3. | Implementation of the research programme “Comparative Analysis of the Development of Urban Transportation Systems” | Х | Х | Х | Х | Х | Х | *Project focus:* Identifying the patterns of development of urban transport systems coupled with related socio-economic changes;At least four fundamental and applied R&D projects will be carried out; At least three international research teams in research network. *Number of project publications (for all sub-programs) by 2020 - 14**Presentation of project-related reports at international conferences*2017 – 1, 2018 – 1 , 2019 – 1, 2020 – 1*Summary:* the project is based on the hypothesis that there are objective laws of development for urban transportation systems and those laws are directly related to socio-economic conditions of the people who live there. If the laws and patterns are sufficiently studied, then it is possible to project the development of transportation systems in the cities based on related socio-economic forecasts. The project consists of several components (sub-programmes). | Trofimenko, K.Y. |
| 3.1.3.1. | Sub-programme “Assessment of the Comparative Effectiveness and Importance of Investment Projects for Developing Urban Transportation Infrastructure” |  | Х | Х | Х | Х |  | *Summary:* development of methodology and software; comparative analysis of the best international practices with respect to the operation of railways in mixed (suburban/urban) transport systems. *Source of financing:* agreement with OJSC Central Suburban Passenger Company for the period up till 2017, with possible extension to 2018-2019 *Scientific results (of sub-programme):* Presentations at international conferences, articles in peer reviewed journals and monographs.*Project publications (under sub-programme):*2017 – 1, 2018 – 1, 2019 – 1*Conference presentations:*2017 – 1, 2018– 1 | Morozova, L.E. |
| 3.1.3.2. | Sub-programme “Analysis of the Stability of Urban Transportation Systems at Full Capacity through Stress Tests Induced by “Mega-Sporting Events” |  | X | X | X |  |  | *Summary:* projection (a plan for transport management) and an a posteriori analysis of that projection, including the results of transformation of the urban environment and transportation systems with FIFA 2018 World Cup events in Volgograd and Kaliningrad in mind . *Source of financing:* Source of financing: agreement with local clients for the period up until 2018*Scientific results (of sub-programme):* Presentations at international conferences, articles in peer reviewed journals and monographs.*Project publications (under sub-programme):*2016 – 1, 2017 – 1, 2018 – 1*Conference presentations:*2018 – 1, 2019– 1 | Blinkin, M. Y., Trofimenko, K.Y. |
| 3.1.3.3. | Sub-programme “Modelling of the Population’s ‘Transportation’ Behaviour” |  | Х | X | X | X | X | *Summary:* defining the laws of the population’s transport behaviour based on socio-economic and planning factors; investigating how this behaviour responds to transportation policies and measures aimed at developing transportation infrastructure. *Source of financing:* agreements between HSE’s Institute for Transport Economics and Transport Policy Studies with external clients will be signed in 2016-2020; resources from the Applied Research Fund (pending availability).*Scientific results (of sub-programme):* Presentations at international conferences, articles in peer reviewed journals and monographs.*Project publications (under sub-programme):*2017 – 1, 2018 – 1 , 2019 – 1, 2020 – 1*Conference presentations:*2018 – 1, 2019– 1 | Blinkin, M.Y., Trofimenko, K.Y. Muleev, E.Y. |
| 3.1.3.4. | Sub-programme “Modelling of Space (Topological/Configurational) Development of Transport Systems” |  |  |  | X | X | X | *Description:* defining the rules and rational parameters affecting the development of transportation of urbanized areas in broad urbanistic sense: research in institutional mechanisms of transportation; project links in passenger transportation and a redevelopment; best international implementation practices analysis; best regional cases; spatial transformation of urban passenger transportation *Source of financing:* agreements between HSE’s Institute for Transport Economics and Transport Policy Studies with external clients will be signed in 2017-2020.*Scientific results (of sub-programme):* Reports to be presented at international conferences, publication of articles in peer reviewed journals and monographs.*Project publications (under sub-programme):*2018 – 1, 2019 – 1, 2020 – 1*Conference presentations* 2018 – 1, 2019 – 1, 2020 – 1 | Zalessky, N.V.,Zuzin, P.V.,Koncheva, E.O.,Ryzhkov, K.Y. |
| 3.2. | Development of Research Capacity |  |  |  |  |  |  |  |  |
| 3.2.1. | Creating the Laboratory for Experimental Design under the leadership of Vicente Guallart | Х | Х | Х |  |  |  | A concept has been developed and approved to transform an existing research laboratory into the International Laboratory for Experimental Design. The laboratory will start operating on a regular basis in 2017. The laboratory is involved in HSE’s teaching and other academic activities.An action plan has been developed for the laboratory. | Narinsky, D.M. |
| 3.2.2. | Development of Research Capacity for the International Laboratory for Experimental Design | X | X | X | X | X | X | An application was filed on behalf of the International Laboratory for Experimental Design in 2016 to secure subsidies for the purchase of the following essential equipment: a laser cutter, a 3D-printer, a Shopbot milling machine, machinery for vinyl printing, electronics and programmable devices, and computer equipment. A room was chosen for the lab and remodelled. Effective 2017, the lab will start active operation. | Narinsky, D.M.,Eremeev, R.N. |
| 3.2.3. | Creating the Laboratory for Advocacy Planning |  | Х | X | X | X | X | *Description:* Advocacy Planning is an experimental project implemented by Vysokovsky Graduate School of Urbanism. The project offers professional public protection to the urban communities that for various reasons do not take part in the decision-making. Advocacy planners aim to make the urban planning process more competitive, transparent and democratic.During the first three years (2016-2018) the emphasis will be placed on research and education and on creating theoretical and practical framework for promoting advocacy planning in professional communities and among the general public. During the next stages, the laboratory is going to launch (most likely, in partnership with other institutions) a number of major projects focused on professional support of urban communities and settlement of conflicts, which shall contribute to the institutionalization of advocacy planning in Moscow and across Russia.Two large-scale research projects will be organised in Moscow in 2017-2018. The first one will be devoted to Moscow municipal deputies and their interaction with local residential communities. This study will be especially relevant in context of upcoming municipal elections. The second one will cover urban development conflicts in Moscow, their typological characteristics and practices of dispute resolution.The research base and partnership relations established in 2016, 2017 and 2018 will serve as the foundation for implementing pilot projects in 2019 and 2020, such as establishing 1-2 local expert centres for advocacy planning and resolution of urban development conflicts in Moscow districts (similar to Neighborhood Design Centers in USA). Possible operational setup of such projects will be finalized in the course of research and practical work in 2017 and 2018. Participation in field-specific expert events (3) and organisation of the STRA-U’s own events (1) in 2016 have made it possible to promote the agenda of advocacy planning in expert community, as well as establish strategic partnerships with the Institute of Urban Economics, Kudrin Civil Initiatives Committee, and the Public Chamber of Moscow. It is planned that these partners shall take part in joint initiatives implemented in 2017-2020. The course "Theory and Practice of Dispute Settlement in Urban Planning" has been added to the “Urban Development and Spatial Planning” VGSU Master’s programme curriculum, which means advocacy planning is now a required element of professional training in urban development. In 2017, the advocacy planning block will be offered to HSE students under the "Introduction to Urban Development" minor. *Number of participants at academic conferences (speakers):*2017 – 1, 2018 – 2, 2019 – 2, 2020 – 3*STRA-U’s own research projects (number of projects implemented annually):*2018 – 1, 2019 – 1, 2020 – 1*Publication of articles in peer reviewed journals, collections, monographs and preprints:*2017 – 1, 2018 – 2, 2019 – 3, 2020 – 4 | Akimov, P.I. |
| 3.2.4. | Developing urban anthropology and sociology |  |  | X | X | X | X | *Summary:* Studying specific characteristics of a city as a special form of human association; also as complex socio-cultural processes*Number of participants at academic conferences (speakers):*2017 – 2, 2018 – 4, 2019 – 4, 2020 – 4*STRA-U’s own research projects (number of projects implemented annually):*2018 – 1, 2019 – 1, 2020 – 1*Publication of articles in peer reviewed journals, collections, monographs and preprints:*2017 – 2, 2018 – 4, 2019 – 5, 2020 – 6*Research trips to cities across the Russian Federation (number of trips):*2017 – 1, 2018 – 1, 2019 – 2, 2020 – 2 | Strepetov, A.Y. |
| 3.2.5. | Developing spatial analysis of urban data |  |  | X | X | X | X | *Description*: Data collection and processing, algorithmic presentation of Big Data, spatial and statistical analysis (e.g. via geo-information systems (ArcGIS, Quantum GIS))*Number of participants at academic conferences (speakers):*2017 – 2, 2018 – 4, 2019 – 4, 2020 – 4*STRA-U’s own research projects (number of projects implemented annually):*2018 – 1, 2019 – 1, 2020 – 1*Publishing articles in peer reviewed journals, collections, monographs and preprints:*2017 – 4, 2018 – 6, 2019 – 8, 2020 – 8 | Kotov, E.A. |
| 3.2.6. | Applied research including research funded by science foundations  |  |  | Х | Х | Х | Х | *Planned funding for research and consulting:* 2017 – 5.0 mln rubles., 2018 – 5.0 mln rubles ., 2019 – 5.0 mln rubles., 2020 – 15.0 mln rubles. | Novikov, A.V.,Blinkin, M.Y. |
| 3.3. | Conducting academic events |  |  |  |  |  |  |  |  |
| 3.3.1. | International conferences, seminars and competitions for young scientists |  |  | X | X | X | X | Academic and research activities according to STRA-U's specialization. *Frequency:* once a year*Number of participants/foreign delegates at the conference (speakers):*2017 – 30 /15, 2018 – 30 /15, 2019 – 30 /15, 2020 – 30 /15*Number of (doctoral) students, participating in the conference*2017 – 2, 2018 – 2, 2019 – 2, 2020 – 2 | Stadnikov, V.E., Trofimenko, K.Y. |
| 3.3.2. | Training sessions in experimental urban design (prototype projects) through HSE’s Laboratory for Experimental Design |  |  | X | X | X | X | *Frequency:* once a quarter (every three months)*Number of training session participants:*2017 – 125, 2018 – 125, 2019 – 175, 2020 – 225Up to 650 individual participants from 50 companies and universities throughout the world will be brought in from 2017 to 2020 | Khort, N.G. |
| 3.3.3. | Master classes, seminars and presentations by STRA-U representatives at leading Russian universities and professional organizations | X | X | X | X | X | X | *Number of events:*2016 – 30, 2017 – 40, 2018 - 50, 2019 – 55, 2020 – 60 | Stadnikov, V.E. |
| 3.4. | Support for publishing |  |  |  |  |  |  |  |  |
| 3.4.1. | Including Urban Research and Practice into the Web of Science and Scopus databases |  |  |  | Х | X |  | 2018 – application submission, 2019 — inclusion of the journal into the Web of Science’s search platform and Scopus | Kodzokova, D.R. |
| 3.4.2. | Publishing monographs on urbanism in Russian |  |  |  | Х |  |  | A collective monograph on urbanism shall be published in 2018 | Gorodnichev, A.V.Sapunova, M.V. |
| 3.4.3. | Publishing preprints in English as part of HSE’s “Urban and Transportation Studies” series | Х | Х | X | X | X | X | Number of preprints published in English:2016 – 2, 2017 – 4, 2018 – 4, 2019 – 4, 2020 – 4At least 10 preprints will be published between 2016 and 2020 | Novikov, A.V., Blinkin, M.Y. |
| 3.4.4. | Book publishing by Springer Publishing House |  | Х | X | X | X | X | Number of books published by Springer Publishing House2016 г. – 1, 2017 – materials' preparation; 2018 г. – 1, 2019 г. – 1, 2020 г. – 1 | Blinkin, M.Y.Koncheva, E.O. |
| **4. HR Policy** |
| 4.1. | Recruiting instructors and researchers from the global academic market | Х |  |  | X | X | X | Number of hired employees:2016 – 1, 2017 – 0, 2018 – 1, 2019 – 1, 2020 – 1  | Novikov, A.V. |
| 4.2. | Attracting instructors and researchers from the leading industry-specific centres, and specialists with practical experience in the real economic sector to teach courses and participate in dual degree programmes |  |  |  |  |  |  |  |  |
| 4.2.1. | Inviting foreign instructors from leading global urban research centers to teach STRA-U’s Master’s courses | Х | Х | X | X | X | X | Foreign partners: New York University, Ecole d'Urbanisme de Paris, Institute of Advanced Architecture of Catalonia, Massachusetts Institute of Technology, Polytechnic University of Milan, Academia di Design e Arti visive (Catania), and University of GroningenRussian partners: Strelka Institute for Media, Architecture and Design, Russian Presidential Academy of National Economy and Public Administration, and Moscow School of Architecture (MARCH) *Number of foreign instructors hired to teach courses:*2016 – 5, 2017 – 5-8, 2018 – 7-10, 2019 – 7-10, 2020 – 7-10 | Novikov, A.V. |
| 4.2.2. | Hiring instructors and researchers from leading sector-specific centres and representatives of the real sector of the economy to teach STRA-U Master’s courses | X | X | X | X | X | X | Partners: Genplan Institute of Moscow, Morgan Stanley Bank, Institute for Urban Economics, Moscow Architectural Institute (State Academy), Skolkovo Centre for Urban Studies, Pushkin Museum of Fine Arts, companies such as Habidatum, Jones Lang LaSalle Russia and leading design bureaus in Berlin, Rotterdam, Zurich, Vienna, and Brussels.*Number of specialists hired to teach courses:* 2016 – 5, 2017 – 5-8, 2018 – 8-9, 2019 – 10-12, 2020 – 10-12 | Novikov, A.V.Stadnikov, V.E. |
| 4.3. | Attracting experts from leading industry-specific centres and specialists with practical experience in the real sector of economy to implement research projects |  |  | X | X | X | X | Partners: Lider Management Company, PIK Group*Number of experts from leading industry-specific centres and specialists with practical experience in the real sector of economy, involved in research projects, including international experts:*2017 – 2 /0, 2018 – 2 /0, 2019 – 3/1, 2020 – 4/2 | Blinkin, M.Y.Stadnikov, V.E. |
| 4.4. | Outgoing academic mobility for instructors,and researchers |
| 4.4.1. | Under agreements with select institutions: |  |  |  |  |  |  |  |  |
|  | Purpose: Master classes, lectures, seminars and workshops |  |  |  | X | X | X | Short-term mobilityPartner Universities: Gdansk Polytechnic University and Ecole d'Urbanisme de Paris*Number of faculty and researchers taking part in short-term mobility programmes:*2018 - 5, 2019 – 5, 2020 – 5 | Stadnikov, V.E.Dyba, E.A.Dubova, A.A. |
| 4.4.2. | International conferences and academic events | X | Х | X | X | X | X | *Number of faculty and researchers taking part in the mobility programmes in order to attend international conferences and academic events (as speakers):*2016 – 1, 2017 – 1, 2018, - 2, 2019 – 3, 2020 – 4 | Kotov, E.A.Ryzhkov, A.Y. |
| 4.5. | Incoming academic mobility for taking part in academic and research projects |
| 4.5.1. | Under agreements with:Purpose: Master classes, lectures, seminars and workshops |  |  |  | X | X | X | Short-term mobilityMaster’s programmes: “Urban Development and Spatial Planning” Partner Universities: Gdansk Polytechnic University*Number of faculty and researchers taking part in short-term mobility programmes:*2018 - 5, 2019 – 5, 2020 – 5 | Narinsky, D.M.,Stadnikov, V.E.Dyba, E.A.Ryzhkov, A.Y. |
| 4.5.2. | Taking part in international conferences and academic events at HSE |  |  | X | X | X | X | *Number of faculty and researchers taking part in mobility programmes: attending international conferences and academic events (as speakers):*2017 – 3, 2018 - 4, 2019 – 4, 2020 – 5 | Dyba, E.A.Ryzhkov, A.Y. |

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