
SCHOOL OF ECONOMICS AND MANAGEMENT

HSE UNIVERSITY ST. PETERSBURG:

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Glossary

HSE SEM	<ul style="list-style-type: none"> School of Economics and Management at HSE University-SPb
HSE SEM's mission	<ul style="list-style-type: none"> the statement of HSE SEM intentions and core distinctions to be delivered to the business-education market
HSE SEM's values	<ul style="list-style-type: none"> basic assumptions and actions that underline HSE SEM's strategic vision, mission and all strategic initiatives to be undertaken
HSE SEM's strategic vision	<ul style="list-style-type: none"> a profile and a portrait of HSE SEM based on its mission and values statement to be accomplished in the long-term. The accomplishment of the strategic mission is measured by a set of outcome KPIs
HSE SEM's strategic priorities	<ul style="list-style-type: none"> a set of the most relevant objectives to enable progression towards HSE SEM's strategic vision
HSE SEM's initiatives	<ul style="list-style-type: none"> a set of activities to be regularly executed and projects to be conducted to ensure the achievement of the objectives
KPI of outcome	<ul style="list-style-type: none"> key performance indicator of the final result to be achieved within HSE SEM's strategic vision

HSE SEM: as it is

HSE SEM at glance

HSE SEM is the biggest faculty (school) of the HSE University located in St Petersburg, with an annual intake of more than 500 undergraduate and 150 master students and the overall students' population of more than 2100. It has been created as a result of a merger of schools in Economics and Management 3 years ago, and it currently consists of five departments, several research centres and a portfolio of undergraduate, master and PhD programmes in business administration, finance and economics. HSE SEM tends to leverage cutting-age business education and transform it in the unique comprehensive business school which is evidently distinguished in the landscape of HSE. Due to the merging of strong programme in economics with business studies, and the overall focus on analytic skills, SEM differs from other business-oriented educational units not only in HSE, but also country-wide. It is already recognized by Russian employers who in 2017 have included HSE SEM in the top-10 of faculties attractive for them.

HSE SEM programmes

HSE SEM proposes a wide range of educational programmes at the undergraduate, graduate and postgraduate levels. At the undergraduate level, the School delivers Bachelors in Economics, International Business and Management, Logistics and Supply Chain Management. At the master's level, 6 programmes are performed – Applied Economics, Finance, Big Data Analysis, Marketing Technologies, Strategic Management in Logistics, Experience Economy and Hospitality. Postgraduate level is presented by Russian doctoral programmes in Economics, Management and Mathematics. Two programmes (Bachelor in International Business and Management and Master in Finance) are taught totally in English; all others combine English and Russian classes. Standard Russian-taught degree programmes comprise of ca.30% of courses in English. Several programmes (Bachelors in Economics, International Business and Management, Masters in Finance) have got international professional accreditations from ACCA, CIMA and ICAEW. The School is permanently monitoring the programmes' portfolio, in order to catch-up the future competencies and to satisfy the growing and changing needs of the labour market.

HSE SEM student profile

The current position of HSE SEM undergraduate programmes in the national ranking on intake quality has substantially improved, starting from 2014. Overall achievement refers to the growth from 11th to 4th place in 2017 in Russia; meanwhile the average USE score in economics equals to 88.4 out of 100 (5th place), in management – 87.4 out of 100 (3rd place) in 2017. Moreover, these results demonstrate a very strong position among similar programmes both in HSE and other leading economic and business undergraduate programmes in relevant rival institutions like those in Moscow state and St. Petersburg state universities. About 60% of students come from Russian regions outside St. Petersburg, and more than 8% from abroad. HSE SEM grants annually about 215 best bachelor students with a government-sponsored scholarship and attracts more than 300 tuition-based students with upper-middle range fees (15% higher than the average fee in

Moscow and St. Petersburg and 40% higher than the average Russian level). HSE SEM retains more than 87% students on the undergraduate level following high HSE standards of student nurturing and quality control. In sum, it has to be said that HSE SEM has created a strong national and St. Petersburg brand on the undergraduate level and is on the way to get the leading position in Russia.

Graduate HSE SEM students are still the minority among the student population due to the fact that Master Studies were introduced in Russia relatively recently. Traditional master programmes in Economics and Management are limited in opportunities to attract a high amount of students given the recent introduction of Master Degrees in Russia and the high level of competition. From the majority of HSE SEM bachelor programmes graduates are not retained on the master's level, giving a priority to study abroad or moving to Moscow. Many of them also start their professional careers in business immediately after graduation. The intake on HSE SEM graduate programmes consist of about 58% entrants from institutions outside HSE, 65% from other regions than St. Petersburg and more than 8% of international students. On average, the quality of students is relatively high and the retention rate is acceptable but demands some increase. The school is increasing the number of its English-taught programmes to explore the international education market due to the limitations of the domestic market.

[HSE SEM faculty profile](#)

HSE SEM consists of 5 departments (Economics, Finance, Management, Logistics and Supply Chain Management, Applied Mathematics and Business Informatics) and several research centres, with three international among the latter ("International Centre for Health Economics, Management, and Policy", "International Laboratory of Game Theory and Decision Making", "Centre for Market Studies and Spatial Economics"). These centres are steered by very distinctive international scholars: Paul Kind, Herve Moulin, and Jacques-François Thisse and involve young HSE SEM's researchers. Research centres provide the majority of high-impact publications (the researchers from these centres are among the top-30 in RePEC, as also several faculty members from departments); they are also involved in teaching and research projects with students, and this integration creates features of the research-led teaching and curriculum design in HSE SEM. Still, at the moment, the academic body of HSE SEM appears to be heterogeneous demonstrating highly academically productive faculty members affiliated with international laboratories and research centres along with a significant lack of research output by a significant part of lectures and instructors. It has to be addressed by arranging development programmes for academic faculty and provide incentives to develop their career to ensure a fair representation of the faculty with various albeit high qualifications. For a business school with a strong international focus, it is essential to recruit academic and practitioners with a strong international background, as well as to develop the potential of the existing faculty. The HSE SEM academic faculty composition requires substantial attention. It is address by the setting up criteria of faculty qualifications and its constant monitoring to ensure the alignment with the mission of the school. However, the high-quality learning experience is to be supported by a blend of qualified faculty, which includes scholarly academic, practice

academic, academic practitioners and instructional practitioners reviewed against the school-approved criteria.

HSE SEM campus

The HSE SEM campus building was opened 2 years ago and is considered now as one of the pivotal advantages of the school transformation towards a leading international business school. It is located in the newly reconstructed and refurbished facilities of the former factory of the beginning of the last century. Representing a fashionable loft style and smart interior design it appears to be a very attractive place to work and study. A well-developed public-transportation infrastructure in Petrogradsky and Vyborgsky districts allows for a good availability of the campus for all HSE SEM residents. This campus provides ample opportunities to communicate and work both for students with their peers and teachers and for scholars to set up academic networks and share their expertise and knowledge.

Around HSE SEM

The favourable location in the city of St. Petersburg enables the development of academic mobility and students' exchange. Moreover, proximity to the Northern Europe, representativeness of international companies that run business in the region, historical and cultural heritage of the city creates opportunities to set up and promote a leading business school with a strong focus on internationalisation of its activities. The School also tends to contribute to the community of St. Petersburg by hosting international and national research and business events, summer schools, performing open lectures and using media for forming the public opinion and maintaining the HSE SEM's brand.

Positioning and rivals of HSE SEM

HSE SEM experiences a substantial competition both on the federal and regional levels. The strategic analysis has revealed that major competitors are located in Moscow and St. Petersburg (by a comparable quality of students and tuition fees). Russian entrants consider HSE SEM along with other strong university faculties of economics and business schools in big cities such as Moscow State, St. Petersburg State and Novosibirsk State universities (the latter has a very strong programme in Economics that looks like a benchmark for SEM), and the New Economic School. As for the institutional level, Graduate school of management of St. Petersburg State University is one of the leaders on this market in Russia, having double international accreditation, strong business and academic partners and a powerful brand as a result. Well-known Scandinavian and Eastern European schools (Aalto University and Hanken Business School in Finland, KTH and Lund in Sweden, Tallinn University of Technology in Estonia, Charles University and Higher School of Economics in Prague etc.) in a close proximity to HSE SEM appear relevant rivals both for international and Russian applicants and academic faculty. A distinctive pitch of HSE SEM is supported by curricula comprised of a significant number of analytics-related modules, which bring a new perspective to traditional degree programmes in economics and management.

HSE SEM distinctions

The first distinction of HSE SEM is its unique position as the only business school in Russia that gains from synergy of merging strong research and teaching competencies in Economics, Management, Finance. The School has strong international profile that comes through its flagship master programmes in Big Data, Finance and Applied Economics as well as International Business on undergraduate level. Furthermore, an international profile of HSE SEM is supported by full- and part-time professorship which is retained by international research centres. The objective of HSE SEM to become a leading business school has been accomplished through an emphasis on its programmes' content distinctions as well as academic and professional accreditations. As for content distinctions, several disciplines in data analytics for social sciences are introduced in all educational programmes. Still, these courses have to be compiled in a holistic meta-domain module with a clear progression of disciplines and intended learning outcomes. The school is aimed to develop Assurance of Learning for a coherent monitoring of the programmes' and modules' contingency.

The second distinction is a global orientation of HSE SEM. To become internationally acknowledged and competitive and to create additional value for all our stakeholders – students, employers, partners and community, - the School started the preparations to international accreditations – EPAS at the programme level, and AACSB at the institutional level. In 2017, HSE SEM joined the QTEM Network that connects top-ranked business schools worldwide and provides students with opportunities of not only studying abroad, but to pass through a challenging programme of studies and internships and earn a prestigious certificate that is to enter top 50 masters in Financial Times ranking in 2020. Moreover, to expand the position of a Russian globally-oriented business schools, HSE SEM is actively seeking the opportunities to create partnerships and double degree programmes, as well as acts with its own initiatives. In 2017, the school has launched an initiative and now acts as a coordinator of a Consortium of Global Economy and Innovation Policy (GEIP), which includes major business schools and universities worldwide. That moreover provides students with an opportunity to expand their international experience through exchange programmes and receive added value within their study at HSE SEM. Considering the negative changes in the international environment caused by the growth of economic turbulence and political uncertainty, the international recognition of HSE SEM as a leading Russian business school will contribute to the global positioning of Russian economic and business programmes as competitive and valuable worldwide.

Third feature of HSE SEM leans on the university approach to a curriculum design. It provides a flexibility through the major-minor system and amplifies students' opportunities to follow their individual learning tracks. The curriculum is supported by the means of electives, MOOCs and academic mobility, as well as participation in research projects and business internships. It is important to give special attention to developing business connections for enhancing learning experiences via long-term internships and research projects, both at the undergraduate and graduate level. The implementation of analytic skills in the curriculum of all the programmes is an important way of improving the curriculum, and the adjustment the design to the changing environment.

Being the part of the Russian leading comprehensive university, HSE SEM captures the synergy effects of the whole university, participating in research projects, using internal students' and faculty mobility for dissemination of knowledge and best practice in teaching and research. One of the School's features is the collaboration with other schools of HSE, that comes from the understanding of the growing role of social studies in business education, and the increase of the data and computer sciences. The School is launching new programmes in mathematics and computer sciences, based on the collaboration with faculties and research centres of other faculties and campuses, and this interdisciplinary approach is to be strengthened in the nearest future.

Being located in St. Petersburg, HSE SEM benefits from the most attractive Russian city for international visitors and contributes to the city community through organisation of events, participating in its business life. The programme portfolio was created to meet the needs of the city economy, with masters in Logistics and in Experience Economy and Hospitality Management; both these areas are very important for the prospective development of St. Petersburg, as also the newly launched masters in Management and Analytics for Business and Human Computer Interaction.

[HSE SEM in the academic and business ecosystem](#)

HSE SEM is aimed to collaborate closely with business and authorities to become an important reference in business and academic life. The school is focused on internationalization across all its activities and on integration with the innovation system of St. Petersburg. These ambitious intentions become possible through a creation an academic ecosystem in HSE SEM. That implies networking with HSE SEM alumni, business, authorities and university partners. There are several important initiatives like hosting of the university international academic events: Annual International Conference Education and Global Cities, The International BRICS Global Business & Innovation Conference (now shifted to a broader area of Analytics for Management and Economics, that is more coherent to the School's main competencies), workshops in cooperation with the European Association for Comparative Economic Studies and EIASM. The second important initiative refers to the development of the school-centred external relations and alumni support offices and with development of cooperation with companies. Several partnerships are developed with business (St. Petersburg Technopark has established a chair in HSE SEM), with the focus on international and innovative companies.

The third direction of eco-system development is the support of students' entrepreneurial intentions, that involves the accelerating system, the mentoring and creation of the entrepreneurial culture within the school.

HSE SEM: to be

HSE SEM mission

The school committed itself to a following mission:

As a part of a research university, we are dedicated to research-led teaching and fostering analytical thinking of our students for their career as decision-makers in international business environment and contributors to the Russian society.

HSE SEM values

HSE SEM is sharing all the values of the HSE University like those referred to striving for truth, collaboration and commitment to one another, honesty and openness, academic freedom and political neutrality, professionalism, self-discipline and accountability and public engagement. In addition, HSE SEM

- seeks to follow interests of the local society of St. Petersburg, serving the development and the improvement of the urban environment
- takes thought for the preservation and retention of its unique historical and cultural heritage.
- supports innovative and cross-cultural engagement,
- sticks to ethnic tolerance and national cohesion and integration.

HSE SEM strategic vision

HSE SEM is the most international business school in Russia with a strong emphasis on analytics in curriculum and research-led teaching.

This HSE SEM vision is described in more details hereafter:

SEM	KPI of OUTCOME	
	2020	2025
Is an international business school with a strong focus on research-led teaching	<ul style="list-style-type: none"> • Institution - AACSB • Programmes – EPAS, CIMA, ACCA, ICAEW • Top 5 in Russia according to the quality of intake in Economics¹ • Top 3 in Russia according to the quality of intake in Management • GMAT - 650 	<ul style="list-style-type: none"> • Institution- AACSB, EQUIS • Programmes – EPAS, CIMA, ACCA, ICAEW, CFA, EOCS • Top 5 in Russia according to the quality of intake in Economics • Top 3 in Russia according to the quality of intake in Management • GMAT – 700 • <p>Financial times ranking for</p>

¹According to the results of the Unified State Exam

		MiF/MiMAB
is an educational and research entity which integrates cutting-edge instructional design and profound emphasis on professional and international experience	<ul style="list-style-type: none"> • 4BSc –2200 students • 6MSc –450 students • 1 DD PhD – 5 students • Executive MBA-30 	<ul style="list-style-type: none"> • 4BSc – 2500 students • 6MSc – 750 students • 2 DD PhD – 15 students • Executive MBA-100
is the core of a university ecosystem which partners the HSE community with business and academic leaders to network and co-create novelties	<ul style="list-style-type: none"> • Endowment fund – 250 th \$ • Alumni 1st-year salary – 125% to the average in St. Petersburg • 5th year salary -250% to the average in St. Petersburg 	<ul style="list-style-type: none"> • Endowment fund – 750 th \$ • Alumni 1st-year salary – 150% to the average in St. Petersburg • 5th year salary –350% to the average in St. Petersburg • Spin-offs -100 th \$
is an important reference in St. Petersburg business and economic life	<ul style="list-style-type: none"> • HSE SEM faculty representation in advisory boards in SPb authorities and corporations 	<ul style="list-style-type: none"> • HSE SEM faculty representation in advisory boards in SPb authorities and corporations • Corporate grants to students
is a highly financially diverse unit of HSE University, representing its pronounced international profile	<ul style="list-style-type: none"> • Not more than 50% state funded • 50% - tuition fee, research projects • Budget – 7 mln \$ • 15% international students • 10% international faculty 	<ul style="list-style-type: none"> • Not more than 30% state funded • Budget – 10 mln \$ • 25% international students • 15% international faculty (+academic leaders)

The strategic analysis of the current state of the school and its areas of improvement provide clear dimensions for development and the strategic priorities that we will describe in the next section of the Strategic Plan.

HSE SEM: strategic priorities and initiatives

SP I: Curriculum & Research Agenda focused on data analytics and data-driven society

Leading in the world of information technologies and human lifestyle transformation requires the beneficial multidisciplinary patterns in education. The keystone of the process is a unique complex of knowledge of IT-programming, economics, mathematics, psychology, and sociology that influence the generation of global digital society. Hereby the School of economics and management should maintain a crucial role in education of graduates and creating catching-up competencies for the future labour market.

Nowadays it is extremely relevant to cover the digitalization of global economy in the curriculum. One can observe the disruption of FinTech industry and internet of things (IoT) distribution that affect the development of the whole economy and change the industrial landscape. Cloud technology is also gaining momentum as a new path for data accumulation and exchange. The digitalization of global economy as a sustainable trend requires the implementation of data analytics in the curriculum and monitoring the other trends of technology development (including artificial intelligence, cognitive technologies etc.) for their implementation in the curriculum.

Alongside with data analytics, which is the “core” for the curriculum and research agenda, the School also is searching excellence in other important areas of knowledge and skills development for the future, as behavioural economics and finance, neuroeconomics and neuromarketing.

Objectives

To sustain a balanced portfolio of integrated degree programmes for boosting human capacity on the labour market of the future

According with the challenges of the society and the areas of competencies, the School is evolving degree programs toward digital technologies for dual-improvement of its educational design. On the one hand, the new digital-based tools for efficient personal learning (like MOOCs, blended learning, SPOCs, Learning Analytics tools), and the new interdisciplinary programmes focused on data-driven integration of economic and social studies, new economic and business models, on the other.

To support the talents’ enhancement, the school is focused on disclosure of human creativity within strong data analytics through the vision of global mindset for students and graduates. The school’s successful curriculum is a symbiosis of young freshmen courage and the experience of proficient academics. Furthermore, sustainable network of the school’s business partnerships discovers the new horizons of students’ development. Thus, the school provides experienced-based education through the short- and long-term business internships for students and graduates.

Therefore, the school is the basis for the education of socially responsible, high-qualified and well-competitive graduates on the global labour market of the future.

To implement data analytics skills for business & economics and knowledge & intuition on emerging markets in global context

Challenges the global society recently faced, influence business processes and stimulate prompt improvements of economics and academic entities. To be successful in business and economics, one needs to achieve a strong expertise in data analytics skills, HSE SEM is deeply oriented on.

Moreover, contemporary data analytics requires the implementation of new approaches according to the rapid and significant growth of information. New business leaders should acquire competencies in data analytics, together with economics, mathematics, IT-programming, psychology, and sociology. The latter amplifies an interdisciplinary education the school definitely supports. To achieve this, we are implementing data-driven modules in the whole range of our programmes. At the undergraduate level, we pursue the integrated courses in data analysis, data mining and data visualization, alongside with the more specific modules related to each programme. At the graduate level, we reshape the portfolio of programmes and their design to adjust the curriculum to the requirements of data-driven mindset.

Also, the global competition generates the issue of human labour substitution by robots and artificial intelligence. Therefore, the school intends to disclose and nurture individual creativity through digital analytics skills.

Developing a network spread alongside partners from Europe and Asia, the school provides a creation of unique knowledge hub to interlink best practices of advanced economies and emerging markets.

To keep up with comparative research agenda contributing to business innovations and regional economic studies

The research agenda of HSE SEM is oriented toward the creation of the distinctive applied research output as one of the major results of the School's activities. The new public knowledge created by research centres of the School is essential for the visibility of the School at the academic ground and its alignment to business cutting-edge requirements.

Research centres of HSE SEM have achieved a strong international reputation. They attract respected scholars from Russia and abroad. The key task is to maintain and promote research activities that support business innovations and regional economic studies via the support of existing centres and launching new initiatives in these broad areas that include international business, regional and comparative studies, models of economic growth and technology upgrading in emerging and transitional economies, big data implementation in business, business informatics, corporate finance, and intangibles. The development of interdisciplinary approach in research enhances cooperation with research centres and departments of HSE and other Russian and international universities and institutions that brings synergy effects and increases the value of the research output.

To ensure research-based learning through distinctive instructional design & support of international research initiatives

Productive learning should rely on the permanent development of educational content embodied through cutting-edge research activity. The key pillar of the process is a creative academic atmosphere, where the cooperation of experienced academics and young freshmen starts at the beginning of the school's educational degree programs. Proficient researchers share the newest results of their studies while teaching the school's courses, whereas inspiring students meet the opportunity to broaden their mindset horizons and to be involved in international research projects. The education from the first year is based on the seminal academic papers that include the research output of the School of Economic and Management scholars.

To provide an appropriate academic atmosphere, research interaction throughout the school's frameworks is quite essential. Therefore, HSE SEM supports and funds international research centres and laboratories. The best and most interested students are selected as research assistants and join the school's research units. This enhances a creative environment and the continuity of own scientific schools. Also, the school's research talents take part in the international academic internships in cooperation with the leading scholars.

In addition to the major courses, the school promotes a variety of multidisciplinary elective classes to the students to nourish an integrated and harmonious personality. The latter helps the school's students and graduates to be successful at the intersection of science.

For graduate programmes, it is important to create clear research tracks in all the areas of school competencies – mathematics, economics, management and finance – that help students to define their profiles earlier and strengthen both graduate and postgraduate (doctoral) programmes.

The School achieves the objectives via the set of interrelated activities and projects.

Activities

- providing a consistent evolution of degree programmes' curricula
- implementing modules on business analytics through the school's degree programmes
- focusing on the continuous quality improvement of degree programmes and their delivery
- engaging research fellows to lead students' research initiatives

Projects

- to launch MSc in Management and Analytics in 2018. This programme will have an innovative nature in comparison with Master programmes proposed by other Russian universities. As a generalized MSc, it also differs from its rivals by the substantial contribution of modules on Business Analytics to the curricula and the

possibility for students in Management to choose a research track that later will be integrated with a PhD degree in Management

- to launch MSc in Human Computer Interaction in 2018 and BSc in Applied Mathematics and Informatics in 2019. These programmes will support the digital basis for the School distinction and also create the catching up competencies for students due to their links with the other programmes and with research centres.
- to launch Global MBA in 2019. This project will finalise the line of programmes proposed by the School and support the loyalty of alumni, business community and the concept of long-life learning. The core competences as data analytics and focus on emerging markets, will be the comprehensive features of EMBA programmes delivered by the School
- to create and promote MOOCs in the field of the school's research & education expertise. Being the part of the leading Russian institution in the area of online-education obliges us to create and maintain such courses. The courses will also promote the School in the international community of students, scholars and practitioners. The international certification of the best courses (EOCCS) is the part of this project that provides better recognition and acknowledgement of the School.
- to define & design a support programme for an updated research landscape. This programme should include the multilateral support of research capacities of students, faculty and research fellows.
- to pass through EPAS accreditation for MiF in 2019. This important step will approve our vision of the School as the leading business school in Russia and confirm the consistency of the curriculum to the best world practices.
- To pass through AACSB and EQUIS accreditations before 2025. The institutional accreditation is a confirmation of the School's development alongside the mainstream, its following to benchmarks, and adds value to the whole portfolio of HSE SEM's programmes.

SP II: Multicultural Experience for a Global citizen mind-set

Decision-makers worldwide face challenges of a global nature that require sufficient set of skills and knowledge to find efficient professional solutions. HSE SEM sees its strategic priority to nurture and promote global mind-set among its students and graduates in order to supply international labour markets with professionals who understand the world through global perspectives.

Objectives

To amplify multinational student and faculty population for a cross-cultural learning and teaching experience

HSE SEM is concentrated on diversifying the student and faculty body, which boosts the capacity for the development of innovative pedagogical tools and promotes internationalization at home. Meanwhile, international mobility opportunities are considered to be crucial in building up a set of professional and personal skills, and sustainable growth of mobility flows is an integral part of the objective. The economic realities and other aspects may impose certain challenges on some categories of students by limiting their opportunities to go abroad. HSE SEM propels equal opportunities for the students and develops cross-cultural opportunities that are available without necessarily going abroad. The quality of teaching in multinational groups is assessed by both students and peers, which is a driver for a continuous improvement. The development of global partnerships, students and faculty mobility promoted by the School are comprehensive paths for creation of the international experience.

To engage students into the global academic & business environment

Employers tend to assess the global and cross-cultural skills of the candidates through a certain set of international experience criteria. They include: international mobility and studying at an overseas university, working or doing an internship in multicultural teams and/or cross cultural training. HSE SEM focuses on not only providing cultural competencies, but building up a thought pattern, which will make it possible to effectively approach the unfamiliar.

The objective is supported by relevant projects and activities, which will be available for the students throughout the whole timeline of degree studies and the graduates to secure their dedication to the school's values. The global mind-set is measured as one of the aspects of curricula success and is directly connected with the ILOs of the degree programmes thus is an important part of the Assurance of Learning process

To achieve globally-competitive research output and increase international positioning of the SEM's research centres

Increasing global citizen competencies is not complete without a profound engagement of the faculty members, who remain the main broadcasters to the students and graduates. The faculty members are engaged through voluntary participation in the school and

university committees and steering groups. A research engagement of PhD students and faculty members is realized through a set of operational tools, including boosting seminars for those wishing to improve their qualification, hosting major international research events and regular research seminars and promoting a multidisciplinary approach for innovative research ideas. It is however important to effectively promote the outcomes of research to foster interest and developing global peer to peer connections.

Historically, Russian universities have primarily focused on teaching and development professional qualifications while universities worldwide combined it with profound research. The level of quality publications is measured within a number of international rankings like QS or THE. It is also an indicator of success for both the scientific and educational activities of the university. The outcomes of the research are to be implemented in learning process and business development both locally and globally.

Activities:

- Development of international academic, educational and business partnerships with world leading universities, business schools and companies
- Launching international double degree and consortium-based programmes to secure a growing number of mobility opportunities
- Increasing incoming and outgoing academic mobility of students and faculty
- Ensuring the quality of teaching in English across the degree programmes
- Ensuring P2P interaction among Russian and international students and interaction with international faculty
- Extending the support of visiting faculty

Projects:

- To set up a programme of HSE SEM international student and faculty ambassadors
- To arrange the calls for applications for faculty academic mobility supported by the school
- To engage students into the operational support of the school's international events and research
- To create the summer university and develop summer schools in the areas of the HSE SEM competencies
- To develop double degree and consortium-based degree programmes in cooperation with international partners
- To ensure the internet and social media coverage of HSE top research, academic accomplishments and achievements both locally and globally

SP III: Recruitment, retention and investing in high-quality faculty

Academic faculty as a key strategic resource of any school defines the quality of teaching, research and overall expertise of HSE University in St. Petersburg. As one can see from the results of the strategic analysis – the current academic body of HSE SEM is very heterogeneous and on a substantial part has to be significantly reinforced especially in its research production. Setting HR policy, one of the key strategic priorities HSE SEM expects first to substantially recruit academic faculty placing emphasis on international recruitment both on the senior and junior levels. Senior professors to be hired in HSE SEM are considered the most essential drivers for the academic development of the school; meanwhile, junior researchers invited to post-doc and tenure track positions should enhance the HSE SEM academic body in the mid- and long-term.

Objectives

To achieve the above-mentioned goal SEM sets up the following objectives:

To become world-wide academically recognized for senior professors and researchers as well as for graduates of the best PhD programmes

Academic recognition is a core condition for a successful recruitment policy. SEM has to build a strong brand under the umbrella of HSE University with a strong potential to become a distinctive leader on the international market. That is to be accomplished through international promotion of awareness about HSE SEM and then assurance of HSE SEM as an attractive place to build an academic career. A set of boosting and routine projects has to be initiated to substantially raise HSE SEM's attractiveness for international scholars: the development of international research centres, the hosting of international academic events, networking through mutual visit professorships and research fellowships. Importantly – a balanced structure of faculty has to be maintained to provide junior researchers with the expertise and supervision of senior professors. So that, each year a certain number of positions according to domain and level of expertise has to be opened to recruit new faculty members on the international academic market for senior, tenure tracks and post-docs positions.

To reinforce academic and organizational environment that attracts and retains leading scholars to be a part of HSE SEM

Importantly, effective recruitment policy has to be supported by the development of conditions that can retain the best scholars within HSE SEM. Besides following international standards of an academic contract, HSE SEM has to provide additional non-monetary benefits that might contribute to its attractiveness as an employer on the academic market. It has to emphasize opportunities for senior professors to become key academic leaders of HSE SEM and to set up internationally recognized research units that will promote their personal academic brands and networks along with the development of their pupils. For PhD graduates HSE SEM should enable an accelerated track of their career development through involvement in leading research projects, putting more emphasis on academic outcomes that they have to be committed to get in due course. Also, young researchers may be attracted to the School and retained through their involvement in teams that create and develop new flagship educational programmes and teaching initiatives. Overall, the academic environment of HSE SEM has to be improved and developed through priority research and educational projects by attracting the majority of

faculty members and internal and external networking. This profound academic environment has to be supported by effective university services empowered by project-based organization.

To set up scientific schools and provide opportunities to grow and learn for young scholars

Scientific schools have to build the ground for the development of young faculty. A specific feature of these schools has to refer to the fast track of academic promotion and recognition for the pupils. That might create a competitive advantage of SEM on the landscape of international and local markets. Scientific schools should fill in the gap of Russian post-university education by introducing strong training in research, instructional design and university management. This training together with the incentives of an academic contract and involvement in international research centres (under the scientific supervision of leading scholars) has to create a unique distinction and brand of SEM as a place to start and develop an academic career for talented young scholars.

Activities

- Launching new research centres that involve management and business studies, and interdisciplinary research approach (in addition to already existing centres in economic studies and mathematics). This new centres will strengthen the school's reputation, its publication impact, and also serve as starting points for young researchers in a broad area of school's research interests
- Hosting an international research event that promotes the school brand to the external environment and attract new best researchers in the broad area of HSE SEM research interests (Analytics for Management and Economics Conference, PhD colloquium)
- Participating in the most important Russian and international economic and business events
- Regularly providing comments in the mass media on key events in the Russian and world economy, new business trends and policy implementations.
- Ensuring internationally competitive level of compensation and development opportunities for all full-time faculty
- Developing the personal academic brands of HSE professors
- Monitoring and analysis of intellectual contribution of the faculty member based on the set of criteria
-

Projects

- to launch 3 mid-term contest-based projects to bring together students, HSE faculty and partners for accomplishing their initiatives in research and teaching (Business cases, applied research projects, executive educational programmes);
- to launch and develop 2 PhD programmes under the supervision of international research centres;
- to launch regular series of SEM research seminars (10 per academic year) in the areas of the priority interests
- to provide HSE faculty with a research-boosting training (case-studies, empirical (data-based) research, academic writing)

SP IV: Engaging university eco-system for HSE students, alumni and partners

Sustainable and fruitful relationships with corporate partners are the milestones of the business school functioning. Via corporate partners and their involvement with the curriculum and research, business schools promote and enhance their impact at the regional economy and social life. The creation of the university ecosystem is aimed at the growth of the regional impact of HSE SEM and transforming it to the gravity centre for corporate and academic partners, as for the alumni and starting entrepreneurs, students, professors and alumni. The School's areas of expertise can serve also the interests of the regional community, and the School itself stands as the meeting point for all the external stakeholders. The nurturing of open-minded and innovative students and faculty members also mean the integration of innovation and entrepreneurship in the university eco-system.

To increase the impact and become the centre of the university ecosystem, we will pursue the following objectives.

Objectives

To involve corporate partners into the contest-based projects and ensure their engagement into HSESEM's activities

By establishing strong partnerships with corporations, HSE SEM ensures close interaction with employers for its graduates as well as promotes research output for the market. Business partners, in their turn, benefit from the intellectual discovery which is possible when young talented students and scholars co-create. Joint contest-based projects might substantially facilitate this process and allow fundraising for HSE SEM activities, meanwhile, providing business with R&D outsourcing. That also serves an important university mission to transmit knowledge to business and society.

To become an important reference and ensure transfer of knowledge for authorities and community in the research expertise of the school

The areas of HSE SEM expertise let it become one of the major platforms for discussing vital problems of the St. Petersburg community, produce and share new knowledge for corporate, city authorities and citizens. The third mission of universities perceives them as agents for knowledge sharing and social consensus seeking. To reach this, it is important not only to cooperate with corporate partners but also to promote SEM for city bodies, with academic faculty's participation in expert discussions and advisory boards.

To become a gravity centre for the regional ecosystem, we are organizing different events where academics can meet practitioners and discuss the most important issues of economic and social life, both in St. Petersburg and beyond. We also are keen to create a background for entrepreneurial activities, together with the city centres of innovation infrastructure, and to provide entrepreneurs with expertise in strategy, finance, market entries and other vital issues of their development.

To build up alumni community as a privilege union of unique highly qualified professionals, who promote the school's values

HSE SEM's alumni appear to be very important stakeholders of the School. Putting a particular emphasis on cooperation with the graduates and retaining them, HSE SEM extends the university community, develops the School's reputation and provides mutual valuable contributions. HSE SEM's alumni, furthermore, enable better personal placement for the following generations of graduates and might support their professional training through internships and master classes. The School aims at setting up a professional union of graduates of different years with students and faculty, which facilitates access to the intellectual resources of HSE SEM. That gives certain privileges to all parties and reinforces their professional and personal development. Moreover, by increasing the loyalty of the School's alumni, HSE SEM might become more financially sustainable under the condition of alumni's engagement in sponsor projects and endowment foundation.

Activities

- Developing different programme that pose HSE SEM as an important actor for St. Petersburg economy and society
- Hosting academic and business events with apriority on emerging economies, global business, new technologies, and innovations, including new achievements in education and social life
- Hosting annual alumni events with professional meetings to establish sustainable HSE alumni network.
- Implementing alumni participation in programmes' bodies

Projects

- To launch corporate (basic) departments of partner companies and authorities
- To introduce a one semester business internship for all degree students
- To set up the loyalty programmes and professional development programmes for the alumni
- To introduce modules delivered by/in cooperation with corporate partners
- To open the call for students and faculty start-ups
- To launch the international start-up accelerator for internal and external entrepreneurial initiatives
- To launch the mentoring programme (in cooperation with Technopark, innovative companies and venture investors) for students and fresh entrepreneurs
- To launch open programme on development of St. Petersburg as a smart city that involves business leaders, administration and opinion leaders.

Appendix 1. List of KPI

No	KPI	2017	2018	2019	2020	2025
Outputs						
1	Credits received by students for research, project and innovation work, out of total credits from basic education programmes, %	15	20	30	40	50
2	Number of anchor research projects	4	6	8	10	15
3	Share of international degree students, %	8	12	15	20	25
4	Number of unique publications and citations in international journals per faculty-year	0.8 per 3 years	1.2 per 3 years	1.5 per 3 years	1.7 per 3 years	2 per 3 years
5	incl. Q1 & Q2 SCOPUS/WoS)	30%	35%	40%	45%	60%
Inputs						
1	Share of research-based modules within curricula, %	15	20	30	40	50
2	Share of student project work dedicated to the area of the school's expertise, %	10	20	25	25	30
3	Share of international exchange students, %	3	4	5	8	15
4	Share of faculty members granted international academic mobility, %	15	20	25	30	50
5	Share of international degree programmes (including double degree), %	30	40	50	60	70
6	Number of new international faculty members hired on					
	senior tenure contracts	1	2	2	2	2
	tenure track contracts	2	2	3	3	3
	senior part-time contracts	1	2	2	2	2
	post-doc positions	1	2	3	3	3
	teaching track contracts	3	3	4	5	5
7	Share of students granted a semester long internship	0	3	5	7	15
8	Share of faculty members engaged into external advisory boards & memberships in professional associations, %	10	10	12	12	15
9	Share of alumni involved in the HSE SEM Alumni Club, %	10	12	15	20	25

Appendix 2.School Development Budget

	2018	2019	2020	2021	2022	2023	2024	2025
Earnings from tuition fees	145	152,5	161,2	172,0	177,7	178,1	182,0	196,0
Allocation to HSE SPb budget	123,25	106,7	112,8	120,39	124,41	124,68	127,39	137,20
Remaining to HSE SEM	21,75	45,7	48,35	51,60	53,32	53,43	54,60	58,80
Earnings from new initiatives								
Educational programmes (part-time, MBA, diploma+, summer schools)	5,5	9,8	15,4	21,0	27,5	47,5	52,5	59,5
Allocation to HSE SPb budget	2,5	4,9	7,7	10,5	11	23,75	26,3	26,8
Remaining to HSE SEM	3,0	4,9	7,7	10,5	16,5	23,75	26,3	32,7
Research and consulting	1,0	1,5	2,0	2,2	2,4	3,0	3,5	5,0
Allocation to HSE SPb budget	0,3	0,45	0,6	0,66	0,72	0,9	1,05	1,5
Remaining to HSE SEM	0,7	1,1	1,4	1,5	1,7	2,1	2,5	3,5
Sponsorships, grants and endowment (including reallocation of endowment)	1,25	2,25	3,75	4,5	5,85	7,6	9,9	15,38
Reallocation from HSE Moscow (foreign researchers + post-docs + research centres)	30	35	37	38	38	35,0	35,0	30
Reallocation from HSE SPb (accreditations, QTEM membership)	3	3	2	2	1			
Total cash flow for the School	60,6	92,1	100,4	108,1	116,3	121,9	128,2	140,4
Operational activities (salaries)	52,93	79,90	87,13	93,73	100,86	105,53	111,17	121,38
Development budget funded by SEM	7,64	12,24	13,28	14,41	15,48	16,36	17,01	19,02
Strategic priority I	12,92	15,12	16,42	14,2	16,5	12,5	9,7	10,9
Launch of new programmes	3,72	7,72	7,72	5	4	3		
New technologies implementation, MOOCs creation and accreditation	2	2	3	3,5	3,5	3,5	3,5	3,5
Faculty and students' support programme	1	1,2	1,5	1,5	1,8	1,8	2	2,2
Accreditations	6,2	4,2	4,2	4,2	7,2	4,2	4,2	5,2

Strategic priority II	3,1	4,6	4,8	4,4	4	3,5	3,2	3,2
HSE SEM ambassadors		0,5	0,7	0,7	0,8	0,8	0,5	0,5
Double degree programmes	1	2	2	2	1,5	1,5	1,5	1,5
QTEM membership	1,1	1,1	1,1	0,7	0,7	0,2	0,2	0,2
Summer schools	1	1	1	1	1	1	1	1
Strategic priority III	0,7	8	8,4	7,9	7,9	7,9	7,9	7,9
New research centres		5	5	5	5	5	5	5
Doctoral programme		1,5	1,5	1	1	1	1	1
Seminars	0,5	0,8	0,7	0,7	0,7	0,7	0,7	0,7
Research boosting programme	0,2	0,7	0,7	0,7	0,7	0,7	0,7	0,7
Travel grants			0,5	0,5	0,5	0,5	0,5	0,5
Strategic priority IV	5,4	8,4	7,4	7,4	7,4	7,4	7,4	7,4
Internships	1	2,2	1,2	1,2	1,2	1,2	1,2	1,2
Events	3	4	4	4	4	4	4	4
Entrepreneurial students development	0,4	1	1	1	1	1	1	1
External relations	1	1,2	1,2	1,2	1,2	1,2	1,2	1,2
Total expenses for Strategy implementation	22,12	36,12	37,02	33,9	35,8	31,3	28,2	29,4

Undergraduates

Masters

Key competitors		Status
	Graduate School of Management Saint Petersburg State University	<input checked="" type="checkbox"/>
	Saint Petersburg State University of Economics	<input type="checkbox"/>
	Higher School of Economics Moscow	<input checked="" type="checkbox"/>
	Institute of Industrial Management, Economics and Trade St. Petersburg Polytechnic University	<input type="checkbox"/>
	Higher School of Economics and Management Ural Federal University	<input type="checkbox"/>
	Faculty of Economics Novosibirsk State University	<input type="checkbox"/>

Key competitors		Status
	Graduate School of Management Saint Petersburg State University	<input checked="" type="checkbox"/>
	Higher School of Economics Moscow	<input checked="" type="checkbox"/>
	New Economic School	<input checked="" type="checkbox"/>
	Saint Petersburg State University of Economics	<input type="checkbox"/>
	Institute of Industrial Management, Economics and Trade	<input type="checkbox"/>
	Foreign business schools	<input type="checkbox"/>

<input checked="" type="checkbox"/>	Key competitors (significant threat)
<input type="checkbox"/>	Regional competitor (medium threat)
<input type="checkbox"/>	Minimum threat

<input checked="" type="checkbox"/>	Key competitors (significant threat)
<input type="checkbox"/>	Regional competitor (medium threat)
<input type="checkbox"/>	Minimum threat

Appendix 3. Key competitors