



NATIONAL RESEARCH
UNIVERSITY

“ACCELERATED” WORLD-CLASS UNIVERSITIES

WHAT IS THEIR SECRET?

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World-wide expansion of excellence-driven policies



- **Since 2000 more than 40 excellence-driven policies and initiatives were launched by more than 20 countries**
- **Total costs of these projects equals to more than 50 billion USD**

- Changed focus to **the targeted support of the limited number of universities**
- Affected the whole higher education systems by **stimulating the competition** between universities and **promoting the global research university model**
- Implemented by **(1) transforming existing universities or (2) establishing new universities**

The idea of “PUSHING” universities for excellence

Newton’s first law of motion:

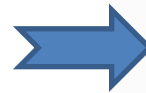
“When viewed in an inertial reference frame, an object either remains at rest or continues to move at a constant velocity, unless acted upon by an external force.”

Newton’s second law of motion:

$$\vec{a} = \frac{\vec{F}}{m},$$



Governments are not happy with slow evolution of the higher education systems



Push universities to compete internationally by offering them additional funding and setting targets

External force changes the speed of the development and gives “acceleration” to the universities

Changes in the rankings position of participating universities

Universities in TOP 100 of world universities rankings

No	Country	2008		2011			2014		
		ARWU	QS/THE	ARWU	QS	THE	ARWU	QS	THE
1	United States	54	38	53	31	51	52	28	45
2	United Kingdom	11	17	10	19	12	8	19	11
3	Australia	3	7	4	8	4	4	8	5
4	Netherlands	2	4	2	3	4	4	6	6
5	Canada	4	4	4	4	5	4	5	4
6	Germany	6	3	6	4	4	4	3	6
7	Switzerland	3	3	4	3	3	5	4	3
8	Japan	4	4	5	6	2	3	5	2
9	France	3	2	3	2	3	4	2	2
10	Sweden	4	2	3	2	3	3	2	3
24	Russia	1	0	1	0	0	1	0	0

The analysis of the changes in the rankings positions shows that in some countries excellence initiatives work



What are the initiatives' secrets?

Basic strategic forks for excellence initiatives

**Development of the
university in general**

or

**Development of particular
departments and centers of
excellence**

**“External
administration”**

or

Autonomy

**Changes in the
rankings position by
any means**

or

**Transformation of the
“core” of the university**

Success stories of accelerated world-class universities

1. KAIST - Korea Advanced Institute of Science & Technology



Year	2011	2012	2013	2014	2015
QS ranking	90	63	60	51	43

2. University of Western Australia

Changed the position in ARWU from 179 to 87 in 10 years.

Key “ingredients” for acceleration: necessary but not sufficient - 1

1. Education and students:

- renovation of educational programs with the involvement of the employees and foreign partners;
- double degree programs;
- increasing share of graduate programs
- attracting foreign students

2. Research:

- international laboratories and centers of excellence
- grants and incentives for new forefront projects and initiatives;
- preference for computer science and life science

Key “ingredients” for rapid acceleration: necessary but not sufficient - 2

3. Management and organization:

- pay-for-performance
- external experts are included into management;
- the formation of the team of “change champions” (leaders in the process of the changes implementation);
- special efforts in the international positioning;
- attracting productive researchers;
- business attitude

What is true accelerator of universities development?

Culture of Change and Internationalization

- Risk-taking
- Disruptive innovations
- Answering “big questions”
- Favorable conditions for bottom-up initiatives
- Entrepreneurial spirit and environment
- International attitude and true openness

**External forces could generate
internal energy and motivation**

Challenge to “push” for excellence ensuring autonomy

Governments worry about the efficient use of money



Complicated instruments to steer and control the universities



The challenge for the governments is to find the right push instruments to ensure flexibility and internal energy of universities

What are the barriers on the way towards accelerated development?

- Rigid organizational culture;
- Weak international reputation;
- Complexity of the involvement of the internal and external stakeholders in the process of an accelerated development

Concluding remarks

- Autonomy of the universities is a critical condition for successful “accelerated” development;
- “Culture of Change and Internationalization” is a secret for accelerated development;
- Universities start to act like business entities joining a competitive environment established by excellence initiatives;
- Rankings do not reflect all the changes which happen inside universities developing in an accelerated manner