



World-class universities: growth is everything

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HSE – established at 1992

4 CAMPUSES **35 100** STUDENTS **223** EDUCATIONAL PROGRAMMES **65 000** ALUMNI **7000** INSTRUCTORS AND RESEARCHERS

120 >1.7 mln PARTICIPANTS from 195 COUNTRIES
MASSIVE OPEN ONLINE COURSES

12 LIBRARIES **1330** ADMINISTRATIVE STAFF
20 DORMITORIES **442** EXPERTS AND ANALYSTS
63 STUDENT CLUBS **650** RESEARCH PROJECTS PER YEAR

Ranking		HSE in the World/Europe	HSE in Russia
	<u>QS – Top 50 Under 50, 2017</u>	48	1
	<u>THE World University Rankings, 2017</u>	351–400	4
	<u>THE Young University Rankings, 2018</u>	84	1
	<u>QS World University Rankings, 2018/2019</u>	343	8

HSE in comparison with other Russian universities (480 public and 550 private)

- top five by popularity
- third most expensive
- top five on the representation in international rankings
- top five in R&D revenues

How to keep high rates?

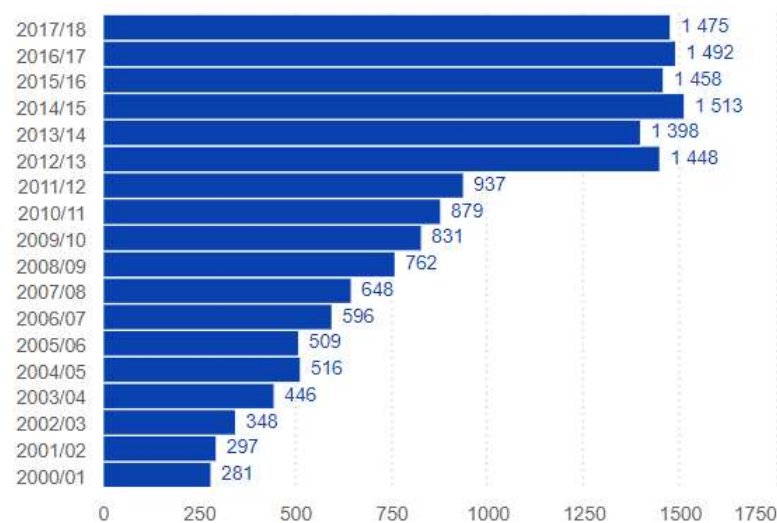
How to enter the elite group?

HSE – fast growth

HSE students by campuses



Lecturers at HSE Moscow



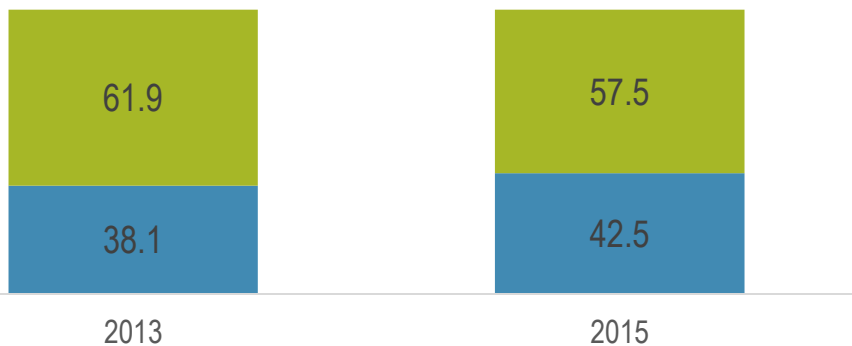
HSE - aggressive growth strategy

- Struggle for talented students
 - propaganda of the focus on innovation
 - positioning of new social disciplines in secondary school (All-Russian Olympiad of School Students in Economics)
 - opening lyceum
 - discount system of fee-payment for talented students
 - cooperation with banks for issuing educational loans (one of the first)
 - refusal from "correspondence students" in order to preserve elite homogeneity
- Positioning
 - Brand development - the way to enter the paid education market
 - Competition in the market of fee-paid educational services: positioning of elite and expensive education
 - New forms and areas of education -niches (project management, international finance, ICT in business)
 - Invitation of new leaders of politics and economy to teaching

Fast-growing universities in Russia - zero sum game

Research on the resource base dynamics of the Russian HEIs has shown that there are both declining and growing HEIs

Distribution of state subsidies between universities under the control of MOES (%)



- Other HEIs under the control of MOES
- Leading HEIs (National research and Federal universities)

35 leading universities from 250 = 43% of the total funding of universities under the control of MOES

Average size of HEIs (number of full-time students)



Growth of the World-Class Universities

- Decline in the role of binary sector and specialist HEIs. 'Elite WCUs gain status and strategic advantage in both quantity and quality: through growth and the expansion of scope, and through selectivity and research concentration' (Marginson, 2017, p.233).
- Multiversities have more chance to become successful: most ranking systems prefer large multi-disciplinary, research-active universities, while specialist HEIs are not in favor (Salmi, 2009).
- Design of new American university (M.Crow, Arizona State)
- University mergers

! Almost all leading universities grow and diversify -> Multiversity model is becoming dominant.

Suggestions for further research

- Governance and organization of large heterogeneous universities: models of their growth.
- What to do with the declining universities?