**Executive Summary**

to the 2015 report on the implementation of the Activity Plan on the Implementation of the Program of Competitive Growth («Road Map») of the federal state autonomous institution of higher education

«National Research Tomsk State University» for 2013-2020

(2st stage – 2015-2016)

The present report reflects the course and the results of implementing the Activity Plan for realizing the Competitiveness Improvement Programme of the Federal State Autonomous Institution of Higher Education National Research Tomsk State University Among the World’s Leading Research and Educational Centres in 2015.

In the reporting period, the Programme activities were aimed at refining the target model, creating an innovative ecosystem, transforming the educational process, establishing and developing the consortium of Centres of Excellence, and active positioning and reputation management.

Within the framework of creating a new contour of management, in 2015 the Council of Industrial Partners in which key partner enterprises participate was established.

For development of the consortium of Centres of Excellence, the Trans-Siberian Scientific Way (TSSW) research centre and a centre for research in materials and technologies were founded; five interdisciplinary Centres of Excellence created earlier continued their development. To transform education, the projects “Development of modern Master’s programmes of the international level” and “Management of academic programmes”, in which the leading experts of the Higher School of Economics participate, are being carried out. Interdisciplinary suprafaculties of Master’s programmes are being created. The policy of individualization of education is being realized. In 2015 campus courses were introduced. For introduction of Problem-Based Learning technology at TSU, the University together with Maastricht University (Netherlands) audited organizational and administrative conditions for its implementation at five faculties; a group of TSU employees was trained at Maastricht University.

TSU jointly with QS conducted benchmarking of the target models and the ranking strategy of the reference and efficient universities. Experts of the SKOLKOVO School of Management (headed by A.E. Volkov) held three strategic sessions; permanent work of the thematic groups involving top managers, leaders of scientific and pedagogical staff, young teachers and researchers, and student representatives (over 300 people) was organized. Development of the system of support of quality and services of the University and formation of policies and mechanisms of its realization were carried out.

The potential of the University staff, the multilingual environment, key R&Ds, and advanced academic programmes were presented on March 21, 2015, when TSU was visited by members of the International Academic Council and the Roadmap was defended at the session of the Council for Competitiveness Improvement of the Leading Universities of the Russian Federation Among the World’s Leading Research and Educational Centres. The session was chaired by Minister of Education and Science of the Russian Federation Dmitry Livanov.

Within realization of 100 actions and 22 tasks set out in the Roadmap, the scientific, pedagogical, and administrative personnel are carrying out 137 organizational, educational, and research projects in six priority areas of development.

The most considerable achievements are: creating the environment for generation of new projects, involving over 1,000 employees in implementation of research, educational, and organizational projects, recruiting 238 international scientists and experts and 23 postdocs, establishing one and developing five interdisciplinary Centres of Excellence, founding the Trans-Siberian Scientific Way research centre, publishing over 900 papers in Q1 and Q2 journals in 2015, forming a new educational model, developing 46 and introducing 26 joint Master’s and postgraduate programmes (where universities in another country are a party).

In 2015 TSU occupied the 481–490 position in the QS World University Rankings 2015/16. In the ranking by subject, TSU took the 251-300 position (Arts & Humanities) and the 301-350 position (Physics & Astronomy). It also entered the top-100 leading universities of the BRICS countries according to QS (the 44th position, 6th among Russian higher education institutions). In QS World University Rankings EESA, TSU rose to the 27th position. In the ranking of Times Higher Education BRICS & Emerging Economies Rankings 2015/16, TSU took the 87th position in the general list and became the ninth among the Russian higher education institutions. In 2015 TSU was among the best universities according to the national Interfax ranking. In the ranking of the demand for higher education institutions in the Russian Federation, for 2015 TSU ranked third among 87 classical universities of the Russian Federation.

To reach the objectives in 2015, the emphasis was placed on involving stakeholders and employees in the transformation processes, changing the organizational culture, transforming the model of educational activity, expanding the scope of internationalization of educational and research activity, advancing the results in the international community, ensuring efficiency, and managing reputation. The project resources were concentrated on becoming embedded in the Russian and world academic networks, integrating scientific and educational activity, and establishing and developing the consortium of the Centres of Excellence.

International assessment of projects, involvement of leading scientists, competitive procedures of support for projects, and support for professional development of scientific and pedagogical personnel were directed to improving the quality of research and enhancing the University’s reputation in the international scientific and educational space. In 2015, seven meetings of the International Academic Council of TSU were held where leading experts discussed the strategy of the University’s advance in world rankings, the educational policy, development of publishing activity (according to the criteria of the QS ranking), and the strategy of development of Centres of Excellence.

A special session of the International Academic Council for the scientific area Earth and Life Sciences and Ecology took place in October 2015, with invited experts from abroad. In the course of the session of the Council, field practice oriented events were organized at the TSU Kaybasovo research station. The key TSU groups in development of the Trans-Siberian Scientific Way research centre created in 2015 made their reports.

Over 80% of the Programme resources are concentrated on developing the Centres of Excellence and implementing breakthrough research and educational projects.

For concentration on the priority directions of development of basic and applied research at the University and their support in line with the priorities of the Programme, TSU’s D. I. Mendeleyev Scientific Fund was founded in 2015. It conducted competitions on implementation of research projects of world-class laboratories, initiative research projects, and projects (grants) of postdocs. Independent external assessment of the applications submitted was conducted. Projects for the sum of over 500 million rubles were supported. A grant competition for academic mobility of scientific and pedagogical personnel, graduate students, young scientists, and students is held quarterly.

In 2015 the Mendeleyev Fund assisted in holding a competition called The Invited Professor (“Visiting professor”) in the fields of biotechnologies, medicine, chemical technologies, mathematical analysis, and photonics, on an international platform. Applications were received from Sapienza University of Rome (Italy), University of Verona (Italy), Lawrence Berkeley National Laboratory (USA), University of Ohio (USA), Vanderbilt University (USA), University of Minnesota (USA), University of Birmingham (Great Britain), Nansen Environmental Research Center (Norway), and others.

In 2015, a research centre was established at TSU that specializes in the study of Siberia and in ensuring its future in a new technological mode – Trans-Siberian Scientific Way. The main goal is research on the impact of the Siberian megaregion on civilization and climate processes, as well as educational, scientific, innovative, and educational activity in the sphere of the study of Siberia and the science of Siberia together with leading scientific organizations and network associations with the involvement of international and Russian scientists. Leading scientists and experts are involved in the work of the centre including the members of the International Academic Council of TSU, such as the Nobel laureate, co-chair of the International Academic Council Terry Callaghan, the Nobel laureate in medicine Harald ZurHausen, Julia Kzhiskovska, Sergey Pokrovsky, and Dmitriy Funk. The project allows positioning TSU as the research, expertise, innovative, and scientific-cultural-educational hub. The University is presented as a point of the world’s entry into the region what allows creating new academic networks in which the University acts as a leader in global research projects.

The Centre’s portal is developed, and the competition of research projects Science in Siberia and about Siberia (TSSW) in such areas of activities as: history, archeology, ethnography, materials and technologies, geosciences and ecology, health and the human sciences, economics, and language and culture. Projects with total financing of more than 20 million rubles were supported. More than 52 million rubles were intended to develop the Centre’s infrastructure.

In order to reinforce the integration of educational and scientific activities and the development of the international research Master’s programme in 2015, interdisciplinary Master’s programmes connected with the research of the TSSW were developed: the programmes Siberian and Arctic Studies and Russian Studies: the history and current development of the Siberian region. In 2016, enrollment in these programmes is planned. They are designed for the interaction with leading international universities and international scientific networks: University of the Arctic, INTERACT, Observatoire Midi Pyrénées (France), University of Stefan Wyszyński (Poland), Geophysical Institute of the University of Alaska Fairbanks (USA); and industrial and administrative partners of TSU: administrations of the Tomsk Region, Khanty-Mansiisk Autonomous District, and the Yamal-Nenets Autonomous District, Gazprom Space Systems JSC, and Tomgiprotrans JSC).

In terms of infrastructure development and enhancing the efficiency and quality of scientific activity, a Centre of Excellence was established in the first half of 2015 in the sphere of materials and technologies ensuring the international level of educational and scientific activities of the University in the sphere of material sciences, uniting 7 university laboratories whose research advisor is the RAS academician V.N. Parmon. Five Centres of Excellence that were established in 2014 received the development. The Centres’ activity ensures the growth of the international acknowledgement of results of university research, as in these interdisciplinary platforms the efforts of world-class leading researchers on key problems connected with the quality of life of humans and society are concentrated. The Centre of Biota, Climate and Landscape Research BioClim Land investigates complex life ecosystems and the International Centre of Human Development Research studies cognitive issues of human premature development and genetic and environmental factors of genius and educability; the Centre of Physics investigates fundamental problems of life; the Centre of High Technologies in Medicine deals with cardiology, oncology, neurodisease diagnosis and treatment technology; the Centre of New Materials investigates advanced high-powered constructions, materials with a shape memory for health and safety.

The focus area of the Centre of Biota, Climate and Landscape research BioClimLand focuses on Siberia as a natural mega-installation that defines landscape on the planet, attracting leading research groups.

The University established 12 new laboratories in high-priority areas of development. These high-priority areas include: biochemistry of transport systems, clinical metabolomics, genomics, experimental methods in social and cognitive sciences, statistics of random processes and qualitative financial analysis, ecosystem studies, and climate change.

To develop digital research, REC and the Laboratory of Experimental Methods in Social and Cognitive Sciences were founded, the head of which is Professor M. Myagkov from the University of Oregon (US).

Based on the results of monitoring, the University ceased funding of more than 30 themes and projects. Under costs optimization more than 65 non-efficient positions were cut. The total amount of the budget economy was more than 80 million rubles, which were spent on developing research and education projects.

Staff advanced training, stimulation, and teaching of the research staff have led to the increase of research efficiency, increasing of the amount and quality of publications. The number of articles published by the University’s academic staff in 2015 comprised more than 1,500 articles in Web of Science and Scopus databases. More than 900 of them were published in Q1 and Q2 journals according to their Impact Factor. According to the Scopus database 114 researchers affiliated with TSU have an h-index higher than 30, which confirms the high level of the University’s research and its integration into international research networks and collaborations.

In 2015 the University held a number of workshops for advanced staff training, including four workshops by the members of the Royal Society of Chemistry of Great Britain on academic writing; a workshop by Elsevier “Analytical Instruments of the competitive recovery in scientific and research activity’; the workshop “Thomson Reuters informational resources for scientific research”; a meeting with the editor of the publisher Springer. In December 2015 TSU held a workshop “Scientometrical methodic, theoretical issues and practical application of the analysis of publication activities of scientists, journals and scientific organizations on the basis of RSCI (Russian Science Citation Index on the platform Web of Science)”. New projects of the Scientific Library (eLIBRARY.ru) were presented, including information about inclusion of the best Russian journals in Web of Science. 350 people participated in the events.

The University is promoting its four journals in Scopus. Three journals successfully met requirements of the Scopus database and were sent to expertise. The international history journal Rusin indexed by Scopus, whose co-publisher is the University, has become a Q2 journal. Members of TSU have access to major electronic databases (Elsevier, ScienceDirect, Illumine8, SciVal, Scopus; BCC Research; [Thomson Reuters](http://ip-science.thomsonreuters.com/) [Web of Science Core Collection](javascript:;), InCites, Journal Citation Report, Essential Science Indicators, EndNote).

At this stage, TSU’s orientation toward the development of an international research centre in medicine has particular meaning. The purpose of the development of the system integration with Siberian Medical University and five academic institutes of the former academy of medical sciences accomplishing large common projects and setting up the consortium Translational Medicine, is prepared: the consortium agreement, the memorandum of reconciliation of disagreements to the project of setting up the consortium, the structure and the description of the consortium, the list of laboratories working in the “open lab” system, the list of clinical bases, the order of the consortium work, the statute about the Consortium Scientific Council and its body, the statute about the consortium coordinating group and its body, the statute about the Consortium Expert Council where leading researchers in the sphere of medicine are included, the statute about the Consortium direction. The consortium documentation package is prepared containing projects of TSU: markers of plasticity of macrophage monocytes in reparative regeneration of the cardiac muscle among patients experiencing heart attack, personalized administration of a preoperative chemotherapy for patients suffering breast cancer, diagnostics of obesity risk factors and idiopathic hypertension and diabetes, myokine and adipokine spectra, biodegradable materials on the basis of polylactide-coglycolide, and others.

A cluster project is for the realization in the innovative territorial cluster Pharmaceutics, Medical Equipment and Informational Technologies of the Tomsk Region with the participation of Ifar LLC, SibSMU, and TPU. The project combines the potential of universities of Tomsk, developers and industrial enterprises with the purpose of developing and launching innovative biotechnological medications.

The project (the Roadmap) of Tomsk State University with the participation of SibSMU and Medical Research and Development Establishment includes ensuring the innovative development of the health care system and medical industry by means of highly-qualified staff in 2015 and the 2016-2018 planning period in terms of the financial provision allocated in accordance to the order of the Ministry of Education and Science dated by December 8, 2014, № 1557.

In 2015, interdisciplinary Master’s programmes were prepared with the Centre of Excellence of High Technologies in Medicine and with the International Centre of Human Development Research in data intellectual analysis and bioinformatics, management in the health care system, biocomposite mechanics, receiving and modeling their structure and properties, innovative biochemical technologies, and medical chemistry.

TSU is one of the organizers of an international congress devoted to research on cellular and molecular mechanisms of tumors and microenvironment interrelations together with the Research and Development Institute of Oncology, University of Heidelberg, and the technology platform Medicine of the Future. The congress attracted specialists in oncology, molecular biology, immunology, genetic engineering, virology, biochemistry, and biophysics. Scientists from Germany, Great Britain, US, Israel, Norway, Latvia and leading oncology centres of Russia participated. The keynote was stated by the Nobel laureate in physiology and medicine, a Doctor of Tomsk State University, professor of a German research oncology centre, Harald zurHausen.

In order to integrate into the global collaborations and deploy academic networks, a research group was organized in 2015 at TSU, in order to participate in work at the Large Hadron Collider (LHC) of the European Council for Nuclear Research (the largest mega-class aggregate) as a part of the international collaboration ATLAS. The programme of work was formulated and received approval of the Scientific and Coordinating Committee of the Kurchatov Institute, and the ATLAS group of Brookhaven National Laboratory (US), and was supported by the direction of ATLAS collaboration. In June 2015, TSU was accepted into the ATLAS international collaboration as an associate member. A series of events on the organization of work visits by the members of the European Council for Nuclear Research included in the ATLAS at the LHC, were realized. The events were organized for the implementation of the treaty TSU-ATLAS on modernization of the Muon system of ATLAS. In the autumn of 2015, together with the working group of TSU in ATLAS, several visits were organized to TSU: Simone Kampana, France (coordinator’s substitute on calculations of the ATLAS experiment) and Alexey Klimentov, Russia (head of the research group on physical software of the Brookhaven National laboratory, USA, a coordinator of the supercomputer project of the ATLAS experiment), V. Polychronakhos, Greece ( Brookhaven National Laboratory), S. Zimmermann, Germany (head of the Muon system modernization of the ATLAS project) and L. Levinson, Israel (head of the group of developers of electronics for the Muon system of the ATLAS project). After the implementation of the initial work plan, its entrance into the collaboration as a full member is planned. More than 80 research organizations and universities from around the world, mainly from EU countries, the USA, Japan, China, Brazil, Chili, are included in the collaboration. This participation in one of the biggest research projects in the world should become an effective instrument for developing a range of research and deploying personal academic networks.

In framework of realization of plans to conduct research taking into account high-priority international directions of fundamental and applied research, the total amount of agreements that are being implemented and that were made, as well as contracts and projects, comprised about 2.3 billion rubles, more than 70 % for large-scale contracts and grants.

The most essential scientific-technical projects and grants implemented by the University in 2015 are:

Grants of the Russian Federation Government (4) for the state support of scientific research implemented under the guidance of leading scientists in Russian educational institutions of higher professional education by the following branches: geosciences and adjoining ecological sciences, cognitive psychology, history and archeology;

Complex projects(2) on creation of high-technological production, the Ministry of Education and Science of Russia;

21 projects that are being implemented on the Federal Special Purpose Programme “Research and developments on high-priority branches of development of scientific and technological complex of Russia for 2007-2012”, the Ministry of Education and Science of Russia;

16 scientific projects within the framework of the basic part of the State Assignment of the Ministry of Education and Science of Russia. According to the results of competitive selection of the project part of the State Assignment, 20 scientific projects were supported. The total is 36 projects.

12 projects financed by the Russian Science Foundation (RSF) totaling 81,900 million rubles in 2015.

Grants of RFBR and RHSF (157);

RF President Grants to support young Russian scientists (young PhD – 12, young Doctors of Science – 3) and the leading scientific schools (4).

In order to form an external loop aimed at diversifying funding sources and partnerships with innovative technology firms oriented to global markets, the strategy “TSU – Innovative Hub” was chosen. To realize this strategy it is crucial to create an innovative external loop that provides orders, partnerships, resources, and preparation of competitive proposals for customers from high-tech areas of the national and supranational level in breakthrough directions, and to form a productive interface for the conversion of knowledge into innovation. An action plan was developed that provides carrying out activities at the federal and regional level; development of infrastructure; creating conditions favorable for implementation of projects in Tomsk; forming financial backing; active work with Asian markets; and negotiations with international companies about in-demand developments from Russian companies and universities.

There is an integrated programme of collaboration on the basis of implementing innovative, research, and educational projects with companies in the high-tech area using advanced production, such as: Rostec Corporation GC, Pharmcontract GC (medical tool engineering and pharmaceuticals), JSC Academician M.F. Reshetnev Information Satellite Systems, JSC United Heavy Machinery Plants, JSC United Industrial Corporation Oboronprom, JSC United Aircraft Corporation, JSC RusHydro, JSC FSPC Altai; FSUE Scientific and Production Association for Immunological Preparations Microgen, JSC Concern Morinformsystem-Agat, JSC KAMAZ, CJSC R&PC MICRAN, JSC Roskhimzaschita Corporation, Gazprom Space Systems (communication and remote sensing of earth), Dectris (sensors for synchrophasotrons), Starline (intellectual security systems), ASB (educational technologies), EleSy (medical tool engineering), Angioline (cardio stents made of titanium nickelide), ArtLife (dietary supplements and food products), and advanced units of some large corporations, such as Sibur.

In 2015 the emphasis was laid on actively developing University’s external control loop, which provides communication with the market, orders, and investment diversification of funding sources. Over 20 agreements with innovative companies were made: CJSC Pharmcontract GC, FSUE Russian Federal Nuclear Center–Zababakhin All-Russian Scientific Research Institute of Technical Physics, CJSC R&PC MICRAN, FSUE on Manufacture of Bacterial and Viral Preparations of Chumakov Institute of Poliomyelitis & Viral Encephalitides, LLC Mirrico Management, JSC Production Association Urals Optical & Mechanical Plant, JSC KAMAZ, LLC Tomsk Media Centre, LLC Terebra, JSC Android Technics Scientific Production Association, ANA Krasnoyarsk Regional Innovation and Technology Business Incubator, JSC Kuzbasskiy Technopark, JSC Scientific Production Association Radiosvyaz, CJSC Institute of Regional Economic Studies, CJSC Scientific Production Association Nikor, LLC Process Automation Solutions and Services EleSy, JSC Organika, JSC Belgorod Institute of Alternative Energy, LLC Madez, JSC Russian Venture Company.

What is more, additionally in 2015 the work was started on joint scientific and technological development and technological projects with the following companies: UEC (Moscow) and SPA Saturn (Rybinsk), Transgaz (Tomsk), Gazprom-neft (Moscow), UHMP (Moscow), Roskhimzaschita (Moscow), Kamaz (Moscow), Holding company Pigment (Saint Petersburg), LLC ArtLife (Tomsk), Transneft Central Siberia (Tomsk), UAC (Moscow), SPA Saturn (Moscow), Ural Mining and Metallurgical Company (Verkhnyaya Pyshma), Vladimir Chemicals Plant (Vladimir), Biokhimplast (Dzerzhinsk), JSC Murom (Murom), Asino FPC (Asino, Tomsk region), JSC Virazh (Kazan), Plant of sealing materials (Vladimir), LLC Crona (Novosibirsk), LLC Mirrico (Kazan), JSC Orgsintez OKA (Dzerzhinsk), LLC Perm Chemical Company (Perm), JSC Tomsk Beer Plant (Tomsk), JSC Shvabe (Moscow), Johnson & Johnson, Sanofi, Samsung, and UAC (Moscow).

Tomsk State University was the first to put into practice the Council of Industrial Partners–the form of involvement of high-tech companies in the University’s management processes, which has no analogs in Russia. The following organizations are members of the Council of Industrial Partners: Mirrico GC, OJSC Academician V.P.Makeyev State Rocket Centre, CJSC R&PC MICRAN, OJSC KAMAZ, JSC Academician M.F. Reshetnev Information Satellite Systems, JSC Shvabe, JSC Transneft Central Siberia, Pharmcontract GC, LLC Artlife, LLC Tomlesdrev, JSC TVEL, JSC SKTB Katalizator, JSC EleSy, LLC Tomskneftekhim, JSC Siberian Chemical Combine, JSC FSPC Altai, FSUE Federal Centre for Dual-use

Technologies Soyuz, JSC National Immunobiological Company, Industry Development Foundation, LLC NIOST, GC Rostech, JSC SPA Radiosvyaz, and FSUE RFNC-VNIIEF.

In 2015 3 structural subdivisions were created together with partner companies: the Department of New Media, Photojournalism and Media Design of the Faculty of Journalism based on LLC Tomsk Media-Centre; Research and Education Centre Materials and Technologies of Space Application together with CJSC R&PC MICRAN; and the Laboratory of Archaeological and Ethnographic Studies of Western Siberia based at the Institute of Archaeology and Ethnography of the Siberian Branch of the Russian Academy of Sciences.

In order to broaden intellectual property, in 2015 88 applications for an RF patent for invention were submitted, 68 RF patents for invention were received, 56 certificates for computer programmes and databases, 13 objects of industrial secrets (know-how) as a trade secret were confirmed. Two applications for trademark registration were submitted. The total number of supported IP assets is 305 units. 8 licensing agreements for the use of TSU’s IP were made. Two licensing agreements with Dectris company (Baden, Switzerland) for the right to use two objects of trade secret (know-how) in semiconductor materials and products were prepared.

There are 51 enterprises (35 of them in the Federal Law No. 217 of the Russian Federation) in TSU’s “innovative belt” and 3 enterprises are at the stage of creation.

Five small innovative enterprises were created in 2015, aimed at implementing the results of the University’s intellectual activity.

Under the state support of pilot projects on creation and development of engineering centres based on the educational institutions of higher education of the Ministry of Education of the Russian Federation, for the years 2014-2016 Tomsk State University received 150 million rubles for support and development, including 60 million rubles for 2015. The project is being realized on one of TSU’s technological platforms. In 2015 TSU purchased equipment for its engineering centre in the amount of 42 million rubles to carry out chemical synthesis, manufacturing and processing of materials, and engineering services provided to enterprises of the real sector of the economy under the agreements in the amount of 203.47 million rubles.

In 2015 the project of RF Government decree No.218 “Development of the technology and launch of the production of low toxic urea-formaldehyde resins for obtaining environmentally friendly wood-based panels” with the partner company LLC Tomlesdrev was completed and realization of the project of RF Government decree No.218 “Development of high-performance catalyst of dehydrogenation of isobutane to isobutylene and organization of its industrial production” with JSC SKTB Katalizator continues; within the project a complex problem solving for the development of a highly efficient catalyst will be obtained, as well as development of the technology of its industrial production. The total amount of the grant is 150 million rubles. The competition for the project was won, and the applications were prepared.

Over the reporting period TSU’s inventions were presented at 36 international and domestic exhibitions, with 30 highest awards obtained.

For the purpose of promoting inventions in the international markets and stimulating the growth and internationalization of the University’s small businesses, TSU joined International Association of Science Parks (IASP), which constitutes a network of the world’s most active and significant incubators and technology and science parks. To enter Asian markets, a cooperation agreement with PlaTCOM Ventures Sdn Bhd (Malaysia) was made.

The agreement with Russian Institute of Strategic Studies on creation of research centre of the countries of Southeast Asia in the University was reached. In June 2015 it was decided to open the Tomsk branch of Russian Institute of Strategic Studies at TSU.

In 2015 TSU became operator of BiotechMed track of the federal accelerator GenerationS, initialized by JSC RVC. During the first stage of work the University collected more than 380 biotechnology and medicine projects from more than 70 cities in Russia and CIS countries. 18 projects from Russia and Belarus, selected as a result of multistage expert examination, took part in the acceleration programme that took place in Tomsk in early November 2015 on TSU’s platform. During two weeks of the accelerator more than 40 domestic and international lecturers, experts, and mentors worked with the projects. The work of the accelerator finished at the platform of Congress Zdravookhraneniye-2015. In 2015 Tomsk State University was declared the best track operator of accelerator GenerationS. Preparation for realizing regional events aimed at identifying and accelerating innovation projects is carried out in the Russian-American programme EVRIKA together with partner university ITMO.

Under creation of system of venture investment of the University’s inventions, actions are performed so that TSU may join a group of companions of the interuniversity venture fund Kulibin Fund involving JSC RVC, Bank for Foreign Economic Activity, and several Russian universities. The venture fund size will be 1 billion rubles. In 2015 an agreement was signed with Russian Venture Company (October 2015) on cooperation in innovation and entrepreneurship, educational, and information and advisory activities.

In 2015, within the cooperation agreement with the administration of Tomsk, 10 innovative projects were prepared for presentation to national and transnational companies: Johnson & Johnson, Sanofi, Samsung, United Aircraft Corporation, SPA Saturn (corporation United Engine Corporation). For further work on projects, cooperation and confidentiality agreements were signed with the companies Johnson & Johnson (November 2015) and Samsung (December 2015).

In educational activity the focus was on transformation; support of quality and individualization; interdisciplinarity; development of network educational programmes; implementation of new educational technologies; and creation of a multilingual environment.

For the purpose of transformation of the educational process, a study of educational models existing in the practice of the various faculties of TSU was carried out; the best educational practices realized by 5-100 universities (HSE, MISIS, TPU, KFU, UrFU, FEFU) were analyzed; organizational and management conditions at 5 departments were audited for technology implementation at TSU (involving the specialists of Maastricht University (Netherlands); University personnel were taught PBL technology at Maastricht University; an external audit of management of development and implementation of MEP in Economic Sciences was conducted; the educational technologies and forms of work used in practical work by TSU’s faculty members were analyzed; methodology was approved for assessing the activity of faculty members, involving students (interactive form of assessment); and new forms of education represented in the campus educational environment by the activities of the Student Committee for the quality of education were promoted.

In order to realize the policy, which provides formation of individual educational trajectories of students, in 2015 Campus Courses were introduced – lectures and seminars in different areas, which students of all departments can take in addition to their main educational programmes. The catalog of Campus Courses is presented on TSU’s website (www.cdeq.tsu.ru/courses) and comprises 90 disciplines, including courses from employers and those in English.

Two competitions for the development of disciplines to be implemented through the catalog of Campus Courses took place. There were more than 150 applications, 46 courses were realized, 3300 students registered in the recording system, 1130 students chose additional courses, and more than 500 students from TSU and other Tomsk universities took the courses. The programme for monitoring implementation of campus courses was developed.

As a result of the Campus Courses project, development and approval of criteria for TSU’s quality standard was made, taking into consideration the individual educational trajectory within the widened directions of preparation and groups of professions.

The competition “The best educational practices at TSU” was aimed at maintaining the quality of education at TSU in 2015. There were five nominations and 54 applications. The 15 winners represented 10 faculties. The results of the competition will be used as a basis for the bank of best practices, access to which will be open to each faculty member.

For the purpose of reorganizing economics education, the Sberbank Corporate University carried out a personnel audit of the structural units of Tomsk State University realizing educational programmes in the field of Economics and Management. The recommendations for transforming and modernizing the units were made as a result of the audit. What is more, organized by the Sberbank Corporate University, the career progression programme “Designing modern Master's programmes in the field of financial management” for the faculty members teaching financial and management disciplines was launched in 2015. Its main aim is to transfer knowledge in designing and developing Master's programmes in the fields of economics, finance, and management so that they may correspond to high international standards. The main result of the career progression programme was preparation and defense of 25 projects on designing Master's programmes in the field of financial management.

The stipend fund “Support for education in the field of Arts and Culture in TSU” was formed with support from the University graduates and JSC “Gazprombank”. The stipend is aimed at supporting talented students of the Institute of Arts and Culture in TSU studying on a paid basis.

The high quality of education was confirmed by international, and public and professional accreditation. 6 Master’s programmes were accredited in 2015.

The University has been participating in international project “QM&CQAF - The expansion of the EU-approaches to providing the partner-countries higher education quality assurance Expanding Quality Assurance” since 2015. The project’s main aim is to adapt the CQAF model of quality of education to the national characteristics of partner countries and to obtain positive applications of this model in the higher education system.

The University’s faculty members took part in the career progression programme in the field of modern technologies of educational activity and education management: 2 career progression programmes and 3 internships at the HSE on the topic: “Designing MEP”, “Management of the University’s educational activity”; 2 training seminars on PBL technology involving the specialists of Maastricht University (Netherlands); and 10 seminars for the faculty members who design the campus courses.

To develop Master’s degree education, the project on design and approval of the mechanism of educational programme management for Centres of Excellence was realized.

Three pilot interdisciplinary Master’s programmes are being realized involving different faculties: “Digital technologies in socio-humanitarian practices”; “Intellectual data analysis and bioinformatics”; and “The study of Siberia and the Arctic”.

In 2015, 5 joint Master’s programmes were designed and implemented together with international universities; 46 joint international educational programmes were realized, involving 216 students from 14 countries, including 15 international educational programmes with two diplomas, 26 exchange programmes/exchange education, and 5 joint PhD programmes. In July 2015 TSU, University of Limburg and Maastricht University signed a tripartite agreement on the implementation of the Master's programme in biomedicine. The programme will prepare elite specialists in the field of interdisciplinary knowledge: physics, medicine and information technology, the demand for which on the labor market is due to the increasing need for national high-tech medical centres and companies of medical industry. Also, during the visit of the University administration to Maastricht, the topics of further expansion of cooperation within ТОМА programme between TSU and Maastricht University were discussed, including designing a Master’s programme with two diplomas and joint PhD programmes, career progression programmes, and introduction of new educational technologies.

In order to develop network education in 2015, a comprehensive project was developed and implemented: “Development and approbation of methodology for creation and introduction of Master's programmes with modules in the form of distance learning courses involving foreign professors” involving 5-100 universities. TSU designed and approved the methodology for creation and introduction of Master’s programmes with modules in the form of distance learning courses involving international professors on the basis of studying world best practices; also, a set of comprehensive standard documentation was designed, a group of representatives of 5-100 universities for the exchange of experience and use of methodology was formed, expert-consulting support of representatives of Russian 5-100 universities was provided, and training for its practical application was carried out. The methodology was approbated together with international lecturers within the University’s Master’s programmes: Cognitive Linguistics; Studies of the European Union, Applied Statistical Analysis of Technical, Computer and Economic Systems, and Mathematical Analysis and Modeling.

Taking into account the realization of the project, in 2015 distance Master’s degree education, involving 6 programmes, was launched:

– Management of social and educational innovations;

– Strategies and technologies of humanitarian personnel management;

– Modern social and humanitarian technologies for work with youth;

– Philology in the general education;

– Humanitarian informatics;

– Information processes and systems.

Information about the programmes is available on TSU website (http://tsu.ru/content/education/upr/magistratura/), the website Abiturient TSU (http://abiturient.tsu.ru/news/7197/, http://abiturient.tsu.ru/company/speciality/), the website of IDE TSU (http://ido.tsu.ru/magistr/), and also on the webpages of social networks.

500 e-learning courses were designed in 2015 to develop network and e-learning. All e-learning courses are brought into a unified database of the University’s electronic resources, which is represented on educational portal E-University (http://edu.tsu.ru).

A local normative framework for the use of e-learning courses in the educational process on the main educational programmes was prepared. In October 2015 the Council for e-Learning development was created, which is the University’s coordinating and consultative advisory and expert body.

In order to promote the University’s educational content into the world educational space, an agreement on cooperation with American МООС-platform Coursera was signed in May 2015, on the basis of which 10 МООС are going to be placed and launched in 2015. 2 mass online TSU courses in the Russian language: “The Amazing World of Geography”, “Probability theory – the science of chance” were designed and placed in media library of the Lectorium educational project (www.lektorium.tv/mooc). The online course “Genius. Talent. Golden Mediocrity” was designed and placed in the media library of the European МООС-platform iversity.

In 2015 more than 30,000 students studied at МООС TSU, including more than 7,800 foreign citizens from Germany, Italy, USA, Spain, France, Israel, the Netherlands, Scotland, Norway, Vietnam, Bulgaria, Poland, Czech Republic, Serbia, Hungary, Greece, Taiwan, China, India, Kazakhstan, Uzbekistan, Kyrgyzstan, Armenia, Moldova, Belarus, Estonia, Latvia, Ukraine, and Russia.

134 programmes of modules (disciplines) for preparation of Master’s degree students in the English language were designed and are being realized for the purpose of creation of multilingual environment. 7 summer schools involving international experts and leading scientists with the total number of participants more than 700 undergraduate and PhD students were prepared and carried out. In 2015, 658 TSU students received support for participation in academic mobility programmes; they studied and went for internship to 18 countries. In 2015 the total number of TSU students participating in international events, amounted to over 10%.

To organize the recruitment of international students and applicants, the recruiting department and document support of foreign students were created, and TSU personnel took part in a series of educational exhibitions: Road Show Russian Education, Malaysia; Exhibition Education and Carrier 2015, Kazakhstan; Exhibition Fair Russian Education 2015, India; Exhibition Fair of places of education, Bishkek, Kyrgyzstan; International Education Salon 2015 in Moscow; 27th annual conference of the European Association of International Education EAIE-2015 in Scotland (Glasgow); and International Educational Exhibition China Education Expo. In addition, enrolling students from Southeast Asia (Malaysia, Vietnam and Laos) was organized.

In 2015 a grant support system of foreign students was actively developed. The TSU International Students Grant was created to attract talented students from abroad to TSU, as well as to help with the formation of multicultural research and educational environment. 68 applications were made for the competition this year, 42 from them were approved. The contestants from 11 countries of Western Europe, South and South-East Asia received grant support.

Within the project Internationalization of Ph.D. and Doctorate Programmes a competition for grants for foreign citizens to study in TSU’s Ph.D. programmes in academic year 2015-2016 was announced. 74 international PhD students study at TSU, from the following countries: Egypt, Iran, Saudi Arabia, Algeria, Pakistan, Tanzania, India, Vietnam, China, Mongolia, Italy, Poland, Yemen, Bangladesh, and Laos. 74 PhD students from TSU studied at PhD programmes in scientific centres of universities abroad (USA, France, Switzerland, Sweden, Czech Republic, Spain, and Brazil).

The total number of intramural foreign students was 1,653 people, the proportion of foreign students enrolled in main educational programmes in the total number of students was 13.2%.

In order to support international undergraduate and Ph.D. students, the department of Adaptation of International Students was established in the structure of international management. In 2015, 198 students of joint educational programmes from partner universities successfully accomplished the course of Russian as a foreign language, and they also participated in contests in Russian as a foreign language.

For comprehensive teaching of the Russian language and further entering the University Bachelor's and Master's programmes, the Faculty of Pre-University Preparation was opened in October 2015, which now works in two modes: teaching Russian as a foreign language and preparation of candidates in Humanities (History) and Science (Mathematics) for further taking entrance examinations and studying im the University Bachelor's and Master's programmes.

For the purpose of early identification of capable applicants, focused on research activity, and formation of “our own, target applicant” (in accordance with the target model) the University realizes network projects with the system of general education of Tomsk region and the Siberian Federal District; in 2015 a network of TSU’s partners was created, which included the Regional Centre for Educational Development, inter-municipal centres for the development of endowment (9 IMCs of Tomsk region), the Department of General Education of Tomsk region, 32 educational organizations with the status of regional centres for introduction of innovations, schools (TSU’s experimental platforms for the development and realization of joint programmes of specialized education, 100 schools), and methodological services of municipal entities.

In 2015, in the TSU Internet Lyceum, based on remote technology, there were 115 educational programmes, with 876 students involved from more than 40 regions of Russia, as well as from Kazakhstan, Iran, and Great Britain; and scientific, popular science, and creative activities were carried out with the students. There are five distant operating schools for the development of talented children. Over 3,000 students are involved in projects and activities on TSU’s school portal.

Mechanisms that improve the University's interaction with the system of general education were developed and approved in order to attract talented students to TSU and strengthen the University’s role in creation of open educational space in the region, which involves: creation and use of joint educational products in the regional education system; creation of infrastructure for network interaction between the University and the system of general education; and strengthening the University's potential for systematic interaction with general education (expert-consulting support of the groups of teachers and students, educational content developers included in the programme of work with partner schools).

Pilot versions of the network programmes of specialized education for different directions were designed: physics and mathematics, natural sciences, and social and humanitarian sciences.

The scientists of laboratories and departments designed task packages on the basis of their research. The tasks are available on TSU school portal University Prospect, which is a platform for realization of students’ initiatives, acquaintance with the activity of departments, research laboratories, and centres of excellence, and presentation of resources.

Educational products were designed within network interaction: the intensive course for students from rural areas and small towns “Step into the future”; case study “STEM – laboratory”; case study “Experiment in the Botanical Garden”; educational module “Design. Creation. Research”; Project Contest-Session “Educational foresight. Professions of the future”; and educational programme “TSU’s open entrepreneurial class”. The programmes were launched in Tomsk and various districts in the Tomsk Region. 700 students of grades 2-11 from 66 educational organizations were involved.

An agreement on the establishment of the Council for the Development of Educational Space of the Tomsk Region has been signed between TSU, TPU and the administration of the Tomsk Region. The objectives of the agreement are the approval of key projects that will be implemented by the universities in order to increase the quality of education and develop an open educational space in the region. The Council includes representatives of the Ministry of Education and Science of the Russian Federation (Deputy Minister of Education and Science of the Russian Federation Ekaterina Andreevna Tolstikova) and leading experts in the field of regional education.

Under the direction of the Tomsk regional administration, TSU became the designer of the conceptual content of an inter-university lyceum, the Tomsk Museum of Science and Technology. In 2015 students’ projects on cooperation with talented schoolchildren were implemented: “Keen League”, “Volunteer Corps”, “Back to School”, “The Coolest Form”, and “Academy of Professionals”. For the recruitment of talented Russian and international prospective students with a strong motivation to study at Tomsk State University, some projects were carried out in 2014: “Students’ Admission Committee”, “I am at TSU”, and “Enactus”; field academic competitions and field summer schools were held regularly and 27 youth science clubs operated.

TSU jointly with QS developed an internationalization strategy aimed at creating a multicultural environment at the University, active participation in associations and partnerships, and collaboration with international research and educational centres.

In 2015 the University became a member of the prestigious international organization UArctic. In the framework of this organization TSU plans to organize joint research with partners from Arctic countries. TSU became a member of European University Continuing Education (EUCEN) and became a member of International Association Science Park and Areas of Innovation, IASP.

As a member of the network consortium of circumarctic research stations EU SCANNER-INTERACT, coordinated by the Royal Swedish Academy of Sciences (Kungliga Vetenskapsakademien), TSU continued collaboration with Arctic stations in Scandinavia: Abisko Scientific Research Station (Sweden), the Tarfala research station (Sweden), and Kilpisjärvi (Finland).

In May 2015, TSU became a coordinator of the Association of Universities of the Russian Federation and the Republic of India. The main goals of this Association are to strengthen development and to promote exchange of students and staff members.

TSU also coordinated the Conference of Rectors of Italian Universities of the Global Universities Association. The initiative is aimed at attracting students to Italian programmes of varying duration and status, identifying best practices, and exchanging experience.

In 2015, 62 international events were held at the University. TSU was visited by 36 international delegations and more than 300 heads of universities abroad: scientists, educators, politicians, diplomats, and managers.

For its 137th anniversary celebration, in May 2015 TSU organized an international conference “The University in a Changing World” with the participation of university rectors. University delegations from China, India, UK, USA, Malaysia, Vietnam, and other countries participated. The forum participants discussed the target model of the university, university innovative activities, change management, preservation of university traditions, internationalization of universities, and the role of the ranking systems for stimulating development.

In September 2015 the Research Library of Tomsk State University was the venue for the «International Education» exhibition. Representatives of universities in Australia, Germany, UK, France, USA, and other countries - participants of the Programme «Global Education» - took part in the exhibition. Not only could students see the presentations of the world's leading universities, but they also had a chance to get advice from Nuffic Neso Russia, the official representatives of the Dutch higher education in Russia, and were able to make their own rating of universities.

18 candidates submitted applications for participating in the programme “Global Education” for long-term training at the leading international universities. Two of them are currently studying at Maastricht University, Netherlands.

In 2015, agreements were signed with 15 leading world universities, including the University of Sussex, University of Rome «La Sapienza», Universiti Sains Malaysia, Maastricht University, and Durham University.

In 2015 770 TSU staff members participated in the mobility programme. 52% of them young employees who passed 351 internships and took part in 715 national and international conferences (70 universities and research centres from 52 countries). The best managerial practices and data obtained by the University managerial and educational staff are one of the resources for updating management procedures and improve its efficiency.

As a part of the project for the formation of multi-language environment there are three functioning English-speaking clubs (with more than 500 participants) including one in which Tomsk residents may participate; campus infrastructure in English is developing; testing of knowledge of English is performed for the personnel of faculties and services; there is an extensive programme for teaching English to managerial and university staff; there are functioning centres of academic writing in English, a centre of language competence, and three translation centres in socio-humanitarian, and physical, mathematical, and natural science disciplines.

An attractive internal environment has been developed in order to engage and retain leading scientific and educational personnel including the ones from leading universities abroad. A system of international recruiting is being developed. The University formed a database containing the information about all the international scientists with whom the University considers a possibility for collaboration and employment in order to develop the Centres of Excellence, laboratories, and educational subdivisions. Today the database is composed of 350 international specialists from leading world universities. During the sessions the Committee for Employment of Foreign Specialists discussed the employment of 330 specialists. At the end of 2015 the Centres of Excellence, laboratories, and educational subdivisions provided employment for 238 international scientists and specialists. TSU decided to perform an open international grant competition in order to recruit young scientific-pedagogical staff, including those from leading universities abroad for conducting research in the laboratories. As a result TSU recruited 23 postdocs. There is an adaptation programme that includes assistance in finding employment and the extension of visas for foreign experts, holding formal and informal meetings, learning the Russian language, and domestic support for international postdocs.

The goals of this phase are to increase the University’s management efficiency; promote staff involvement in processes of the University transformation and management; develop a matrix management model with shared governance elements; developing internal communications; and changing the organizational culture of the University.

Professionalization of managerial positions in 2015 was achieved by attracting leading international and domestic experts; training and retraining personnel; providing the best university management practices study internship; consulting and analytical support of managerial practices; effectiveness of the system of contract managers; personnel rotation; and forming the personnel reserve of administrative personnel aimed at the implementation of organizational projects within the programme of competitiveness enhancement.

The University’s management approach is benchmarked against the best world-class practices. University management board members visited Tokyo University (Japan), some universities in Brazil, Central University of Finance and Economics (China), Mapua Institute of Technology (Philippines), University of Modena (Italy), and the Institute of Fashion and Design, Düsseldorf to establish partnership relations and explore the best management solutions. In June a delegation of the University representatives headed by the Rector studied best university management practices at Maastricht University (Netherlands), Institute of Fashion and Design, Düsseldorf, and North China University of Technology, where agreement was reached on the opening of the Russian Language Centre in spring of 2016 in the city of Tangshan. In December 2015 TSU staff worked at leading Italian universities (University of Rome «La Sapienza», University of Naples «L'Orientale»), with which TSU has interacted for more than ten years. The outcome of those meetings was the extension of the cooperation agreements, preparation of proposals to enhance cooperation in the subject areas, the establishment of a system of training, including online training, and new projects that will enable TSU to become the largest centre of teaching Italian students in the Russian Federation.

A programme for upgrading the University’s management efficiency is being implemented under the supervision of O. B. Alexeev, an expert in the field of change management, and is targeted at the eliminating administrative barriers and transforming TSU’s organizational culture, developing means of internal communication, increasing the efficiency of organizational efforts, and adjusting the style of administrative staff interaction with the structural subdivisions. In order to ensure higher productivity and involvement of academic teaching staff in the University transformation project, a «Smart Problem» is detected and then changes in the language by the University community are investigated. 7 interface sessions between University managerial staff and faculties or structural subdivisions were conducted. Projects and analytical groups were formed from the members of the personnel reserve. The groups are addressing topics relevant to University strategic goals: development of effective methods of internal communications; identification of key transprofessional competencies («Soft-skillz») formed in TSU students; creating regulations of effective workshops; and analysis of formal («written») and informal («unwritten») standards established at the University.

In 2015, a number of events to support loyal and customer-oriented TSU staff were held, among them four training sessions for administrative staff («Stress resistance», «Excellent service», «Professional communication in the service», and «SMOL Motivation: how to motivate yourself and others to achieve results», under the guidance of leading business coach V.A. Chemery). An indicator of the productivity of work with personnel is the satisfaction of the staff with the customer-service work (7 points in the social survey). The Institutional Research Centre has developed and implemented a programme for monitoring the university environment.

The analysis of realization of key indicators by managers and scientific and pedagogical personnel was done, on the basis of which adjustments are made to the system of key indicators and competitive process to determine the timing (1, 2, 3, 5 years) and contracting conditions with scientific and pedagogical workers. The University terminates the employment of ineffective employees.

A focus on the professionalization of managerial staff is blended with involvement of the key personnel in the discussion of crucial solutions and in the projects of the International Competitiveness Improvement Programme. In 2015 more than 1,500 employees participated in the main communication initiatives, interface meetings with the staff of subdivisions, laboratories, strategic workshops, open board sessions, and open seminars. More than 950 staff members take part in the projects of the Programme.

Creating an innovatively active environment was aimed at creating stable self-sustaining changes. The task of professional and efficient management is to build a system of ongoing support and stimulate the processes of developing local initiative, while at the same time organizing the environment and infrastructure. In the project «Creation of an innovatively active environment» the following employee involvement approaches are used: open seminars on designing the changes; organization of design, analytical and expert groups activity within the subdivisions; open expert-analytical seminars with involvement of third-party experts and consultants; and training workshops in the sphere of innovation related to the educational, scientific, and managerial spheres at the University. A total of 80 events were organized in the reporting period in order to support the implementation of the International Competitiveness Improvement Programme. Moreover, stimulating and boosting the innovative activity of the academic teaching staff is ensured by tender-based and grant-based mechanisms as well as by the establishment and extension of the TSU staff initiatives database in the key development areas. In 2015 three initiative project competitions were held, and 175 staff members and students participated.

For analytical support of the change management process and University target model development in the knowledge-based economy and refining TSU’s target model, a series of lectures were delivered in May by P. G. Shchedrovitsky, with the aim of explaining the grounds for the University target model considering the trends and prospects of the global division of labor. As a result of the lecture a special group was established to study the anthropological background of the University’s model.

15 meetings of the University management with faculties and teaching and research departments were conducted, and the Commission on the Ethics of Scientific Council of TSU prepared and presented for discussion the University’s code of ethics.

In order to involve personnel in the process of changes, define priorities, coordinate the development process, and optimize the University structure, faculties and institutes are preparing strategic development programmes.

One of the methods for employees’ involvement was providing the possibility pf participating in the formation of the personnel reserve of academic teaching staff and administrative staff following talent management principles. Within the programmes of personnel reserve development, individual development programmes were created; special competence development events were organized, including lectures and seminars devoted to the publication activity of contemporary scientists; and events to develop managerial competencies, classes in English, and involvement of the personnel reserve participants in the strategic events at the University were provided. The programme is coordinated with the similar projects run by the leading Russian universities within the networking effort among the university members of the Global Universities Association. TSU participates in the networking project to survey the personnel reserve management practices in the leading Russian and international universities. For these purposes evaluation tools were developed for the current reserve members and for potential candidates who volunteered to participate in the programme next year. A programme of personnel reserve training was developed with involvement of experts from the Moscow School of Management SKOLKOVO, a foresight session and 2 strategic sessions were conducted, and intersessional group work is in progress.

The scientific and practical conference “HR trend 2015: Talent management and corporate culture transformation” was held at TSU on 10-12 November 2015. The conference was devoted to the problems of search and training of talented employees in the top Russian universities. Its main purpose was to create a community of researchers and practitioners working in the field of training high-potential employees. An exchange of management practices was made among leading Russian and international universities. 400 people from 9 countries of the near and far abroad attended the conference. Among the participants were representatives of leading Russian and international universities, managers and specialists in personnel management from businesses and corporations, and experts in the field of staff with high potential management (HiPo) and corporate culture change. Some top Russian universities were the partners of the conference (National Research University Higher School of Economics, Saint Petersburg National Research University of Information Technologies, Mechanics and Optics, and Far Eastern Federal University), along with the Global Universities Association, Agency for Strategic Initiatives(ASI), and the journals University Management: Practice and Analysis and Siberian Psychological Journal.

In addition, some activities for members of the personnel reserve programme were organized: lectures and roundtable discussions and workshops on the development of management skills. During the conference a seminar «Mission of the university: What has changed since the days of Jose Ortega y Gasset» was organized along with the seminar «Managing Change at the University: The problem of finding a ‘cultural gene’».

In 2015, in order to engage students in the implementation of the Programme of Competitiveness Enhancement, a project «Leadership University» was launched representing a model of education in a modern university. It is expected that this model will give each student a set of tools that will help them to form leadership competencies in various directions for the development of student self-government and social engineering. More than 70% of Tomsk State University students took part in the project’s activities.

Participation in the key communication events, implementation of the development projects, and implementation of the educational programmes resulted in forming a team of 50 key managers who proved to be the leaders of the changes. It is a networking team that covers all the levels of the organization and is focused on cultural achievements.

The Strategic Management Office managed the process of transforming and coordinating the implementation of strategic initiatives, and supported the project mode of the action plan via the preparation, launch, monitoring, and support of the projects and the formation of project teams and coordination of their interaction with the University’s services and structural divisions. 137 projects were carried out.

The system of shared management is being developed. In 2015, over 1,100 people from staff and management served on 50 boards and commissions in various areas. The management committee now includes heads of the Centres of Excellence laboratories. Meetings are attended by deans and directors of institutes. In 2015, two meetings of the Supervisory Board were held, during which decisions were taken in more than 20 issues. The first Congress of TSU graduates was held and two committees for education and innovation were created.

Development and positioning of the University communications has been built on the basis of an emerging target model. In 2015, a new brand-book and communication strategy of the University were developed and presented to this end. In order to complete the task of the University positioning in the global scientific and educational environment the University benchmarking was conducted and a rebranding initiative was prepared. A brand-book, new conceptual design, and a communicative strategy for the brand were developed and presented. University staff and students attended public hearings to discuss the new University logo when it was drafted.

Websites of partner universities provide information about TSU staff members participating in the University activities, as well as links to TSU website.

Public relations are also being improved in the Internet: TSU has its accounts on several social networks such as http://www.linkedin.com/, Instagram, Google+, “Vkontakte”, “Facebook”, “Twitter”, Youtube.

In order to develop internal communications 35 articles and 180 news items were published both in Russian and English languages in a website section «Rector’s view» <http://en.tsu.ru/about/rector.php> covering the most important events in the context of current changes from TSU leader’s perspective. A new type of internal corporate mailout has been developed covering not only the current events but also the landmark events taking place at the University.

Corporate newspaper “Alma mater” published 161 articles on the best research and academic University practices. TSU’s executives had a number of meetings with the staff. A page called «Vice-rector on duty» was set up on the website “Vkontakte” where all students and staff members can place any questions to the Executive Board. The main University website has a page «Contact Us», where anyone can submit their comments and suggestions.

«Internal electronic communications” project has been implemented. This project motivated employees’ to participate in TSU internal electronic communications in accordance with modern corporate standards. Also, it contributed to the creation of an feedback mechanism, so TSU staff can comment on the changes at the University via internal electronic communications tools.

To support the discussion on the draft of TSU Corporate Code several PR-campaigns were launched: «Corporate culture of the classical university: the role in forming professional and personal identity of the graduate», «Creation of innovation active environment supporting the change management process in order to form TSU personnel reserve of senior management», «Creation of an English-speaking environment in TSU in order to attract students from leading foreign universities «, and others.

Online and offline procedures were organized for obtaining feedback from TSU employees on their attitude towards the changes initiated by the senior management and project managers: online-discussion of TSU ethical code; online-survey of the staff attitude to TSU corporate culture; online survey of staff awareness of TSU potential for career growth and professional development, as well as of the access to these opportunities; online-voting on the most initiative TSU projects’ contest; monitoring TSU employees attitudes to visual imagery - elements of corporate identity; monitoring TSU employees’ attitudes to the channels, form and content of internal electronic communications.

For the internal system of social services a messaging service (http://messenger.tsu.ru/) was developed, and extended functional was provided for the services available in TSU accounts. Preparations for developing a basic module of social services were made: development of the architecture, interconnections, navigation solutions, and data synchronization between separate social services.

A project of University campus transformation was launched in 2015 to promote creative modern environment focused on the new educational content and technologies and interdisciplinary cooperation between the students. Facades and public spaces were modernized at 6 TSU student dormitories (showers, windows, bathrooms, heating systems were replaced), and 37 classrooms in 7 buildings were renovated. In February 2016 a new co-working area for researchers was opened in TSU Research library. Independent work area for the students was arranged in “Parus” (Sail) Residential Complex. In May 2015 a 24/7 Information Centre of Research Library was opened to ensure continuous access to information both in electronic format and hard copies. This hall has both isolated “quiet zones” for individual study and open co-working zones for communication and group interaction. By the end of 2015 a hall for interdisciplinary study was opened. The Project of Research Library renovation also included organizing rooms for group and project-based activities. In the Residential Complex “Parus” a dance hall, a movie hall for the hearing impaired and a cafe for students were opened. The project of the Campus transformation was based on open access ideology, and aims at creating open environment, “smart”, energy-efficient and safe Campus.

More than 700 million RUB were spent in 2015 on Campus renovation. With a view to formation and development of scientific and educational, cultural and social environment in the region, within the framework of “Tomskiye Naberezhnyye” (Tomsk embankments) project the largest ice-skating rink in the city was opened near “Parus” Residential Complex. The project was implemented in collaboration with the city Administration.

A system for the TSU museum complex and exhibition halls of the TSU Scientific Library has been created. It works with different segments of the museum’s audiences: preschool children, schoolchildren, TSU students and those from other educational institutions, and well as University guests. Applications for excursions and museum events are received by a call centre and online on the website of Museums Centre. Excursions and tours and educational activities are conducted for all audiences: pre-schoolers, schoolchildren, students, guests of the University. In 2015, 302 excursions for 4,100 visitors were carried out.

As part of realizing the Programme focus is placed on the best practices to ensure stability and effectiveness, including: change management, the creation of an innovation-active environment that supports the change management process on a permanent basis; the transformation of the organizational culture; personnel management on the principles of talent management; developing and testing methods for creating and implementing remote Master’s programmes with modules of distance learning courses involving international instructors; the creation of a project control circuit; and enhancing the attractiveness of the University as an institution of a regional scientific, educational, and cultural importance.

In 2015, the implementation of the University's Roadmap has been complicated by the following circumstances:

1. limited use of the project's funding because of activities identified by Russian Government Decree, March 21, 2012 № 211, that narrows the areas of strategic initiatives;
2. lack of investment resources (long-term loans), that narrows the horizon of planning and decision making;
3. funding of the leading universities' educational activities not corresponding to solution of the international competitiveness problems.

These problems are not critical for achieving indicators and implementation of Competitiveness Enhancement Project, however it decreases the University’s transformation progress and effectiveness of measures.